



# ACCESSING THE GLOBAL MARKETPLACE

A Resource Guide for the  
Transit Industry



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1999

U.S. Department of Transportation  
Federal Transit Administration





# Acknowledgments

The Federal Transit Administration (FTA) and the American Public Transit Association (APTA) would like to acknowledge the U.S. Department of Transportation's Federal Highway Administration (FHWA) for its support in creating this guide. In 1997 FHWA and the American Road and Transportation Builders Association (ARTBA) published the *International Opportunities Resource Guide for the Transportation Development Industry*. This was updated in 1997 as the revised guide, *Doing Business Internationally: A Resource Guide for the Transportation Industry*.

These publications provided the inspiration for this transit-focused guide and much of the material provided herein comes from the legwork originally undertaken by the FHWA and ARTBA.

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# Acronyms

AACCLA	Association of American Chambers of Commerce in Latin America	IMTP	International Mass Transportation Program
AASHTO	American Association of State Highway and Transportation Officials	ISA	Industry Sector Analysis
ADS	Agent/Distributor Service	ISO	International Organization for Standardization
AmChams	American Chambers of Commerce	ITA	International Trade Administration
APEC	Asia-Pacific Economic Corporation	ITS	Intelligent Transportation Systems
APTA	American Public Transit Association	MAC	Market Access and Compliance
BEA	Bureau of Economic Analysis	MIF	Multilateral Investment Fund
BXA	Bureau of Export Administration	MIGA	Multilateral Investment Guarantee Agency
CDIC	Country Directories of International Contacts	NAFTA	North American Free Trade Agreement
CMA	Customized Market Analysis	NIS	New Independent States
EAC	Export Assistance Center	NTDB	National Trade Data Bank
EBB	Economic Bulletin Board	OECD	Organization for Economic Cooperation and Development
ELAN	Export Legal Assistance Network	OEIM	Office of Energy, Infrastructure, and Machinery
ESA	Economics and Statistics Administration	OETCA	Office of Export Trading Company Affairs
EWCP	Export Working Capital Program	OPIC	Overseas Private Investment Corporation
Ex-Im Bank	Export-Import Bank	PRI	Private Sector Department
FTA	Federal Transit Administration	SBA	Small Business Administration
GLOBUS®	Global Business Opportunities®	SBDC	Small Business Development Center
IA	Import Administration	SBI	Small Business Institutes
IBP	International Buyer Program	SCI	Sister Cities International
IBRD	International Bank for Reconstruction and Development	SCORE	Service Corps of Retired Executives
ICP	International Company Profile	SME	small- and medium-sized enterprise
IDA	International Development Association	TDA	United States Trade and Development Agency
IDB	Inter-American Development Bank	TIC	Trade Information Center
IFC	International Finance Corporation	TOP	Trade Opportunity Program
IIC	Inter-American Investment Corporation	TPCC	Trade Promotion Coordinating Committee
IMI	International Market Insights	USAID	United States Agency for International Development
		USDOC	United States Department of Commerce
		USEAC	United States Export Assistance Center
		WTCA	World Trade Center Association

# 1. INTRODUCTION



## Why Export

In order to stay competitive domestically, U.S. firms of all size will need to become competitive internationally. While the U.S. market is enormous, it represents only one-third of world purchasing power. This percentage is likely to diminish in the future since 95 percent of the world's population resides outside of the United States.

To increase profits and remain competitive, firms will need to expand their market base, increase their production, reduce per-unit production costs, and extend product life. Competing overseas will help them accomplish this.

**Quick Figures –  
American firms with  
less than 100 employees  
account for 60% of  
exports. 95% of the  
world's population  
resides outside the  
United States**

Fortunately, there is enormous demand for transportation infrastructure development worldwide. A brief look at Projects for Rail/Mass Transit in the *Global Infrastructure Projects Database* demonstrates the wide range of projects under development at the time of the writing of this guide. From the Athens Light Rail line, to the Bogota Metro, Delhi Metro, Jakarta Metro, Russian Railroad Rehabilitation, Taipei Metro, Tijuana Light Rail, and Valencia Light Rail, among many others, these types of projects represent enormous opportunities for U.S. firms to expand their sales.

Of course, while these large infrastructure projects are highly visible, they represent only a small proportion of the opportunities available for most firms. From low floor buses to intelligent transportation systems,

U.S. companies have transit products and services in demand throughout the world. And these opportunities are not limited only to large businesses.

It is the intent of this guide to assist medium and small firms identify opportunities that exist abroad for them. While the process of doing business abroad can seem daunting to these companies, there are numerous sources of assistance. One needs only to look at the success of others. The Department of Commerce reports that 60 percent of American firms now exporting successfully have fewer than 100 employees.

Chapter 2 of this guide introduces both the International Mass Transportation Program (IMTP) of the Federal Transit Administration (FTA) and the American Public Transit

Association (APTA). Chapters 3-5 discuss who to contact first, how to conduct general market research, and then how to focus that research. Chapters 6 and 7 provide information on how to promote and sell your products and the type of project financing available. Chapter 8 identifies sources of help to ensure your firm is treated fairly. Chapter 9 provides tips on conducting business abroad in such areas as travel and language usage. The remaining chapters list other organizations and contacts that may be useful.

Exporting goods and services, especially for small and medium sized businesses, is no longer the complicated undertaking it once was. The information in this guide should help you identify opportunities abroad and assist you in taking advantage of them.





## 2. ABOUT US



### Who We Are

#### **FEDERAL TRANSIT ADMINISTRATION INTERNATIONAL MASS TRANSPORTATION PROGRAM (IMTP)**

A primary goal of both the Federal Transit Administration (FTA) and the U.S. Department of Transportation (DOT) is to advance America's economic growth and competitiveness domestically and internationally.

With this goal in mind, on June 9, 1998, President Clinton signed into law the Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21). It authorized the Secretary of Transportation to inform the U.S. domestic mass transportation community about technological innovations available in the international marketplace and to undertake activities that may afford domestic businesses the opportunity to become globally competitive in the export of mass transportation products and services.

Officially launched as the International Mass Transportation Program (IMTP) on September 15, 1999, TEA-21 authorized:

- Domestic dissemination of worldwide mass transportation market opportunities;
- Cooperation with foreign public sector entities in research development, demonstration, training, and other forms of technology transfer and exchange of experts and information;
- Advocating, in international mass transportation markets, of firms, products and services available from the United States;

- Participation in seminars, expositions and similar activities in order to inform the international market about the technical quality of domestic mass transportation products and services; and
- Offering FTA technical services not readily obtainable from the U.S. private sector to foreign public authorities planning or undertaking mass transportation projects on a cost recovery basis.

The FTA recognizes that the U.S. domestic transportation industry is inextricably entwined with the international transportation community. In today's global marketplace the U.S. transportation industry simply cannot survive unless it remains internationally competitive. As the IMTP develops, we envision providing services such as:

- Providing displays, literature, promotional materials, and videos with information about the products and services available from U.S. domestic transportation industry
- Establishing exchange programs to educate and inform foreigners about the U.S. domestic transportation industry
- FTA co-sponsored Trade missions
- Cooperating with the U.S. Department of Commerce, the Small Business Administration, State Department, and other U.S. government agencies and industry associations to provide information on export opportunities and programs.

The IMTP encourages firms to contact us for more information and to share your experiences and/or success stories. Please call us at (202)-366-4052 or by email at: [IMTP@FTA.DOT.GOV](mailto:IMTP@FTA.DOT.GOV)

## **AMERICAN PUBLIC TRANSIT ASSOCIATION**

APTA, the voice of public transit in North America, is a nonprofit international association of over 1,200 member organizations. These include transit systems; planning, design, construction and finance firms; product and service providers; academic institutions, and state associations and departments of transportation. APTA members serve the public interest by providing safe, efficient and economical transit services and products. Over 90% of public transport users in the United States and Canada are served by APTA members, and all the major bus, rapid transit and commuter rail systems in North America are APTA members.

APTA's Business Members include both U.S. and international companies that supply products and services to the transit industry. Some of the Business Members plan, design build and finance transit systems, some are contract operators of transit service, while others provide the vast array of equipment and materials needed to run modern transit systems. They range in size and scope from single practitioners to large corporations. A separate membership category encompasses government agencies, city and regional planning departments, state departments of transportation, academic institutions and trade publications.

### Conferences and Trade Shows

APTA organizes numerous conferences each year that provide an opportunity to interact professionally and socially with counterparts and industry leaders. These include:

- Legislative Conference held every March
- Commuter Rail Conference
- Bus Conference
- Rail Transit Conference

- Annual Meeting held each fall to provide overview and networking opportunities
- International Public Transit Expo, held triennially, the world's largest transit trade show attracting decision makers from around the world and showcasing the most advanced technologies available.

### Communications and Publications

- Membership Directory
- Catalogue of Member Products and Services (COMPS) - Contact data for Business Members in 105 categories
- Passenger Transport - The only national weekly devoted entirely to public transit, with a monthly International Focus section
- Transit Fact Book
- President's Letter - Faxed or e-mailed weekly of industry and APTA-related news
- APTANet@ - [www.apta.com](http://www.apta.com) a searchable Internet resource. Has links to more than 200 transit web sites worldwide

In addition, the APTA Information Center serves members as a clearinghouse of transit-related facts and figures. Members may obtain publications from all over the country and the world, historical data, research reports and statistics. A web site transit clipping service, based on North American and overseas news sources is available to members only.

### International Programs

To better serve the expanding international interests of our North American core membership and the concerns of members outside North America, APTA has organized transit exchange programs. These are designed to work in both directions, assisting APTA members in North America with international contacts, and serving overseas members on four continents to obtain information from U.S. colleagues and to arrange professional visits.





## 3. GETTING STARTED

### Where to Start

*Many companies have considered looking for opportunities abroad but often do not know where to begin. A good place to start is the International Trade Administration (ITA) of the U.S. Department of Commerce, specifically in the Trade Information Center (TIC) and your local Export Assistance Center of the Commercial Service. The Small Business Administration and your state government also offer a variety of services.*

**TRADE INFORMATION CENTER**  
**1-800-USA-TRADE (872-8723)**  
[www.ita.doc.gov/tic](http://www.ita.doc.gov/tic)

The Trade Information Center (TIC) is the first stop for firms seeking information on all Federal export assistance programs, as well as country and regional market information and general export counseling. Firms can start at the TIC's world wide web site or call toll free to find answers to the most commonly asked exporting questions and links to the most-used resources. TIC's general programs are described below:

- Referrals and information on all U.S. Government export assistance programs as well as general export counseling.
- The annually published *Export Programs Guide: A Business Guide to Federal Export Assistance*, which provides contact information, internet addresses, and describes the resources available to you from 20 federal agencies.
- Internet Guide to Export Trade Leads
- Calendar of Overseas Trade Missions sponsored by the Department of Commerce as well as an Export Promotion Calendar of

international trade events supported by one or more U.S. Government agencies.

- An Alternative Trade Finance Guide that provides a state-by-state list of service providers nationwide, including those that specialize in meeting the unconventional needs of U.S. exporters.
- Provides advice on Export Licenses and Controls.
- Country-specific export counseling and assistance for Western Europe, Asia, Western Hemisphere, Africa, and the Near East on standards, intellectual property protection, government procurement, and other commercial laws, regulations, practices, distribution channels, business travel, and other market information.
- Opportunities and best prospects for U.S. companies in individual markets.
- TRADEBASE--a listing of upcoming trade education events in your area.
- National Export Directory—a listing of all U.S. Government trade-related offices around the United States, as well as state

### Publications

*A Basic Guide to Exporting*, a publication of the U.S. Department of Commerce in cooperation with Unz & Co., Inc., describes the exporting process step-by-step, from identifying markets and developing an export strategy to doing market research, traveling overseas, finding buyers, shipping, and financing, as well as federal agency export promotion services. It is available for \$14.95 from Unz & Company by calling 1-800-631-3098.

The Small Business Administration (SBA) publishes *Breaking into the Trade Game*, a step-by-step guide to the exporting process from developing an export strategy and doing market research to identifying buyers and financing. Unfortunately, the publication is currently out-of-print. SBA is revising the publication, and expects the hard copies to be available in October 1999. The former version is on the Internet at <http://www.sba.gov/oit/info/Guide-To-Exporting/>



- and local export program offices.
- A Foreign Trade Offices database to find contact information for foreign embassies, consulates, and trade offices located in the United States and customs offices abroad.
- Trade Publications and export software.

## **U.S. COMMERCIAL SERVICE**

<http://www.ita.doc.gov/uscs/>

The Commercial Service (also known as the U.S. Foreign and Commercial Service) is a global network strategically located in more than 220 cities worldwide to assist U.S. exporters. Overseas, the Commercial Service is present in 78 countries, which represent more than 95 percent of the world market for U.S. exports. In the United States, the Commercial Service operates a hub-and-spoke network of 92 Export Assistance Centers, which offer companies a comprehensive range of export facilitation services in one location. Listing of the Centers can be found at the above website. The Commercial Service provides a wide variety of products and services that can assist you in all stages of the process. (Products and services are listed in subsequent chapters).

## **EXPORT ASSISTANCE CENTERS**

Export Assistance Centers offer a full range of federal and local export programs and services under one roof. Clients receive assistance by professionals from the U.S. Department of Commerce, the U.S. Small Business Administration, the U.S. Export-Import Bank, and other public and private organizations. It's a partnership that makes it easier for you to get the help you need to compete and succeed in the global marketplace.

Each EAC is ready to meet your business needs with:

- Export marketing and trade finance assistance at convenient one-stop locations

- Customized counseling that best suits your company's experience and commitment to exporting
- Customer service that uses the latest technology to bring export assistance to your doorstep

## **YOUR STATE GOVERNMENT**

State governments can be a valuable resource. Although titles and structures vary by state, most have some type of Department of Economic Development or International Trade Office, etc. (See Chapter 12). Some states also have representative in select countries around the world (See Chapter 13).

## **SMALL BUSINESS ADMINISTRATION**

The Small Business Administration (SBA) offers an extensive selection of information on most business management topics, from business start-up to exporting products. SBA offers training and educational programs, counseling services, financial programs, and contract assistance.

The SBA provides a variety of resources for small businesses looking to expand their business through exporting. Three excellent resources, Small Business Development Centers (SBDC), Service Corps of Retired Executives (SCORE) and Small Business Institutes (SBI), are conveniently located in most U.S. cities. SCORE has experts in virtually every area of business management and maintains a national skills roster to help identify the best counselor for a particular client. SBDC services include assisting small firms with financial, marketing, production, organization, engineering, technical problems, and feasibility studies. The SBI program, located on more than 500 college campuses nationwide, provides small business owners with intensive management counseling from qualified business students.

# 4. MARKET RESEARCH



## Where & What to Export

*Before making large investments in time and expenditures, companies wish to be ensured that there is a market for their goods and services. Fortunately, there are a number of sources for information on country and/or industry specific market research.*

### **NATIONAL TRADE DATA BANK (NTDB)**

NTDB is a "One-stop" source of international trade data collected by federal agencies. The NTDB contains over 190,000 trade-related documents, including market research reports, trade leads, trade contacts, statistical information, country reports, and much more. It is available at federal depository libraries, can be purchased on CD-ROM, or can be accessed through the Internet at STAT-USA's World Wide Web site <http://www.stat-usa.gov>. Call 1(800) STAT-USA to order or for more information.

### **ECONOMIC BULLETIN BOARD (EBB)**

The EBB provides on-line trade leads, time-sensitive market information, and the latest statistical releases from a variety of federal agencies. To subscribe, call 1(800) STAT-USA, or try the Economic Bulletin Board as a

guest user by dialing (202) 482-3870 with your personal computer and modem.

### **INDUSTRY SECTOR ANALYSIS (ISA)**

The Commercial Service provides structured market research reports produced on location in leading overseas markets. Reports cover market size and outlook, characteristics, and competitive and end-user analysis for a

selected industry sector in a particular country. Industry Sector Analyses are available on the National Trade Data Bank and the Economic Bulletin Board.

### **INTERNATIONAL MARKET INSIGHTS (IMI)**

The Commercial Service provides short profiles of specific foreign market conditions or opportunities prepared in overseas markets and at multilateral development banks. These non-formatted reports include information on dynamic sectors of a particular country. International Market Insights are

available on the National Trade Data Bank and the Economic Bulletin Board.

### **INTERNET RESEARCH**

Use your favorite internet search engine and look for "international tenders," etc.

### **Success Story --Working Together**

The Federal Transit Administration (FTA) and the U.S. Department of Commerce (USDOC) have signed a Memorandum of Understanding to facilitate the promotion of transit related goods. By working together we can pool our resources and expertise to expand export opportunities.

A concrete example of how working together can help occurred when a major bus manufacturer approached the FTA about exporting U.S. manufactured buses in Ontario, Canada. USDOC Market Access and Compliance specialists in Washington, DC and Ottawa, Canada helped resolve a NAFTA tariff issue in favor of the manufacturer. Then Commercial Specialists in Denver and Toronto helped develop a marketing plan for the company that includes Gold Key Service. In addition, the research developed for these services resulted in so much new valuable information that an International Market Insight (IMI) is now available for all U.S. companies interested in selling buses to municipalities in Ontario.



# 5. FOCUS YOUR SEARCH



## Pinpoint Your Export Products

*Once you have a general idea of available markets, there are several ways to narrow your search further.*

### **CUSTOMIZED MARKET ANALYSIS (CMA)**

The Commercial Service undertakes market research made to order. A Customized Market Analysis report assesses the market for a specific product or service in a foreign market. The research provides information on sales potential, competitors, distribution channels, pricing of comparable products, potential buyers, marketing venues, quotas, duties and regulations, and licensing or joint venture interest.

### **TRADE OPPORTUNITY PROGRAM (TOP)**

The Commercial Service provides timely sales leads from international firms seeking to buy or represent U.S. products or services. Trade Opportunity Program leads are printed daily in leading commercial newspapers and distributed electronically via Economic Bulletin Board.

### **AGENT/DISTRIBUTOR SERVICE (ADS)**

The Commercial Service develops customized overseas searches for qualified agents, distributors, and representatives for U.S. firms. For each Agent/Distributor Service, Commercial officers abroad identify up to six foreign prospects that have examined the U.S. firm's product literature and expressed interest in representing the U.S. firm's products.

### **INTERNATIONAL COMPANY PROFILE (ICP)**

The Commercial Service develops profiles that portray the reliability of prospective trading partners. Information provided in an International Company Profile includes type of organization, year established, size, general reputation, territory covered, sales, product lines, principal owners, financial information, and trade references, with recommendations from on-site commercial officers as to suitability as trading partner.

### **GLOBAL INFRASTRUCTURE PROJECTS DATABASE**

(<http://infoserv2.ita.doc.gov/td/Infrastr.nsf>)

The Infrastructure Division at the International Trade Administration has developed the Global Infrastructure Projects Database to assist in the tracking of worldwide projects in the power, transportation, water and environmental, industrial, and commercial sectors. The Database contains a brief description of each project, the specific sector, country of implementation, expected award date, and government contact information. The Database can be viewed alphabetically by project name, by country, by industry (including Transportation: Rail/Mass Transit), and by industry within each country. Information can also be obtained by speaking with industry specialists at the ITA. The phone number for Basic Industries is (202) 482-5023.

### **COUNTRY DIRECTORIES OF INTERNATIONAL CONTACTS (CDIC)**

Available on the National Trade Data Bank, CDIC provides the name and contact information for directories of importers, agents, trade associations, government agencies, etc., on a country-by-country basis.



## 6. PROMOTE & SELL



### Promoting Your Products & Services Abroad

*Once you have selected which markets you wish to enter there are a variety of services available to help you promote your products and services.*

#### COMMERCIAL NEWS USA

*Commercial News USA* is an export marketing magazine promoting U.S. products and services worldwide. It is disseminated in print to screened agents, distributors, buyers, and end-users and on-line to electronic bulletin board subscribers. Selected portions of *Commercial News USA* are reprinted in business newsletters in several countries.

#### GOLD KEY SERVICE

The Commercial Service provides a custom-tailored service that combines orientation briefings, market research, appointments with potential partners, interpreter service for meetings, and assistance in developing follow-up strategies.

#### MATCHMAKER TRADE DELEGATIONS

The Commercial Service "matches" U.S. firms with prospective agents, distributors, and joint venture or licensing partners abroad. For each Matchmaker, the Commercial Service staff evaluates the U.S. firm's products and services marketing potential, finds and screens contacts, and handles all event logistics. U.S. firms visit the designated countries with the delegation and, in each country, receive a schedule of

business meetings and in-depth market and finance briefings.

#### Success Story – Trade Promotion

In August and September of 1997, Ellicott International signed contracts worth over \$50 million with the Harbor Department of the Ministry of Transportation of the Kingdom of Thailand for the supply of four cutter suction dredges with pipelines and tender boats. The dredges will be used to maintain waterway channels to increase port cargo and export growth. Ellicott expects that the U.S. content will be approximately \$40 million for Ellicott's manufacturing facility in Baltimore and its U.S. vendors.

Facing stiff competition from Germany, Japan, Holland, and Australia, Ellicott requested U.S. government advocacy for assistance with this project. Ellicott's award of these contracts was the culmination of nearly two years of coordinated advocacy efforts under-taken by members of the Trade Promotion Coordinating Committee's Advocacy Network, including the Advocacy Center, the U.S. Embassy in Bangkok, the U.S. Department of Transportation, the U.S. Trade and Development Agency (TDA), and the Ex-Im Bank.

In November 1995, Peter Bowe, President of Ellicott International, accompanied U.S. Secretary of Transportation Federico Peña on a trade mission to Thailand during which Secretary Peña provided advocacy on behalf of Ellicott. In June 1996, Peter Bowe also accompanied U.S. Secretary of Commerce Mickey Kantor on his mission to Asia during which Secretary Kantor advocated on behalf of Ellicott in Bangkok. On four separate occasions, TDA offered training and plant orientation grants to the Harbor Department. Ellicott obtained letters of interest from Ex-Im Bank for both bids, and Ex-Im Bank provided a Working Capital Guarantee to Ellicott. Peter Bowe is enthusiastic about the support Ellicott International received: "The support we received from the Trade Promotion Coordinating Committee was an important factor in our winning these contracts. I look forward to further cooperative efforts on future projects."

### **INTERNATIONAL BUYER PROGRAM (IBP)**

The Commercial Service supports selected leading U.S. trade shows in industries with high export potential. Department of Commerce offices abroad recruit foreign buyers and distributors to attend the U.S. shows while program staff helps exhibiting firms make contact with international visitors at the show. The International Buyer Program achieves direct export sales and international representation for interested U.S. exhibitors.

### **MULTI-STATE/CATALOG EXHIBITIONS**

The Commercial Service showcases U.S. company product literature in fast growing markets within a geographic region. During Multi-State/Catalog Exhibitions, U.S. Department of Commerce staff and representatives from state development agencies present product literature to hundreds of interested business prospects abroad and send the trade leads directly to participants.

### **TRADE FAIR CERTIFICATION**

The Commercial Service supports major international industry trade shows providing high-profile promotion of U.S. products. Trade Fair Certification encourages private organizers to recruit new-to-market, new-to-export U.S. exhibitors; to maintain Commerce Department standards for events; and to provide services ranging from advance promotion to on-site assistance for U.S. exhibitors.

### **OFFICE OF EXPORT TRADING COMPANY AFFAIRS (OECTA)**

The Office of Export Trading Company Affairs (OECTA) of the U.S. Department of Commerce promotes the use of export trading companies and export managing companies and offers information and counseling to firms and trade associations regarding the U.S. export intermediary industry. Programs include the following:

#### **EXPORT TRADE CERTIFICATE OF REVIEW PROGRAM**

OECTA provides exporters with an antitrust “insurance policy” intended to foster joint export activities where economies of scale and risk diversification are achieved.

#### **CONTACT FACILITATION SERVICE**

A computer database designed to match U.S. trade intermediaries with U.S. manufacturers of exportable goods. (Available on the National Trade Data Bank)

#### **CONSORTIA OF AMERICAN BUSINESSES PROGRAM**

OECTA program designed to help U.S. exporters enter new markets.





# 7. FINANCING EXPORTS

## Financing Your Exports

*The U.S. Department of Commerce reports that financing is the major limiting factor for transportation infrastructure development and for American industry's participation in major overseas projects. Demand for transportation infrastructure improvements in developing countries, particularly in Asia, far exceeds public sector resources. The organizations listed below, such as the multilateral development banks, will be the most significant in filling that gap.*

### EXPORT-IMPORT BANK

The Export-Import (Ex-Im) Bank of the United States is an independent agency of the Federal government responsible for assisting the export financing of U.S. goods and services through a variety of loans, guarantee, and insurance programs

Ex-Im Bank helps provide a level playing field for U.S. exporters by countering the export credit subsidies of other governments. It also provides financing to creditworthy foreign buyers when private financing is unavailable. To qualify for Ex-Im Bank support, the product

or service must have at least 50 percent U.S. content and must not affect the U.S. economy adversely. Ex-Im Bank will finance the export of any type of good or service, including commodities, as long as they are not military-related (certain exceptions exist).

Two of the Bank's major goals are to increase the export of environmental goods and services which are in strong demand among the developing nations, and to expand the number

of U.S. small businesses using Ex-Im Bank programs.

Programs the Ex-Im Bank offer include the following:

### Working Capital Guarantees

They cover 90 percent of the principal and interest on commercial loans to creditworthy small and medium-sized companies that need funds to buy or produce U.S. goods or services for export.

### Export Credit Insurance

These policies protect against both the political and commercial risks of a foreign buyer defaulting on payment.

### Success Story - De Leuw, Cather International

De Leuw, Cather International Limited (DCIL) provided four years of management and technical assistance to Swaziland Railway through the Swaziland component of the Regional Rail System Support Project. The project was a joint venture between USAID and the Government of Swaziland.

The Swaziland Railway faced a difficult situation. Its financial position had deteriorated to a debt/equity ratio of 408%. The operating ratio of the railway had risen to 146%. The Board of Directors had no clearly defined role. The railway was using out-dated management and operations systems and practices and its local senior managers were poorly prepared to perform their functions.

DCIL was awarded a \$4.4 million dollar USAID project to improve the overall operations of the railway and to manage and operate the railroad until Swaziland personnel could be trained to take over operations.

During the four years of technical assistance and operation of the railroad several significant accomplishments were achieved. The various financial, managerial and operational practices introduced by the team improved the railway's debt/equity ratio to 157%, reduced the operating ratio to 80% and increased the Intra-SADCC tonnage shipped to 420,000.

Perhaps the most significant accomplishment, however, was the "localization" of the railway's management. The team's efforts have transferred the control of this vital national resource to the competent hands of Swazi citizens.



### **Small Business Insurance Policy**

Ex-Im Bank offers a short-term insurance policy geared to meet the particular credit requirements of smaller, less experienced exporters. Certain specifications apply.

### **Direct Loans and Guarantees**

Ex-Im Bank provides Direct Loans and Guarantees of commercial financing to foreign buyers of U.S. capital goods and related services. Both programs cover up to 85 percent of the U.S. export value, with repayment terms of one year or more.

### **THE OVERSEAS PRIVATE INVESTMENT CORPORATION (OPIC)**

OPIC is an independent U.S. Government Agency that assists U.S. companies in investing in some 140 emerging economies around the world. A self-sustaining government corporation, with current reserves of more than \$3 billion, OPIC fosters our country's competitiveness, generates U.S. exports and helps create American jobs.

OPIC assists American investors through four principal activities designed to promote Overseas investment and reduce the associated risks:

- Financing of businesses through loans and loan guaranties
- Supporting private investment funds which provide equity for U.S. companies investing in projects overseas;
- Insuring investments against a broad range of political risks;
- Engaging in outreach activities designed to inform the American business community of investment opportunities overseas.

OPIC assistance is available for new investments, privatizations, and for expansions and modernizations of existing plants

sponsored by U.S. investors. Acquisitions of existing operations are eligible if the investor contributes additional capital for modernization and/or expansion. Investments by OPIC clients may take many forms:

- Conventional equity investments and loans;
- Construction and service contracts;
- Production sharing agreements;
- Leases;
- Various contractual arrangements such as consigned inventory, licensing, franchising, and technical assistance agreements

### **U.S. TRADE & DEVELOPMENT AGENCY**

The U.S. Trade and Development Agency (TDA) is a small, independent federal agency whose purpose is to create jobs for Americans by helping U.S. companies pursue overseas business opportunities. Through the funding of feasibility studies, orientation visits, specialized training grants, business workshops, and various forms of technical assistance, TDA enables American businesses to compete for infrastructure and industrial projects in middle-income and developing countries.

Since its inception in 1981, TDA has been associated with approximately \$12.3 billion in exports. In Fiscal Year 1998, TDA obligated \$56 million for U.S. firms in 62 targeted developing and middle-income countries in the following regions: Africa/Middle East; Asia/Pacific; Central and Eastern Europe; Latin America and the Caribbean; and the New Independent States.

TDA is primarily involved in nine sectors: transportation, agriculture, energy, environment, health care, manufacturing, mining and minerals development, telecommunications, and water resources.

Through the Trade Promotion Coordinating Committee (TPCC), TDA works closely with the Department of Commerce, the Export-Import Bank, the Overseas Private Investment Corporation, and other export promotion agencies to advance U.S. business interests abroad.

TDA funds project-planning activities that directly influence the procurement decisions related to major industrial or infrastructure projects in developing and middle-income countries. TDA works to ensure that the services and products required for projects will be stamped “Made in the U.S.A.”

Other TDA activities include:

- **Definitional Missions** – Once a promising project is identified, TDA hires an assessment team to conduct a definitional mission (DM). The purpose of the DM is to compile information critical to TDA’s internal selection process.
- **Feasibility Studies** – TDA funds studies to determine the technical, economic, and financial feasibility of major development projects.
- **TDA Bi-Weekly** – TDA publishes a newsletter called the *TDA Bi-Weekly*, which provides U.S. suppliers and manufacturers with up-to-date information on TDA-sponsored projects. Small firms may identify subcontracting opportunities through this publication. You can sign up for email delivery of the newsletter at [www.tda.gov](http://www.tda.gov).

## **SMALL BUSINESS ADMINISTRATION**

### **EXPORT WORKING CAPITAL PROGRAM**

The Export Working Capital Program (EWCP) provides short-term, transaction-specific financing. The SBA guarantees up to \$750,000 or 90 percent of the loan amount, whichever is

less. Exporters may use this program for pre-export financing of labor and materials, financing receivables generated from these sales and/or standby letters of credit used as performance bonds or payment guarantees to foreign buyers.

### **THE INTERNATIONAL TRADE LOAN PROGRAM**

The International Trade Loan Program offers long-term financing to small businesses that are engaged or are preparing to engage in international trade, as well as small businesses adversely affected by competition from imports. The SBA can guarantee up to \$1.25 million, less the amount of SBA’s guaranteed portion of other loans outstanding, to the borrower under SBA’s regular lending program.

### **THE WORLD BANK GROUP**

The World Bank Group is a multilateral lending agency consisting of five closely associated institutions: International Bank for Reconstruction and Development (IBRD), International Development Association (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA), and the International Center for Settlement of Investment Disputes (ICSID).

The World Bank was established with the goal to improve the quality of life and increase prosperity for people everywhere, especially the world’s poorest. The first loans of the World Bank helped finance the reconstruction of the war-ravaged economies of western Europe and Japan after World War II. Today the Bank lends to the developing countries of Africa, Asia, Central Europe, Latin America, the Middle East and the former Soviet Union.

MIGA’s purpose is to encourage foreign investment in developing countries by providing equity guarantees to foreign



investors against loss caused by non-commercial risks. It also provides advisory services to developing member countries on means of improving their environment for foreign investment. MIGA promotes private investment in developing countries by providing guarantees to protect investors from non-commercial risks, providing advisory services to help governments attract private investment, and disseminating information on investment opportunities. In fiscal year 1996 MIGA executed 70 guarantee contracts in 25 countries totaling \$614 million. They also issued contracts facilitating total direct investment of \$6.6 billion.

The other World Bank institutions also provide opportunities for U.S. businesses. The IBRD and IDA provide loans directly to foreign governments. These loans are provided to the governments of developing countries to finance investments and promote economic growth through infrastructure projects, economic reform packages and technical assistance. The IFC provides loans to the private sector in developing countries.

Contractors, suppliers and consultants should contact borrowing countries during the project identification stage to express an interest in supplying goods, works, or services for a specific project. They should obtain as much information as possible on what goods and services will be needed and when and on how to submit bids and proposals.

Furthermore, as part of its mission to support economic development and poverty alleviation in client countries, the World Bank Group provides a range of products and services that are of direct interest to firms doing business in the developing world:

- Project Financing Instruments
- Risk Management Services
- Financial Risk Management

- Financing for Small- and Medium-Size Enterprises
- Information Services
- Advisory Services
- Procurement Opportunities

### **THE INTER-AMERICAN DEVELOPMENT BANK (IDB)**

The Inter-American Development Bank, the oldest and largest regional multilateral development institution, was established in December of 1959 to help accelerate economic and social development in Latin America and the Caribbean.

In carrying out its mission the Bank has mobilized financing for projects that represent a total investment of \$206 billion. The Bank's annual lending has grown dramatically from the \$294 million in loans approved in 1961 to \$6.7 billion in 1996.

From 1961 to 1995, 33 percent of the lending for projects were for physical infrastructure, including energy, transportation and communications.

The main source of information about the upcoming procurement and business opportunities generated by the Bank's lending is the monthly magazine *IDB Projects*, also known as the project "pipeline," which contains a listing of individual projects being considered for possible financing by the IDB

By checking these listings, interested suppliers can track the progress of projects as they move through successive stages of preparation. In many cases the executing agency contacts provided in each of these short descriptions prove to be the single most important piece of information the Bank can provide, affording a chance for prospective bidders to learn about the context in which tenders will be carried out



and allowing for marketing of products and/or technical expertise.

The IDB Group consists of three related institutions that play an important role in the development of Latin America and the Caribbean. Historically, the IDB has supported projects carried out by the public sector in the borrowing countries of the region. While many of these projects helped to create the environment so important for private sector activity, they did not involve direct lending to the private sector. However, the Bank has begun to work more directly with the private sector, to which end the Inter-American Investment Corporation (IIC), the Multilateral Investment Fund (MIF) and the Private Sector Department (PRI) at the Bank have been established.

#### INTER-AMERICAN INVESTMENT CORPORATION (IIC)

Activities of the IIC are directed to assist small and medium enterprises in the private sector of Latin America and the Caribbean. The IIC promotes private-sector development in its target market by making equity investments and providing term loans to projects for which traditional financing would otherwise not be available under similar terms. It also provides co-financing and advisory services. The IIC's lending activities differ from those of the Private Sector Department in that the IIC focuses on small and medium projects in all economic sectors as opposed to large-scale infrastructure projects.

#### MULTILATERAL INVESTMENT FUND (MIF)

The MIF undertakes activities that promote broader private-sector investment in the economy. It is a development institution that makes grants for technical assistance and invests principally in the form of equity and

quasi-equity, in intermediary institutions that support small enterprises. The MIF has a very specific mission to implement strategies that will encourage private sector activities, for which it has its own funding and management. The MIF was established to accelerate the transition towards market economies and to help provide a business climate conducive to private investment.

#### PRIVATE SECTOR DEPARTMENT

As the private sector becomes more involved in areas previously held by the public sector, particularly in infrastructure, there is a need for long-term finance for private-sector operations. To help meet this need, in 1994 the IDB established the Private Sector Department, a specialized operational department within the Bank, to provide long-term financing and guarantees for private infrastructure projects in the region.

The Bank can lend directly to the private sector without government guarantees for infrastructure projects as a means to encourage other investors and lenders to participate in energy, transportation, water supply, waste management and telecommunications projects. The Bank's participation in a single project is limited to \$75 million or 25 percent of the Project's total cost, whichever is lower. Though pricing follows commercial terms, these loans can have up to 20-year maturities.

Unlike IDB projects in the public sector, investors do not have to be from member countries of the Bank, although more than 50 percent of the shares must be held by investors from member countries. There is no requirement that there be majority ownership by local investors.

## 8. LEVELING THE FIELD



### Ensuring a Level Playing Field

*When exporting products and services companies may run into barriers such as complex foreign governmental regulations that are designed to inhibit their access to markets. Several agencies attempt to level the playing field and promote open competition in the international bidding arena.*

#### ADVOCACY CENTER

<http://www.ita.doc.gov/advocacy/>

As part of the Trade Development Division of the International Trade Administration, the Advocacy Center acts as a unique, central coordination point marshalling the resources of 19 U.S. government agencies in the Trade Promotion Coordinating Committee (TPCC) to ensure that sales of U.S. products and services have the best possible chance abroad.

The Advocacy Center at the U.S. Department of Commerce puts the resources and authority of the U.S. government behind your team to help you resolve problems like these:

- Contracts pursued by foreign firms that receive assistance from their home governments to pressure a customer into a buying decision;
- Unfair treatment by government decision-makers, preventing you from a chance to compete;
- Tenders tied up in bureaucratic red tape, resulting in lost opportunities and unfair advantage to a competitor.

Advocacy Center assistance is wide and varied, but often involves companies that must deal with foreign governments or government-owned corporations in some way. Assistance can include a visit to a key foreign official by a high-ranking U.S. government official; direct support by U.S. officials (including Commerce and State Department officers) stationed at U.S. embassies; and coordinated action by U.S. government agencies to provide maximum assistance in a case.

The Advocacy Center helps businesses of all sizes win project overseas, especially small- and medium-sized enterprises.

#### EXPORT LEGAL ASSISTANCE NETWORK (ELAN)

A SBA program, the Export Legal Assistance Network provides free initial legal consultations to export-willing and exporting small businesses. Under an agreement among the SBA, the Department of Commerce, and the Federal Bar Association, experienced trade attorneys volunteer their time to answer exporters' legal questions.

#### MARKET ACCESS AND COMPLIANCE

Market Access and Compliance (MAC) officers of the U.S. Department of Commerce help U.S. businesses to overcome barriers to trade and investment. These barriers include import policies, lack of intellectual property protection, standards, testing, labeling and certification services barriers, government procurement, investment barriers, export subsidies, bribery and corruption. With



expertise on nearly 200 countries, they provide critical, in-depth information enabling U.S. firms, particularly small- and medium-sized companies, to benefit fully from market access openings from the over 200 trade agreements which the United States has concluded over the past 5 years. This includes:

- Informing American business of its rights and benefits under existing trade agreements as well as comprehensive, up-to-the minute information and analyses on market barriers;
- Recommending strategies for U.S. firms to use on their own or with U.S. Government help to increase exports;
- Participating in bilateral and multilateral negotiations to help eliminate trade and investment barriers and serve market openings;
- Initiating U.S. Government actions to overcome market barriers; and
- Monitoring foreign compliance with U.S. bilateral and multilateral trade agreements and working with other U.S. Government agencies to eliminate barriers to trade and investment.
- MAC has also created a TRADE COMPLIANCE CENTER that monitors and ensures full compliance with trade agreements with foreign countries.

Market Access and Compliance officers maintain information on their assigned country's regulations, trade agreements and negotiations with the United States - both bilateral and multilateral -- keeping a pulse on the potential markets for U.S. products, services, and investments. MAC desk officers are organized into the following regional areas: Western Hemisphere - TEL: (202) 482-5324; Europe - TEL: (202) 482-5638; Africa and the Near East - TEL: (202) 482-4925; Asia and the Pacific - TEL: (202) 482-5251; Japan - TEL: (202) 482-4527.

### **Success Story – Spear Technologies**

In February 1999, Spear Technologies signed a multi-million dollar contract to provide Spear 2000 rail vehicle maintenance software and implementation services for the Romanian State Railway, SNCFR. The software will be used to maintain a fleet of 4,400 locomotives and more than 100,000 passenger coaches and freight wagons. The Spear system will provide maintenance and materials management for the Romanians, and will include their fully integrated electronic parts catalog.

The Spear 2000 transit maintenance software is a part of a new railway information system for Romania funded by the World Bank. Spear Technologies was a sub-contractor to ICL (International Computers Limited). ICL's strategy was to select the best software components from around the world built exclusively for the transportation industry. ICL reviewed maintenance software from Australia designed for coal mines and one from Germany designed for factories, before selecting America's Spear 2000.

Spear first sent people to Romania in 1997. The Romanians initially believed that they were unique and conducted business differently than other countries. They quickly realized that maintenance business practices do not really differ and became very receptive to adopting best practices. They understood that they were facing the same issues that Amtrak, the New York Subway, Long Island Rail Road and so many other Spear software users faced every day. Once the common language of "rail vehicle maintenance" was found, there was no language barrier. Spear feels that their experience in transit vehicle maintenance and understanding of the business and transit industry best practices are the factors that are leading to success in Romania.

Spear Technologies now has full time staff in four countries and is very excited about bringing their world class Transportation Maintenance Management software to new countries. Already a leader in North America for transit maintenance software, it is well positioned to become a leader in Europe as well.





## 9. OTHER TIPS

### Tips On Conducting Business Internationally

*There are a variety of pitfalls and challenges when conducting business abroad. These include travel difficulties, foreign languages, different gestures and body language, etiquette, protocol, and customs.*

#### TRAVEL WARNINGS, HEALTH & SAFETY

The Department of State ([http://travel.state.gov/travel\\_warnings.html](http://travel.state.gov/travel_warnings.html)) provides travel warnings and consular information sheets that provide information on issues such as entry requirements, safety, health, and embassy locations.

The Center for Disease Control ([www.cdc.gov](http://www.cdc.gov)) provides blue sheets on health issues including information on what vaccinations are recommended or required, etc.

#### KNOW WHERE YOU ARE GOING

There are a number of sources of information about particular countries or regions. Besides travel guides, which can themselves be useful, there are numerous business travel guides which provide more detailed information.

*The Global Road Warrior: 85 Country Handbook for the International Business Traveler* by Joe Reif, et. al.

Series entitled *Tips for Travelers to . . .* available from the U.S. State Department.

#### BE CULTURALLY AWARE

The manner in which business is conducted varies widely among countries. Using the proper greeting, title, body language and gesture can help prevent you from alienating a potential client. Formality in dress, gift giving, and humor can be important. Business hours and conceptions of time such as punctuality also differ. Fortunately there are many books that provide country specific information on business practices and etiquette. While it is not expected, nor is it necessarily wise to “go native”, being aware of these differences can prevent misunderstandings.

Series entitled *Do's and Taboo's of . . .* (includes behavior, hosting international visitors, trade, using English, body language, for women) by Roger Axtell.

*Culturegrams* published by Kennedy Center Publications is a series of 164 leaflets.

*Kiss, Bow, or Shake Hands: How To Do Business in Sixty Countries* by Terri Morrison, Conaway and Borden.

*Dun & Bradstreet's Guide to Doing Business Around the World* by Terri Morrison, Conaway & Douress.

*The International Traveler's Guide to Doing Business in . . .* (International Business Traveler's Series) by Terri Morrison & Conaway.

*Breaking Through Culture Shock, What You Need to Succeed in International Business* by Elizabeth Marx.

## OVERCOMING LANGUAGE BARRIERS

While English is the international language of business, remember that levels of English ability vary widely.

There can be advantages to providing your own interpreters, such as keeping control. Having a member of your technical team interpreting can prevent him/her from participating fully. When translators are not used, try to eliminate slang and jargon, use a smaller vocabulary, speak slower and enunciate.

Resources include:

*Merriam Webster's Guide to International Business Communications*, by Toby D. Atkinson

*The Global Speaker, An English Speaker's Guide to Making Presentations Around the World*, by Patricia L. Kurtz.

*Speaking Globally, Effective Presentations Across International and Cultural Boundaries*, by Elizabeth Urech.

*Passport to the World: The 80 Key Words You Need to Communicate in 25 Languages*, by Charles Berlitz.

## LEARN FROM OTHERS

Often your most important source of information about a country will be advice from someone who has already traveled there. Seek out others in your company, trade organization, etc. who has visited the country to find out pitfalls to avoid.

## GESTURES

Haven't thought much about your gestures and signals? Well your everyday gestures may have very different meanings around the world. As Roger E. Axtell's *Gestures: The Do's and Taboos of Body Language Around the World* notes:

- Nodding your head up and down can mean "no" in parts of Greece, Yugoslavia, Turkey and Iran. Shaking your head back and forth signifies "yes."
- The thumbs-up gesture used by hitchhikers or to signify "Great!" is considered very rude in places such as Nigeria and Australia.
- While Americans expect a firm grip during a handshake and look down upon the "limp fish", in parts of the Middle East and Asia a gentle grip is preferred as a firm grip suggests aggressiveness.
- Direct eye contact is avoided in many parts of the world.
- The "o.k." gesture made by forming a circle with thumb and forefinger with the other three fingers splayed outward is definitely not okay in places such as Brazil, Russia, and Germany where it is a rude gesture.



# 10. ORGANIZATIONS



## Other Organizations

### AMERICAN ASSOCIATION OF STATE HIGHWAY AND TRANSPORTATION OFFICIALS

The American Association of State Highway and Transportation Officials (AASHTO) is a nonprofit, nonpartisan association that represents the member highway and transportation departments in the 50 states, the District of Columbia, and Puerto Rico. It is the only national association that specifically represents all transportation modes—air, highways, public transportation, rail, and water, as well as bicycles and pedestrians. Its primary goal is to foster the development, operation, and maintenance of an integrated national transportation system.

In 1997 AASHTO established a Special Committee on International Activity Coordination. Activities of the committee include maintaining an overview of ongoing and planned international activities involving AASHTO and its member departments, coordinating with U.S. Department of Transportation agencies on international program activities, and guiding the transfer of international technology and information to AASHTO members and departments.

### AMERICAN BUS ASSOCIATION

The American Bus Association, the trade association of the intercity bus industry, represents the motorcoach industry's interests in Washington, D.C. It also facilitates relationships between North American motorcoach and tour companies and all related segments of the travel and supplier industries

and promotes travel by motorcoach to consumers.

ABA represents approximately 800 motorcoach and tour companies in the United States and Canada. Its members operate charter, tour, regular route, airport express, special operations and contract services (commuter, school, transit). Another 2,300 member organizations represent the travel and tourism industry and suppliers of bus products and services who work in partnership with the North American motorcoach industry. ABA has a total membership of more than 3,000.

### AMERICAN CONSULTING ENGINEERS COUNCIL

The American Consulting Engineers Council (ACEC) represents the business interests of nearly 6,000 firms engaged in the independent practice of consulting engineering. One of ACEC's primary goals is to achieve higher professional, business, and economic standards, enabling members to provide better consulting engineering services in the interests of their clients.

ACEC recognizes that the U.S. economy has, and will continue to, become increasingly integrated with others over the next decade. Such interdependence will undoubtedly foster greater competition in domestic and international markets and require that U.S. firms be properly equipped with the requisite technical and entrepreneurial skills to compete in a new, more dynamic, global economy. ACEC maintains a network of bi/multilateral relations with appropriate foreign industry organizations to coordinate policies and positions of the profession as they relate to worldwide procurement of consulting



engineering services as well as to help foster partnerships and strategic alliances with foreign firms.

International Market Services include:

- **Global Matchmaker**—facilitates contacts between foreign firms looking for U.S. business partners
- **Guidelines to International Business Practices**—information on business practices and market conditions in different regions
- **The Globe**—International Affairs newsletter
- **The Washington Network Service**—facilitates U.S. government and international agency contacts
- **International Business Seminar Series**—practical international business applications.

## AMERICAN SOCIETY OF CIVIL ENGINEERS (ASCE)

Founded in 1852, ASCE represents more than 120,000 civil engineers worldwide, and is America's oldest national engineering society.

To encourage greater information sharing among civil engineers around the globe, ASCE has signed 50 agreements of cooperation with sister societies in other nations. The Society also serves 6,700 members in 142 nations and maintains ASCE Sections and Groups in 22 countries.

The International Activities Committee (IAC):

The International Activities Committee (IAC) is charged by the Board to consider policies and activities that relate to the international interests of ASCE. ASCE's New Strategic Plan for the 21st Century calls on IAC to enhance global development by preparing the civil engineering profession to meet the challenge of

internationalization through global integration of information, technologies, and business practices. Specifically, IAC seeks to augment ASCE's global visibility by raising the number of ASCE international groups and sections, increasing the sale of publications, and expanding attendance at conferences and continuing education programs. IAC has also been challenged by the Plan to heighten the awareness of American civil engineers to the related disciplines of their international peers and to encourage international cooperation on sustainable development issues.

The purpose of the International Affairs Department, a branch of the Geographic Services Division, is to provide IAC with the administrative support necessary to seize these challenges. The Department publishes a newsletter, actively participates at ASCE annual conventions, and supports existing international units. *International News* is published three times a year for distribution to all international members, ASCE officers, and Board Committee Chairs. *International News* provides a forum for keeping international members apprised of activities, issues, and services relevant to them and is a vehicle for keeping members informed about each other's activities

## ASSOCIATION OF AMERICAN CHAMBERS OF COMMERCE IN LATIN AMERICA

The Association of American Chambers of Commerce in Latin America (AACCLA) is the umbrella group for 23 American Chambers of Commerce (AmChams) in 21 Latin American/Caribbean nations. AACCLA advocates trade and investment between the United States and the countries of the region through free trade, free markets, and free enterprise. AACCLA is composed of more than 16,600 company and individual members.

These members manage the bulk of U.S. investment in the region.

There are 23 AmChams in 21 Latin nations: Argentina, Bolivia, Brazil-Rio de Janeiro, Brazil-São Paulo, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador-Guayaquil, Ecuador-Quito, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad & Tobago, Uruguay, and Venezuela.

The AACCLA Secretariat, located in Washington, D.C., works to alert business of the growing opportunities in Latin America through:

- Contacts in Latin America through the AmChams
- Seminars on business opportunities in the region
- AmChams publications available in the U.S. Chamber of Commerce
- Publications, such as AACCLA's *Survey of Foreign Investment Climate in Member Countries*, that provide analysis of the economic and investment climate throughout the hemisphere

## **ASSOCIATION OF AMERICAN RAILROADS**

The Association of American Railroads represents North America's major freight railroads and Amtrak. AAR strives to help make the rail industry increasingly safe, efficient and productive by:

- Conducting and coordinating research, development and other support programs;
- Facilitating the seamless exchange of electronic information among railroads, their customers and suppliers; and
- Advocating the interests of railroads in the public policy arena.

## **BUSES INTERNATIONAL ASSOCIATION**

The Buses International Association is an organization of persons throughout the world who are professionally involved in the management of companies or organizations that operate buses, or companies that manufacture buses or supply products and/or services to the bus industry. Consultants, correspondents and other professionals are welcomed to the organization.

The Buses International Association encourages the exchange of ideas and information about bus transportation throughout the world. It also promotes improvements in bus services and bus manufacturing. Education for the purpose of careers in the bus transportation industry is also encouraged.

A newsletter is published periodically. It has articles of interest regarding bus transportation internationally. Recent issues have highlighted bus transportation in Norway Bussekspress; Prague and Hong Kong. News items and dates of important bus shows and meetings are also included.

Persons wishing to visit bus operations, bus manufacturers and other bus-related organizations in various countries can receive assistance from the Association in the form of names and addresses, and even direct contact with other members.

## **INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS**

IEEE is a catalyst for technological innovation and a leading authority in technical areas ranging from computer engineering, biomedical technology and telecommunications, to electric power, aerospace and consumer electronics, among others. The IEEE is a not-for-profit association



and has more than 330,000 individual members in 150 countries. Through its technical publishing, conferences and consensus-based standards activities, the IEEE:

- produces 30 percent of the world's published literature in electrical engineering, computers and control technology,
- holds annually more than 300 major conferences and
- has more than 800 active standards with 700 under development.

### **INSTITUTE OF TRANSPORTATION ENGINEERS (ITE)**

The Institute of Transportation Engineers (ITE), an international individual member educational and scientific association, is one of the largest and fastest-growing multimodal professional transportation organizations in the world. ITE members are traffic engineers, transportation planners and other professionals who are responsible for meeting society's needs for safe and efficient surface transportation through planning, designing, implementing, operating and maintaining surface transportation systems worldwide. The 17 member International Board of Direction establishes policies for the operation of the Institute.

Founded in 1930, the Institute serves as a gateway to knowledge and advancement through meetings, seminars, and publications, and through our network of more than 15,000 members working in some 80 countries. The Institute also has more than 70 local and regional chapters and more than 90 student chapters that provide additional opportunities for information exchange, participation and networking.

ITE's 12 area-of-interest Councils serve as forums to define issues and develop solutions. More than 100 activities currently underway by

ITE Councils include the development of standards and recommended practices, informational reports, handbooks, conferences, sessions for meetings, seminars, issue briefings, awards, ITE position statements and newsletters.

The Institute has also initiated programs to collect information on important transportation issues and to make it readily available to the transportation community through this ITE website. One such effort is the ITS Cooperative Deployment Network (ICDN). The ICDN is a cooperative effort to share and exchange information on Intelligent Transportation Systems (ITS) through an Internet resource shared by a number of organizations, produced by ITE and funded by the U.S. Department of Transportation

### **INTERNATIONAL BRIDGE, TUNNEL & TURNPIKE ASSOCIATION (IBTTA)**

IBTTA is a worldwide alliance of toll operators and associated industries that provides a forum for sharing knowledge and ideas to promote and enhance toll-financed transportation services.

Among other services it publishes a *Proposed Worldwide Toll Facility Projects* database of proposed worldwide toll facility projects listed by country. The length in miles, estimated cost in U.S. dollars, and the status of the project is included.

### **INTERNATIONAL ORGANIZATION FOR STANDARDIZATION**

The International Organization for Standardization (ISO) is a worldwide federation of national standards bodies from some 130 countries. ISO's mission is to promote the development of standardization and related activities in the world to facilitate the international exchange of goods and services and to develop cooperation in the

spheres of intellectual, scientific, technological, and economic activity.

ISO 9000 is the name of a family of international standards which defines a Quality Assurance System. It is a non-prescriptive standard that mandates that a firm defines appropriate quality standards, document its processes, and prove that it consistently adheres to both. ISO 9000 does not specify how a firm's Quality Assurance processes must occur.

ISO 9000 requires that a basic quality system be in place to assure customers that suppliers have the capabilities and systems to provide quality products and services. ISO 9000 provides a foundation for continuous improvement. Documenting the quality system clarifies how the company really works, enables critical process measurements, and facilitates process improvement and increased customer satisfaction

At present, ISO 9000 has been adopted as a national standard in nearly 100 countries. Products or services purchased from an ISO 9000 registered company guarantee that consistent quality standards have been met.

ISO has published a handbook, *ISO 9000 for Small Businesses* (ISBN 92-67-10238-9), which dispels the myth that ISO 9000 is for big companies only. The handbook demystifies ISO 9000 for small businesses and answers typical questions on the series. It provides guidance on the three quality assurance models— ISO 9001, ISO 9002, and ISO 9003—with clear explanations and many examples relevant to the small business. In addition to basic explanation, it suggests first steps toward a quality system, whether to go it alone or use consultants, offers guidance in matters such as training and auditing, and gives a brief outline of the certification process.

## **INTELLIGENT TRANSPORTATION SOCIETY OF AMERICA (ITS AMERICA)**

Intelligent Transportation Society of America (ITS America, formerly IVHS America) is the only Congressionally mandated, national public/private organization established to coordinate the development and deployment of ITS in the United States. The ITS mission is to foster public/private partnerships that will increase the safety and efficiency of surface transportation through the accelerated development and deployment of advanced transportation systems. ITS America's members include Federal, state, research organizations; public interest groups; and other organizations with an abiding interest in solving the nation's transportation problems through the use of ITS technology.

As a utilized Federal Advisory Committee to the U.S. Department of Transportation, ITS America and its members participate at the very highest level of the national program and play a primary role in defining strategies for the deployment of ITS technology.

The development and deployment of ITS has increased the importance of the transportation issue. Until recently, surface transportation was largely the domain of construction companies and the large automobile manufacturers. The development of ITS, however, has turned the providers of advanced technologies, products, and services into important players in the industry. The opportunities many of these non-traditional transportation companies have already realized will secure the continued contribution of both public-and private-sector investment in transportation and guarantee a steady flow of new developments to increase safety and efficiency.



## **INTERNATIONAL UNION OF PUBLIC TRANSPORT (UITP)**

Founded in 1885, UITP is a worldwide association of urban and regional passenger transport operators, their authorities and suppliers. Located in Brussels and with over 2,000 members from nearly 80 countries, UITP seeks to promote a better understanding of the potential of Public Transport.

It provides information, research and analysis on all aspects of Public Transport including infrastructure, rolling stock, organization and management. It also lobbies on behalf of its membership with international institutions such as the EU, UN and OECD.

UITP acts as a forum for transport operators and undertakings to exchange information and ideas to further the position of Public Transport on a worldwide basis. UITP organizes special themed meetings and conferences, projects and studies to meet the needs of its members, and every two years a biennial International Congress and Exhibition.

## **RAILWAY PROGRESS INSTITUTE**

The Railway Progress Institute is the international association of suppliers to the railroads and to rail mass transit systems. RPI represents the industry on all important legislative and regulatory matters. RPI's Goals are:

- To support and promote a strong, free enterprise system of railroads both in the United States and worldwide.
- To support and promote: rail rapid transit, commuter rail, and light rail systems in major metropolitan areas; Amtrak; and self-sufficient high-speed rail passenger systems.
- To represent and further their members' other interests.

## **SISTER CITIES INTERNATIONAL**

Sister Cities International (SCI) is the national membership organization for sister city, county, and state programs in the United States. SCI is the official agency that links communities from the United States with communities worldwide. Currently, SCI represents 1,200 U.S. cities, counties, and states and their 2,100 partners in 125 foreign countries.

A sister city, county, or state relationship is a broad-based, officially approved, long-term partnership between two communities, counties, or states in two countries. Sister city programs are also unique in that they inherently involve the three main sectors in a community: local government, businesses, and a wide variety of citizen volunteers.

The directory of United States city, county, and state partnerships is available on the SCI website at [www.sister-cities.org](http://www.sister-cities.org).

## **UNITED MOTORCOACH ASSOCIATION (UMA)**

The United Motorcoach Association is North America's largest association of professional bus and motorcoach companies. Founded in 1971 as the United Bus Owners of America, UMA's membership now stands at approximately 740 "Active" operating member companies. Another 185 motorcoach manufacturers, suppliers and related businesses are currently "Associate" members of UMA.

Headquartered in Alexandria, VA, across the Potomac River from Washington, DC, UMA serves the informational, legislative, regulatory and business needs of its member companies. Within the membership, companies range from one and two vehicles to those with many hundreds of coaches; from small tour-specific companies to those performing intercity route

service, charter and tour operations on a coast-to-coast scale.

### **U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT (U.S. AID)**

The United States Agency for International Development (USAID) is the independent government agency that provides economic development and humanitarian assistance to advance U.S. economic and political interests overseas.

### **U.S. STATE DEPARTMENT**

The U.S. State Department is the lead U.S. foreign affairs agency. It advances U.S. objectives and interests in shaping a freer, more secure, and more prosperous world through formulating, representing, and implementing the President's foreign policy. The Secretary of State, the ranking member of the Cabinet and fourth in line of presidential succession, is the President's principal advisor on foreign policy and the person chiefly responsible for U.S. representation abroad.

To a great extent the future of the United States is dependent on the relations with other countries, and those relations are conducted principally by the United States Foreign Service of the State Department. Presently there are representatives at 164 Embassies, 12 missions, 1 U.S. Liaison office, 1 U.S. interests section, 66 consulates general, 14 consulates, 3 branch offices, and 45 consular agencies throughout the world which report to the State Department on the multitude of foreign developments that have a bearing on the welfare and security of the American people.

One of the State Department's objectives is create new opportunities for U.S. businesses overseas. A principal responsibility of the State Department is to see that the interests of U.S. companies and workers receive fair treatment, and that inequitable barriers to competition are

overcome. Accordingly, the doors to the State Department and their Embassies around the world are open to U.S. business people seeking to share their ideas and to ask for help.

The Office of the Coordinator for Business Affairs helps ensure that U.S. business are considered in the foreign policy process, that U.S. companies have opportunities to compete fairly for foreign business, and that international trade and investment disputes are resolved.

### **WORLD TRADE CENTER ASSOCIATION**

The World Trade Center Association (WTCA) is an organization that stands outside of politics across national boundaries, in service to those who develop and facilitate inter-national trade. The WTCA was established in 1970 to facilitate international trade by bringing together exporters, importers, and those who service these businesses. The number of World Trade Centers is growing with every year; today, there are more than 300 centers in nearly 100 countries. In addition, there are more than 500,000 companies worldwide affiliated with World Trade Centers.

World Trade Centers are promoted by individuals, companies, cities, chambers of commerce, port authorities, and other entities interested in international trade. World Trade Centers are dedicated to sharing their knowledge and experience by creating a unique information and promotion network.

A World Trade Center brings together businesses and government agencies involved in foreign trade. It is a one-stop trade information hub where international businesses are offered a full range of services such as trade information, market research, group trade missions, business services, and trade shows.



# 11. CONTACTS



## Contacting Resources

*The following is contact information for those organizations already listed as well as other possible sources of help.*

### **Advocacy Center**

U.S. Department of Commerce  
HCHB, Room 3814A  
Washington DC 20230  
Phone: 202-482-3896  
Fax: 202-482-3508  
Internet: [www.ita.doc.gov/advocacy](http://www.ita.doc.gov/advocacy)

### **Agent/Distributor Service (ADS)**

U.S. Department of Commerce  
Contact the USEAC nearest you  
Phone: 800 USA-TRADE (800-872-8723)  
Internet: [www.ita.doc.gov/uscs/uscsads.html](http://www.ita.doc.gov/uscs/uscsads.html)

### **American Association of State Highway and Transportation Officials (AASHTO)**

444 North Capitol Street NW  
Suite 249  
Washington DC 20001  
Phone: 202-624-5800  
Fax: 202-624-5806  
Internet: [www.aashto.org](http://www.aashto.org)

### **American Bus Association**

1100 New York Avenue, N.W., Suite 1050  
Washington, DC 20005-3934  
Phone: 202-842-1645  
Fax: 202-842-0850  
E-mail: [abainfo@buses.org](mailto:abainfo@buses.org)  
Internet: [www.buses.org](http://www.buses.org)

### **American Consulting Engineers Council (ACEC)**

1015 Fifteenth Street NW #802  
Washington DC 20005  
Phone: 202-347-7474  
Fax: 202-898-0068  
E-mail: [intl@acec.org](mailto:intl@acec.org)  
Internet: [www.acec.org](http://www.acec.org)

### **American Public Transit Association (APTA)**

1201 New York Ave., NW  
Washington, DC 20005  
Phone: 202-898-4089  
Fax: 202-898-4049  
E-mail: [info@apta.com](mailto:info@apta.com)  
Internet: [www.apta.com](http://www.apta.com)

### **American Road and Transportation Builders Association (ARTBA)**

1010 Massachusetts Avenue NW  
Washington DC 20001-5402  
Phone: 202-289-4434  
Fax: 202-289-4435  
Internet: [www.artba.org](http://www.artba.org)

### **American Society of Civil Engineers**

International Affairs  
1801 Alexander Bell Dr.  
Reston, Virginia 20191-4400  
Phone: 703-295-6300  
Fax: 703-295-6128  
E-mail: [international@asce.org](mailto:international@asce.org)

### **Association of American Chambers of Commerce in Latin America (AACCLA)**

1615 H Street NW  
Washington, DC 20062  
Phone: 202-463-5485  
Fax: 202-463-3126  
E-mail: [inbox@aaccla.org](mailto:inbox@aaccla.org)  
Internet: [www.aaccla.org](http://www.aaccla.org)

**Association of American Railroads**

50 F Street NW  
Washington, DC 20001-1564.  
Phone: 202-639-2100  
Internet: [www.aar.org](http://www.aar.org)

**Bureau of Economic Analysis (BEA)**

U.S. Department of Commerce  
Phone: 202-606-9900  
Internet: [www.bea.doc.gov](http://www.bea.doc.gov)

**Bureau of Export Administration (BXA)**

U.S. Department of Commerce  
Internet: [www.bxa.doc.gov](http://www.bxa.doc.gov)

**Buses International Association**

P.O. Box 9337  
Spokane, WA 99209  
Phone: 509-328-2494  
Fax: 509-325-5396  
E-mail: [buses@busesintl.com](mailto:buses@busesintl.com)  
Internet: [www.busesintl.com](http://www.busesintl.com)

**Commercial News USA**

Contact: Associated Business Publications  
International  
317 Madison Avenue  
New York NY 10017  
Phone: 212-490-3999  
Fax: 212-986-7864  
Internet: [www.cnewsusa.com](http://www.cnewsusa.com)

**Conference on Minority Transportation  
Officials (COMTO)**

Phone: 202-289-0567  
E-mail: [comto@comto.com](mailto:comto@comto.com)  
Internet: [www.comto.com](http://www.comto.com)

**Country Commercial Guides**

U.S. Department of Commerce  
Available through the NTDB  
Phone: 800-STAT-USA  
Available through National Technical  
Information Service (NTIS)  
Phone: 800-553-NTIS (hard copy)  
Internet: [www.ita.doc.gov/uscs/ccglist.html](http://www.ita.doc.gov/uscs/ccglist.html)

**Country Directories of International  
Contacts (CDIC)**

U.S. Department of Commerce  
Available through the NTDB  
Phone: 800-STAT-USA  
Internet: [www.stat-usa.gov](http://www.stat-usa.gov)

**Customized Market Analysis (CMA)**

U.S. Department of Commerce  
Contact the USEAC nearest you.  
Phone: 800 USA-TRADE (800-872-8723)  
Internet: [www.ita.doc.gov/uscs/uscsma.html](http://www.ita.doc.gov/uscs/uscsma.html)

**Economics and Statistics Administration  
(ESA)**

U.S. Department of Commerce  
HCHB, Room 4858  
Washington DC 20230  
Phone: 202-482-1986  
E-mail: [stat-usa@doc.gov](mailto:stat-usa@doc.gov)  
Internet:  
[cher.eda.doc.gov/agencies/esa/index.html](http://cher.eda.doc.gov/agencies/esa/index.html)

**Economic Bulletin Board (EBB)**

U.S. Department of Commerce  
Phone: 800-STAT-USA  
EBB: 202-482-3870

**Export-Import Bank of the United States  
(Ex-Im Bank)**

811 Vermont Avenue NW  
Washington DC 20571  
Phone: 800-565-EXIM (3946)  
Fax: 202-565-3380  
BBS: 202-565-3826  
Internet: [www.exim.gov](http://www.exim.gov)

**Export Legal Assistance Network (ELAN)**

Small Business Administration  
Phone: 800-U-ASK-SBA  
Phone: 202-778-3080  
Fax: 202-778-3063  
Internet: [www.fita.org/elan](http://www.fita.org/elan)



**Export Working Capital Program (EWCP)**  
Small Business Administration  
Phone: 800-U-ASK-SBA  
Internet: [www.sba.gov/financing/frexporthtml](http://www.sba.gov/financing/frexporthtml)

**Federal Highway Administration**  
Office of International Programs  
400 Seventh Street, SW  
Washington, DC 20590  
Phone: 202-366-0111  
Fax: 202-366-9626  
E-mail: [international@fhwa.dot.gov](mailto:international@fhwa.dot.gov)  
Internet: [www.international.fhwa.dot.gov](http://www.international.fhwa.dot.gov)

**Federal Railroad Administration**  
400 Seventh Street, SW  
Washington, DC 20590  
Phone: 202-493-6000  
Internet: [www.fra.dot.gov](http://www.fra.dot.gov)

**Federal Transit Administration (FTA)**  
International Mass Transportation Program  
400 Seventh Street SW  
Washington DC 20590  
Phone: 202-366-4052  
Fax: 202-366-3765  
E-mail: [IMTP@FTA.DOT.GOV](mailto:IMTP@FTA.DOT.GOV)  
Internet: [www.fta.dot.gov](http://www.fta.dot.gov)

**Global Business Opportunities®  
(GLOBUS®)**  
U.S. Department of Commerce  
Phone: 800-STAT-USA  
Internet: [www.stat-usa.gov](http://www.stat-usa.gov)

**Gold Key Service**  
U.S. Department of Commerce  
Contact the USEAC nearest you  
Phone: 800 USA-TRADE (800-872-8723)  
Internet: [www.ita.doc.gov/uscs/uscsgold.html](http://www.ita.doc.gov/uscs/uscsgold.html)

**Import Administration (IA)**  
U.S. Department of Commerce  
Internet:  
[www.ita.doc.gov/import\\_admin/records/](http://www.ita.doc.gov/import_admin/records/)

**Industry Sector Analysis (ISA)**  
U.S. Department of Commerce  
Available through the NTDB and EBB  
Phone: 800-STAT-USA  
EBB: 202-482-3870  
Internet: [www.stat-usa.gov](http://www.stat-usa.gov)

**Institute of Electrical and Electronics Engineers (IEEE)**  
445 Hoes Lane, P.O. Box 1331  
Piscataway, New Jersey 08855-1331  
Phone: 732-981-0060  
Fax: 732-981-1721  
Internet: [www.ieee.org](http://www.ieee.org)

**Institute of Transportation Engineers**  
525 School Street, SW, Suite 410  
Washington, DC 20024  
Phone: 202-554-8050  
Fax: 202-863-5486  
Internet: [www.ite.org](http://www.ite.org)

**Intelligent Transportation Society of America (ITS America)**  
400 Virginia Avenue SW  
Suite 800  
Washington DC 20024-2730  
Phone: 202-484-4847  
Fax: 202-484-3483  
Internet: [www.itsa.org](http://www.itsa.org)

**Inter-American Development Bank (IDB)**  
1300 New York Avenue NW  
Washington DC 20577  
Phone: 202-623-1000  
Fax: 202-623-3096  
Internet: [www.iadb.org](http://www.iadb.org)

**International Bridge, Tunnel & Turnpike Association**  
2120 L Street, NW, Suite 305  
Washington, DC 20037  
Phone: 202-659-4620  
Fax: 202-659-0500  
E-mail: [ibtta@ibtta.org](mailto:ibtta@ibtta.org)  
Internet: [www.ibtta.org](http://www.ibtta.org)

**International Buyer Program (IBP)**

U.S. Department of Commerce  
Phone: 202-482-4231  
Fax: 202-482-0115  
Internet: [www.ita.doc.gov/uscs/uscsibp.html](http://www.ita.doc.gov/uscs/uscsibp.html)

**International Company Profile (ICP)**

U.S. Department of Commerce  
Contact the USEAC nearest you  
Phone: 800 USA-TRADE (800-872-8723)  
Internet: [www.ita.doc.gov/uscs/uscsicp.html](http://www.ita.doc.gov/uscs/uscsicp.html)

**International Market Insights (IMI)**

U.S. Department of Commerce  
Available through the NTDB and EBB  
Phone: 800-STAT-USA  
EBB: 202-482-3870  
Internet: [www.stat-usa.gov](http://www.stat-usa.gov)

**International Organization for Standardization (ISO)**

Contact The American National Standards Institute  
11 West 42nd Street  
13th Floor  
New York NY 10036  
Phone: 212-642-4900  
Fax: 212-398-0023  
E-mail: [info@ansi.org](mailto:info@ansi.org)  
Internet: [www.iso.ch](http://www.iso.ch)

**International Trade Administration (ITA)**

U.S. Department of Commerce  
Internet: [www.ita.doc.gov](http://www.ita.doc.gov)

**International Road Federation (IRF)**

1010 Massachusetts Avenue NW  
Suite 410  
Washington DC 20001  
Phone: 202-371-5544  
Fax: 202-371-5565  
E-mail: [info@irfnet.org](mailto:info@irfnet.org)  
Internet: [www.irfnet.org](http://www.irfnet.org)

**International Trade Loan Program**

Small Business Administration  
Phone: 800-U-ASK-SBA  
Internet:  
[www.sba.gov/financing/frinternational.html](http://www.sba.gov/financing/frinternational.html)

**International Union of Public Transport (UITP)**

Avenue Herrmann-Debroux 17, B-1160  
Brussels, Belgium  
Phone: +32-2-673-6100  
Fax: +32-2-660-1072  
E-mail: [administration@uitp.com](mailto:administration@uitp.com)  
Internet: [www.uitp.com](http://www.uitp.com)

**Market Access and Compliance (MAC)**

U.S. Department of Commerce  
Internet: [www.mac.doc.gov](http://www.mac.doc.gov)

**Matchmaker Trade Delegations**

U.S. Department of Commerce  
Room 2012  
14th and Constitution Avenue NW  
Washington DC 20230  
Phone: 202-482-0692  
Fax: 202-482-0178 or 202-482-4456  
Internet: [www.ita.doc.gov/uscs/uscsmatc.html](http://www.ita.doc.gov/uscs/uscsmatc.html)

**Multi-State/Catalog Exhibitions**

U.S. Department of Commerce  
Phone: 202-482-3973  
Internet: [www.ita.doc.gov/uscs/uscsmsc.html](http://www.ita.doc.gov/uscs/uscsmsc.html)

**National Trade Data Bank (NTDB)**

U.S. Department of Commerce  
Phone: 800-STAT-USA  
Internet: [www.stat-usa.gov](http://www.stat-usa.gov)

**Office of Energy, Infrastructure, and Machinery (OEIM)**

U.S. Department of Commerce  
Internet: [www.ita.doc.gov/oeim](http://www.ita.doc.gov/oeim)



**Office of Export Trading Company Affairs (OETCA)**

U.S. Department of Commerce

Internet:

[www.ita.doc.gov/export\\_admin/sox3.html](http://www.ita.doc.gov/export_admin/sox3.html)

**Overseas Private Investment Corporation (OPIC)**

Attention: Information Officer

1100 New York Avenue, NW

Washington DC 20527

InfoLine: 202-336-8799

Fax: 202-408-9859

E-mail: [info@opic.gov](mailto:info@opic.gov)

Internet: [www.opic.gov](http://www.opic.gov)

**Railway Progress Institute (RPI)**

700 N. Fairfax Street, Suite 601

Alexandria, VA 22314-2098

Phone (703) 836-2332

Fax (703) 548-0058

E-mail [rpi@rpi.org](mailto:rpi@rpi.org), Internet: [www.rpi.org](http://www.rpi.org)

**Service Corps of Retired Executives (SCORE)**

Small Business Administration

409 3rd Street SW

4th Floor

Washington, DC 20024

Phone: 800-634-0245

Internet: [www.score.org](http://www.score.org)

**Sister Cities International (SCI)**

Suite 250, 1300 Pennsylvania Avenue NW

Washington DC 20004

Phone: 202-312-1200

Fax: 202-312-1201

E-mail: [info@sister-cities.org](mailto:info@sister-cities.org)

Internet: [www.sister-cities.org](http://www.sister-cities.org)

**Small Business Development Center (SBDC)**

Small Business Administration

Phone: 800-U-ASK-SBA

Internet: [www.sba.gov/sbdc](http://www.sba.gov/sbdc)

**Small Business Institutes (SBI)**

Small Business Administration

Phone: 800-U-ASK-SBA

**STAT-USA**

U.S. Department of Commerce

Phone: 800-STAT-USA

202-482-1986

E-mail: [stat-usa@doc.gov](mailto:stat-usa@doc.gov)

Internet: [www.stat-usa.gov](http://www.stat-usa.gov)

**Trade Development**

U.S. Department of Commerce

Phone: 202-482-4501

Fax: 202-482-1999

Internet:

[www.ita.doc.gov/ita\\_home/itatdthom.html](http://www.ita.doc.gov/ita_home/itatdthom.html)

**Trade Fair Certification**

U.S. Department of Commerce

Contact the USEAC nearest you

Phone: 800 USA-TRADE (800-872-8723)

Internet: [infoserv2.ita.doc.gov/tradefair](http://infoserv2.ita.doc.gov/tradefair)

**Trade Information Center (TIC)**

U.S. Department of Commerce

Phone: 800 USA-TRADE (800-872-8723)

Fax: 202-482-4473

E-mail: [tic@ita.doc.gov](mailto:tic@ita.doc.gov)

Internet: [www.ita.doc.gov/tic](http://www.ita.doc.gov/tic)

**Trade Opportunity Program (TOP)**

U.S. Department of Commerce

Available through the EBB

Phone: 800-STAT-USA

EBB: 202-482-3870

Contact the USEAC nearest you

Phone: 800 USA-TRADE (800-872-8723)

Internet: [www.ita.doc.gov/uscstop.html](http://www.ita.doc.gov/uscstop.html)

**United Motorcoach Association**

113 S. West Street

Alexandria, VA 22314.

Phone: (703) 838-2929

Toll-free: 800-424-8262.

E-mail: [info@uma.org](mailto:info@uma.org)

**U.S. Agency for International Development**

Ronald Reagan Building  
Washington, D.C. 20523-0016  
Phone: 202-712-4810  
Fax: 202-216-3524  
Internet: [www.info.usaid.gov](http://www.info.usaid.gov)

**U.S. Commercial Service**

U.S. Department of Commerce  
Internet: [www.ita.doc.gov/uscs](http://www.ita.doc.gov/uscs)

**U.S. Department of Commerce (USDOC)**

14th Street and Constitution Avenue NW  
Washington DC 20230  
Internet: [www.doc.gov](http://www.doc.gov)

**U.S. Export Assistance Centers (USEAC)**

U.S. Department of Commerce  
Phone: 800 USA-TRADE (800-872-8723)  
Internet: [www.ita.doc.gov/uscs/domfld.html](http://www.ita.doc.gov/uscs/domfld.html)

**U.S. Small Business Administration (SBA)**

409 3rd Street SW  
Washington DC 20416  
Phone: 800-U-ASK-SBA  
Fax: 202-205-7064; Internet: [www.sba.gov](http://www.sba.gov)

**U.S. State Department**

2201 C Street NW  
Washington DC 20520  
Internet: [www.state.gov](http://www.state.gov)

**U.S. State Department—Regional Bureaus**

Internet: [www.state.gov/www/regions.html](http://www.state.gov/www/regions.html)

**U.S. Trade and Development Agency (TDA)**

Suite 300  
1621 North Kent Street  
Arlington VA 22209-2131  
Phone: 703-875-4357  
Fax: 703-875-4009  
E-mail: [info@tda.gov](mailto:info@tda.gov); Internet: [www.tda.gov](http://www.tda.gov)

**World Bank Group**

1818 H Street NW  
Washington DC 20433  
Phone: 202-477-1234  
Internet: [www.worldbank.org](http://www.worldbank.org)

**World Trade Center Association (WTCA)**

One World Trade Center; Suite 7701  
New York NY 10048  
Internet: [www.wtca.org](http://www.wtca.org)



# 12. STATE GOVERNMENTS



## State Government International Trade Resources

State International Trade Offices (including the District of Columbia and Puerto Rico) offer trade information and leads, export seminars, and a variety of other services. Although this list may not be all inclusive, it provides a tool for contacting additional resources.

### ALABAMA

Alabama Office of International Development  
401 Adams Avenue, Suite 600  
Montgomery, AL 36130  
Phone: 334/242-0400  
Fax: 205/242-0486

### ALASKA

Alaska Department of Commerce and Economic  
Development  
Office of International Trade  
3601 C Street, Suite 700  
Anchorage, AK 99503  
Phone: 907/269-8100  
Fax: 907/269-8125

### ARIZONA

Arizona Department of Commerce International Trade  
and Investment Division  
3800 North Central, Suite 1500  
Phoenix, AZ 85012  
Phone: 602/280-1371  
Fax: 602/280-1305

### ARKANSAS

Arkansas Industrial Development Commission  
Office of International Marketing  
One State Capitol Mall  
Little Rock, AR 72201  
Phone: 501/682-1121  
Fax: 501/324-9856

### CALIFORNIA

California State World Trade Commission  
1121 L Street, Suite 310  
Sacramento, CA 95814  
Phone: 916/324-5511  
Fax: 916/324-5791

### COLORADO

Colorado International Trade Office  
1625 Broadway, Suite 900  
Denver, CO 80202  
Phone: 303/892-3850  
Fax: 303/892-3820

### CONNECTICUT

Connecticut Department of Economic Development  
International Division  
865 Brook Street  
Rocky Hill, CT 06067  
Phone: 860/270-8068  
Fax: 203/529-0535

### DELAWARE

Delaware Division of Economic Development  
Office of Business Development  
99 Kings Highway, Box 1401  
Dover, DE 19901  
Phone: 302/577-8466  
Fax: 302/739-5749

### DISTRICT OF COLUMBIA

District of Columbia Office of International Business  
1250 I Street, N.W., Suite 1003  
Washington, D.C. 20005  
Phone: 202/727-6365  
Fax: 202/727-1588

### FLORIDA

Florida Department of Commerce International Trade &  
Development  
361 Collins Building  
Tallahassee, FL 32399-2000  
Phone: 305/569-2650  
Fax: 904/487-1407

### GEORGIA

Georgia Department of Industry, Trade and Tourism  
Division of Trade  
P.O. Box 1776  
Atlanta, GA 30301  
Phone: 404/656-3556  
Fax: 404/656-3567

### HAWAII

Hawaii Department of Business and Economic  
Development  
International Services Branch

P.O. Box 2359  
Honolulu, HI 96804  
Phone: 808/586-2590  
Fax: 808/587-3833

IDAHO  
Idaho Department of Commerce International Business  
Development  
700 West State Street  
Boise, ID 83720-2700  
Phone: 208/334-2470  
Fax: 208/334-2783

ILLINOIS  
Illinois Department of Commerce International Business  
Division  
100 West Randolph, Suite C-400  
Chicago, IL 60601  
Phone: 312/814-7164  
Fax: 312/814-6581

INDIANA  
Indiana Department of Commerce International Trade  
Division  
One North Capitol, Suite 700  
Indianapolis, IN 46204  
Phone: 317/232-8845  
Fax: 317/232-4146

IOWA  
Iowa Department of Economic Development  
International Marketing Division  
200 East Grand Avenue  
Des Moines, IA 50309  
Phone: 515/242-4713  
Fax: 515/242-4918

KANSAS  
Kansas Department of Commerce & Housing Trade  
Development Division  
700 Southwest Harrison Street, Suite 1300  
Topeka, KS 66603-3712  
Phone: 785/296-4027  
Fax: 785/296-5263

KENTUCKY  
Kentucky Commerce Cabinet Office of International  
Trade  
Capitol Plaza Tower, 24th Floor  
Frankfort, KY 40601  
Phone: 502/564-2170  
Fax: 502/564-3256

LOUISIANA  
Louisiana Department of Economic Development  
Office of International Trade, Finance & Development

P.O. Box 94185  
Baton Rouge, LA 70804  
Phone: 504/342-5388  
Fax: 504/342-5389

MAINE  
Maine Department of Economic and Community  
Development  
State House Station 59  
Augusta, ME 04333  
Phone: 207/541-7400  
Fax: 207/287-2861

MARYLAND  
Maryland World Trade Center  
401 East Pratt Street, Suite 752  
Baltimore, MD 21202  
Phone: 410/767-6300  
Fax: 410/333-8200

MASSACHUSETTS  
Massachusetts Office of International Trade  
100 Cambridge Street, Room 902  
Boston, MA 02202  
Phone: 617/367-1830  
Fax: 617/227-3488

MICHIGAN  
Michigan Export Development Authority  
1200 Sixth Street  
Detroit, MI 48226  
Phone: 517/335-5884  
Fax: 313/256-1046

MINNESOTA  
Minnesota Trade Office  
1000 MN World Trade Center,  
30 East Seventh St.  
St. Paul, MN 55101-4902  
Phone: 612/297-4222  
Fax: 612/296-3555

MISSISSIPPI  
Mississippi Department of Economic Development  
Trade and Export Division  
P.O. Box 849  
Jackson, MS 39205  
Phone: 601/359-3155  
Fax: 601/359-2832

MISSOURI  
Missouri Department of Commerce International  
Business Office  
P.O. Box 118  
Jefferson City, MO 65102  
Phone: 314/751-4855



Fax: 314/751-7384

#### MONTANA

Montana Department of Commerce  
1424 Ninth Avenue  
Helena, MT 59620  
Phone: 406/444-3923  
Fax: 406/444-2808

#### NEBRASKA

Nebraska Department of Economic Development  
International Trade Promotion  
301 Centennial Mall South  
P.O. Box 94666  
Lincoln, NE 68509  
Phone: 402/471-3770  
Fax: 402/471-3778

#### NEVADA

Nevada Commission on Economic Development  
International Office  
5151 South Carson Street  
Carson City, NV 89710  
Phone: 702/687-4325  
Fax: 702/687-4450

#### NEW HAMPSHIRE

International Trade Resource Center  
17 New Hampshire Avenue  
Portsmouth, NH 03801-2838  
Phone: 603/334-6110  
Fax: 603/271-2629

#### NEW JERSEY

New Jersey Department of Commerce and Economic  
Development Division of  
International Trade  
153 Halsey Street, Fifth Floor  
Newark, NJ 07100  
Phone: 201/648-3518  
Fax: 201/623-1287

#### NEW MEXICO

New Mexico Office of International Trade  
Economic Development and Tourism Department  
1100 St. Francis Drive  
Santa Fe, NM 87503  
Phone: 505/827-0300  
Fax: 505/827-0407

New Mexico Economic Development & Tourism  
Department  
1100 St. Francis Drive  
Santa Fe, NM 87503  
Phone: 505/827-0350  
Fax: 505/827-0263

#### NEW YORK

New York Department of Commerce International  
Division  
1515 Broadway, 51st Floor  
New York, NY 10036  
Phone: 212/493-7500  
Fax: 212/827-6263

#### NORTH CAROLINA

North Carolina Department of Economic & Community  
Development  
430 North Salisbury Street  
Raleigh, NC 27611  
Phone: 919/733-7193  
Fax: 919/733-0110

#### NORTH DAKOTA

North Dakota Economic Development Commission  
1833 East Bismarck Expressway  
Bismarck, ND 58505  
Phone: 701/328-5300  
Fax: 701/221-5320

#### OHIO

Ohio Department of Development International Trade  
Division  
77 South High Street, 29th Floor  
P.O. Box 1001  
Columbus, OH 43266  
Phone: 614/466-2317  
Fax: 614/644-1789

#### OKLAHOMA

Oklahoma Department of Commerce International Trade  
Division  
P.O. Box 26980  
Oklahoma City, OK 73126  
Phone: 405/815-5215  
Fax: 405/841-5199

#### OREGON

Oregon Economic Development Department  
International Trade Division  
One World Trade Center, Suite 300  
121 S.W. Salmon Street  
Portland, OR 97204  
Phone: 503/229-5625  
Fax: 503/222-5050

#### PENNSYLVANIA

Pennsylvania Department of Commerce  
Bureau of Foreign Investment  
486 Forum Building  
Harrisburg, PA 17120  
Phone: 717/787-7190

Fax: 717/234-4560

#### PUERTO RICO

Puerto Rico Department of Agriculture  
P.O. Box 10163  
Santurce, PR 00908-1163  
Phone: 809/722-5443  
Fax: 809/923-9747

#### RHODE ISLAND

Rhode Island Department of Economic Development  
International Trade Division  
7 Jackson Walkway  
Providence, RI 02903  
Phone: 401/222-2601  
Fax: 401/277-2102

Rhode Island Department of Environmental  
Management  
22 Hayes Street, Room 120  
Providence, RI 02908-5025  
Phone: 401/222-2781  
Fax: 401/277-6047

#### SOUTH CAROLINA

South Carolina State Development Board  
P.O. Box 927  
Columbia, SC 29202  
Phone: 803/737-0400  
Fax: 803/737-0818

#### SOUTH DAKOTA

South Dakota Office of Economic Development  
Export Trade Marketing Division  
711 Wells Avenue, Capitol Lake Plaza  
Pierre, SD 57501  
Phone: 605/626-3098  
Fax: 605/773-3256

#### TENNESSEE

Tennessee Department of Economic and Community  
Development  
320 Sixth Avenue, Seventh Floor  
Nashville, TN 37243-0405  
Phone: 615/741-5870  
Fax: 615/741-5829

#### TEXAS

Texas Department of Commerce  
P.O. Box 12728  
Austin, TX 78711  
Phone: 512/936-0100  
Fax: 512/472-5059

#### UTAH

Utah Division of Business and Economic Development

International Business Development  
324 South State Street, Suite 500  
Salt Lake City, UT 84111  
Phone: 801/538-8737  
Fax: 801/538-8889

#### VERMONT

Vermont Department of Economic Development  
Pavilion Office Building  
109 State Street  
Montpelier, VT 05609  
Phone: 802/828-3211  
Fax: 802/828-3258

#### VIRGINIA

Virginia Department of Economic Development  
International Marketing  
P.O. Box 798  
Richmond, VA 23206  
Phone: 804/371-8106; 800/553-3170  
Fax: 804/786-1121

#### WASHINGTON

Washington Department of Trade and Development  
Business & Market Development  
2001 Sixth Avenue, Suite 2600  
Seattle, WA 98121  
Phone: 206/464-7143  
Fax: 206/464-7222

#### WEST VIRGINIA

Governor's Office of Community & Industrial  
Development  
State Capitol, Room M-146  
Charleston, WV 25305-0311  
Phone: 304/558-2234  
Fax: 304/558-0362

#### WISCONSIN

Wisconsin Bureau of International Development  
Department of Development  
P.O. Box 7970  
Madison, WI 53707  
Phone: 608/266-9467  
Fax: 608/831-6982

#### WYOMING

Wyoming International Trade Office  
Herschler Building, 2nd Floor North  
Cheyenne, WY 82002  
Phone: 307/777-6412  
Fax: 307/777-5840



# 13. STATE REPRESENTATIVES



## State Government Representatives Located Abroad

Several State Governments have representatives located in foreign countries to promote firms from the respective state abroad. The following list, although not inclusive, is a working tool to identify representatives abroad that can assist U.S. firms in promoting goods and services in specific countries around the world. It is recommended to first contact the State Government Department of Economic Development for guidance on contacting representatives abroad. (See Chapter 12 for a listing of some State Government Departments of Economic Development)

### ALABAMA

Europe  
Mr. Kurt Marshall  
European Representative  
Mr. Wilhelm K. Wentges  
Consultant  
Alabama European Office  
C/o IFA  
Charlottenplatz 17  
D-70173 Stuttgart, Germany  
Phone: 011-49-711-226-5604/5624  
Fax: 011-49-711-226-5628

Japan  
Mr. Kozo Ogi  
Japan Representative  
State of Alabama Japan Office  
8F, Aoki Building  
5-32-8 Shiba, Minato-ku  
Tokyo 108, Japan  
Phone: 011-81-3-5232-3851  
Fax: 011-81-3-5232-3850

South Korea  
Mr. Kim Eui-Hoon  
Korea Representative  
Alabama International Development  
Room 714, Life Office Building  
61-3, Yoido-Dong, Youngdungpo-Ku  
Seoul 150-010, Korea  
Phone: 011-82-2-780-1241/2

Fax: 011-82-2-780-1243

Middle East  
Mr. Yoram Ettinger  
Middle East Representative  
26 Usishkin Street  
Jerusalem, Israel 91077  
Phone: 011-972-2-679-3605  
Fax: 011-972-2-679-3606

### ALASKA

Tokyo, Japan  
Mr. Kojiro Abe

Seoul, Korea  
Mr. KS Yang

Taipei Taiwan  
Mr. Ida Pei-Hua Yao

Yuhzno-Sakhalinsk American Business Center  
Dinty Miller

### ARIZONA

Europe Office  
Trade Representative: Kristian Schnack  
Liaison: Lauren Masseur, 602-280-1372  
116 London Road  
Kingston-upon-Thames  
KT2 6QJ  
London, England  
Phone: 011-44-181-5464425  
Fax: 011-44-181-5465526

Munich Office  
Dietlindenstr. 15  
D-80802 Munich  
Germany  
Phone: 011-49 89 361 83 33  
Fax: 011-49 89 361 70 94

Hermosillo Office  
Trade Representative: Emilio Gaynor  
Centro Estatal de Gobierno, Vado del Rio  
Tercer Piso, Edificio Norte  
Hermosillo, Sonora 83280  
Mexico  
Phone: 011-52-62-13-0657  
T/Fax: 011-52-62-13-0692

Japan Office  
Trade Representative: Hidetaro Matsuoka  
Liaison: Akio Terauchi, 602-280-8198  
Oficina de Comercio Inversion  
del Estaso de Arizona  
Edificio Torre Cabailito  
Paseo De La Reforma, #10, Suite 700  
Col. Centro  
06030 Mexico D.F.  
Phone: 011-525-566-9850  
Fax: 011-525-566-9642

Taiwan Office  
Trade Representative: Hal Falls  
Liaison: Doug Aitkin, 602-280-1375  
7E/01;D/17,18  
Taipei World Trade Center  
No. 5, Hsin-Yi Road, Sec 5  
Taipei, Taiwan  
Phone: 011-886-2-2725-1134  
Fax: 011-886-2-2725-1146

#### ARKANSAS

State of Arkansas ASEAN Office  
D2-03-03 Pantai Hillpark  
Phase 1, Jalan Pantai Dalam  
59200 Kuala Lumpur  
Malaysia  
Phone: 60-3-283-6102  
Fax: 60-3-282-1102  
E-mail: boonwt@pc.jaring.my  
Boon Tan, Director

State of Arkansas Japan Office  
AIOS Hiroo Bldg. 8F  
11-2, Hiroo 1-Chome, Shibuya-ku  
Tokyo 150  
Japan  
Phone: 81-03-5447-7471  
Fax: 81-03-5447-7472  
E-mail: BZQ11713@niftyserve.or.jp  
Yutaka Kajita, Director

State of Arkansas Europe Office  
22-24 Rue St. Georges, Box 1  
B 1050 Brussels  
Belgium  
Phone: 32-2-649-6024  
Fax: 32-2-649-4807  
E-mail: 101470.1672@compuserve.com  
Sybille Magee, Director

State of Arkansas Latin America Office  
Durango 341-4

Mexico City  
06700, Mexico D.F.  
Phone: 52-5-211-6243  
Fax: 52-5-211-5776  
E-mail: 74174.504@compuserve.com  
John Leonard, Director

#### CALIFORNIA

Tokyo  
(provides service to Japan)  
California Office of Trade and Investment  
Mr. Jon Kaji, Director  
Kowa 35 Building Annex  
1-14-15, Akasaka, Minato-ku  
107-0052, Tokyo, Japan  
(011-81-33) 583-3140  
(011-81-33) 584-6613 Fax  
E-Mail: calxport@gol.com

Hong Kong  
(provides service to Hong Kong, China (PRC), Asean)  
California Office of Trade and Investment  
Tony Chen, Director  
Suite 207, St. George's Building  
2, Ice House Street  
Central, Hong Kong  
(011-852) 2877-3600  
(011-852) 2877-2691 Fax  
E-Mail: caoffice@asiaonline.net

Frankfurt  
(provides service to Germany, Italy, Switzerland,  
Austria, Central and Eastern Europe)  
California Office of Trade and Investment  
Ms. Trudi Schifter, European Director  
Bockenheimer Landstrasse 97  
60325 Frankfurt am Main  
Germany  
(011-49-69) 743-2461  
(011-49-69) 745-005 Fax  
E-Mail: trade@cal-trade.gov or invest@cal-trade.gov

London  
(provides service to UK, France, Spain, Belgium,  
Netherlands, Scandinavia, Portugal)  
California Office of Trade and Investment  
Joseph Fenley, Director  
27 Dover Street  
London W1X 3PA  
United Kingdom  
(011-44-171) 629-8211  
(011-44-171) 629-8223 Fax  
E-Mail: trade@calstate.org.uk or invest@calstate.org.uk



Mexico City (provides service to Mexico, Latin America, South America)  
California Office of Trade and Investment  
Mr. Reinhold C. Schrader, Director  
Paseo de la Reforma 265, Piso 14  
Col. Cuauhtemoc  
06500 Mexico, D.F.  
(011-52-5) 533-1111  
(011-52-5) 533-5202 Fax  
E-Mail: caloff@californiaagency.com.mx

Taiwan  
(Taipei)  
California Office of Trade and Investment  
Ms. Chiling Tong, Director  
Taipei World Trade Center Exhibition Hall  
7C04, Taipei World Trade Center  
5 Hsin Yi Road, Section 5  
Taipei 110, Taiwan  
(011-886-22) 758-6223  
(011-886-22) 723-9973 Fax  
E-Mail: cltong@ms1.hinet.net

Africa  
(Johannesburg: provides service to Sub-Saharan Africa)  
California Office of Trade and Investment  
Dwayne Gathers, Director  
Street Address:  
158 Jan Smuts Ave., 3rd Floor West  
Rosebank 2196, Johannesburg  
Republic of South Africa  
Mailing Address:  
P.O. Box 449  
Parklands 2121, Johannesburg  
Republic of South Africa  
(011-27-11) 447-5391  
(011-27-11) 447-5393 Fax  
E-Mail: joburg@icon.co.za

Jakarta  
Wisma Bisnis Indonesia, 9th Floor  
Jl. Let. Jend. S. Parman Kav. 12  
Jakarta 11480 Indonesia  
Tel. 62 21 530 7211, 530 588 ext. 305  
Fax. 62 21 530 7212  
E-Mail: cotijkt@ibm.net

Israel  
(Jerusalem: operates as the California-Israel Exchange)  
California Office of Trade and Investment  
Mr. Sherwin Pomerantz, Director  
Street Address:  
5 Kiryat Mada Street  
Building #2, Har Ha'hotzvim Technology Park  
Jerusalem 91450 Israel  
Mailing Address:

P O Box 45005  
Jerusalem 91450 Israel  
(011-972-2) 571-0199  
(011-972-2) 571-0713 Fax  
E-Mail: atidedi@netvision.net.il

Seoul  
(provides service to Korea)  
California Office of Trade and Investment  
Young-Min Lee, Trade Representative  
Leema Building, Suite 400-16  
146-1 Susong-dong, Chongro-ku  
Seoul 110-140 Korea  
(011-82-2) 733-1021 ext. 146  
(011-82-2) 723-5776 Fax  
E-Mail: ymlcoti@bora.dacom.co.kr

#### COLORADO

Colorado International Trade Office  
Office of the Governor  
Morgan Smith, Director  
1625 Broadway, Suite 900  
Denver, CO 80202 USA  
Phone: 303-892-3850  
Fax: 303-892-3850  
E-mail: ito@state.co.us  
[http://www.state.co.us/gov\\_dir/intl\\_trade\\_gov.html](http://www.state.co.us/gov_dir/intl_trade_gov.html)

Colorado Overseas Offices  
Osaka, Japan  
London, England  
Guadalajara, Mexico

#### CONNECTICUT

Mexico  
Lonofer S.A. de C.V.  
Avenida Chapultepec 417-5  
Colonia Juarez  
C.P. 06600, Mexico, D.F.  
Mexico  
Mr. Noé Dekafkir Garcia, Director  
(011-52-5) 514-1769  
(011-52-5) 514-4197  
(011-52-5) 514-8449 Fax

China  
505 Hudson Street  
Hartford, CT 06106  
Mr. Li Xin  
(203) 757-2810  
(203) 757-3949  
(011-85-535) 625-9895 (China)

Argentina

Corporación Técnica del Sur S.A.  
San Martin 492, 3 Piso, Of.19  
(1004) Buenos Aires  
Argentina  
Mr. Jorge Vallmitjana, President  
(011-54-1) 393-4528  
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#### FLORIDA

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International Offices  
Germany  
Peter Armstrong, Director  
Devin Miller, Trade Spec.  
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Schillerstrasse 10  
60313 Frankfurt/Main  
Phone: 011 (49-69) 131-0104  
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159 Samsung-Dong, Kangman-KU  
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Must Executive Business, Inc.  
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Canada  
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#### Japan

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United Kingdom  
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Mexico  
Guadalupe M. Martinez, Dir.  
Catalina Diaz Poch, Adm. Assistant  
Rio Marne #17, Suite 301  
Col. Cuauhtemoc, Mexico, D.F. 06500  
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Israel  
Amnon Neubach, Dir.  
Office Twin Towers II-70135  
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52511, Israel  
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Fax: 011-972-3-613-4041  
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#### GEORGIA

ASEAN  
Tan Boon Wan, Trade Representative  
Mrs. Chung Tan, Marketing Manager  
Ms. Lee Shiang, Project Coordinator  
Ms. Dede Lim, Project Coordinator  
D2-03-03 Pantai Hillpark Phase 1  
Jalan Pantai Dalam  
59200 Kula Lumpur  
Malaysia  
Phone: 60-3-283-6102  
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Belgium

Jim Blair, Managing Director  
Ryan Thornton, Deputy Director  
Lissa Boxy, Trade Representative  
Sue Chown, Office Manager  
380 Avenue Louise  
1050 Brussels  
Belgium  
Phone: 32-2-647-7825  
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Brazil

Miximilian I. Gorissen Trade Representative  
Rua Padre Saboia de Medeiros 89  
Sao Bernardo do Campo, SP. 09890-540  
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Canada

Jeffrey Johnson, Trade Director  
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China

James C. Kiand, Trade Representative  
Dennis Wang, Project Director  
Pamela Lu, Administrative Assistant  
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China  
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Israel

Sherwin Pomerantz, Trade Representative  
Seth Vogelmann, Project Director  
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Korea

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Peter Underwood, Assistant Director  
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Mexico  
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South Africa

Donald Keene, Trade Representative  
Connie Thatho, International Trade & Investment  
Assistant  
1st. Floor, Export House, West and Maude Streets  
Sandton, P.O. Box 651525, Benmore 2010 or P.O. Box  
912, Greenpoint 8051  
South Africa  
Phone: 27-11-320-6891  
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HAWAII

Japan

Mr. Yoshiaki Suzuki  
Director of Operations  
Representative of Hawaii DBEDT in Japan  
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2-10-2 Nagatacho, TBR #1013  
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Taiwan ROC

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State of Hawaii, USA Office in Taipei  
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# 14. INTERNET SITES



## Other Web Sites of Interest

APEC Center for Technology Exchange and Training for Small and Medium Enterprises  
[www.actetsme.org](http://www.actetsme.org)

ATLS—Trade Lead Opportunities  
[caticsuf.csufresno.edu:70/1/atls/leads](http://caticsuf.csufresno.edu:70/1/atls/leads)

African Development Bank Group  
[www.afdb.org](http://www.afdb.org)

Asia Business Connection  
[asiabiz.com](http://asiabiz.com)

Asian Development Bank  
[www.adb.org](http://www.adb.org)

Austrade—Australian Trade Commission  
[www.austrade.gov.au](http://www.austrade.gov.au)

Brazilian Business Directory  
[www.brazilbiz.com.br/english](http://www.brazilbiz.com.br/english)

Bureau of Census: Foreign Trade Division  
[www.census.gov/ftp/pub/foreign-trade/www](http://www.census.gov/ftp/pub/foreign-trade/www)

Business Information Service for the Newly Independent States  
[www.itaiep.doc.gov/bisnis](http://www.itaiep.doc.gov/bisnis)

Central & Eastern Europe Business Information Center  
[www.itaiep.doc.gov/eebic/ceebic.html](http://www.itaiep.doc.gov/eebic/ceebic.html)

Currency Converter  
[www.xe.net/currency](http://www.xe.net/currency)

Dun & Bradstreet  
[www.dnb.com](http://www.dnb.com)

Electronic Embassy Program  
[www.embassy.org](http://www.embassy.org)

European Bank for Reconstruction and Development  
[www.ebrd.com](http://www.ebrd.com)

Fed World Home Page  
[www.fedworld.gov](http://www.fedworld.gov)

Foreign Languages for Travelers  
[www.travlang.com/languages](http://www.travlang.com/languages)

Foreign Trade Information System—SICE  
[www.sice.oas.org](http://www.sice.oas.org)

International Chambers of Commerce  
[www.iccwbo.org](http://www.iccwbo.org)

International Trade Information System  
[galaxy.einet.net/hytelnet/OTH150.html](http://galaxy.einet.net/hytelnet/OTH150.html)

National Association of Export Companies  
[www.nexco.org](http://www.nexco.org)

Organization for Economic Co-operation and Development  
[www.oecd.org](http://www.oecd.org)

Pacific Economic Cooperation Council  
[www.pecc.net](http://www.pecc.net)

Thomas Register of American Manufacturers  
[www.thomasregister.com](http://www.thomasregister.com)

UN Trade Related Organizations—International Trade Law Project  
[itl.irv.uit.no/trade\\_law/organizations/un.html](http://itl.irv.uit.no/trade_law/organizations/un.html)

U.S. International Trade Commission  
[www.usitc.gov](http://www.usitc.gov)

United States Council for International Business  
[www.imex.com/uscib](http://www.imex.com/uscib)

World Trade Organization  
[www.wto.org](http://www.wto.org)



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