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Dear SIDO Colleagues,

Welcome to the 2017 SIDO Best Practices and Training Forum! I hope you had a relaxing Thanksgiving holiday with your family and friends, and thank you for making the trip. We're looking forward an exciting couple days with you and our international partners. We appreciate for your participation in the conference and your membership in SIDO. For those who are not yet members, we would encourage you to become a member.

As you know, this conference is an important platform for our states to come together and share best practices on how we assist our businesses. It's an opportunity for us to learn from each other on what has worked, or not worked. At the foundation, it's about building relationships with our fellow state trade directors and knowing that we can reach out to one another for thoughts and assistance. I want to personally thank you for your partnership and friendship. This is one of the true benefits of being a part of the SIDO family.

For this year's forum, we have a great agenda and line-up of expert speakers. We'll be discussing best practices around some of our core initiatives, including market research, organizing trade events, attracting foreign investment, building your trade ecosystem, and managing and administering the STEP grant. We are grateful to each of our speakers, sponsors, and participants for their assistance and support. Without you and your support, we would not be able to convene these important conferences.

I want to especially thank the Nevada trade office for their assistance in developing this conference. Kristopher Sanchez, Jarad Van Wagoner, and Erica Adler – thank you! As we all know, the recent tragedy left us all shocked and heartbroken. On behalf of our SIDO family, we stand behind you and we're proud to be here in Vegas.

Looking into 2018, we have an aggressive agenda and working on a variety of initiatives. Our Washington Forum will on February 25 to 28, where we'll be partnering with the US Chamber of Commerce and the National Governors Association. Then we'll host our Best Practices in Training Forum in Minneapolis, Minnesota on July 31 to August 2, 2018. Please mark your calendars!

Thank you again for your ongoing support to SIDO, we're looking forward to an exciting couple days together. Welcome to Las Vegas!

Sincerely,

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SIDO 2017 Best Practices and Training Forum

December 12-14

Mandalay Bay Resort
3950 S Las Vegas Boulevard
Las Vegas, Nevada

MONDAY, December 11

6:00 – 8:00 pm  SIDO Board and Leaders Dinner
Location: House of Blues (3950 Las Vegas Boulevard)

TUESDAY, December 12

9:00 – 11:00 am  SIDO Board Meeting (invite only)

10:00 am  Registration Open

11:30 – 12:30 pm  Lunch

12:30 – 12:45 pm  Welcome & Introductions

12:45 – 1:00 pm  Host State Welcome
  - Paul Anderson, Deputy Director, Nevada Governor’s Office of Economic Development

1:00 – 1:45 pm  The Current State of International Trade
  - Nelson Cunningham, President, McLarty Associates
  - Johanna Maska, Chief Executive Officer, Global Situation Room Inc. (GSR)

1:45 – 2:00 pm  Break
2:00 – 3:00 pm  
**Building Your State Trade Ecosystem**  
- [Kristopher Sanchez, Nevada](#)  
- [Patrick Kirwan, Trade Promotion Coordinating Committee](#)  
- [Richard Swanson, Regional Director, U.S. Department of Commerce](#)  
- [Julie Balzano, Sr. Export Development Director, National Marine Manufacturers Association (NMMA)](#)

3:00 – 4:00 pm  
**Best Practices in Market Research – Exports and Investment**  
- [Dawn Townsend, Georgia](#)  
- [Natalie Chmiko, Michigan](#)  
- [Steve Jast, President, Research on Investment (ROI)](#)

6:00 pm  
**Vegas Entertainment**

**WEDNESDAY, December 13**

7:30 – 8:30 am  
**Breakfast**

8:30 – 9:30 am  
**STEP Workshop I**  
- [Jim Parker, Small Business Administration](#)

9:30 – 9:45 am  
**Networking Break**

*Note: There will be split breakout sessions between 9:45 – 2:00 pm on various topics*

9:45 – 10:45 am  
**Room 1 - Trade Specialist Training**  
**Compliance, Logistics and Documentation Part I**  
- [Mike Allocca, President, Allocca Enterprises](#)
9:45 – 10:45 am  
Room 2 - Trade Directors

**Website Utilization and E-Commerce Platforms for Trade**

- Jeff Williamson, California
- John Worthington, CEO, IBT Online
- Adam Shahbaz, Senior Director of Cross-Border Marketing Services, OpenSky Inc.

10:45 – 11:00 am  
**Networking Break**

11:00 – 12:00 pm  
Room 1 - Trade Specialist Training

**Compliance, Logistics and Documentation Part II**

- Mike Allocca, President, Allocca Enterprises
- David Sears, Business Development Manager, TWI Group

11:00 – 12:00 pm  
Room 2 - Trade Directors

**Counseling Service Exporters**

- W. Dan Hendrix, Arkansas
- Gabrielle Gerbaud, Minnesota
- U.S. Department of Commerce
- Aaron Madsen, NovaTech

12:00 – 1:00 pm  
**Lunch**

1:00 – 2:00 pm  
Room 1 - Trade Specialist Training

**Export Finance – Capital, Insurance, and Currency**

- Donavon Johnson, North Dakota
- Aerek Stephens, Export Finance Manager, Export-Import Bank

1:00 – 2:10 pm  
Room 2 - Trade Directors

**Around the World Market Snapshot**

- Fernando Nabais da Furriela, Partner, Furriela Advogados and TVZ International
- Dennis Meseroll, Executive Director, Tractus Asia
- Michael Hass, CEO, PM & Partner Marketing Consulting
- Joe Hepworth, Middle East Director, OCO Global
- Kartikeya Singh, Deputy Director, Wadhwani Chair, Center for International Studies (CSIS)

2:15 – 3:00 pm  
**Developing an FDI Strategy**

- Ann Pardalos, Missouri
• Signe Pringle, Maryland
• Elie Farah, VP Strategy and Coaching, CIDEP

3:15 – 4:15 pm  
**Best Practices in Trade Events**
• Paul Grossman, Virginia
• Katy Sinnott, Wisconsin
• Reed Exhibitions
• Julie Nickel, Messe Frankfurt

4:30 pm  
**Open Night**

**Thursday, December 14th**

7:00 - 8:30 am  
**Breakfast**

8:00 – 8:30 am  
**SIDO Administration (State Members Only)**

8:30– 9:30 am  
**STEP Workshop II**
• Jim Parker, Small Business Administration

9:30 – 9:40 am  
**Networking Break**

9:40 – 10:40 am  
**Best Practices in Attracting Investment**
• Moderator: Mark O’Connell, CEO, OCO Global
• Kristopher Sanchez, Nevada
• Daniel Felton, Director of State Government Relations, Philips North America
• Roman Galikov, General Manager, Redeye International

10:40 – 11:30 am  
**NAFTA 2.0**
• Derek Gianino, Director of International Policy, U.S. Chamber of Commerce
• Canadian Consulate
• Mexican Consulate

11:30 – 12:00 pm  
**Closing Remarks and Open Discussion**

12:00 pm  
**Conclude**
Session Materials
We know diplomacy.
Before, we were ambassadors. And trade negotiators. And White House officials, journalists, intelligence officers, business leaders, and scholars.

We provide diplomatic solutions.
Our work lies at the nexus of business and policy. We are international strategists, advisors, and facilitators – helping clients solve problems and successfully navigate the currents of our global economy.

Since 1998, McLarty Associates has built a global team of 90 seasoned international specialists with expertise in all the major markets of the world.

Most of our staff base in Washington, DC, but our people can be found at our offices in Brussels, Beijing, and Singapore, and in nearly twenty countries.

Our clients are generally Fortune 200 companies with substantial global footprints, but we also advise many emerging companies venturing abroad for the first time.

Our team is multipartisan, with experience working in Republican and Democratic administrations in the US as well as across the political spectrum in key global markets.
In the United States, McLarty Inbound supports foreign businesses with analysis, strategy, and advocacy efforts in Washington and beyond.

McLarty Inbound is led by Richard Burt, a distinguished former diplomat and skilled corporate strategist with a keen sense of how Washington works.

We draw on our global network, and on our Washington expertise, to bring our clients an approach that integrates our deep knowledge of their home countries with deep knowledge of Washington.

McLarty Inbound provides foreign firms seeking to do business in the United States with help on government relations—at the federal, state and local levels—strategic planning, market access, mergers and acquisitions, corporate communications, and political and economic risk issues.

We also assist with high-level commercial and political negotiations, as well as dealing with sensitive regulatory issues including the Committee on Foreign Investment in the United States (CFIUS) and the Treasury Department’s Office of Foreign Asset Control (OFAC).

The members of McLarty Inbound comply with all registration requirements applicable to advocacy and political advisory activities in the United States.
The Global Situation Room®, Inc. (GSR) is an international consulting firm that brings the exceptional expertise of former high-level American diplomats and White House staff to your company or organization. As a strategic partner of the international public affairs agency Porter Novelli, GSR can manage projects of any size and scope.

**Global Influence**

GSR uses diplomatic tools and tradecraft to change the context of the conversation about your state overseas.

From maximizing media coverage to viral social media campaigns, building strategic partnerships with influential voices to effectively engaging world leaders, GSR provides states a world of public affairs experience that makes a world of difference.

**Exceptional Access**

For meetings or market intelligence, GSR gets access to the highest levels of business and government, where decisions are made. These insights and relationships provide our clients with a critical comparative advantage as they expand into markets.

**Brett Bruen** was a US diplomat for twelve years. As Director of Global Engagement at the White House, he created some of the government’s most innovative international programs for reaching new audiences around the world. His column on country brands for US News & World Report explores effective strategies governments can use on the global stage. He is an adjunct faculty member of Georgetown University.

**Johanna Maska** was White House Director of Press Advance, managing President Obama’s image on trips at home and abroad. She led planning for his engagements from the beginning of the Iowa caucuses until 2015 and traveled with President Obama to more than 40 states and to 40 countries. Maska was integral in planning dozens of international summits, including APEC, NATO, and G8.

Los Angeles, CA - Washington, DC

www.globalsitroom.com - (703) 231-8285 - johanna@globalsitroom.com
The Entrepreneurship Export Exchange (E3) is a powerful platform for propelling your companies overseas and attracting international investment. Providing intimate access to extraordinary experts and officials, E3 attracted over 1000 companies in 2017.

- They featured past US cabinet secretaries, current high-level federal officials, and world-class business experts.
- E3 builds institutional partnerships with key global organizations, including national trade agencies, chambers of commerce, and leading business associations.
- For your state, E3 offers a very visible and affordable option for promoting investment from China and Ireland, as well as to foreign trade officials in the United States.

"As a State, we have never had representation in Ireland before. This conference was a great way for our State to start building the relationships, and to start gaining exposure into the expanding Irish business community." – State of Mississippi

Hosting a Global Conference, Made Easy

We bring in the foreign trade representatives, top global business experts, and numerous partner organizations.

In addition to delivering a world-class event, your state will be promoted throughout the 2018 E3 series. You and your companies will also enjoy exclusive connections thousands of global E3 attendees.

Through our partnership with SIDO, we look forward to building global trade events that better respond to your state’s specific objectives.

E3 Sponsorships for SIDO Members:

- Partner State - $1k
- Featured State - $3k

Contact Adrienne Palmer for more information about sponsoring or hosting an E3 conference in your state:
OPENING OVERSEAS MARKETS

Let us help you navigate beyond our U.S. borders! Whether you are a seasoned exporter or new to exporting, you can turn to us for help! NMMA's Export Development Program is designed to help you grow your international business.

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Explore business opportunities in second-tier markets through coordinated fact finding missions, on the ground market research and a network of in-country contacts.

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Leverage our worldwide networks, NMMA connects US marine manufacturers with international buyers seeking to source a particular product.

INTERNATIONAL PRODUCT CERTIFICATION
Receive support with international compliance certification requirements.

TRADE POLICY & MARKET RESEARCH
Monitor issues on free trade and unfair trade practices. Our resource library provides our members access to essential market data.
Economic Significance of Recreational Boating in THE UNITED STATES

TOTAL ANNUAL ECONOMIC IMPACT* $121.5 Billion

*Includes direct, indirect and induced spending

Recreational Boats in the United States†

SAILBOAT 2%
POWERBOAT 83%
PWC 9%
OTHER 6%

Total 11,867,049

Number of Jobs
Direct 472,593
Indirect 177,421
Total 650,014

Number of Businesses
Total 34,833

72% OF BOAT OWNERS HAVE A HOUSEHOLD INCOME OF LESS THAN $100K
95% OF BOATS SOLD IN THE U.S. ARE MADE IN THE U.S.

$35.9 BILLION Total U.S. expenditures on boats, engines, accessories & related costs†
†Includes maintenance, storage, fuel, insurance, taxes and interest

$17.5 BILLION Annual retail sales of new boats, engines & marine accessories in the U.S.

87.3 million Boaters took to the water in the U.S. in 2014

Top 3 Most Popular Boating Activities
FISHING
SWIMMING
ENTERTAINING

95% of boats in the U.S. are small, towable boats sized at 26 feet or less

DATA SOURCES: Unless otherwise noted, data is from the NMMA 2015 Recreational Boating Statistical Abstract. Data for Economic Impact, Jobs and Businesses is taken from the NMMA 2013 Recreational Boating Economic Impact Study. Boating activity and demographic data is taken from NMMA’s 2014 Boat Ownership and Participation Study.
Gazelle.ai is a one-stop business intelligence and lead generation platform that forecasts company growth and expansion.

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Attracting foreign direct investment. Job creation. Expanding the tax base. Improving economic vitality. These are the core needs of our clients, and we've been leading the way in providing them for close to 20 years.

TARGET INDUSTRY & BENCHMARK ASSESSMENT

You need a keen understanding of both your current and potential markets. To develop and optimize your Unique Selling Proposition, we will benchmark your region by identifying relevant comparators and analyzing fundamental attractiveness factors to create an investment prospecting strategy tailor-made to your needs.

GAZELLE AI

Our new Gazelle AI platform is a one-stop shop for business intelligence and lead generation that forecasts company growth and expansion.

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Timing is essential to building fruitful relationships. Not only do we connect you to high-growth companies primed for expansion so you can discuss investment opportunities, but we do it when it matters most: when they are in their planning stage, and at their most receptive.

MODERN ECONOMIC DEVELOPMENT TRAINING

You're looking to attract investment in order to promote economic development for your region. But how? We offer a comprehensive, flexible suite of investment attraction, lead generation, and economic development training courses and seminars.

IN-MARKET REPRESENTATION

You can't be everywhere, but we can: with 7 offices in North America and a highly mobile team, our economic development professionals can meet with companies on your behalf to qualify and nurture investment opportunities until your local team is ready to take them on.

BUSINESS RETENTION & EXPANSION

Your community benefits when established businesses grow or expand locally. Our data monitors companies in your backyard that are expanding, so that you can keep those businesses in town.

OUR INTELLIGENT LEADS WILL CONTRIBUTE TO YOUR NEXT INVESTMENT SUCCESS.
Allocca Enterprises specializes in import/export compliance training and consulting. Covering topics such as export licensing, how to create export and import management systems, understanding NAFTA, using incoterms correctly, international banking, international documentation, military exports under ITAR and import /export compliance audits. We offer customized on-site and public training programs throughout the United States.

Once you attend one of the training programs you'll know why so many people agree that these are by far the best training programs they have ever been to. You learn with hands on tools and checklists, conduct exercises and learn from real life examples on how to guide you and your company to full compliance on every transaction. It is not only about understanding the ever-changing compliance regulations but taking the fear out of the transaction. Compliance training and customized solutions is our only business. We focus on getting you and your staff the most up-to-date solutions and training programs that you need to keep your business running smoothly. Knowledge, availability, expertise and all of this at an affordable price is what makes Allocca Enterprises a successful resource for you.


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IBT ONLINE GLOBAL PROGRAM
GO GLOBAL WITH WEBSITE LOCALIZATION &
INTERNATIONAL ONLINE MARKETING

WORKING TOGETHER TO HELP YOUR STATE’S EXPORTERS
GROW THEIR SALES, BRAND, AND BUSINESS GLOBALLY

Today the #1 marketing and sales tool for every company is their online presence, this is applicable in
the US market as well as in every export market. IBT Online proposes the successful Online Global
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We have worked with over 400 companies and delivered over 1,000 successful Online Global Programs.

Online Global services deliver

<table>
<thead>
<tr>
<th>Online</th>
<th>Brand</th>
<th>Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ 24/7</td>
<td>✔ Awareness</td>
<td>✔ Market knowledge</td>
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<tr>
<td>✔ Multi-lingual</td>
<td>✔ Credibility</td>
<td>✔ Distributors and clients</td>
</tr>
<tr>
<td>✔ Search engine optimization</td>
<td>✔ Trust</td>
<td>✔ Logistics and trade shows</td>
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<tr>
<td>✔ Social media marketing</td>
<td>✔ Experience</td>
<td>✔ Sell to businesses (B2B)</td>
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<td>✔ Geolocational</td>
<td>✔ Protection</td>
<td>✔ Sell to consumers (B2C)</td>
</tr>
<tr>
<td>✔ Traffic</td>
<td>✔ Promotion</td>
<td>✔ Export and business growth</td>
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<tr>
<td>✔ User experience</td>
<td>✔ Value</td>
<td>✔ Increase revenue and bottom line</td>
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<tr>
<td>✔ Engagement</td>
<td>✔ Local</td>
<td>✔ Reports and analytics</td>
</tr>
<tr>
<td>✔ Lead generation</td>
<td>✔ Global</td>
<td>✔ Return on investment (ROI)</td>
</tr>
</tbody>
</table>

SIDO recognized IBT Online with the “Champion of Trade”
Award for its successful Online Global program, working
directly with small to medium-sized exporters, helping
them grow their sales, brands and businesses globally.

ONLINE GLOBAL
TWO STATE AGENCY CASE
STUDIES:

Enterprise Florida promotes the Florida Online Global Program which has delivered export success for Florida companies. For more information go to our Florida webpage.

The Virginia Economic Development Partnership manages the Virginia Leaders in Export Trade (VALET). IBT Online is a VALET Partner and delivers export success for Virginian companies through the Online Global Program. For more information go to our Virginia webpage on our website.
THE IBT PROGRAM FOR YOUR STATE

WORKING TOGETHER TO HELP YOUR STATE GROW ECONOMICALLY

IBT Online works for state international trade agencies delivering a customized Online Global Program that delivers export success

ONLINE GLOBAL OPTION A: TWO MARKET EXPANSION

**Deliver:** A defined program of two country-specific websites that are fully localized to your top two international target markets (example Mexico and Germany...)

**Statement of work:**
- Kick-off conference call and planning
- Assistance with domain names
- Template design layout with corporate branding and responsive design for each country-specific website: 12 web pages (1 home page, 1 about us page, 9 product/service pages, 1 contact page) plus cookies policy
- Localized and translated content (2,000 words maximum), adaptation of currency and units
- Links to US website and/or ecommerce platform
- Basic search engine optimization (SEO)
- Reporting (set-up and access to Google Analytics)
- Content management system access and training, hosting for 12 months.

ONLINE GLOBAL OPTION B: MULTI-MARKET EXPANSION

**Deliver:** A customized program of multi-market country-specific websites and marketing that are fully localized for your top international markets (example Mexico, Germany, Brazil, the UK and China...).

**Statement of work:**
- Customized proposal, definition of objectives, target markets and scope
- Strategic planning
- Website specification and wireframe
- Content localization and translation
- Design
- Content management system
- Hosting
- Website build and content load
- Testing
- Domains and URLs
- Site launch, training and access
- Search engine optimization
- Social media marketing
- Content management, editing and support
- Reports and analytics

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The Regional Export Promotion Program

Teaming Up Today for U.S. Jobs Tomorrow

Work with us to grow job opportunities in the communities you serve. The Export-Import Bank of the United States (EXIM) created the Regional Export Promotion Program (REPP) to better inform the 300,000 U.S. companies that sell internationally.

The program brings state, county, local, and non-profit economic development entities together with EXIM in an alliance designed to expand U.S. export sales. These REPP entities already have market expertise and relationships with local businesses. Thus, they are in a good position to inform businesses about how EXIM financing can reduce their risk and unleash more export sales opportunities. There are currently more than 47 organizations in the program nationwide.

By uniting experts and resources, REPP offers the opportunity to accomplish together what no organization could do alone. This teamwork should result in more EXIM awareness, more U.S. export sales and more jobs at home.

EXIM provides REPP Members with:

- Essential support and resources, including training and marketing materials at no cost
- Highly qualified trade-finance specialists to speak at your events
- Assistance with joint marketing and outreach campaigns
- One-on-one trade finance counseling and support for exporters

In turn, REPP Members:

- Expand their current mission promoting, creating and growing U.S. exports in their region by making available trade-related assistance for sales growth
- Conduct export finance seminars, and share information about EXIM at seminars sponsored by U.S. Export Assistance Centers and other trade-related organizations
- Keep current with EXIM Bank products and services
- Connect exporters with EXIM regional trade finance specialists
- Report on export outreach activities semi-annually

Bringing Better Jobs

"U.S. jobs supported by goods exports pay 13 to 18 percent more than the U.S. national average."

Those eligible for REPP membership include state, county, city governments (either directly or indirectly funded); local nonprofit economic development entities funded through universities or colleges; Small Business Development Centers, and world trade centers.
About EXIM

The Export-Import Bank of the United States is the official export credit agency of the United States. It is an independent, self-sustaining federal agency that exists to create and support American jobs by facilitating the export of U.S. goods and service—at no cost to American taxpayers.

EXIM Products

EXPORT CREDIT INSURANCE
to protect against nonpayment and extend credit terms to buyers;

WORKING CAPITAL FUNDS
to fulfill orders; and

COMPETITIVE BUYER FINANCING
for purchasing U.S. capital goods and services.

Become a REPP Member Now

EXIM’s REPP application process is straightforward. Usually, only a copy of your comprehensive annual report to management or board of directors or governors will contain sufficient information to ascertain REPP eligibility. If your organization does not prepare an annual report, EXIM will request a marketing plan.

EXIM welcomes your inquiries and looks forward to working with you to increase jobs in your community. Once approved as a REPP member, EXIM will train your staff at one of its regional offices or at its Washington, DC, headquarters.

For more information contact the EXIM

REGIONAL EXPORT PROMOTIONS PROGRAM MANAGER:

Aerek N. Stephens

202.565.3913

grow.exim.gov/aerek-stephens

EXIM
EXPERT-IMPORT BANK
OF THE UNITED STATES
exim.gov
<table>
<thead>
<tr>
<th>Your Needs</th>
<th>Our Products</th>
<th>Benefits</th>
<th>Coverage</th>
<th>Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-EXPORT (Generally prior to shipment)</td>
<td>Working Capital Guarantee (only lendable assets apply)</td>
<td>- Guarantees recourse if lenders make these loans. - Eliminates risk of non-payment due to events outside the control of the exporter. - Accepts export-related accounts receivable and inventory as collateral. - Offers comprehensive coverage up to 90% of the value of export order. - 2% discount on multi-bank insurance premiums for using both working capital and insurance. - Guarantees coverage 85% of the bank line, excluding principal and interest. - May be used on a collateralized basis. - Generally extends to one year, but may be extended up to three years. - Loan must be fully collateralized (50% for standby letters of credit).</td>
<td>$150 processing fee.</td>
<td></td>
</tr>
</tbody>
</table>

**SHORT-TERM CREDIT INSURANCE (up to 120 days)**

| Multi-Buyer Export Credit Insurance (importer is covered) | Offer competitive credit terms to your foreign buyers with little risk. | 95% for repayment due to commercial and political risk. | A one-year policy period (renewable). | Minimum 500 advance deposit to purchase a policy, this is a one-time, refundable fee. |
| Small Business Export Credit Insurance (importer is covered) | Pay for less deductible. | 95% for repayment due to commercial and political risk. | A one-year policy period (renewable). | Minimum 500 advance deposit to purchase a policy, this is a one-time, refundable fee. |
| Single-Buyer Export Credit Insurance (only exporter covered) | Offer competitive credit terms to one foreign buyer, with limited risk. | 95% for repayment due to commercial and political risk. | A one-year policy period (renewable). | Minimum 500 advance deposit to purchase a policy, this is a one-time, refundable fee. |

**MEDIUM-TERM CREDIT INSURANCE**

| Provides your buyers of capital goods and related services with extended credit terms for principal and interest. | 100% for repayment due to commercial and political risk. | A minimum premium is paid upfront to purchase a policy. | |

**MEDIUM- AND LONG-TERM LOAN GUARANTEE**

| Available for medium-term and long-term transactions. | Minimum 5% down payment required from the buyer, and the guarantee is subject to the terms and conditions of the transaction. | An exposure fee based on risk (variable). | |
| Guarantees are subject to both lender and borrower approval. | An interest rate negotiated between lender and borrower. | |
| Generally extends to one year, but may be extended up to three years. | 15% cash down payment from buyer is required. | |

**Direct Loan Guarantees**

| For funding secured to an export loan, not to exceed 50% of the total amount. | Available for medium-term and long-term transactions. | An exposure fee based on risk (variable). | |
| Usually used for transactions over $10 million. | 75% cash down payment required from the buyer, and the guarantee is subject to the terms and conditions of the transaction. | A commitment fee of 1.25%. | |
TVZ INTERNATIONAL

TVZ International is a Consulting and Business Development Company strategically headquartered in the city of São Paulo - Brazil’s industrial hub and major commercial and financial center - with associates in Argentina, Chile, Peru, Colombia and Mexico. TVZ International offers personalized trade consulting and business facilitation services to small and medium-sized companies looking at business opportunities in the Brazilian and Latin American markets.

Recognized for its customized and hands-on approach, working side-by-side with its clients, TVZ International’s principal officers Claudia Tomaselli and Vania Zulatto - former US Department of Commerce employees - bring to the company several years of experience working with US companies and Economic Development Organizations, offering more than 20 years of international trade experience and event organization to the task of international business development and event management in Brazil.

With extensive local culture knowledge, high-level relationships and industry-focused business experience TVZ adds value to its clients’ business strategies helping them navigate the nuances of the regions’ markets by providing the following services:

. Identification of Commercial Opportunities, Business Leads and Strategic Partners
. Pre-screened one-on-one business meetings arrangements
. Organization and Conduction of Trade Missions, Roadshows and Exhibitions
. Market Assessment Counseling
. Competitive Assessment
. Market Research
. Sales Channels Identification
. Legal, Accounting, Real State and other consultants and advisors’ Services

CLIENTS

TVZ International’s portfolio of clients is comprised mainly by US Economic Development Organizations and also Diplomatic and Consular Missions active in Brazil.

TVZ began operating in December 2004, a privatized offshoot of the Brazilian Trade Office of the Council of Great Lakes Governors – CGLG (currently Conference of Great Lakes and St. Lawrence Governors and Premiers – GSGP - www.gsgp.org) that was established in Brazil in 1997 representing the States of Indiana, Ohio, New York, Pennsylvania and Wisconsin.

The firm continues to work as the Brazilian Trade Office of The Conference of Great Lakes and St. Lawrence Governors and Premiers; currently representing the States of Michigan, Ohio and Wisconsin in the region.
Since 2009 TVZ has been acting as the exclusive in-country trade consultant for the Commonwealth of Virginia working both one on one with clients and in the organization and conduction of successful trade missions into Brazil.

It was also in 2009 that TVZ was accredited as an Official Expert by the OSEC (Swiss Office for Commercial Expansion) and the Swiss Business Hub, to assist Swiss companies in the Brazilian market.

The company’s focus on behalf of these clients has been exclusively in the trade and export promotion.

While developing trade promotional activities on behalf of the States of Illinois, Indiana, Ohio, Michigan, Minnesota, New York, Pennsylvania, Wisconsin and the Commonwealth of Virginia, TVZ team gained vast experience and developed a strong network in the local agribusiness and industrial segments such as: the aerospace, automotive, biotech, chemical, construction, defense, energy and renewable energy, environmental technologies, healthcare, IT, safety and security sectors among others.

The services rendered not only to our member states but also to other public and private entities such as the Southern US Trade Association (SUSTA) also helped us gather and invaluable experience in the processed food sector and gain great interaction with the Brazilian buyers and importers of processed food, beverages food ingredients and commodities.

TVZ International’s extensive knowledge of this dynamic emerging region’s culture, trade and investment landscape as well as the company’s lengthy experience of the US business culture in the public and private sectors certainly qualifies this firm to provide EDOs and SMEs with high quality and solid services.
Tractus
Building Business in Asia

20+ years of experience with foreign direct investments

60+ full-time employees with multidisciplinary backgrounds

1000+ projects completed from automotive to zeolites

4 Practice Areas
- Strategy & Execution
- Business Incubator™
- Corporate Finance
- Economic Development

8 Offices
- Shanghai
- Hong Kong
- Pondicherry
- Jakarta
- Yangon
- Singapore
- Bangkok
- Ho Chi Minh City
The European Union is a unique economic and political union between 28 European countries that together cover much of the continent. The first steps were to foster economic cooperation: the idea being that countries that trade with one another become economically interdependent and so more likely to avoid conflict. The result was the European Economic Community (EEC), created in 1958, and initially increasing economic cooperation between six countries: Belgium, Germany, France, Italy, Luxembourg and the Netherlands. Since then, a huge single market has been created and continues to develop towards its full potential. The European Single Market refers to the EU as one territory without any internal borders or other regulatory obstacles to the free movement of goods and services.

Michael Hass is a highly qualified and experienced management consultant with a focus on the trade support and marketing field, working for private companies and public institutions, worldwide. Since 1970, he has advised a wide range of economic development and trade agencies in Germany and worldwide and in many cases contributed to the institution building and organization development. Michael also conducted investor search for factories to be closed or sold by large corporations (e.g. Michelin, Alstom, Terex). He headed the first consulting projects of PM&P dealing with organization and strategy development for economic development and FDI-Consulting. Michael also conducted management consulting projects for large corporations (like DuPoint, Emerson, ISS, Hamon) primarily in the field of cross-border business development, international market research and market entry. Over more than 30 years Michael supports trade organizations worldwide, building close relationships with German companies. Prior to his position at PM&P, Michael has been site manager of a South African company in the construction sector.

PM & Partner Marketing Consulting GmbH (PM&P)
Lyoner Strasse 34

34
About PM & Partner

PM & Partner Marketing Consulting GmbH (PM&P) is an independent consulting firm, consisting of marketing professionals and marketing research specialists, located in Germany (Frankfurt (HQ), Munich, Berlin). The company provides strategic and operative marketing, trade and business development support to industrial companies, as well as to investment promotion institutions and trade organizations. PM&P is part of a worldwide network of independent Consulting and Market Research companies.

Clients in the USA PM&P

provided services for:

- Enterprise Florida
- State of Maine
- State of Missouri
- TEAM NEO Cleveland
- The Right Place
- Greater Phoenix
- Global Delaware

ABOUT GERMANY

- Germany is located in the center of Europe, surrounded by nine neighboring countries
- Germany is a federation consisting of 16 federal states
- The 3 largest cities are Berlin (3.5 million), Hamburg (1.8 million), Munich (1.5 million)
- Germany is home of world-famous brands:

- Alongside well-known global players, the small and medium sized enterprises (SMMEs)

Checklist

- Why do you want to approach the German/European market?
- What do you know about the German/European market, distribution channels, competition, etc.?
- Are you aware of the differences between the European markets?
- Are your products/services ready for the German/European market?
- Which customers do you already supply in Germany/Europe?
- Are you ready to invest in a start-up phase?
- Are you ready to appoint a responsible and experienced member of your management team?
Canada is the U.S.'s largest customer, purchasing US$320 billion in goods and services in 2016.

On the FDI side, the United States is the most important destination for Canadian direct investment abroad, which accounted for $448 billion (stock) in the U.S. in 2015.

Source: Government of Canada

**Trade & FDI: Canadian Market Opportunities**

---

**Key Canadian Trade Shows 2018**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event name</th>
<th>Location</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 14-16, 2018</td>
<td>Global Petroleum Show</td>
<td>Calgary, AB</td>
<td>Energy / Advanced Manufacturing</td>
</tr>
<tr>
<td>March 20 - 22, 2018</td>
<td>FABTECH Canada</td>
<td>Toronto, ON</td>
<td>Advanced Manufacturing</td>
</tr>
<tr>
<td>May 30-31, 2018</td>
<td>CANSEC</td>
<td>Ottawa, ON</td>
<td>Security &amp; Defense</td>
</tr>
<tr>
<td>June 5-8, 2018</td>
<td>Photonics North</td>
<td>Montréal, QC</td>
<td>Electronics / Optic / Photonic</td>
</tr>
<tr>
<td>June 12-14, 2018</td>
<td>Global Petroleum Show</td>
<td>Calgary, AB</td>
<td>Energy / Advanced Manufacturing</td>
</tr>
<tr>
<td>September 2018</td>
<td>Canadian Manufacturing Technology Show</td>
<td>Mississauga, ON</td>
<td>Advanced Manufacturing</td>
</tr>
<tr>
<td>November 2018</td>
<td>Aerospace Summit 2018</td>
<td>Ottawa, ON</td>
<td>Aerospace</td>
</tr>
</tbody>
</table>
**Who We Are**
A boutique consulting firm specialized in **FDI Attraction** and **Export Development Services** for US States and Regional EDOs

**What we Do**
- In-Market Representation
- FDI Attraction
- Trade Missions / Partner Search
- Trade Shows B2B Programs
- Market Studies / Export Training

---

**Our Methodology**

- **IDENTIFY**
- **QUALIFY**
- **CONNECT**

---

**Our Services**

- Export Development
- FDI Attraction

---

**3 Offices.**
- Montréal.
- Toronto.
- San Francisco.

**2 Partners**
Team of 12 professionals

---

**10 years+. Founded in 2006**

---

**Our Clients**
- US States EDOs
- Counties in US & Canada
- Major Metro Areas
- European Countries & Regions

---

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T: +1 (514) 907-2350  
@: lortuno@cidepiqc.com

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**Toronto**
2 Bloor St. W #700
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M4W 3R1 CANADA
We put our experience to work for you

Messe Frankfurt is the world’s largest trade fair, congress and event organizer with its own exhibition grounds. The Group employs more than 2,300 people at around 30 locations around the globe.

With boundless passion and a wealth of experience, we have been active in the international trade fair business, both in Frankfurt and worldwide, for some 800 years. From automotive to logistics, from textiles to music, from energy efficiency to security, from homes to beauty – Messe Frankfurt’s program of trade fairs, congresses and other events is extremely comprehensive. And the quality of our events meets the very highest standards.

The right people, the right encounters at the right place – this is the basis on which we design our events. We look forward to having you on board as a guest, customer and partner.

A comprehensive range of services – both onsite and online – ensures that customers worldwide enjoy consistently high quality and flexibility when planning, organizing and running their events. The wide range of services includes renting exhibition grounds, trade fair construction and marketing, personnel and food services.
A trusted partner to support your global business growth

Trade
- Partner of choice for 1000s of companies as they expand globally
- Generated over $100m of revenue for our clients in new international markets

Investment
- Partner of choice for leading economic development organizations across the world
- Created over 10,000 jobs for US clients since 2012

Velociti
- Only available technology platform that supports both Trade and Investment teams
- Advanced data-mining techniques combined with machine-learning algorithms calculate company ratings for FDI opportunities
- Export readiness algorithm segments trade clients and prioritizes resource towards securing export wins
OCO Trade Services

OCO’s International Trade Team follow a stoped process that will generate revenue for your clients.

IN-COUNTRY REPRESENTATION
e.g. OCO supported the incubation of multi-sector companies in Dubai and Middle East.

BUSINESS DEVELOPMENT
e.g. OCO supported a Maine based renewable energy company, looking for lead generation in Colombia.

CLIENT SEARCH
e.g. OCO supported a Colorado based security company looking for distribution partners in the UK.

MARKET ENTRY STRATEGY
e.g. OCO supported an Ohio based tool manufacturer exploring options to establish operations in Japan.

MARKET RESEARCH
e.g. OCO supported a Missouri based aerospace supplier researching industry regulations in France.

OCO can help you and your clients go global via:
- Prioritizing Trade and Investment leads with Velociti
- Site Selection Services
- Global Market Entry Strategies
- Distribution and Partner Identification
- Business Development Campaigns
- Trade Mission Matchmaking
- Sales Representation

We can have tailored solutions that support companies Assess, Enter and Grow into new markets. With offices in Latin America, Europe, the Middle East, Asia and here in the US, we can help you achieve success across the world.

www.ocoglobal.com
velociti.ocoglobal.com
Understand globalization

Assess what’s driving crossborder investment, and understand how companies are growing internationally, using the only tool that tracks both forms of equity crossborder investment.

Get high quality information on:
- greenfield foreign direct investment (FDI)
- mergers and acquisitions deals
- combined with our extensive company information

Welcome to the business of certainty

americas@bvdinfo.com | bvdinfo.com
Using and benefiting from Orbis Crossborder Investment for better decision making and increased efficiency

**Government agencies (IPAs/EDOs):**
- Improve your lead generation
- Identify target companies accurately
- Profile active investors
- Develop investment promotion strategies
- Produce more in-depth analysis of key markets and sectors
- Understand how companies are expanding
- Enhance your marketing and support your public relations
- Prepare for overseas investment missions

**Consultants, advisors, banks and insurance companies:**
- Keep up-to-date with the latest crossborder investment trends
- Validate recommendations and complement your analysis
- Power your business development
- Stay on top of investment news from existing clients
- Improve your view on the key drivers of globalization

**Multilateral and academics:**
- Identify emerging trends and analyze historic/current trends - on multiple levels
- Support your research, learning literature and white paper around the business of globalization
- Understand a company’s crossborder investment strategy
- Examine motives driving cross-border investment

**Corporates:**
- Keep up-to-date with investment news from existing clients/customers/suppliers
- Develop new business and increase your sales revenue
- Inform investment strategy
- Understand crossborder investment trends and identify new export markets
- Acquire competitor and peer group intelligence

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Center for Strategic and International Studies
Wadhwani Chair in U.S.-India Policy Studies

Center for Strategic and International Studies (CSIS)
Established in Washington, D.C. over 50 years ago, the Center for Strategic and International Studies (CSIS) is a bipartisan, nonprofit policy research organization dedicated to providing strategic insights and policy solutions to help decision-makers chart a course toward a better world.

In late 2015, Thomas J. Pritzker was named Chairman of the CSIS Board of Trustees. Mr. Pritzker succeeded former U.S. Senator Sam Nunn (D-GA), who chaired the CSIS Board of Trustees from 1999 to 2015. CSIS is led by John J. Hamre, president and chief executive officer since April 2000.

Founded in 1962 by David M. Abshire and Admiral Arleigh Burke, CSIS is one of the world’s preeminent international policy institutions focused on defense and security; regional study; and transnational challenges ranging from energy and trade to global development and economic integration. For the past six years consecutively, CSIS has been named the world’s number one think tank for international security by the University of Pennsylvania’s Think Tanks and Civil Society Program.

The Center’s 240 full-time staff and large network of affiliated scholars conduct research and analysis and develop policy initiatives that look to the future and anticipate change. CSIS is regularly called upon by Congress, the executive branch, and the media to explain the day’s events and offer bipartisan recommendations to improve U.S. strategy.

CSIS Wadhwani Chair in U.S.-India Policy Studies
The CSIS Wadhwani Chair in U.S.-India Policy Studies aims to unlock the full potential of the U.S.-India relationship and leads the Center’s work on India. The Chair serves as an independent platform to pursue policy changes that strengthen bilateral ties, placing special emphasis on accelerating economic development in India and promoting greater business and economic engagement between the two countries. The Wadhwani Chair has several key programs that further this goal.

Political-Economies of Indian States
India’s 29 states collectively exert more influence over the Indian economy than the federal government. Yet little has been done to study in depth what states are doing to strengthen their own economy.

- **Weekly “Indian States” Update:** In October 2015 CSIS launched the world’s first update on the progress of state-level reforms across India, covering 13 prominent states.
- **Indian State Engagement Forum:** CSIS convenes a regular form of U.S. groups that can and should engage India’s powerful state leaders to strategize more effectively.
• **Indian States Breakthrough Index**: When a state initiates an important, measurable reform, CSIS in partnership with Nathan Associates prepares a 1-page ranking of how all 29 states measure on that reform.

**Tracking Reforms Under Prime Minister Modi**
CSIS has a dynamic tool tracking progress on 30 major economic reforms pending on the day Prime Minister Modi took office. This tracker is updated monthly. [Indiareforms.csis.org](http://Indiareforms.csis.org)

**U.S.-India State and Urban Initiative**
Recognizing CSIS’ unique capabilities in both Indian state policy and global energy, in late 2016 the U.S. Department of State asked CSIS to host a unique program, the “State and Urban Initiative.” Through this partnership, CSIS is doing the following:

1. Developing a clearer picture of India’s state-level energy reform priorities, and
2. Creating new opportunities for U.S. energy players (universities, companies, research laboratories, U.S. state government agencies, foundations) to engage with Indian states.

U.S. institutions can play a meaningful role in helping states meet these national-level objectives, as well as their own energy goals. Indian states are starved for technical expertise, and guidance on emerging energy trends that should impact their spending priorities. Successful engagement with India’s states will mean reduced emissions in the future, and greater commercial opportunities today.

**Website with Focus on Energy**: CSIS has launched a comprehensive website titled “Engaging Indian States” for businesses, research institutions, policymakers, and journalists who seek greater insight into the potential for engagement with India’s subnational governments. Phase one of the website focuses on the energy sector. [indianstates.csis.org](http://indianstates.csis.org)

**Energizing India (Focus on States)**: as part of the State & Urban Initiative CSIS launched a series of monthly briefs and discussion series focusing on critical energy issues at the state-level in India.

- **Lunch Series**: Featuring senior Indian state government officials, and energy champions from India and the United States, who have been identified as integral to fostering U.S.-India energy cooperation at the subnational level.
- **Monthly Brief**: The first targeted brief of its kind focused on energy-related matters at the subnational level in India.

**Energy Personality of an Indian State in 10 Questions**: these briefs distill the energy sector challenges and opportunities of each state by answering 10 critical questions. The “energy personalities” of Bihar, [Madhya Pradesh](http://Madhya Pradesh), and Uttar Pradesh have been published.

**Analyses**: CSIS Wadhwaní Chair produces original articles and podcasts diving deep into energy-related matters pertaining to Indian states. This includes analysis of the latest national and state-level policies, recommendations for improving the energy sector, as well
SIDO Survey 2017 Results

The 2017 SIDO survey was distributed electronically and received responses from March 22, 2017-April 26, 2017. Complete or mostly complete responses were received from 41 states.

2017 Respondents: 41 states

Q1. Is your state international trade director appointed?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>32</td>
<td>78%</td>
</tr>
<tr>
<td>Yes</td>
<td>9</td>
<td>22%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q2. Where in state government is your office located?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Commerce or equivalent</td>
<td>9</td>
<td>21%</td>
</tr>
<tr>
<td>Governor’s Office</td>
<td>2</td>
<td>5%</td>
</tr>
<tr>
<td>Public-Private Organization</td>
<td>4</td>
<td>10%</td>
</tr>
<tr>
<td>Private or Non-Profit Organization</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Department of Economic Development or equivalent</td>
<td>23</td>
<td>55%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>2</td>
<td>5%</td>
</tr>
<tr>
<td>Sum</td>
<td>42</td>
<td>100%</td>
</tr>
</tbody>
</table>
Q3. Is your state trade office responsible for the promotion of agricultural exports?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>27</td>
<td>66%</td>
</tr>
<tr>
<td>Yes</td>
<td>14</td>
<td>34%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q4. Is your state office responsible for FDI attraction?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>7</td>
<td>17%</td>
</tr>
<tr>
<td>Yes</td>
<td>34</td>
<td>89%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q5. Which of the following trade promotion services does your state trade office currently offer?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade missions</td>
<td>39</td>
<td>95%</td>
</tr>
<tr>
<td>Trade shows</td>
<td>37</td>
<td>90%</td>
</tr>
<tr>
<td>Client export counseling</td>
<td>37</td>
<td>90%</td>
</tr>
<tr>
<td>Training programs and seminars</td>
<td>36</td>
<td>88%</td>
</tr>
<tr>
<td>Market entry strategy development</td>
<td>34</td>
<td>88%</td>
</tr>
<tr>
<td>Overseas offices or representatives</td>
<td>31</td>
<td>76%</td>
</tr>
<tr>
<td>Market research</td>
<td>31</td>
<td>76%</td>
</tr>
<tr>
<td>Export readiness training</td>
<td>30</td>
<td>73%</td>
</tr>
<tr>
<td>Inbound buying missions</td>
<td>26</td>
<td>63%</td>
</tr>
<tr>
<td>Agent distributor searches</td>
<td>26</td>
<td>63%</td>
</tr>
<tr>
<td>Foreign company background checks</td>
<td>21</td>
<td>51%</td>
</tr>
<tr>
<td>Identifying suppliers abroad for companies in your state</td>
<td>21</td>
<td>51%</td>
</tr>
<tr>
<td>Marketing/promotional literature reviews</td>
<td>15</td>
<td>37%</td>
</tr>
<tr>
<td>Import counseling</td>
<td>13</td>
<td>32%</td>
</tr>
<tr>
<td>Competitive analysis/pricing information</td>
<td>12</td>
<td>29%</td>
</tr>
<tr>
<td>Foreign student recruitment to your local colleges or universities</td>
<td>12</td>
<td>29%</td>
</tr>
<tr>
<td>Licensee, joint venture, partnership contract review</td>
<td>5</td>
<td>12%</td>
</tr>
</tbody>
</table>

Other (please specify)

- Answering for the collective; state only focuses on exports & FDI at somewhat basic levels. Global Trade Services helps with import/supply chain too and goes deeper to provide customized research, strategy & advice.
- Certificates of Free Sale, Business Etiquette
- Exportech
- Governor led trade mission
- Most of our services are offered in partnership with the local US Commercial Service office and foreign commercial service offices as needed
- Some of these services are provided in state and some by overseas consultants
- STEP Grant Program for small businesses
Q6. What size company do you consider to be your primary clients for export promotion?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-49 employees</td>
<td>14</td>
<td>34%</td>
</tr>
<tr>
<td>50-249 employees</td>
<td>27</td>
<td>66%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q7. What role does your office play in trade policy? (Select all that apply)

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advises the governor on trade policy</td>
<td>28</td>
<td>68%</td>
</tr>
<tr>
<td>Advises the legislature on trade policy</td>
<td>12</td>
<td>29%</td>
</tr>
<tr>
<td>Serves as a state point of contact for the U.S. Office of Trade Representative</td>
<td>22</td>
<td>54%</td>
</tr>
<tr>
<td>No role</td>
<td>6</td>
<td>15%</td>
</tr>
</tbody>
</table>

Other (please specify)
- A little bit of everything listed above depending on the needs by the governor’s office
- Educates the statewide business community, including local EDOs and Chambers on trade policy
- We advise the Governor’s Office through Dept. of Economic Development executive office leadership and through the Econ Development policy office. Not directly.
- We provide input to the Governor’s office in DC
- We respond if we are requested to do so by our Communications Team

Q8. What role does your office play in assisting companies with IMPORT inquiries? Check all that apply.

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Help identify foreign supplier companies</td>
<td>9</td>
<td>22%</td>
</tr>
<tr>
<td>Advise companies on the customs and duty collection process</td>
<td>10</td>
<td>24%</td>
</tr>
<tr>
<td>Identify/understand import regulations</td>
<td>8</td>
<td>20%</td>
</tr>
<tr>
<td>Recommend logistic services</td>
<td>13</td>
<td>32%</td>
</tr>
<tr>
<td>Advise on financial transactions</td>
<td>5</td>
<td>12%</td>
</tr>
<tr>
<td>Assist in identifying unfair trade issues</td>
<td>5</td>
<td>12%</td>
</tr>
<tr>
<td>No role</td>
<td>14</td>
<td>34%</td>
</tr>
</tbody>
</table>

Other (please specify)
- Identify federal points of contact
- Introduce them to partners
- Gov’t does not assist with import
- May begin import assistance in 2018
- On a case by case basis
- Provide a list of online resources for importers
- Referrals to other import related resources
- Referrals to others who can help
- This is not a service we advertise
- We redirect to World Trade Centers and consulates
Q9. Has your state trade office's budget increased, decreased or stayed approximately the same the past 12 months?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stayed approximately the same</td>
<td>31</td>
<td>76%</td>
</tr>
<tr>
<td>Decreased</td>
<td>8</td>
<td>20%</td>
</tr>
<tr>
<td>Increased</td>
<td>2</td>
<td>5%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q10. Do you anticipate your state trade office's budget will increase, decrease or stay the same over the next 12 months?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay approximately the same</td>
<td>25</td>
<td>61%</td>
</tr>
<tr>
<td>Decrease</td>
<td>11</td>
<td>27%</td>
</tr>
<tr>
<td>Increase</td>
<td>5</td>
<td>12%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q11. If your office anticipates a budget increase, how do you anticipate those additional funds will be spent? (Check all that apply)

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hire new staff</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>Open a new office</td>
<td>2</td>
<td>40%</td>
</tr>
<tr>
<td>Provide new services</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>More trade events</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>Purchase new technology</td>
<td>1</td>
<td>20%</td>
</tr>
<tr>
<td>Staff training</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

Q12. Does your state maintain international trade offices in foreign countries?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>10</td>
<td>24%</td>
</tr>
<tr>
<td>Yes</td>
<td>31</td>
<td>76%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q13. Does your state plan to expand the number of overseas offices in the next 12 months?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>35</td>
<td>88%</td>
</tr>
<tr>
<td>Yes</td>
<td>5</td>
<td>13%</td>
</tr>
<tr>
<td>Sum</td>
<td>40</td>
<td>100%</td>
</tr>
</tbody>
</table>
Q14. How many total full-time equivalent (FTE) employees are currently employed by your state's trade office?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 5 employees</td>
<td>20</td>
<td>49%</td>
</tr>
<tr>
<td>6 to 10 employees</td>
<td>16</td>
<td>38%</td>
</tr>
<tr>
<td>11 to 15 employees</td>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td>15+ employees</td>
<td>2</td>
<td>5%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
<tr>
<td>Median</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>6.5</td>
<td></td>
</tr>
</tbody>
</table>

Q15. Has the number of total full-time equivalent (FTE) positions increased, decreased, or stayed approximately the same over the past 12 months?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stayed approximately the same</td>
<td>31</td>
<td>76%</td>
</tr>
<tr>
<td>Decreased</td>
<td>6</td>
<td>15%</td>
</tr>
<tr>
<td>Increased</td>
<td>4</td>
<td>10%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q16. What is the approximate annual salary range for your trade staff? (For example: $25,000 - $35,000)

<table>
<thead>
<tr>
<th>Entry level Trade Specialist (or equivalent title)</th>
<th>Senior Trade Specialist</th>
<th>Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>$25,000-$35,000</td>
<td>$40,000</td>
<td>$45,000-$55,000</td>
</tr>
<tr>
<td>$31,000-$47,700</td>
<td>$43,340-$55,690</td>
<td>$60,000-$65,000</td>
</tr>
<tr>
<td>$32,000-$38,000</td>
<td>$45,000-$50,000</td>
<td>$60,000-$90,000</td>
</tr>
<tr>
<td>$34,000-$39,000</td>
<td>$45,000-$50,000</td>
<td>$65,000</td>
</tr>
<tr>
<td>$35,000</td>
<td>$45,000-$55,000</td>
<td>$65,000-$150,000</td>
</tr>
<tr>
<td>$35,000</td>
<td>$45,000-$60,000</td>
<td>$65,000-$75,000</td>
</tr>
<tr>
<td>$35,000-$40,000</td>
<td>$47,000-$55,000</td>
<td>$69,829-$106,152</td>
</tr>
<tr>
<td>$35,000</td>
<td>$50,000</td>
<td>$70,000</td>
</tr>
<tr>
<td>$35,000-$50,000</td>
<td>$50,000-$65,000</td>
<td>$70,000-$75,000</td>
</tr>
<tr>
<td>$40,000</td>
<td>$55,000-$68,000</td>
<td>$70,000-$98,000</td>
</tr>
<tr>
<td>$40,000</td>
<td>$56,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>$40,000-$50,000</td>
<td>$60,000</td>
<td>$80,000-$100,000</td>
</tr>
<tr>
<td>$40,000-$50,000</td>
<td>$80,000</td>
<td>$80,000-$100,000</td>
</tr>
<tr>
<td>$40,000-$50,000</td>
<td>$60,000-$65,000</td>
<td>$80,000-$85,000</td>
</tr>
<tr>
<td>$40,000-$50,000</td>
<td>$60,000-$72,000</td>
<td>$80,000-$90,000</td>
</tr>
<tr>
<td>$45,000-$50,000</td>
<td>$60,000-$75,000</td>
<td>$80,000-$90,000</td>
</tr>
<tr>
<td>$45,000-$60,000</td>
<td>$60,000-$76,000</td>
<td>$80,287-$122,232</td>
</tr>
<tr>
<td>$45,000-$80,000</td>
<td>$61,000-$90,000</td>
<td>$83,000-$119,000</td>
</tr>
<tr>
<td>Salary Range</td>
<td>Median of Midpoint</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------</td>
<td></td>
</tr>
<tr>
<td>$50,000</td>
<td>$70,000-$125,000</td>
<td></td>
</tr>
<tr>
<td>$55,000-$55,000</td>
<td>$70,000-$80,000</td>
<td></td>
</tr>
<tr>
<td>$50,000-$65,000</td>
<td>$75,000</td>
<td></td>
</tr>
<tr>
<td>$52,000</td>
<td>$75,000</td>
<td></td>
</tr>
<tr>
<td>$54,000</td>
<td>$75,000-$90,000</td>
<td></td>
</tr>
<tr>
<td>$55,000-$60,000</td>
<td>$76,167-$92,988</td>
<td></td>
</tr>
<tr>
<td>$56,000</td>
<td>$80,000-$100,000</td>
<td></td>
</tr>
<tr>
<td>$60,000</td>
<td>$80,000-$120,000</td>
<td></td>
</tr>
<tr>
<td>$61,233-$74,582</td>
<td>$80,000-$120,000</td>
<td></td>
</tr>
<tr>
<td>$65,000</td>
<td>$85,000</td>
<td></td>
</tr>
<tr>
<td>$65,000</td>
<td>$85,000</td>
<td></td>
</tr>
<tr>
<td>$75,000-$85,000</td>
<td>$85,000-$95,000</td>
<td></td>
</tr>
<tr>
<td>$90,000</td>
<td>$95,000-$115,000</td>
<td></td>
</tr>
<tr>
<td>$90,000</td>
<td>$110,000</td>
<td></td>
</tr>
<tr>
<td>$130,000-$150,000</td>
<td>$115,000-$130,000</td>
<td></td>
</tr>
<tr>
<td>$140,000</td>
<td>$120,000</td>
<td></td>
</tr>
<tr>
<td>$150,000-$270,000</td>
<td>$130,000-$250,000</td>
<td></td>
</tr>
</tbody>
</table>

**Entry level Trade Specialist (or equivalent title):** $46,250  
**Senior Trade Specialist:** $67,750  
**Director:** $90,000

Q17. Do you have staff dedicated SOLELY to FDI attraction?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>22</td>
<td>54%</td>
</tr>
<tr>
<td>Yes</td>
<td>19</td>
<td>46%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q18. Please identify the primary obstacles that your agency faces in accomplishing its trade promotion goals.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding/budget</td>
<td>30</td>
<td>73%</td>
</tr>
<tr>
<td>Insufficient staffing/internal capacity</td>
<td>28</td>
<td>68%</td>
</tr>
<tr>
<td>Support from legislature</td>
<td>11</td>
<td>27%</td>
</tr>
<tr>
<td>Support from executive branch</td>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td>Awareness of services</td>
<td>20</td>
<td>49%</td>
</tr>
<tr>
<td>Integration of international with other state economic development programs</td>
<td>11</td>
<td>27%</td>
</tr>
</tbody>
</table>
Q19. Which of the following are significant barriers for businesses in your state that currently export or wish to export? Check all that apply.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding foreign regulations</td>
<td>27</td>
<td>66%</td>
</tr>
<tr>
<td>Identifying foreign buyers</td>
<td>31</td>
<td>76%</td>
</tr>
<tr>
<td>Obtaining export capital</td>
<td>22</td>
<td>54%</td>
</tr>
<tr>
<td>Navigating domestic export license requirements</td>
<td>15</td>
<td>37%</td>
</tr>
</tbody>
</table>

Other (please specify)
- Access cost effective support for developing new export market opportunities
- Awareness of available programs
- Challenges with their own funding and staffing shortfalls
- Confidence of payment
- Export compliance
- Paying for trade shows, meeting foreign regulatory requirements
- Shipping and logistics costs
- Transportation and workforce
- Understanding that exporting is possible for them
- We are not involved in this level of counseling

Q20. What is the MOST significant obstacle for businesses in your state regarding access to export capital?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of participation from private lenders</td>
<td>16</td>
<td>41%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>7</td>
<td>18%</td>
</tr>
<tr>
<td>Risk from foreign buyer</td>
<td>10</td>
<td>26%</td>
</tr>
<tr>
<td>Profitability requirements</td>
<td>5</td>
<td>13%</td>
</tr>
<tr>
<td>Export-Import Bank application process</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Sum</td>
<td>39</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q21. Which of the following areas of potential state-federal cooperation on trade assistance programs are important to your agency? Check all that apply.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint performance measures</td>
<td>13</td>
<td>32%</td>
</tr>
<tr>
<td>Client sharing</td>
<td>33</td>
<td>80%</td>
</tr>
<tr>
<td>Success sharing Information sharing</td>
<td>31</td>
<td>76%</td>
</tr>
<tr>
<td>Joint administration of grants</td>
<td>9</td>
<td>22%</td>
</tr>
</tbody>
</table>
Q22. How often does your agency refer exporters to the federal resources available through export.gov and/or trade.gov?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have not referred exporters</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Rarely refer exporters</td>
<td>3</td>
<td>8%</td>
</tr>
<tr>
<td>Sometimes refer exporters</td>
<td>5</td>
<td>14%</td>
</tr>
<tr>
<td>Frequently refer exporters</td>
<td>28</td>
<td>76%</td>
</tr>
<tr>
<td>Sum</td>
<td>37</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q23. Which of the following services/programs offered by the U.S. Department of Commerce did your state use or participate in during the last 12 months? Check all that apply.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold Key</td>
<td>30</td>
<td>73%</td>
</tr>
<tr>
<td>Single company promotion</td>
<td>15</td>
<td>37%</td>
</tr>
<tr>
<td>International company profile</td>
<td>15</td>
<td>37%</td>
</tr>
<tr>
<td>International partner search</td>
<td>19</td>
<td>46%</td>
</tr>
<tr>
<td>Market research reports</td>
<td>14</td>
<td>34%</td>
</tr>
<tr>
<td>Customized market research</td>
<td>4</td>
<td>10%</td>
</tr>
<tr>
<td>Feature Your Company on the U.S. Commercial Service site</td>
<td>4</td>
<td>10%</td>
</tr>
<tr>
<td>Trade Fair Certification Program – TFC Trade missions – USDOC Executive Led</td>
<td>6</td>
<td>15%</td>
</tr>
</tbody>
</table>

Q24. Please rate your level of satisfaction with the U.S. Department of Commerce services provided overseas during the past 12 months.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely satisfied</td>
<td>10</td>
<td>32%</td>
</tr>
<tr>
<td>Moderately satisfied</td>
<td>15</td>
<td>48%</td>
</tr>
<tr>
<td>Slightly satisfied</td>
<td>2</td>
<td>6%</td>
</tr>
<tr>
<td>Neither satisfied nor dissatisfied</td>
<td>2</td>
<td>6%</td>
</tr>
<tr>
<td>Slightly dissatisfied</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Moderately dissatisfied</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Extremely dissatisfied</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Sum</td>
<td>31</td>
<td>100%</td>
</tr>
</tbody>
</table>
Q25. Which of the following do you anticipate organizations in your state may need assistance with to increase exports/international outreach over the next 12 months, including assistance not currently offered by the U.S. Department of Commerce? Check all that apply.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completing export documentation - Shippers Export Declaration,</td>
<td>24</td>
<td>59%</td>
</tr>
<tr>
<td>Certificates of Origin, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign (and domestic) regulation, standard, and license compliance</td>
<td>25</td>
<td>61%</td>
</tr>
<tr>
<td>Obtaining market and competitive intelligence</td>
<td>32</td>
<td>78%</td>
</tr>
<tr>
<td>Developing a strategy to begin exporting, enter new markets, or expand in existing markets</td>
<td>28</td>
<td>68%</td>
</tr>
<tr>
<td>Modifying products/services/practices for foreign markets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhancing marketing/media exposure overseas Identifying foreign partners and buyers</td>
<td>19</td>
<td>46%</td>
</tr>
<tr>
<td>Overcoming a market access barrier/unfair trade practice/intellectual property issue Competing for a foreign government procurement</td>
<td>19</td>
<td>46%</td>
</tr>
<tr>
<td>Obtaining export financing and insurance (working capital loans / loan guarantees, foreign receivables insurance, foreign buyer loans /loan guarantees, etc.) - NOT CURRENTLY OFFERED BY DOC</td>
<td>20</td>
<td>49%</td>
</tr>
<tr>
<td>Obtaining export funding &amp; grants (for sales trips overseas, foreign trade missions, DOC services, design of international marketing products and campaigns, export trade show exhibits, project feasibility studies, etc.) - NOT CURRENTLY OFFERED BY DOC</td>
<td>21</td>
<td>51%</td>
</tr>
</tbody>
</table>

Q26. Do you feel that your state’s working relationship with the U.S. Department of Commerce has improved in the last year?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>12</td>
<td>33%</td>
</tr>
<tr>
<td>Yes</td>
<td>24</td>
<td>67%</td>
</tr>
<tr>
<td>Sum</td>
<td>36</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q27. What are your top advocacy priorities?

- Funding/STEP Grant
- Trade with Cuba
- FTAs
- Availability of STEP funding and international financing (EXIM) Market access
- continued STEP funding
- Exim Bank support
- EX-IM Bank, US Department Commerce/ITA We are no longer pushing FTAs until things settle
- EX-IM Bank recertification, maintaining free trade agreements, expanding market for US products, STEP program
- Export Promotion
- Federal/State Coordination
- Grant funding through STEP needs and should continue; the results from the businesses are significant and actually helping them grow. I think more flexibility in implementing STEP needs to be at the state level w/o too much micro management from SBA HQ- a good balance can be found.
- Intellectual Property and export financing/working capital
- Maintain Federal Programs such as Select USA/STEP/Foreign Buyer programs
- NTBs FTAs- since renegotiating
- Promote and support the USDOC and EX-IM bank programs.
- Reduce Tariffs More Free Trade Policies Increase truck weights on state highways
- STEP
- Trade agreements
- Trade agreements, EX-IM
- Trade issues with China
- We do not advocate for anything out of our office; we provide input to the Governor’s office in DC

Q28. How often do you meet with your state’s U.S. Export Assistance Center (USEAC)?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very frequently</td>
<td>26</td>
<td>63%</td>
</tr>
<tr>
<td>Somewhat frequently</td>
<td>12</td>
<td>29%</td>
</tr>
<tr>
<td>Infrequently</td>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q29. Has your state engaged with the Department of Commerce SelectUSA (formerly Invest in America) office?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very frequently</td>
<td>10</td>
<td>26%</td>
</tr>
<tr>
<td>Somewhat frequently</td>
<td>18</td>
<td>46%</td>
</tr>
<tr>
<td>Infrequently</td>
<td>11</td>
<td>28%</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Sum</td>
<td>39</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q30. How often does your state refer to SelectUSA.gov?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very frequently</td>
<td>3</td>
<td>8%</td>
</tr>
<tr>
<td>Somewhat frequently</td>
<td>12</td>
<td>31%</td>
</tr>
<tr>
<td>Infrequently</td>
<td>21</td>
<td>54%</td>
</tr>
<tr>
<td>Never</td>
<td>3</td>
<td>8%</td>
</tr>
<tr>
<td>Sum</td>
<td>39</td>
<td>100%</td>
</tr>
</tbody>
</table>
Q31. Please identify which programs or resources you would like to receive information on from SIDO to assist you in your work.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best practices of other states</td>
<td>38</td>
<td>93%</td>
</tr>
<tr>
<td>Federal grant programs</td>
<td>27</td>
<td>66%</td>
</tr>
<tr>
<td>Statistical information/market research</td>
<td>29</td>
<td>71%</td>
</tr>
<tr>
<td>Staff training</td>
<td>25</td>
<td>61%</td>
</tr>
</tbody>
</table>

Q32. Do you use a formula or methodology to identify estimated return on investment (ROI) results for your trade promotion program?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>19</td>
<td>46%</td>
</tr>
<tr>
<td>Yes</td>
<td>22</td>
<td>54%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

If yes, please explain:

- We capture our results from our clients and the legislature’s Bureau of Economic & Demographic Research conducts biannual ROI analysis.
- Actual and projected sales vs. expenses.
- Companies provide export sales estimates per STEP requirements.
- Cost of mission vs actual sales reported by company.
- Electronic surveys of client results every 6 months provide documented metrics, which are then used to determine overall program ROI.
- Export sales reported divided by program expenditures.
- Export Sales/Total Investment.
- State’s only source of direct financial assistance to companies for export promotion purposes is via STEP- so international sales numbers the companies disclose vs STEP funding received by the company.
- Our State follows the SBA STEP Calculations for ROI.
- Simple export sales divided by cost.
- STEP formula.
- Survey grant recipients and trade show/mission participants only.
- Total investment / export sales. We also report new jobs created as a result of our export promotion services.
- We are measured in export sales and number of companies and new companies into the pipeline.
- We ask companies to complete an ROI form with "projected sales" prior to our assistance and follow up with the same form every 6mos and ask to complete "actual sales" if any have been had.
- We collect, via an annual survey, the estimated international sales from companies that we have assisted for the year. Based on internal econometric modeling, we estimate 9 trade-supported jobs for every $1 million in exports.
- We extrapolate results from the federal grant programs across all of our trade activity.
- We have a close-out survey that we employ six months after a company has used our services.
• We have post-event evaluation and ask companies for ROI. We also follow-up with clients to gauge actual ROI. We would be thrilled to know what other states are doing.
• We use ROI for trade shows and trade missions. We calculate the total cost of the activity and via surveys track actual and estimates sales from participating companies.
• We use the straight export sales numbers reported to us by clients.
• We utilize a cost/benefit model.
• Yes and no. We have detailed performance metrics. We track exports reported by companies as result of direct assistance and report the total export changes at the city, county and state level.

Q33. Does your state trade office conduct follow-up with your clients?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Yes</td>
<td>41</td>
<td>100%</td>
</tr>
<tr>
<td>Sum</td>
<td>41</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q34. If your state received STEP grant funds, what was the ROI reported to SBA for the most recent fiscal year?
• 1.7
• 4.6
• 11.3
• 22.6
• 23.9
• 29
• 33
• 91
• 112
• 201.9
• $42 to 1
• 11.5%
• 11:1
• 11:81
• 22%
• 30 percent
• 31.8  STEP #4
• 48.4; $5,600,700 Actual Export Sales
• 54%
• 8,400%
• Our five year average is $98:1. For FFY 15 it was $94:1
• Over $4 million
• ROI was low because most companies collect reimbursement in 3rd and 4th quarters. Export sales numbers haven’t had enough time to mature and converts in 6 and 12 month timeframes.
Q35. How important is STEP (State Trade and Export Promotion) to the success of your export promotion efforts?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely important</td>
<td>25</td>
<td>63%</td>
</tr>
<tr>
<td>Very important</td>
<td>8</td>
<td>20%</td>
</tr>
<tr>
<td>Moderately important</td>
<td>5</td>
<td>13%</td>
</tr>
<tr>
<td>Slightly important</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Not at all important</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Sum</td>
<td>40</td>
<td>100%</td>
</tr>
</tbody>
</table>

Q36. What percentage of your export promotion budget comes from STEP (State Trade and Export Promotion) funds?

<table>
<thead>
<tr>
<th>Answers</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-20%</td>
<td>15</td>
<td>39%</td>
</tr>
<tr>
<td>21-40%</td>
<td>5</td>
<td>13%</td>
</tr>
<tr>
<td>41-60%</td>
<td>6</td>
<td>16%</td>
</tr>
<tr>
<td>61-100%</td>
<td>7</td>
<td>18%</td>
</tr>
<tr>
<td>61-80%</td>
<td>9</td>
<td>13%</td>
</tr>
<tr>
<td>Sum</td>
<td>38</td>
<td>100%</td>
</tr>
</tbody>
</table>
Michael Allocca
President, Allocca Enterprises

Allocca began his career in 1996 while starting in operations at a freight forwarding company in Albany, New York. He quickly worked his way up over 10 years from internal operations to vice president of sales. In 2006, Allocca started his own consulting company under Allocca Enterprises Inc., where he works with importers and exporters to conduct compliance audits, classifications and implementing written export and import procedures. He has conducted hundreds of on-site and public training seminars across the United States and the globe. He is certified as a global business professional and certified trainer by the National Association of Small Business International Trade Educators (NASBITE International).

Julie Balzano
International Trade Director, NMMA

Balzano has worked in the international trade arena for the past two decades. She joined the National Marine Manufacturers Association, or NMMA, in July 2012 to provide strategic oversight, implementation and management of the association’s export development program—a program designed to assist more than 1,800 members with their international efforts as well as position the NMMA globally as the sourcing destination for U.S. manufactured boats and related products.

Nelson W. Cunningham
President and Co-Founder, McLarty Associates

Prior to co-founding McLarty Associates in 1998, Cunningham served in the White House as Special Advisor to President Clinton on Western Hemisphere affairs and General Counsel at the White House Office of Administration. He previously served as General Counsel of the Senate Judiciary Committee, under then-Chairman Joseph R. Biden. Cunningham is a member of the State Department’s Advisory Committee on International Economic Policy, past member of the Secretary of State’s Foreign Affairs Policy Board, and past Chairman of the Export-Import Bank Advisory Committee. Mr. Cunningham serves as President of the American Security Project; and as Vice Chair of the Business Council for International Understanding (BCIU) and the Institute of the Americas. He is a member of the boards of the Atlantic Council and the US-India Strategic Partnership Forum, and is a member of the Yale President’s Council on International Activities, the Council of the Americas, and the Council on Foreign Relations.
Gitane De Silva  
Alberta’s Senior Representative to the United States

Prior to her current appointment, De Silva served as Deputy Minister of Alberta International and Intergovernmental Relations. Before joining the Alberta Civil Service, De Silva was Consul General of Canada in Chicago. As Canada’s representative in Illinois, Wisconsin and Missouri, she worked to advance Canada’s political and economic interests, including trade and investment promotion. De Silva served for 12 years in Canada’s Foreign Service and, prior to her appointment as Consul General, held several roles at Foreign Affairs, Trade and Development Canada (now Global Affairs Canada), including Director, Canada-US Advocacy and Mission Liaison, and director, US Transboundary Affairs. She also served as Counsellor (Environment & Fisheries) at the Canadian Embassy in Washington, DC and in the Canada-US Secretariat at the Privy Council Office. De Silva also served as Deputy Head of Agency at Status of Women Canada and Director General, APEC Women and the Economy Summit, where she worked on women’s economic empowerment and women in leadership.

Elie Farah  
Vice President of Strategy and Coaching, CIDEP

After various professional Business Development assignments in the Life Science industry, Farah spent 10 productive years in various Economic Development and Foreign investment Attraction functions for the Quebec Government.
In January 1992, he became Industrial Commissioner for the Montreal Urban Community where for over 5 years assumed the responsibility of Foreign Investment Attraction. He later joined LAB International Holdings as President of its subsidiary, LAB Biosyn Corporation. In January 2000, he became Vice President of Business & Corporate Development at Biophage Inc. He was promoted to Chief Executive Officer of the company in May 2002. Farah then joined Montréal International in July 2004, as Vice President, Investment Greater Montreal. He managed a team of 20 economic developers specialized in Foreign Direct Investment attraction, reinvestment and retention.
Farah is a Member of the Order of Engineers of Quebec.
**Dan Felton**  
Vice Chair of the State Government Relations Committee, Organization for International Investment

Prior to joining Philips, Felton spent nearly 15 years doing federal, state and local government relations work for the bottled water and credit card industries. A leader in the state government relations arena, Felton currently serves as Vice Chair of the State Government Relations Committee for the Organization for International Investment (OFII), Chair of the State Government Relations Committee for the Medical Imaging Technology Alliance (MITA), and is incoming Chair of the State Affairs Working Group for the Advanced Medical Technology Association (AdvaMed). He also serves on the State Government Affairs Council (SGAC) Board and is a graduate of their nationally recognized Professional Certification and Advanced Professional Certification Programs. He is a graduate of Gustavus Adolphus College in Minnesota.

**Joe Hepworth**  
Middle East Director, OCO

In 2014, Hepworth founded the British Centres for Business in the UAE, a unique trade and foreign investment attraction project in partnership with the UK’s Department for International Trade and Dubai Government that has supported more than 200 companies with an array of market entry services in the region. Prior to that, he enjoyed a successful career in the container shipping industry with P&O Nedlloyd and Maersk Line, which encompassed senior commercial roles in Holland, China, Russia, Sweden and India.

**Michael Hirou**  
Chief USA Representative- Manager, Tractus Asia

He began his career in 1994, working on the floor of the NYSE as part of Goldman Sachs’ two-year analyst program. He was hired on as a 3rd year analyst working on Goldman Sachs’ Institutional Equities Trading desk in New York. Hirou was promoted to Goldman Sachs’ Associate Class of 1997, typically offered only to recent MBA graduates. Upon completion, he rejoined the Institutional Equities Division full time as Sales Trader, responsible for providing daily research and trading execution for some of the largest buy-side firms on Wall St. In 2000, he relocated to back his native California where he worked for several boutique Investment Banks in Equity Sales and Trading including Thomas Weisel Partners, JMP Securities and Sandler O’Neil + Partners. During his tenure at Sandler O’Neil, he primarily worked with hedge fund portfolio managers providing thorough research while identifying profitable trading patterns.
**Aaron Madsen**  
Global Business Director, Nova-Tech Engineering

Madson has served for 11 years as the Global Business Director for Nova-Tech Engineering, a designer, manufacturer, and servicer of automated processing equipment based in Willmar MN, USA. He has assisted the local MN Company in its growth and operation into over 50 countries worldwide. In 2012 Madson also took on the role of establishing and growing Nova-Tech’s Asian subsidiary based in Suzhou China to gain access to the biggest and fastest growing markets in poultry. He now serves as Managing Director of the fast growing Asia based entity that continues to branch out into several locations in greater Asia.

**Johanna Maska**  
Chief Executive Officer, Global Situation Room

For eight years she worked as Director of Press Advance for President Barack Obama, managing President Obama’s public image on trips for eight years across the United States and to 40 countries including extended tours of Asia, South America, Europe and Africa. She played an important role on both successful presidential elections, starting in Iowa in 2007 and concluding in early 2015. Prior to that Maska worked in politics in Iowa and Kansas. The former White House official has since worked in media and technology and works now to promote positive global growth for brands.

**Dennis Meseroll**  
Co-Founder and Executive Director, Tractus Asia Limited

Meseroll has more than 20 years of experience in Asia advising companies in the development and implementation of their market entry strategies in a wide variety of industrial sectors. These assignments have included operational and financial feasibility assessments, site location analysis, real estate and investment incentives negotiations and transactions as well as the management of their corporate entity establishment and investment approvals through to operational start-up. In addition to his private sector advisory work, he has been an advisor to the trade and investment promotion agencies of the governments of China, Indonesia, Malaysia, Mongolia, the Philippines and Thailand; the Ministry of Finance of the government of Pakistan; the trade promotion agency of the state of Ohio and New Jersey as well as The World Bank, MIGA and the ASEAN Secretariat on the development of trade promotion and investment attraction strategies.
Julie Nickel
International Sales Director, Messe Frankfurt

Having worked on over 20 international events, Nickel is a trade show specialist with expertise in industries to include consumer goods, entertainment, and technology and production. Since 1991, the U.S. office of Messe Frankfurt has been organizing B2B events in the U.S. and providing turn-key services to U.S. based exporters and buyers at its events in Frankfurt and around the globe. Internationally, Messe Frankfurt has a sales and support network of 85 subsidiaries and Sales Partners to support our clients at 134 trade shows worldwide. Nickel is excited to represent Messe Frankfurt again at SIDO this year in hopes to strengthen relationships with state officials in their goal of expanding U.S. exports.

David Sears
Business Development Manager, TWI Group

Sears has spent 20 working in the international freight forwarding / shipping industry. He is from a small town in Nebraska and has always been interested in exploring the world. He is currently the Business Development Manager for TWI Group. He resides in Alexandria VA with his wife, Tatiana and daughter Mackenzie.

Aerek Stephens
Program Manager, Export-Import Bank Regional Export Promotion Program

Stephens, a native of Chesapeake Virginia, is Program Manager of the Export-Import Bank of the United States (EXIM Bank) Regional Export Promotion Program (REPP) which brings together state, county, and local nonprofit economic development entities with EXIM Bank in an alliance designed to expand export opportunities for small businesses. Mr. Stephens has more than 20 years of banking experience with Wells Fargo and Citigroup. He has held leadership positions in Project Management, Relationship Management, and Lending and Collections.

John Worthington
Managing Director, IBT Online

Worthington brings decades of successful international business development experience to clients. Being deeply involved in international online operations, digital marketing and sales management programs, John is a frequent key note speaker at export and international business events. A founding partner at IBT Online at its creation in 2002, Worthington started his professional career in London qualifying as a Chartered Accountant. Today, he is an acknowledged expert in the field of international online business development. He sits on the board of a number of international companies on both sides of the Atlantic. Worthington manages overall operations as well as directing his team to assist companies in optimizing their online presence in international markets.
Monday, December 11
SIDO Board and Leaders Dinner
6:00-8:00 pm

Tuesday, December 12
SIDO Board Meeting
9:00-11:00 am
Registration Open
10:00 am
Lunch
11:30-12:30 pm
Welcome & Introductions
12:30-12:45 pm
Host State Welcome
12:45-1:00 pm
The Current State of International Trade
1:00-1:45 pm
Break
1:45-2:00 pm
Building Your State Trade Ecosystem
2:00-3:00 pm
Best Practices in Market Research- Exports and Investment
3:00-4:00 pm
Vegas Entertainment
6:00 pm

Wednesday, December 13
Breakfast
7:30-8:30 am
STEP Workshop I
8:30-9:30 am
Networking Break
9:30-9:45 am
Compliance, Logistics and Documentation Part 1 (Room 1)
9:45-10:45 am
Website Utilization and E-commerce Platforms for Trade (Room2)
9:45-10:45 pm
Networking Break
10:45-11:00 am
Compliance Logistics and Documentation Part 2 (Room 2)
11:00-12:00 pm
Counseling Service Exporters (Room 2)
11:00-12:00 pm
Lunch
12:00-1:00 pm
Export Finance (Room 1)
1:00-2:00 pm

Around the World Market Snapshot
(Room 2)
1:00-2:00 pm
Break
2:00-2:15 pm
Developing an FDI Strateg
2:15-3:00 pm
Best Practices in Trade Events
3:15-4:15 pm
Open Night
4:30 pm

THURSDAY, December 14
Breakfast
7:30-8:30 am
SIDO Administration
8:00-8:30 a.m.
STEP Workshop II
8:30-9:30 am
Networking Break
9:30-9:40 am
Best Practices in Attracting Investment
9:40-10:40 am
NAFTA 2.0
10:40-11:30 pm
Closing Remarks and Open Discussion
11:30-12:00 pm
Conclude
12:00 pm