

# ACCESSING THE GLOBAL MARKETPLACE

## A Resource Guide for the Transit Industry



U.S. Department of Transportation  
Federal Transit Administration



# **ACCESSING THE GLOBAL MARKETPLACE**

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# Chapter 1 Introduction

## WHY EXPORT

In order to stay competitive domestically, U.S. firms of all sizes 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 in the global marketplace will help them accomplish this.

Fortunately, there is enormous demand for transportation infrastructure development worldwide. A brief look at urban rail projects now under construction demonstrates the wide range of projects under development at the time of the writing of this guide. From the Dubai Light Rail line, to the Mumbai Metro, Delhi Metro, Russian Railroad Rehabilitation,

Sydney Light Rail, and Glasgow 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, alternative fuel technology, 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 in the international marketplace for them. While the process of doing business in other countries can seem daunting to these companies, there are numerous sources of assistance. One needs only to look at the success of others.

Chapter 2 of this guide introduces both the International Public Transportation Program (IPTP) of the Federal Transit Administration (FTA) and the American Public Transportation Association (APTA). Chapters 3–5 discuss whom 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 products and the type of project financing available. Chapter 8 identifies sources of help to ensure firms are 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 identify opportunities globally and assist in taking advantage of them.



## Chapter 2 About Us

### **WHO WE ARE**

**United States Department Of  
Transportation (USDOT)**

**Federal Transit Administration (FTA)**

**International Public Transportation  
Program (IPTP)**

The U.S. Department of Transportation (USDOT) was established by an act of Congress on October 15, 1966. The Department's first official day of operation was April 1, 1967. The mission of the Department is to: Serve the United States by ensuring a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future. President Lyndon Johnson signed the Urban Mass Transportation Act into law on July 9, 1964, providing \$375 million in capital assistance over 3 years. Since, that time, USDOT has seen unprecedented expansion of transit in communities throughout the country, record ridership, and innovations in both technology and financing.

The Federal Transit Administration (FTA) is one of 11 operating administrations within the USDOT with 517 employees located in Washington, DC and 10 regional offices across the nation. FTA provides stewardship of combined formula and discretionary programs totaling more than \$10B to support a variety of locally planned, constructed, and operated public transportation systems throughout the U.S., including buses, subways, light rail, commuter rail, streetcars, monorail, passenger ferry boats,



inclined railways, and people movers. FTA's International Program plays a vital role in providing the international outreach necessary to support America's movement toward a new public transportation future for the 21<sup>st</sup> century.

On July 9, 2009 Secretary LaHood stated to the USDOT staff that "The Obama Administration has put revitalization and reinvestment in our national transportation infrastructure at the top of its list. The FTA will continue to play a vital role in the implementation of the American Recovery and Reinvestment Act and in the evolution of public transportation across the Nation to strengthen existing public transportation corridors and develop new ones."

A primary goal of both the FTA and the USDOT 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 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 transportation products and services.

Officially launched as the International Mass Transportation Program 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 name of the program was changed to International Public Transportation Program (IPTP) by successive legislation. Priority activities of the IPTP are:

**Trade Promotion.** To improve U.S. transit industry global competitiveness, the IPTP partners with the transit industry and

conducts trade missions, reverse trade missions and market research.

**International Public Transit Tenders.**

To inform U.S. transit manufacturers and suppliers about current international contract opportunities, the IPTP compiles and publishes its International Public Transit Tenders List twice a month.

**Technology Transfer.** To create a two-way exchange of knowledge, best practices and innovations between the U.S. and abroad, the IPTP participates in international conferences, technical workshops and standards working groups.

**Human Capacity Building.** To share global knowledge, experience and best practices that improve efficiency and service quality here and abroad, the IPTP coordinates training programs for U.S. and foreign transit professionals.

**International Accessibility Outreach.** The IPTP seeks to increase accessibility within the United States and abroad through the sharing of ideas and information. The International Accessibility and Disability Program focuses specifically on accessibility and disability transportation issues in the international arena.

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 IPTP 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 and reverse 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 IPTP encourages firms to contact us for more information and to share their experiences and/or success stories. Please call us at (202)-366-4052 or by internet at: [IPTP@FTA.DOT.GOV](mailto:IPTP@FTA.DOT.GOV)/RESEARCH

### **AMERICAN PUBLIC TRANSPORTATION ASSOCIATION (APTA)**

To strengthen and improve public transportation, the American Public Transportation Association (APTA) serves and leads its diverse membership through advocacy, innovation and information sharing. APTA and its members and staff work to ensure that public transportation is available and accessible for all Americans in communities across the country.



APTA is a nonprofit international association of more than 1,500 member organizations including public transportation 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 public transportation services and products. Over ninety percent of persons using public transportation in the United States and Canada are served by 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 opportunities to interact professionally and socially with counterparts and industry leaders. These include:

- Legislative Conference - every March
- Bus and Para-transit Conference – every May
- Rail Transit Conference – every June
- Annual Meeting – every October

Triennially APTA hosts the International Public Transit EXPO which is 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 over 100 categories
- Passenger Transport—the only national newspaper devoted entirely to public transit
- Transit Fact Book  
Industry Statistics – available on APTA’s website. The various data resources provide summary information at the state, local and national level. Many of these resources also provide very

detailed information on individual public transportation systems.

### **International Programs**

To better serve the expanding international interests of APTA’s North American core membership and the concerns of members outside North America, APTA’s international program focuses on the best practices exchange and international business opportunities. APTA regularly organizes study missions and collaborates with FTA on trade missions around the world. We also aim to inform our business members of resources and opportunities offered by the various branches of the U.S. government, the multilateral banks, and other international organizations.



## Chapter 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 (USDOC), specifically at Export.gov and your local Export Assistance Center (EAC) of the Commercial Service. The Small Business Administration (SBA) and state governments also offer a variety of services.*



### EXPORT.GOV

1-800-USA-TRADE (872-8723)  
[www.export.gov/exportbasics/eg](http://www.export.gov/exportbasics/eg)

The United States Department of Commerce (USDOC) has integrated all of its information into Export.gov to help the U.S. exporter more easily navigate through its information. Export.gov brings together resources from across the U.S. Government to assist American businesses in planning their international sales strategies and succeed in today's global marketplace.

From market research and trade leads from the USDOC's Commercial Service to export

finance information from Export-Import Bank and the Small Business Administration to agricultural export assistance from U.S. Department of Agriculture, Export.gov helps American exporters navigate the international sales process and avoid pitfalls such as non-payment and intellectual property misappropriation.

Export.gov was created to provide better customer service for businesses interacting with the Federal Government. The USDOC's International Trade Administration (ITA) manages Export.gov as a collaborative effort with the 19 Federal Agencies that offer export assistance programs and services.

Export.gov is the U.S. Government's export promotion and finance portal. This portal was designed to deliver critical export information and services to small and medium-sized U.S. companies. Export.gov partners with many U.S. Government Agencies and also with a number of private sector companies. Through these partnerships, Export.gov has become the central location for export information and assists U.S. companies in beginning or expanding their exporting business.

### Partner Agencies

Federal export assistance is delivered by many U.S. Government Agencies. Export.gov combines the information from each of these Agencies to provide U.S. companies with one central location for finding their export information.

### What is the Corporate Partnership Program?

The Corporate Partnership Program's mission is to expand the U.S. Export Base through innovative Public - Private Sector

Partnerships. Combining the export assistance services of the U.S. Commercial Service together with “best-in-class” export services companies, the Corporate Partnership Program enables increased export opportunities through joint outreach and education to small- and medium-sized U.S. businesses.

Export.gov helps **only** U.S.-owned and operated companies export their products and services internationally. This site does **not** provide direct assistance to non-U.S. companies wanting to sell their products in the United States.

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

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

The United States Commercial Service is the trade promotion arm of the International Trade Administration (ITA) within the United States Department of Commerce. The U.S. Commercial Service consists of a network of International Trade Specialists in U.S. Export Assistance Centers in more than 100 locations throughout the U.S. Overseas, the Commercial Officers, Specialists, and other staff are located in U.S. Embassies and Consulates in more than 150 cities in 80 countries.

The ITA’s mission is to create prosperity by strengthening the competitiveness of U.S. industry, promoting trade and investment, and ensuring fair trade and compliance with trade laws and agreements. Trade.gov provides you access to the ITA’s valuable information and services regarding U.S. international trade policy.

### **U.S. Commercial Service Products and Services**

- Finding International Partners
- Directory Listings
- Business Consulting and Advocacy

- Market Research and Briefings
- Trade Shows

The U.S. Commercial Service offers a range of services, including counseling, advocacy, and trade promotion, to assist U.S. companies doing business internationally. The U.S. Commercial Service uses Export.gov, the U.S. Government’s export portal, as its main online resource for exporting clients. For market research, trade events, trade leads, and information on how to export, please visit Export.gov.

### **TRADE LEADS**

The Commercial Service provides timely sales leads from international firms seeking to buy or represent U.S. products or services. With the help of Congress, President George W. Bush pressed an activist strategy to regain momentum on trade. As he explained, “Our goal is to ignite a new era of global economic growth through a world trading system that is dramatically more open and more free”. President Barack Obama has launched an Export Initiative, which seeks to double U.S. exports within five years.

Through increased trade, the United States has the opportunity to improve jobs, incomes, productivity, purchasing choices, and family budgets of America’s workers, farmers, small business persons, and entrepreneurs.

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

The Commercial Service supports selected leading U.S. trade shows in industries with high export potential. USDOC 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.

## **SMALL BUSINESS ADMINISTRATION (SBA)**

The U.S. Small Business Administration (SBA) was created July 30, 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. SBA recognizes that small business is critical to our economic recovery and strength, to building America's future, and to helping the United States compete in today's global marketplace. Although SBA has grown and evolved in the years since it was established in 1953, the bottom line mission remains the same. The SBA helps Americans start, build and grow businesses. Through an extensive network of field offices and partnerships with public and private organizations, SBA delivers its services to people throughout the United States, Puerto Rico, the U. S. Virgin Islands and Guam.

The Investment Company Act of 1958 established the Small Business Investment Company (SBIC) Program, under which SBA licensed, regulated and helped provide funds for privately owned and operated venture capital investment firms. They specialized

in providing long-term debt and equity investments to high-risk small businesses. Its creation was the result of a Federal Reserve study that discovered that small businesses could not get the credit they needed to keep pace with technological advancement.

The SBA has grown in terms of total assistance provided and its array of programs tailored to encourage small enterprises in all areas. The SBA's programs now include financial and federal contract procurement assistance, management assistance, and specialized outreach to women, minorities and armed forces veterans. The SBA also provides loans to victims of natural disasters and specialized advice and assistance in international trade.

In 2000, to address the unmet equity needs of low-income communities, Congress passed legislation creating the New Markets Venture Capital (NMVC) Program and appropriated funding for debenture guarantees and operational assistance grants to supplement the private capital that is raised by NMVC companies. The U.S. Small Business Administration (SBA) administers the program.



The Small Business Administration 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 are; Small Business Development Centers (SBDC), Service Corps of Retired Executives (SCORE) and Small Business Institutes (SBI), are conveniently located in most U.S. cities. The SCORE Association is a nonprofit association comprised of 11,500 volunteer business counselors throughout the U.S. and its territories. 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.

The SBA can guarantee bonds for contracts up to \$2 million, covering bid, performance and payment bonds for small and emerging contractors who cannot obtain surety bonds through regular commercial channels. SBA's guarantee gives sureties an incentive to provide bonding for eligible contractors, and thereby strengthens a contractor's ability to obtain bonding and greater access to contracting.

### **EXPORT ASSISTANCE CENTERS (EAC)**

As the SBA's office for the support of small business international trade development,

the Office of International Trade works in cooperation with other federal agencies and public- and private-sector groups to encourage small business exports and to assist small businesses seeking to export. Through 16 U.S. Export Assistance Centers (EAC), SBA district offices and a variety of service-provider partners, EACs direct and coordinate SBA's ongoing export initiatives in an effort to encourage small businesses going global.

The EACs are located in major metropolitan areas throughout the United States. They are one-stop shops ready to provide small- or medium-sized business with local export assistance. Businesses receive personalized assistance by professionals from the SBA, the USDOC, the U.S. Export-Import Bank and other public and private organizations. It's a partnership that makes it easier to get the help needed to compete and succeed in the global marketplace.

Each EAC is ready to meet 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.

### **STATE GOVERNMENTS**

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).

## Chapter 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 trade leads, trade contacts, statistical information, country reports, and much more. For more information or to order this fee-based subscription service visit [www.stat-usa.gov](http://www.stat-usa.gov) or call (800) STAT-USA (800- 782-8872).

### MARKET RESEARCH REPORTS. (MRR)

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 under the heading Market and Country Research, “Market Research Reports.”

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 under the heading Market and Country Research.







## Chapter 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 RESEARCH (CMR)**

The Commercial Service undertakes market research made to order. A Customized Market Research 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.

For more information or to order contact (800) USA-TRAD or visit [www.export.gov](http://www.export.gov)

### **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.

For more information contact (800) USA-TRAD or visit [www.export.gov](http://www.export.gov)

### **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.

For more information contact (800) USA-TRAD or visit [www.export.gov](http://www.export.gov)







## Chapter 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.

Commercial News USA, produced in partnership with the U.S. Commercial Service, helps American companies find buyers and distributors for their products and services. The print version of the magazine reaches an estimated 400,000 readers in 176 countries.

Commercial News USA is distributed bi-monthly to readers outside the United States. The magazine, which is free, is mailed directly

to qualified recipients and distributed by U.S. and Foreign Commercial Service personnel at U.S. embassies and consulates worldwide.

For more information or to order contact (800) USA-TRAD or visit [www.thinkglobal.us](http://www.thinkglobal.us)

### 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. The Gold Key Service provides one-on-one appointments with pre-screened potential agents, distributors, sales representatives, association and government contacts, licensing or joint venture partners, and other strategic business partners.

For more information or to order contact (800) USA-TRAD or visit [www.export.gov](http://www.export.gov).

### SINGLE COMPANY PROMOTION (SCP)

With the United States Embassy and Consulates' knowledgeable staff and vast network among government, media, and private industry, SCP can identify and make sure that the ideal audience is present at any promotional or press event, seminar, product or service launch, or reception. With our Single Company Promotion (SCP) service, the U.S. Commercial Service can bring together all of the key players in a single venue.

For more information contact your local Export Assistance Center or (800) USA-TRAD

### **Success Story—Trade Promotion**

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 (USTDA), and the Ex-Im Bank.

On four separate occasions, USTDA 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. Ellicott International is enthusiastic about the support they 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."

### **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 (TFC)**

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.

### **CERTIFIED TRADE MISSIONS (CTM)**

Certified Trade Missions (CTM) are USDOC backed overseas events that are planned, organized, and led by export promotion organizations such as industry trade associations, agencies of state and local governments, federal agencies, Congressional representatives, chambers of commerce, regional groups, and other export-oriented groups. The CTM Program provides a flexible and adaptable format in which to conduct overseas business. A CTM may include individual appointments tailored to each member's needs, including plant and factory tours, and-or technology seminars.

- CTMs are designed to promote U.S. goods and services abroad. They generally facilitate export sales, licensing, joint ventures and representation for small and medium-sized infrequent exporters in high potential markets.
- Participants in CTMs benefit from a range

of on-site services that support a market presence in the country(s) of choice.

The backing of the US government often raises the prestige of non-USDOC missions, encouraging recruitment.

- In addition, the CTM program increases opportunities for exporting by providing organizers outside DOC with direct access to US Embassies and Consulates.
- For Congressional-Governor-led CTMs, the U.S. and Foreign Commercial Service

CTM Program Office guides participating groups and coordinates initial communications with the commercial sections of posts on the mission's itinerary, facilitation and budget.

- For all other CTMs, organizers deal directly with posts regarding event approval, scheduling and budget. The post(s) coordinate with the Office of International Operations and Office of Trade Events Management on scheduling and budgetary issues.



## Chapter 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 (Ex-Im Bank)

The Export-Import Bank of the United States (Ex-Im Bank) was established by President Franklin D. Roosevelt, in 1934, as a New Deal program and to support his foreign policy. The Export-Import Bank is the official export credit agency of the United States. The Ex-Im Bank's mission is to assist in financing the export of U.S. goods and services to international markets. From its humble beginnings with a \$3.8 million loan to Cuba for U. S. silver ingots to more than 2,700 transactions that supported nearly \$20 billion worth of exports in 2008, the Ex-Im Bank has had a rich 75 year history of expansion and transformation.

The Ex-Im Bank enables U.S. companies — large and small — to turn export opportunities into real sales which help to maintain and create U.S. jobs and contribute to a stronger national economy. The Ex-Im Bank does not compete with private sector lenders but provides export financing products that fill gaps in trade financing. The Ex-Im Bank assumes credit and country risks that the private sector is unable or unwilling to accept. The Ex-Im Bank also helps to level the playing field for U.S. exporters

by matching the financing that other governments provide to their exporters.

The Ex-Im Bank provides working capital guarantees (pre-export financing); export credit insurance; and loan guarantees and direct loans (buyer financing). No transaction is too large or too small. On average, 85% of the Ex-Im Bank transactions directly benefit U.S. small businesses. With 75 years of experience, the Ex-Im Bank has supported more than \$400 billion of U.S. exports, primarily to developing markets worldwide.

The Ex-Im Bank 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.

The 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. The 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).



### **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.

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.

#### **Small Business Insurance Policy**

The 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**

The 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)**

The Overseas Private Investment Corporation (OPIC) was established as an agency of the U.S. government in 1971 and currently does business in over 150 countries. The

OPIC mission is to mobilize and facilitate the participation of United States private capital and skills in the economic and social development of less developed countries and areas, and countries in transition from nonmarket to market economies.

### **Primary Statutory Mandates**

In accomplishing its mission, the OPIC promotes positive U.S. and host country developmental effects. The OPIC assures that the projects it supports are consistent with sound environmental and worker rights standards. In conducting its programs, the OPIC also takes into account guidance from the Administration and Congress on a country's observance of, and respect for, human rights. In accomplishing its mission, the OPIC operates on a self-sustaining basis.

The OPIC assists U.S. companies by providing financing (from large structured finance to small business loans), political risk insurance, and investment funds. The OPIC complements the private sector in managing risks associated with foreign direct investment and supports U.S. foreign policy.

OPIC-supported funds are among the largest providers of private equity capital to emerging markets. Since 1991, OPIC has committed (as of FY 2008) nearly \$3.2 billion in funding to over 40 private equity funds. These funds in turn have invested \$4.2 billion in more than 400 privately-owned and managed companies, the vast majority of which are small and medium-sized entities located across 53 developing countries in emerging-market regions eligible for OPIC support. The beneficial impact of OPIC support of credit funds that invest in companies is significantly greater than the amount of capital that OPIC contributes directly to the funds: private equity direct investment creates a multiplier effect as new capital attracts additional investment and financing in companies.

In addition to mobilizing capital, OPIC Investment Funds also support economic development by mobilizing expertise. OPIC-supported fund managers provide knowledge and experience to the companies in which they invest. These fund managers guide the strategic direction of portfolio companies, participate actively on company boards, and help companies recruit experienced operational managers. The result is enhanced productivity, reliable financial controls, improved corporate governance, modern business practices, and improved worker health and safety conditions. Fund managers also serve as active advocates for the improvement of the local legal and regulatory environment, protection of private property and shareholder rights, and the expansion of robust capital and financial markets.

No element of an OPIC Investment Fund is more important than identifying fully qualified and successful fund managers. To accomplish this, OPIC utilizes an open, competitive process in selecting fund managers initiated periodically through the publication of a "call for proposals" in private equity trade journals and on OPIC's Web site. Teaming with a prominent private equity advisory consultant, which is also selected through a competitive process, a selection committee established within OPIC conducts extensive manager evaluations and due diligence prior to recommending any proposal to the OPIC Board of Directors.

To ensure that the OPIC Investment Funds portfolio operates on a self-sustaining basis, reflects current policy priorities, and addresses the dynamics of the private equity market, OPIC utilizes asset allocation planning to coordinate its response to policy initiatives and market needs while maintaining a diversified portfolio of funds. In addition, OPIC actively monitors and conducts periodic reviews of the funds it



supports as well as their portfolio company investments to ensure compliance with OPIC's Investment Policy requirements with respect to environmental guidelines, human and workers' rights, and to ensure that projects supported by OPIC do not have a negative impact on the U.S. economy.

The 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; and
- 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; and
- Various contractual arrangements such as consigned inventory, licensing, franchising, and technical assistance agreements.

## **U.S. TRADE & DEVELOPMENT AGENCY (USTDA)**

The United States Trade and Development Agency (USTDA) is a foreign assistance agency pursuant to section 661 of the Foreign Assistance Act of 1961, as amended (22 USC 2421). The USTDA is an independent U.S. Government foreign assistance agency that is funded by the U.S. Congress. The agency delivers its program commitments through overseas grants, contracts with U.S. firms, and the use of trust funds at several multilateral development bank groups.

The USTDA mission statement is to promote economic growth in developing and middle income countries, while simultaneously helping American businesses to export their products and services, thereby creating U.S. jobs. In addition, the USTDA supports U.S. policy objectives related to development and capacity building activities. The agency funds various forms of technical assistance, early investment analysis, training, orientation visits and business workshops that support the development of a modern infrastructure and a fair and open trading environment.

The USTDA provides grant funding to international project sponsors for the planning of projects that support the development of modern infrastructure and an open trading system. The hallmark of the USTDA development assistance has always involved building partnerships between U.S. companies and foreign project sponsors to bring proven private sector solutions to developmental challenges. Since the agency's inception in 1981, it has been associated with more than \$31.5 billion in U.S. exports -- or approximately \$35 in exports for every dollar invested in USTDA activities. In Fiscal Year 2008, the USTDA obligated over \$46 million in support of the development goals of project sponsors in 54 host countries.



around the world. Last year, the USTDA funded 67 technical assistance activities, 41 feasibility studies, and 24 orientation visits. The average size of a USTDA grant is \$400,000.

While the agency's activities span a wide variety of sectors, many focus on transportation, energy and power, water and the environment, health care, mining and natural resources, telecommunications, and information technology. The USTDA, works closely with a number of other Federal agencies including the U.S. Trade Representative; the Departments of State, Commerce, Homeland Security and Transportation; the Millennium Challenge Corporation; the Export-Import Bank of the United States, and the Overseas Private Investment Corporation to advance U.S. commercial interests and host country development objectives.

The USTDA strategic use of foreign assistance funds to support sound investment policy and decision-making in host countries creates an enabling environment for trade, investment and sustainable economic development. Operating at the nexus of foreign policy and commerce, USTDA is uniquely positioned to work with U.S. firms and host countries in achieving the agency's trade and development goals. In carrying out its mission, USTDA gives emphasis to economic sectors that may benefit from U.S. exports of goods and services.

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

Other USTDA activities include:

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

## **SMALL BUSINESS ADMINISTRATION (SBA)**

### **EXPORT WORKING CAPITAL PROGRAM (EWCP)**

The Small Business Administration's (SBA) Export Working Capital Program (EWCP) loans are targeted for businesses that are able to generate export sales and need additional working capital to support these sales. The SBA's aim for the EWCP program is to ensure that qualified small business exporters do not lose viable export sales due to a lack of working capital. The SBA provides incentives to banks so that they will make export loans to companies who would otherwise lack the funds. The EWCP loans are used for transaction financing. For example, EWCP loans will support 100% of supplier costs for an export transaction. The EWCP loans can also be used to even out cash flow when exporters have negotiated longer sales terms and cannot carry the resulting receivables

with their own working capital. The EWCP loan can be a short-term loan for a single contract or in the form of a line of credit that supports ongoing export sales for a period of 12 months.

Most banks in the U.S. do not lend against export orders, export receivables or letters of credit. Because of that, some small businesses that export may lack necessary export working capital to support their export sales. That is where a SBA program can make the difference. The SBA provides lenders with up to a 90% guaranty on export loans as a credit enhancement, so that participating banks will make export loans that make the necessary export financing available.

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 (ITLP)**

The SBA International Trade Loan (ITLP) program is a term loan designed for businesses that plan to start/continue exporting or those that have been adversely affected by competition from imports. The proceeds of the loan must enable the borrower to be in a better position to compete.

The International Trade Loan Program offers borrowers an increased maximum outstanding SBA guaranteed portion of \$1.75 Million instead of the \$1.5 Million for regular SBA borrowers.

Small businesses that are in a position to expand existing export markets/develop new export markets or small businesses that have been adversely affected by international trade and can demonstrate that the Loan

proceeds will improve their competitive position are eligible for International Trade Loans.

### **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 countries of the former Soviet Union.

The World Bank is a vital source of financial and technical assistance to developing countries around the world. It is not a bank in the common sense. It is partially made up of two unique development institutions owned by 186 member countries—the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA).

Each institution plays a different but collaborative role to advance the vision of an inclusive and sustainable globalization. The IBRD focuses on middle income and creditworthy poor countries, while the IDA focuses on the poorest countries in the world. Together they provide low-interest loans, interest-free credits and grants to developing countries for a wide array of purposes that include investments in education, health,

public administration, infrastructure, financial and private sector development, agriculture, and environmental and natural resource management.

**The International Bank for Reconstruction and Development (IBRD)** aims to reduce poverty in middle-income and creditworthy poorer countries by promoting sustainable development through loans, guarantees, risk management products, and analytical and advisory services. Established in 1944 as the original institution of the World Bank Group, IBRD is structured like a cooperative that is owned and operated for the benefit of its 186 member countries.

IBRD raises most of its funds on the world's financial markets and has become one of the most established borrowers since issuing its first bond in 1947. The income that IBRD has generated over the years has allowed it to fund development activities and to ensure its financial strength, which enables it to borrow at low cost and offer clients good borrowing terms.

At its Annual Meeting in September 2006, the World Bank — with the encouragement of its shareholder governments — committed to make further improvements to the services it provides its members. To meet the increasingly sophisticated demands of middle-income countries, the IBRD is overhauling financial and risk management products, broadening the provision of free-standing knowledge services and making it easier for clients to deal with the Bank.

The International Development Association (IDA) is the part of the World Bank that helps the world's poorest countries. Established in 1960, IDA aims to reduce poverty by providing interest-free credits and grants for programs that boost economic growth, reduce inequalities and improve people's living conditions. IDA lends money (known as credits) on concessional terms. This means that IDA

credits have no interest charge and repayments are stretched over 35 to 40 years, including a 10-year grace period. IDA also provides grants to countries at risk of debt distress.

IDA is one of the largest sources of assistance for the world's 79 poorest countries, 39 of which are in Africa. It is the single largest source of donor funds for basic social services in the poorest countries. Since its inception, IDA credits and grants have totaled US\$193 billion, averaging US\$10 billion a year in recent years and directing the largest share, about 50 percent, to Africa.

The Multilateral Investment Guarantee Agency (MIGA) 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. The 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.

Since its inception in 1988, the MIGA has issued nearly 900 guarantees worth more than \$17.4 billion for projects in 96 developing countries. The MIGA is committed to promoting socially, economically, and environmentally sustainable projects that are above all, developmentally responsible. They have widespread benefits, for example, generating jobs and taxes, and transferring skills and know-how. Local communities often receive significant secondary benefits through improved infrastructure. Projects encourage similar local investments and spur the growth of local businesses.

The MIGA ensures that projects are aligned with the World Bank Group country

assistance strategies, and integrate the best environmental, social, and governance practices into its work. Concerns about investment environments and perceptions of political risk often inhibit foreign direct investment, with the majority of flows going to just a handful of countries and leaving the world's poorest economies largely ignored. The MIGA addresses these concerns by providing three key services: political risk insurance for foreign investments in developing countries, technical assistance to improve investment climates and promote investment opportunities in developing countries, and dispute mediation services, to remove possible obstacles to future investment.

The International Finance Corporation (IFC) fosters sustainable economic growth in developing countries by financing private sector investment, mobilizing capital in the international financial markets, and providing advisory services to businesses and governments. The IFC offers an array of financial products and services to its clients and continues to develop new financial tools that enable companies to manage risk and broaden their access to foreign and domestic capital markets.

The IFC helps companies and financial institutions in emerging markets create jobs, generate tax revenues, improve corporate governance and environmental performance, and contribute to their local communities. The goal is to improve lives, especially for the people who most need the benefits of growth.

The International Center for Settlement of Investment Disputes (ICSID) is an autonomous international institution established under the Convention on the Settlement of Investment Disputes between States and Nationals of Other States (the ICSID or the Washington Convention) with

over one hundred and forty member States. The Convention sets forth the ICSID mandate, organization and core functions. The primary purpose of ICSID is to provide facilities for conciliation and arbitration of international investment disputes.

The ICSID Convention is a multilateral treaty formulated by the Executive Directors of the International Bank for Reconstruction and Development (the World Bank). It was opened for signature on March 18, 1965 and entered into force on October 14, 1966. The Convention sought to remove major impediments to the free international flows of private investment posed by non-commercial risks and the absence of specialized international methods for investment dispute settlement. The ICSID was created by the Convention as an impartial international forum providing facilities for the resolution of legal disputes between eligible parties, through conciliation or arbitration procedures. Recourse to the ICSID facilities is always subject to the parties' consent.

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 idea of a development institution for Latin America was first floated during the earliest efforts to create an inter-American system, at the First Pan-American Conference in 1890. It would take nearly seven decades for the Inter-American Development Bank [IDB] to become a reality, under an initiative proposed by President Juscelino Kubitschek of Brazil. The Bank was formally created in 1959, when the Organization of American States drafted the Articles of Agreement establishing the Inter-American Development Bank. The IDB Group provides solutions to development challenges by partnering with governments, companies and civil society organizations, thus reaching its clients ranging from central governments to city authorities and businesses.

Since 1959, the IDB has approved \$168 billion for projects, mobilizing more than \$375 billion in investments. The Bank's activities cover the entire spectrum of economic and social development in Latin America and the Caribbean, with an emphasis on programs that benefit low-income populations. The IDB finances both public and private sector projects in the region.

The IDB lends money and provides grants. With a triple-A rating, the Bank borrows in international markets at competitive rates. Hence, it can structure loans at competitive conditions for its clients in its 26 borrowing member countries.

In addition, it also offers research, advice and technical assistance to support key areas like education, poverty reduction and agriculture. The Bank is also active on cross-border issues

like trade, infrastructure and energy.

The IDB is the main source of multilateral financing and expertise for sustainable economic, social and institutional development in Latin America and the Caribbean. The IDB lends to national, provincial, state and municipal governments as well as autonomous public institutions. Civil society organizations and private sector companies are also eligible for IDB financing.

The IDB Group is composed of the Inter-American Development Bank, the Inter-American Investment Corporation (IIC) and the Multilateral Investment Fund (MIF). The IIC focuses on support for small and medium-sized businesses, while the MIF promotes private sector growth through grants and investments, with an emphasis on microenterprise.

The IDB partners with countries to combat poverty and promote social equity through programs tailored to local conditions. Working with governments as well as with the private sector, the Bank seeks to achieve sustainable economic growth, increase competitiveness, modernize public institutions, and foster free trade and regional integration. The IDB also shares policy and technical advice to achieve sustainable growth, drawing on the expertise of specialists in fields ranging from urban development to macroeconomics.

## **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.

The MIF resources go towards projects falling under three main categories:

- **Business Framework** The environment in which the private sector develops, or, what it costs the private sector to operate in a country. The MIF projects in this area aim to reduce the barriers that constrain

private sector development, such as the time it takes to start a new business, and create more incentives for companies to do business in Latin America and the Caribbean.

- **Enterprise Development** While there is no shortage of entrepreneurs in the region, there is a lack of business and job opportunities to accommodate them. The MIF works to reduce poverty by promoting the creation of new businesses and jobs, boosting the competitiveness of smaller enterprises and supporting business models that emphasize both worker skills training, or human capital development, and greater use of technology.
- **Financial Democracy** Imagine trying to buy a house or start a business without access to financial tools like mortgages, credit or savings, a reality for millions in the region left out of the financial mainstream. The MIF aims to put these financial services within the reach of more people, especially micro and small entrepreneurs. Smaller businesses will then be able to grow and contribute to wider-scale private sector development, providing jobs and helping people overcome poverty barriers.

The MIF looks for projects exhibiting the following characteristics:

- **Innovation:** Projects should be fresh, introducing new approaches to promote private sector development and poverty reduction.
- **Demonstration Effect:** Projects should have the potential of being taken to scale, or replicated in other sectors and/or countries.
- **Sustainability:** Projects should have a feasible plan and strong potential for financial sustainability once the MIF financing comes to an end.

- **Partnership:** Projects are carried out with local partners, which are responsible for contributing between 30 to 50% of project costs.
- **Additionally:** Projects must show that MIF financing is essential to their execution and is the most appropriate funding source.

## 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.

## RESEARCH AND INNOVATIVE TECHNOLOGY ADMINISTRATION (RITA)

### INTELLIGENT TRANSPORTATION SYSTEM (ITS)

Located in the USDOT's Research and Innovative Technology Administration (RITA), the Intelligent Transportation System (ITS) program researches ways that information and communications technologies can improve surface transportation safety and mobility and contribute to America's economic growth. ITS applications focus on both the infrastructure and vehicle as well as integrated applications between the two. Familiar ITS technologies include electronic toll collection, in-vehicle navigation systems, rear-end collision avoidance systems and dynamic message signs. Technology transfer is also a key element of the ITS program. Research findings and evaluations are published online; a National ITS Architecture and Standards program ensures that states and jurisdictions have the framework they need to deploy interoperable ITS systems; and training on the latest ITS applications is developed and delivered by the program.

In 2004 the ITS Management Council reorganized the functions of the ITS program to focus on particular high pay-off areas. Each area has decision points at which management evaluates progress. Each major initiative is multimodal, public-private sector involved and aims to improve safety, mobility and/or productivity. The major initiatives are:

- Vehicle Infrastructure Integration (VII)
- Next Generation 9-1-1
- Cooperative Intersection Collision Avoidance Systems
- Integrated Vehicle Based Safety Systems
- Integrated Corridor Management Systems
- Clarus

- Emergency Transportation Operations
- Mobility Services for All Americans
- Electronic Freight Manifest
- ITS Operational Testing for Congestion Mitigation

Continuing key activities within the Federal ITS program are:

- Commercial Vehicle and Information Systems and Networks Deployment (CVISN)
- 511 Travel Information
- ITS Architecture Implementation
- Wireless Enhanced 9-1-1

The Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) established a federal program to research, develop, and operationally test ITS and to promote their implementation. The program was designed to facilitate deployment of technology to enhance the efficiency, safety, and convenience of surface transportation, resulting in improved access, saved lives and time, and increased productivity.

The program began as a three-pronged effort that fostered the development of ITS through (1) basic research and development, (2) operational tests that served as the bridge between basic research and full deployment, and (3) various technology transfer activities that facilitated the implementation of ITS technologies.

The ISTEA originally authorized \$659 million for fiscal years 1992-1997 with additional funds appropriated for a total of approximately \$1.2 billion. The Transportation Efficiency Act for the 21st Century (TEA-21) authorized a similar amount (\$1.3 billion) through fiscal year 2003. In 2005,

the Congress enacted the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), which ended the ITS Deployment Program at the close of fiscal year 2005, but continued ITS research at \$110 million annually through fiscal year 2009. In addition to authorized ITS funding, ITS projects are eligible for regular federal-aid highway funding.

The ITS program carries out its goals through research and development, operational testing, technology transfer, training and technical guidance in the areas of intelligent vehicles, advanced traffic and transit management, commercial vehicle operations, public safety, traveler information, and intermodal freight.

ITS improves transportation safety and mobility and enhances productivity through the use of advanced communications technologies. ITS encompass a broad range of wireless and wire line communications-based information and electronics technology.

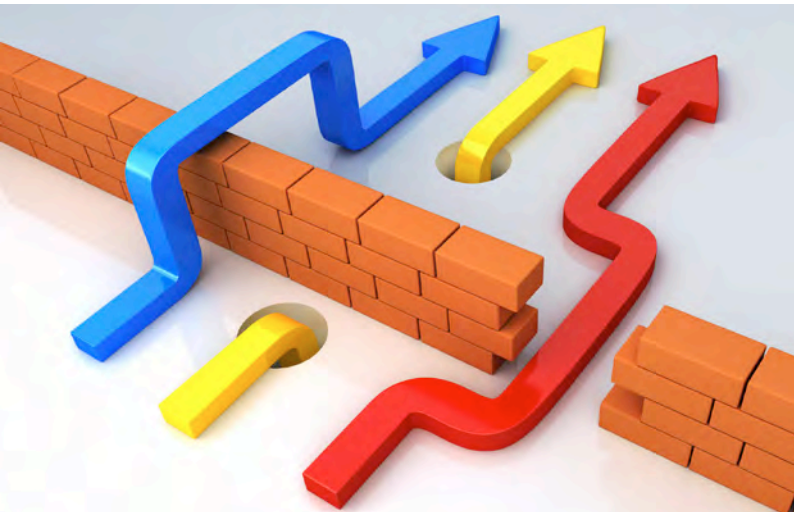
The development and deployment of ITS has increased the importance of the transportation issue. Until recently, surface transportation was largely the domain of construction companies and the large automobile manufacturers. The development of ITS, however, has turned the providers of advanced technologies, 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.



## Chapter 8 Leveling the Field

### ENSURING A LEVEL PLAYING FIELD

*When exporting products and service, 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; and
- 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 (ELAN) 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. With a presence in 70 U.S. cities and with the participation of more than 250 attorneys, the

Export Legal Assistance Network program is a nationwide group of attorneys in private law firms that volunteer to provide an initial legal consultation free of charge to companies just beginning to export. Under ELAN, knowledgeable lawyers help new export companies learn the legal aspects of international trade, issues relating to export licensing, domestic and foreign taxation, tariffs, and intellectual property rights are just a few of the topics covered.

### **MARKET ACCESS AND COMPLIANCE (MAC)**

Market Access and Compliance (MAC) identifies and overcomes trade barriers, resolves trade policy issues, and ensures

that our trading partners fully meet their obligations under our trade agreements. MAC ensures access to world markets for American companies and workers so they can compete on a “level playing field.”

The MAC country desk officers are experts on the commercial, economic, and political climates in their assigned countries. They focus on resolving trade complaints and market access issues, such as:

1) Intellectual Property and Piracy, 2) Quotas, 3) Standards, 4) Customs, 5) Transparency and Contract Sanctity, 6) National Treatment, 7) Good Governance, and 8) Sanitary and Phytosanitary Standards

### **Success Story—Spear Technologies**

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 was used to maintain a fleet of 4,400 locomotives and more than 100,000 passenger coaches and freight wagons. The Spear system provides maintenance and materials management for the Romanians, and includes their fully integrated electronic parts catalog.

The Spear 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.

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 felt that their experience in transit vehicle maintenance and understanding of the business and transit industry best practices were the factors that lead 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.

The MAC coordinates efforts with ITA's Commercial Service staff and industry sector experts, as well as with other foreign policy and trade-related government agencies.

The MAC Trade Compliance Center (TCC) works with large and small businesses to ensure that they receive the benefits of the more than 270 trade agreements that open up foreign markets to U.S. goods and services. If you believe your company is being treated unfairly in a foreign market, contact the TCC by email or visit TCC On-Line, which contains a wealth of information about U.S. exporter rights under our trade agreements.

The MAC officers of the USDOC 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.

## **IMPORT ADMINISTRATION (IA)**

Unfair foreign pricing and government subsidies distort the free flow of goods and adversely affect American business in the global marketplace. When that happens, the International Trade Administration (ITA) can take enforcement actions. The ITA Import Administration (IA) is the agency's lead unit on enforcing trade laws and agreements to prevent unfairly traded imports and to safeguard jobs and the competitive strength of American industry. From working to resolve disputes to implementing measures when violations are found, we are there to protect U.S. companies from unfair trade practices.

The primary role of Import Administration is to enforce effectively the U.S. unfair trade laws (i.e., the anti-dumping and countervailing duty laws) and to develop and implement other policies and programs aimed at countering foreign unfair trade practices. Import Administration also administers the Foreign Trade Zones program, the Statutory Import Program and certain sector-specific agreements and programs, such as the Textiles and Apparel Program and the Steel Import Monitoring and Analysis licensing system.

If you feel your business has suffered from unfairly priced or subsidized products, contact IA's Petition Counseling and Analysis Unit.



## Chapter 9 Other Tips

### TIPS FOR CONDUCTING BUSINESS INTERNATIONALLY

*There are a variety of pitfalls and challenges when conducting business internationally. 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: 175 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. 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 the 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.



## Chapter 10 Organizations

### OTHER ORGANIZATIONS

#### **AMERICAN ASSOCIATION OF STATE HIGHWAY AND TRANSPORTATION OFFICIALS (AASHTO)**

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. Its primary goal is to foster the development, operation, and maintenance of an integrated national transportation system. The American Association of State Highway and Transportation Officials advocates transportation-related policies and provides technical services to support states in their efforts to efficiently and safely move people and goods.

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 USDOT agencies on international program activities, and guiding the transfer of international technology and information to AASHTO members and departments.

Much of AASHTO's work is done by committees comprised of member department personnel who serve voluntarily. The Association provides a forum for consideration of transportation issues and is frequently called upon by Congress to conduct surveys, provide data, and testify on transportation legislation.



Through AASHTO's policy development activities, member departments often address federal programs and provide guidance.

### **AMERICAN BUS ASSOCIATION (ABA)**

Founded in 1926, originally called the Motor Bus Division of the American Automobile Association, it was reorganized in 1930 as the National Association of Motor Bus Operators and in 1960 changed its name to National Association of Motor Bus Owners. The organization became the American Bus Association (ABA) in 1977.

The ABA, the trade association of the intercity bus industry, represents the motor coach industry's interests in Washington, D.C. It also facilitates relationships between North American motor coach and tour companies and all related segments of the travel and supplier industries and promotes travel by motor coach to consumers.

The ABA represents approximately 1,000 motor coach 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 2,800 member organizations represent the travel and tourism industry and suppliers of bus products and services who work in partnership with the North American motor coach industry. The ABA is also home to ABA Foundation, a nonprofit organization with an emphasis on scholarships, research, and continuing education.

The ABA represents the business concerns of both U.S. and Canadian privately owned motor coach and tour operators. The ABA represents the U.S. bus industry in Washington, DC, and supports the government affairs activities of its Canadian members and counterpart associations. The ABA facilitates relationships between





the North American motor coach industry and all related segments of the travel and supplier industry. In addition, the ABA creates awareness of the motor coach industry among consumers in North America (USA, Canada and Mexico), and communicates publicly on important issues like motor coach and highway safety.

### **AMERICAN CONSULTING ENGINEERS COUNCIL (ACEC)**

The American Consulting Engineering Council (ACEC) is the voice of America's engineering industry. Council members – numbering more than 5,500 firms throughout the country – are engaged in a wide range of engineering works that propel the nation's economy, and enhance and safeguard America's quality of life. These works allow Americans to drink clean water, enjoy a healthy life, take advantage of new technologies, and travel safely and efficiently. The Council's mission is to contribute to America's prosperity and welfare by advancing the business interests of member firms.

ACEC's roots date back to 1909 when a loosely organized group of engineers in private practice established the American Institute of Consulting Engineers (AICE), the forerunner of ACEC. Today ACEC is a large federation of 51 state and regional councils representing the great breadth of America's engineering industry. ACEC member firms employ more than hundreds of thousands of engineers, architects, land surveyors, scientists, and other specialists, responsible for more than \$200 billion of private and public works annually. Member firms range in size from a single registered professional engineer to corporations employing thousands of professionals.

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, the American Society of Civil Engineers (ASCE) represents more than 133,000 members of the civil engineering profession worldwide, and is America's oldest national engineering society. ASCE's vision is to position engineers as global leaders building a better quality of life.

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.

## **ASIA-PACIFIC ECONOMIC COOPERATION (APEC)**

The Asia-Pacific Economic Cooperation (APEC) is a premier organization for facilitating economic growth, cooperation, trade and investment in the Asia-Pacific region. APEC does not require treaty obligations from its participants, and values its unique operations based on the non-binding commitments, open dialogue, and equal respect for the views of all of its participants. APEC has 21 member countries throughout the world, referred to as "Member Economies," which all work to reduce tariffs and other trade barriers across the Asia-Pacific region.

## **ASSOCIATION OF AMERICAN CHAMBERS OF COMMERCE IN LATIN AMERICA (AACCLA)**

For nearly a century, the American Chambers of Commerce (AmChams) have been the most influential voice of U.S. business in Latin America and the Caribbean.

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

AACCLA is committed to making this the "Century of the Americas."

#### **ASSOCIATION OF AMERICAN RAILROADS (AAR)**

The Association of American Railroads (AAR) 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.



America's freight railroads operate the safest, cleanest, most efficient and environmentally sound rail system in the world — and at the Association of American Railroads we're committed to keeping it that way. AAR members include the major freight railroads in the United States, Canada and Mexico, as well as Amtrak. AAR membership organization oversees a 140,000-mile rail network and sets new standards for innovation, safety and technology.

An important part of the AAR mission is to work with elected officials and leaders in Washington, D.C. on critical rail transportation issues to ensure that the railroads meet America's transportation needs today and in the future. The need for freight transportation is expected to skyrocket at the same time as Americans are looking for cleaner and more efficient solutions.

AAR's Transportation Technology Center is a research, development and testing facility that develops next-generation advancements in safety and operation efficiency. Railinc Corporation, AAR's information technology hub, uses one of the world's largest data networks to help customers track shipments.

### **BUSES INTERNATIONAL ASSOCIATION (BIA)**

The Buses International Association (BIA) 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 BIA 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 BIA in the form of names and addresses, and even direct contact with other members.

### **CONFERENCE OF MINORITY TRANSPORTATION OFFICIALS (COMTO)**

The Conference of Minority Transportation Officials (COMTO) provides training, education, and professional development of minority transportation professionals in the United States. COMTO ensures maximum participation of minority transportation officials, businesses, and communities in America's transportation industry through advocacy and information sharing, as well as by offering developmental training and educational opportunities for minority individuals. Founded in 1971 at Howard University in Washington, DC, COMTO has grown significantly to 39 chapters throughout the United States, and its members include individuals, academic institutions, transportation agencies, industry non-profits and Historically Underutilized Businesses.

### **EAST AFRICAN COMMUNITY (EAC)**

The East African Community (EAC) aims at deepening the cooperation among its Partner States within the social, political, and economic fields, among others, so as to ensure mutual benefit. EAC is the regional

intergovernmental organization of the Republics of Kenya, Uganda, the United Republic of Tanzania, Republic of Burundi, and the Republic of Rwanda. The Treaty for the Establishment of the EAC was signed in November of 1999 and was entered into force in July of 2000. The EAC covers approximately 1.8 million square kilometers with a combined population of 100 million.

### **EUROPEAN COMMISSION**

The European Commission is the executive branch of the European Union. The body is responsible for proposing legislation, implementing decisions, upholding the Union's treaties and the general day-to-day running of the Union. The Commission operates in the method of cabinet government, with 27 commissioners. There is one Commissioner per member state, though Commissioners are bound to represent the interests of the EU as a whole rather than their home state. One of the 27 is the Commission President, appointed by the European Council. The Council then appoints the other 26 in agreement with the nominated President, and then the 27 Commissioners as a single body are subject to a vote of approval by the European Parliament.

### **INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS (IEEE)**

On 1 January 1963, The AIEE and the IRE merged to form the Institute of Electrical and Electronics Engineers, or IEEE. At its formation, the IEEE had 150,000 members, 140,000 of whom were in the United States. Over the decades that followed, with IEEE's continued leadership, the societal roles of the technologies under its aegis continued to spread across the world, and reach into more and more areas of people's lives. The professional groups and technical boards of the predecessor institutions evolved into the IEEE Societies.

By the early 21st Century, the IEEE served its members and their interests with 38 societies; 130 journals, transactions and magazines; more 300 conferences annually; and 900 active standards. The IEEE's fields of interest expanded well beyond electrical/electronic engineering and computing into areas such as micro- and nanotechnology, ultrasonics, bioengineering, robotics, electronic materials, and many others.

By 2008, the IEEE had 375,000 members in 160 countries, with 43 percent outside of the country where it was founded a century and a quarter before. Through its worldwide network of geographical units, publications, web services, and conferences, the IEEE remains the world's leading professional association for the advancement of technology.

The 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. 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.

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

Founded in 1930, the Institute of Transportation Engineers (ITE) is a community of transportation professionals acting as a source for expertise, knowledge and ideas. The ITE is a gateway to knowledge and advancement through meetings, seminars and publications and its network of nearly 17,000 members working in more than 92 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.

The ITE is an international educational and scientific association of transportation professionals who are responsible for meeting mobility and safety needs. The ITE facilitates the application of technology and scientific principles to research, planning, functional design, implementation, operation, policy development and management for any mode of transportation. Through its products and services, the ITE promotes professional development of its members, supports and encourages education, stimulates research, develops public awareness programs and serves as a conduit for the exchange of professional information.

The ITE is one of the largest and fastest-growing multimodal professional transportation organizations in the world. The 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.

The ITE 12 area-of-interest Councils serve as forums to define issues and develop solutions. More than 100 activities currently underway by the ITE Councils include the development of standards and recommended practices, informational reports, handbooks, conferences, sessions for meetings, seminars, issue briefings, awards, the 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 the ITE and funded by the USDOT.

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

Founded in 1932, the International Bridge, Tunnel & Turnpike Association (IBTTA) is the only association representing the worldwide





toll industry. The 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.

The IBTTA priority is helping members stay abreast of trends that will see the toll industry emerge as one of the most important forces in highway finance and operations around the world. Finance Summits, meetings, exhibitions, and workshops are offered throughout the year. 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.

The IBTTA membership is comprised of 280 members in 25 countries on six continents. In addition to the United States, there is significant representation from European toll operators in Italy, France, Spain and Portugal as well as Australia, South Africa, Japan and Brazil. The IBTTA members are leaders in technological innovation with expertise in the ways technology is reshaping road financing, organizational models and service delivery.

### **INTERNATIONAL ORGANIZATION FOR STANDARDIZATION (ISO)**

The International Organization for Standardization (ISO) is the world's largest developer and publisher of International Standards. ISO is a network of the national standards institutes of 161 countries, one member per country, with a Central Secretariat in Geneva, Switzerland, that coordinates the system.

The ISO is a non-governmental organization that forms a bridge between the public and private sectors. On the one hand, many of its member institutes are part of the

governmental structure of their countries, or are mandated by their government. On the other hand, other members have their roots uniquely in the private sector, having been set up by national partnerships of industry associations. Therefore, the ISO enables a consensus to be reached on solutions that meet both the requirements of business and the broader needs of society.

Because "International Organization for Standardization" would have different acronyms in different languages ("IOS" in English, "OIN" in French for *Organisation internationale de normalisation*), its founders decided to give it also a short, all-purpose name. They chose "**ISO**", derived from the Greek *isos*, **meaning "equal"**. Whatever the country, whatever the language, the short form of the organization's name is always ISO.

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.

The 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. The ISO 9000 does not specify how a firm's Quality Assurance processes must occur.

The 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. The 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, the 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.

The ISO has published a handbook, *ISO 9000 for Small Businesses* (ISBN 92-67-10238-9), which dispels the myth that the ISO 9000 is for big companies only. The handbook demystifies the 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)**

The Intelligent Transportation Society of America (ITS America) was established in 1991 as a not-for-profit organization to foster the use of advanced technologies in surface transportation systems. ITS-America is one of the leading advocates for technologies that improve the safety, security and efficiency of the nation's surface transportation system. The formation of ITS America was motivated by the recognition that while numerous existing organizations were actively involved in transportation issues, no single organization existed to focus exclusive attention on emerging technologies. The ITS America members include private corporations, public agencies, and academic

institutions involved in the research, development and design of Intelligent Transportation Systems technologies to enhance safety, increase mobility, and sustain the environment.

ITS 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 America 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 USDOT, 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 ITS America is one of the leading advocates for technologies that improve the safety, security and efficiency of the nation's surface transportation system. Our members include private corporations, public agencies, and academic institutions involved in the research, development and design of Intelligent Transportation Systems technologies that enhance safety, increase mobility and sustain the environment.

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

Founded on August 17, 1885, the International Union of Public Transport (UITP) is a worldwide association of urban



and regional passenger transport operators, their authorities and suppliers. Located in Brussels it acts as a platform for worldwide co-operation, business development and the sharing of know-how between its 3,100 members from 90 countries.

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.

The 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. The 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.

The UTTP is the international network for public transport authorities and operators, policy decision-makers, scientific institutes and the public transport supply and service industry. The UITP covers all modes of public transport: metro, bus, light rail, regional and suburban rail, and waterborne transport. The UITP is the global advocate for public transport and sustainable mobility, and a promoter of innovations in the sector.

#### **OFFICE OF COMMERCIAL AND BUSINESS AFFAIRS (CBA)**

The Office of Commercial and Business Affairs (CBA) which is part of the Department of State plays a major role in coordinating trade and investment matters in support of U.S. firms doing business overseas. The CBA can help answer questions and provide information on important issues such as corruption and bribery in overseas markets,

U.S. export controls on sensitive equipment and technologies, and business-related visas for employees, partners and clients of U.S. firms. The CBA also coordinates State Department advocacy on behalf of American businesses and can provide assistance in opening markets, leveling the playing field, protecting intellectual property and resolving trade and investment disputes.

The CBA and the Department of State work with the U.S. Government trade promotion partners and the U.S. embassies around the world to support American businesses globally by providing commercial information and identifying market opportunities for American firms, advocating on their behalf, and encouraging corporate responsibility. U.S. Embassy officers are the eyes, ears, and in-country advocates for U.S. business interests throughout the world.

#### **RAILWAY SUPPLY INSTITUTE (RSI)**

The Railway Progress Institute and the Railway Supply Association consolidated and formed the Railway Supply Institute, Inc. (RSI). The respective Boards of Directors of the two organizations felt that by consolidating the two groups, the railway supply industry could continue to support the Committees of the Coordinated Mechanical Associations and speak with a stronger and more unified voice in Washington, D.C. on issues that affect each supplier of transportation products. RailroadData.Com is the ticket to the best railroad sites on the web. There are over 5,000 railroad links here, sorted by category.

The Railway Supply Institute is the international association of suppliers to the railroads and to rail mass transit systems. RSI represents the industry on all important legislative and regulatory matters. RSI'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 (SCI)

Sister Cities International (SCI) is the national membership organization for sister city, county, and state programs in the United States. The SCI is the official agency that links communities from the United States with communities worldwide. Currently, the 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 SCI is a leader for local community development and volunteer action. SCI motivates and empowers private citizens, municipal officials and business leaders to conduct long-term sister city programs. SCI believes that sister city programs involve two-way communication and should mutually benefit partnering communities.

The SCI's goals are to: **Develop** municipal partnerships between U.S. cities, counties, and states and similar jurisdictions in other nations, **Provide** opportunities for city officials and citizens to experience and explore other cultures through long-

term community partnerships, **Create** an atmosphere in which economic and community development can be implemented and strengthened, **Stimulate** environments through which communities will creatively learn, work, and solve problems together through reciprocal cultural, educational, municipal, business, professional and technical exchanges and projects, and **Collaborate** with organizations in the United States and other countries which share similar goals.

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 (UMA) is North America's largest association of professional bus and motor coach companies. Founded in 1971 as the United Bus Owners of America, UMA's membership now includes over 875 motorcoach companies. Another 215 motorcoach manufacturers, suppliers and related businesses are currently "Associate" members of the UMA. The purpose of this Association is to protect and promote the interests and welfare of privately owned common carriers of passengers by motorcoach.

Headquartered in Alexandria, VA, across the Potomac River from Washington, DC, the 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.

### UNITED NATIONS (UN)

The United Nations (UN) is an international organization founded in 1945 after the

Second World War by 51 countries committed to maintaining international peace and security, developing friendly relations among nations and promoting social progress, better living standards and human rights. Due to its unique international character and the powers vested in its founding Charter, the UN can take action on a wide range of issues and provide a forum for its 192 Member States to express their views through the General Assembly, the Security Council, the Economic and Social Council, and other bodies and committees. The work of the United Nations reaches every corner of the globe. Although best known for peacekeeping, peace building, conflict prevention and humanitarian assistance, the UN works on a broad range of fundamental issues, from sustainable development, environment and refugees protection, disaster relief, counter terrorism, disarmament and non-proliferation, to promoting democracy, human rights, governance, economic and social development and international health, clearing landmines, and expanding food production.

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

The United States Agency for International Development (USAID) history goes back to the Marshall Plan reconstruction of Europe after World War Two and the Truman Administration's Point Four Program. In 1961, the Foreign Assistance Act was signed into law and the USAID was created by executive order. Since that time, the USAID has been the principal U.S. agency to extend assistance to countries recovering from disaster, trying to escape poverty, and engaging in democratic reforms.

The USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. The USAID supports long-term and equitable economic growth and advances

U.S. foreign policy objectives by supporting:

- economic growth, agriculture and trade;
- global health; and,
- democracy, conflict prevention and humanitarian assistance.

The USAID provides assistance in five regions of the world:

- Sub-Saharan Africa;
- Asia;
- Latin America and the Caribbean,
- Europe and Eurasia; and
- The Middle East.

With headquarters in Washington, D.C., the USAID's strength is its field offices around the world. The USAID works in close partnership with private voluntary organizations, indigenous organizations, universities, American businesses, international agencies, other governments, and other U.S. government agencies. The USAID has working relationships with more than 3,500 American companies and over 300 U.S.-based private voluntary organizations.

#### **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 to 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 (WTCA)**

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 international trade. The WTCA was established in 1970 to facilitate international trade by bringing together exporters, importers, and those who service these

businesses. The WTCA now represents 326 members in 92 countries. They are all involved in the development or operation of World Trade Centers or in providing related services. These World Trade Centers service more than 750,000 international trading corporations.

The WTCA's founding principles are as applicable today as they were more than three decades ago.

- To encourage the expansion of world trade;
- To promote international business relationships and understanding among nations;
- To foster increased participation in world trade by industrializing nations;
- To create and encourage mutual assistance and cooperation among members; and
- To promote and further the concept of the World Trade Center.

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.

## Chapter 11 Contacts

### CONTACTING RESOURCES

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

#### **Advocacy Center (AC)**

U.S. Department of Commerce  
HCHB, Room 3814A  
1401 Constitution Ave. NW  
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  
14<sup>th</sup> & Constitution Ave, NW  
Washington, DC 20230  
Contact the USEAC nearest you  
Phone: 800 USA-TRAD (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 (ABA)**

700 13th Street NW, Suite 575  
Washington, DC 20005-5923  
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 Transportation Association (APTA)**

1666 K Street, NW  
Washington, DC 20006  
(202) 496-4800 • Fax (202) 496-4331  
E-mail: [info@apta.com](mailto:info@apta.com)  
Internet: [www.apta.com](http://www.apta.com)

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

1219 28th Street, N.W  
Washington, DC 20007-3389  
Phone: 202-289-4434  
Fax: 202-289-4435  
Internet: [www.artba.org](http://www.artba.org)

#### **American Society of Civil Engineers (ASCE)**

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

#### **ASCE World Headquarters**

(703) 295-6333 fax  
(703) 295-6444 faxback

#### **Asia-Pacific Economic Cooperation (APEC)**

35 Heng Mui Keng Terrace, Singapore 119616  
Telephone Number: (65) 68 919 600  
Fax Number: (65) 68 919 690  
Website: [www.apec.org](http://www.apec.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 (AAR)**

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  
1441 L Street NW  
Washington, DC 20230  
Phone: 202-606-9900  
Internet: [www.bea.doc.gov](http://www.bea.doc.gov)  
[CustomerService@bea.gov](mailto:CustomerService@bea.gov)

**Bureau of Export Administration (BXA)**

U.S. Department of Commerce  
14th St. & Constitution Ave. NW  
Washington, DC 20230  
Phone: 202-606-9900  
Internet: [www.bxa.doc.gov](http://www.bxa.doc.gov)

**Buses International Association (BIA)**

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)

**Office of Commercial and Business Affairs (CBA)**

Department of State  
2201 C Street, NW, Room 2318  
Washington, DC 20520  
Phone: (202) 647-1625  
Fax: (202) 647-3953  
e-mail: [cbaweb@state.gov](mailto:cbaweb@state.gov)

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

818 18th Street NW Suite 850  
Washington, DC 20006  
Phone - (202) 530-0551 | Fax - (202) 530-0617  
E-mail: [comto@comto.com](mailto:comto@comto.com)  
Internet: [www.comto.com](http://www.comto.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)

**Customized Market Research (CMR)**

U.S. Department of Commerce  
Contact the USEAC nearest you  
1401 Constitution Ave. NW  
Washington DC 20230  
Phone: 800 USA-TRAD (800-872-8723)  
Internet: [www.ita.doc.gov/uscs/uscsma.html](http://www.ita.doc.gov/uscs/uscsma.html)

**East African Community (EAC)**

Arusha International Conference Centre  
5th Floor Kilimanjaro Wing  
P.O. Box 1096  
Arusha, Tanzania  
Phone: 255 27 2504253/8  
Fax: 255 27 2504255  
Internet: <http://www.eac.int>

**Economics and Statistics Administration (ESA)**

U.S. Department of Commerce  
HCHB, Room 4836  
1401 Constitution Ave, NW  
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)

**European Commission**

Directorate-General  
B-1049 Brussels - Belgium  
Tel: +32.2. 299.11.11  
Internet: [ec.europa.eu/index\\_en.htm](http://ec.europa.eu/index_en.htm)

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

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

**Export Legal Assistance Network (ELAN)**

Small Business Administration  
1919 Pennsylvania Avenue, NW, Suite 500  
Washington, DC 20006  
Phone: 800-U-ASK-SBA  
Phone: 202-778-3080  
Fax: 202-778-3063  
Internet: [www.fta.org/elan](http://www.fta.org/elan)

**Export Working Capital Program (EWCP)**

Small Business Administration  
409 3rd Street, SW  
Washington, DC 20416  
Phone: 800-U-ASK-SBA  
Internet: [www.sba.gov/financing/frexport.html](http://www.sba.gov/financing/frexport.html)

**Federal Highway Administration (FHWA)**

Office of International Programs  
1200 New Jersey Ave SE  
Washington, DC 20590  
Phone: 202-366-4000  
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 (FRA)**

1200 New Jersey Ave SE  
West Building  
Washington DC 20590  
Phone: 202-493-6000  
Internet: [www.fra.dot.gov](http://www.fra.dot.gov)

**Federal Transit Administration (FTA)**

International Public Transportation Program  
East Building  
1200 New Jersey Ave SE  
Washington DC 20590  
Phone: 202-366-4052  
Fax: 202-366-3765  
E-mail: [IPTP@FTA.DOT.GOV](mailto:IPTP@FTA.DOT.GOV)  
Internet: [www.fta.dot.gov/research](http://www.fta.dot.gov/research)

**Global Business Opportunities® (GLOBUS®)**

U.S. Department of Commerce  
14<sup>th</sup> and Constitution Ave  
Phone: 800-STAT-USA (800-782-8872)  
Telephone: (202) 482-1986  
email at [statmail@esa.doc.gov](mailto:statmail@esa.doc.gov)  
Internet: [www.stat-usa.gov](http://www.stat-usa.gov)

**Gold Key Service**

U.S. Department of Commerce  
1401 Constitution Ave. NW  
Washington, DC 20230  
Contact the USEAC nearest you  
Phone: 800 USA-TRAD (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  
Petition Counseling and Analysis Unit  
1401 Constitution Ave NW  
Washington, DC 20230  
Phone: (202) 482-1780  
Phone: 800-USA-TRAD (800-872-8723)  
Internet: [www.ita.doc.gov/import\\_admin/records/](http://www.ita.doc.gov/import_admin/records/)

**Institute of Electrical and Electronics Engineers (IEEE)**

445 Hoes Lane  
P.O. Box 1331  
Piscataway, New Jersey 08855-1331  
Phone: 732-981-0060  
Phone: 800-678- 4333 (USA and Canada)  
fax: 732 -562-6380  
Internet: [www.ieee.org](http://www.ieee.org)

**Institute of Transportation Engineers (ITE)**

1099 14<sup>th</sup> Street, NW  
Suite 300 West  
Washington, DC 20005-3438  
Phone: 202-289-0222  
Fax: 202-289-7722  
Internet: [www.ite.org](http://www.ite.org)

**Intelligent Transportation Society of America (ITS America)**

1100 17<sup>th</sup> Street NW, Suite 1200  
Washington, DC 20036  
Phone: (800-374-8472)  
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 (IBTTA)**

1146 19th St. NW  
Suite 800  
Washington, DC 20036-3725  
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  
1401 Constitution Ave. NW  
Washington, DC 20230  
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  
1401 Constitution Ave. NW  
Washington, DC 20230  
Contact the USEAC nearest you  
Phone: 800 USA-TRAD (800-872-8723)  
Internet: [www.ita.doc.gov/uscs/uscsicp.html](http://www.ita.doc.gov/uscs/uscsicp.html)

**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  
1401 Constitution Ave. NW  
Washington, DC 20230  
Phone: 800-USA-TRAD  
Internet: [www.ita.doc.gov](http://www.ita.doc.gov)

**International Road Federation (IRF)**

Madison Place  
500 Montgomery Street, 5th Fl.  
Alexandria, Virginia 22314  
Phone: 703 535 1001  
Fax: 703 535 1007

[info@irfnews.org](mailto:info@irfnews.org)  
E-mail: [info@irfnet.org](mailto:info@irfnet.org)  
Internet: [www.irfnet.org](http://www.irfnet.org)

**International Trade Loan Program (ITLP)**

Small Business Administration  
409 3rd Street, SW  
Washington, DC 20416  
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)**

Rue Sainte-Marie 6 (Quai des Charbonnages)  
B-1080 Brussels, Belgium  
Phone: +32-2-673-6100  
Fax: +32-2-660-1072  
E-mail: [administration@uitp.com](mailto:administration@uitp.com)  
Internet: [www.uitp.org](http://www.uitp.org)

**Market Access and Compliance (MAC)**

U.S. Department of Commerce  
1401 Constitution Ave. NW  
Washington, DC 20230  
Phone: 202-482-3022  
Internet: [www.mac.doc.gov](http://www.mac.doc.gov)

**Multi-State/Catalog Exhibitions**

U.S. Department of Commerce  
14th and Constitution Avenue NW  
Washington DC 20230  
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)**

1401 Constitution Ave. NW  
Washington, DC 20230  
Phone: 800-STAT-USA (800-772-7872)  
Internet: [www.stat-usa.gov](http://www.stat-usa.gov)

**Overseas Private Investment Corporation (OPIC)**

Attention: Information Officer, Office of External Affairs  
1100 New York Avenue, NW  
Washington DC 20527  
Phone: 202-336-8799  
Fax: 202-336-7949  
E-mail: [info@opic.gov](mailto:info@opic.gov)  
Internet: [www.opic.gov](http://www.opic.gov)



**Railway Supply Institute (RSI) Inc.**

50 F Street, NW, Suite 7030  
Washington, DC 20001  
Phone (202) 347-4664  
Fax: (202) 347-0047  
Email: [rsi@railwaysupply.org](mailto:rsi@railwaysupply.org)

**Research and Innovative Technology Administration (RITA)**

Intelligent Transportation System (ITS)  
Department of Transportation  
TRI-30  
1200 New Jersey Avenue, SE  
Washington, DC 20590  
Phone: 800-853-1351 or 202-366-3492  
Fax: 202-366-3759

**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)**

1301 Pennsylvania Ave. NW, Suite 850  
Washington DC 20004  
Phone: 202-347-8630  
fax: 202-393-6524  
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  
409 3rd Street, SW  
Washington, DC 20416  
Phone: 800-U-ASK-SBA (800-872-5722)  
Internet: [www.sba.gov/sbdc](http://www.sba.gov/sbdc)

**STAT-USA**

U.S. Department of Commerce  
14th Street and Constitution Avenue NW  
Washington DC 20230  
Phone: 800-STAT-USA (800-772-7872)  
Phone: 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 Compliance Center (TCC)**

U.S. Department of Commerce

Market Access and Compliance/ITA  
14th Street and Constitution Avenue NW  
Washington DC 20230  
Phone: 202-482-1191  
Fax: 202-482-6079

**Trade Development**

U.S. Department of Commerce  
Manufacturing and Development  
14th Street and Constitution Avenue NW  
Washington DC 20230  
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 (TFC)**

U.S. Department of Commerce  
14th Street and Constitution Avenue NW  
Washington DC 20230  
Contact the USEAC nearest you  
Phone: 202-482-0584  
Phone: 800 USA-TRAD (800-872-8723)  
Internet: [infoserv2.ita.doc.gov/tradefair](http://infoserv2.ita.doc.gov/tradefair)

**Trade Information Center (TIC)**

U.S. Department of Commerce  
14th Street and Constitution Avenue NW  
Washington DC 20230  
Phone: 800 USA-TRAD (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 Leads**

U.S. Department of Commerce  
14th Street and Constitution Avenue NW  
Washington DC 20230  
Phone: 202-482-1986  
Contact the USEAC nearest you  
Phone: 800 USA-TRAD (800-872-8723)  
Internet: [www.ita.doc.gov/uscs/uscstop.html](http://www.ita.doc.gov/uscs/uscstop.html)

**United Motorcoach Association (UMA)**

113 S. West Street, 4<sup>th</sup> Floor  
Alexandria, VA 22314-2824  
Phone: (703) 838-2929  
Toll-free: 800-424-8262  
Fax: 703-838-2950  
E-mail: [info@uma.org](mailto:info@uma.org)

**United Nations**

Two United Nations Plaza  
27th Floor  
New York, NY 10017.  
Telephone: (212) 750-8064/8065.  
Fax: (212) 750-6630.

**U.S. Agency for International Development (USAID)**

Ronald Reagan Building  
1300 Pennsylvania Ave, NW  
Washington, D.C. 20523-0016  
Phone: 202-712-0000  
Fax: 202-216-3524  
Internet: [www.info.usaid.gov](http://www.info.usaid.gov)

**U.S. Commercial Service**

U.S. Department of Commerce  
14th Street and Constitution Avenue NW  
Washington DC 20230  
Phone: 800-USA-TRAD (800-872-8723)  
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  
Phone: 202-482-2000  
Internet: [www.doc.gov](http://www.doc.gov)

**U.S. Department of Transportation (USDOT)**

1200 New Jersey Ave, SE  
Washington, DC 20590  
Phone: 202-366-4052  
Fax: 202-366-3765  
Internet: [IPTP@FTA.DOT.GOV/research](mailto:IPTP@FTA.DOT.GOV/research)

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

U.S. Department of Commerce  
14th Street and Constitution Avenue NW  
Washington DC 20230  
Phone: 800 USA-TRAD (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**

Harry S. Truman Building  
2201 C Street NW  
Washington DC 20520  
Phone: 202-647-4000  
TTY: 1-800-877-8339  
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 (USTDA)**

1000 Wilson Blvd., Suite 1600  
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: 202-473-1000  
Fax: (202) 477-6391  
Internet: [www.worldbank.org](http://www.worldbank.org)

**World Trade Center Association (WTCA)**

420 Lexington Avenue  
Suite 518  
New York, NY 10170  
Tel: 212 432-2626  
Fax: 212 488-0064  
Email: [wtca@wtca.org](mailto:wtca@wtca.org)  
Internet: [www.wtca.org](http://www.wtca.org)

## Chapter 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. Several State Governments have representatives located in foreign countries to promote firms from the respective state. It is recommended to first contact the State Government Department of Economic Development for guidance on contacting representatives located in foreign countries.*

#### ALABAMA

Alabama Office of International Development  
401 Adams Avenue, Suite 600  
Montgomery, AL 36130-4136  
Phone: 205-242-0400  
Toll Free: 800-248-0033  
Fax: 205-353-1330  
[trade.info@ado.alabama.gov](mailto:trade.info@ado.alabama.gov)

#### ALASKA

Alaska Department of Commerce and Economic Development  
Office of International Trade  
3601 C Street, Suite 798  
Anchorage, AK 99503  
Phone: 907-561-5585  
FAX: 907-561-4577

#### 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 Economic Development Commission  
Office of International Marketing  
One State Capitol Mall  
Little Rock, AR 72201

Phone: 501-682-5275  
FAX: 501-682-7341  
Toll Free: 1-800-ARKANSAS  
E-mail address: [INFO@arkansasedc.com](mailto:INFO@arkansasedc.com)

#### 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  
Office of Economic Development and International Trade  
1625 Broadway, Suite 2700  
Denver, CO 80202-4719  
Phone: 303-892-3840  
Fax: 303-892-3848

#### CONNECTICUT

Connecticut Department of Economic Development  
International Division  
865 Brook Street  
Rocky Hill, CT 06067  
Phone: 203-258-4200  
FAX: 203-529-0535  
E-Mail: [DECD@ct.gov](mailto:DECD@ct.gov)

#### DELAWARE

Delaware Division of Economic Development  
Office of Business Development  
99 Kings Highway, Box 1401  
Dover, DE 19901  
Phone: 302-739-4271  
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: 202-727-1576  
Fax: 202-727-1588

## **FLORIDA**

Florida Department of Commerce International  
Trade & Development  
107 West Gaines Street, Room 366  
Tallahassee, FL 32399-2000  
Phone 904-487-1399  
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: 808-586-2406  
Fax: 808-587-2452

## **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 International  
Development  
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: 207-289-5700  
Fax: 207-287-2861

## **MARYLAND**

Maryland World Trade Center  
401 East Pratt Street, Suite 752  
Baltimore, MD 21202  
Phone: 410-333-4295  
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: 313-256-2004  
Fax: 313-256-1046

**MINNESOTA**

Minnesota Trade Office  
1000 MN World Trade Center,  
30 East Seventh St.  
St. Paul, MN 55101-4902  
Phone: 612-297-4657  
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: 402-471-3111  
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**

New Hampshire Department of Resources and  
Economic Development  
105 Loudon Road, Building 2  
P.O. Box 856  
Concord, NH 03301-0856  
Phone: 603-271-2591  
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: 505-827-0272  
Fax: 505-827-0407

**NEW YORK**

New York Department of Commerce International  
Division  
1515 Broadway, 51st Floor  
New York, NY 10036  
Phone: 212-827-6210  
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: 701-221-5300  
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- 843-9770  
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: 401-277-2601  
Fax: 401-277-2102  
Rhode Island Department of Environmental  
Management

22 Hayes Street, Room 120  
Providence, RI 02908-5025  
Phone: 401-277-2781  
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: 605-773-5032  
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: 802-828-3221  
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: 304-558-0400  
Fax: 304-558-0362

**WISCONSIN**

Wisconsin Bureau of International Development  
Department of Development  
P.O. Box 7970  
Madison, WI 53707  
Phone: 608-831-9456  
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





## Chapter 13 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)

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)

Global Trade Information Services  
[www.gtis.com](http://www.gtis.com)

Internet International Business Exchange  
[www.imex.com](http://www.imex.com)

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

International Trade Information System  
[www.allacademic.com](http://www.allacademic.com)

International Trade, Shipping, and Customs Regulations  
[www.musicbizbuzz.net/trade/regulations.htm](http://www.musicbizbuzz.net/trade/regulations.htm)

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.ThomasNet.com](http://www.ThomasNet.com)

U.S. Government International Trade Links  
[www.buyusa.gov](http://www.buyusa.gov)

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

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



## Acronyms

AACCLA	Association of American Chambers of Commerce in Latin America
AASHTO	American Association of State Highway and Transportation Officials
ADS	Agent/Distributor Service
AmChams	American Chambers of Commerce
APEC	Asia-Pacific Economic Corporation
APTA	American Public Transportation Association
BEA	Bureau of Economic Analysis
BXA	Bureau of Export Administration
CBA	Commercial and Business Affairs
CMR	Customized Market Research
COMTO	Conference on Minority Transportation Officials
CTM	Certified Trade Mission
EC	European Commission
EAC	East African Community
EAC	Export Assistance Center
ELAN	Export Legal Assistance Network
ESA	Economics and Statistics Administration
EWCP	Export Working Capital Program
Ex-Im Bank	Export-Import Bank
FTA	Federal Transit Administration
GLOBUS®	Global Business Opportunities®
IA	Import Administration
IAC	International Activities Committee
IBRD	International Bank for Reconstruction and Development
ICP	International Company Profile
IDB	Inter-American Development Bank
IFC	International Finance Corporation
IIC	Inter-American Investment Corporation

IPTP	International Public Transportation Program
ISO	International Organization for Standardization
ITA	International Trade Administration
ITLP	International Trade Loan Program
ITS-America	Intelligent Transportation Society of America
MAC	Market Access and Compliance
MIF	Multilateral Investment Fund
MIGA	Multilateral Investment Guarantee
MRR	Market Research Reports
NTDB	National Trade Data Bank
OECD	Organization for Economic Cooperation and Development
OPIC	Overseas Private Investment Corporation
PSD	Private Sector Department
RITA	Research & Innovative Technology Administration
RSI	Railroad Supply Institute
SBA	Small Business Administration
SBDC	Small Business Development Center
SCI	Sister Cities International
SCORE	Service Corp of Retired Executives
SCP	Single Company Promotion
SME	Small& Medium-sized Enterprise
TEA-21	Transportation Equity Act-21st Cent
TCC	Trade Compliance Center
TFC	Trade Fair Certification
TPCC	Trade Promotion Coordinating Committee
UN	United Nations
USAID	United States Agency for International Development
USDOC	United States Dept of Commerce
USDOT	U.S. Dept. of Transportation
USEAC	U.S. Export Assistance Center
USTDA	United States Trade and Development Agency
WBG	World Bank Group
WTCA	World Trade Center Association

## **A**

Acronyms  
Advocacy Center  
Agent/Distributor Service  
American Association of State Highway and Transportation Officials  
American Bus Association  
American Consulting Engineers Council  
American Public Transportation Association  
American Road and Transportation Builders Association  
American Society of Civil Engineers  
Asia –Pacific Economic Cooperation  
Association of American Chambers of Commerce  
Association of American Chambers of Commerce in Latin America  
Association of American Railroads

## **B**

Bureau of Economic Analysis  
Bureau of Export Administration  
Buses International Association

## **C**

Certified Trade Missions  
*Commercial News USA*  
Country Commercial Guides  
Customized Market Research

## **D**

Direct Loans and Guarantees

## **E**

East African Community  
Economics and Statistics Administration  
European Commission  
Export Assistance Centers  
Export Credit Insurance  
Export.gov  
Export Legal Assistance Network  
Export Trade Certificate of Review Program  
Export Working Capital Program  
Export-Import Bank

## **F**

Federal Transit Administration

## **G**

Gestures  
Global Business Opportunities  
Gold Key Service

## **I**

Import Administration  
Institute of Electrical and Electronics Engineers  
Institute of Transportation Engineers  
Intelligent Transportation Society of America  
Inter-American Development Bank  
International Bridge, Tunnel & Turnpike Association  
International Buyer Program  
International Company Profile  
International Mass Transportation Program  
International Organization for Standardization  
International Public Transportation Program  
International Trade Administration  
International Trade Loan Program  
International Union of Public Transport

## **L**

Language

## **M**

Market Access and Compliance  
Market Resource Reports  
Multi-State/Catalog Exhibitions

## **N**

National Trade Data Bank

## **O**

Overseas Private Investment Corporation

## **R**

Railway Supply Institute  
Research and Innovative Technology Administration

## **S**

Service Corps of Retired Executives  
Single Company Promotion  
Sister Cities International  
Small Business Administration  
Small Business Development Center  
Small Business Insurance Policy  
State Governments  
State International Trade Offices  
STAT-USA

## **T**

Trade Development  
Trade Fair Certification  
Trade Information Center  
Trade Leads  
Transportation Equity Act for the 21<sup>st</sup> Century

## **U**

United Motorcoach Association  
United Nations  
U.S. Agency for International Development  
U.S. Commercial Service  
U.S. Department of Commerce  
U.S. Department of Transportation  
U.S. Department of State  
U.S. Trade and Development Agency

## **W**

Working Capital Guarantees  
World Bank Group  
    International Bank for Reconstruction and Development  
    International Development Association  
    International Finance Corporation  
    International Center for Settlement of Investment Disputes  
    Multilateral Investment Guarantee Agency  
World Trade Center Association



**U.S. Department of Transportation**  
**Federal Transit Administration**

Office of Research, Demonstration & Innovation  
International Public Transportation Program (IPTP)

TRI-30

East Building

1200 New Jersey Ave, SE

Washington, DC 20590

[IPTP@FTA.DOT.GOV/research](mailto:IPTP@FTA.DOT.GOV/research)