



POWERING EXPORT GROWTH

TRADE PROMOTION
.....

INTERNATIONAL SALES
.....

JOB CREATION



“THE KEY TO CREATING NEW JOBS IS OPENING MARKETS FOR AMERICAN GOODS... FOR EVERY \$1 BILLION WE INCREASE EXPORTS, THOUSANDS OF JOBS ARE SUPPORTED HERE AT HOME.”

—President Barack Obama, Nov. 5, 2010

About Us

The U.S. Commercial Service is the Trade Promotion Arm of the U.S. Department of Commerce's International Trade Administration

Who we are

- 1400+ trade professionals
- 108 domestic offices
- 115 commercial offices located in U.S. Embassies and Consulates in more than 70 countries
- Advocacy Center

What we do

- Support American businesses with inherently governmental and trade promotion activities
- Connect prescreened foreign companies with American suppliers

How we do it

- Trade Counseling
- Market Intelligence
- Business Matchmaking
- Advocacy and Commercial Diplomacy
- Trade Promotion Programs

The result

- Increased U.S. exports and U.S. jobs supported
- Level playing field for U.S. companies exporting abroad
- Increased number of U.S. exporters

The U.S. Commercial Service supports the President's National Export Initiative (NEI), which is focused on:

- Improving trade advocacy and export promotion efforts;
- Increasing access to credit, especially for small and medium-sized businesses;
- Removing barriers to the sale of U.S. goods and services abroad;
- Enforcing trade rules; and
- Pursuing policies at the global level to promote strong, sustainable, and balanced growth.

A Message from Acting Assistant Secretary and Director General Charles Ford

As one of the key agencies driving our government's trade promotion efforts, the U.S. Commercial Service's (CS) worldwide staff assisted more than 18,500 companies in fiscal year 2011. Approximately 5,600 reported achieving a milestone by exporting for the first time, entering a new market, or increasing their international market penetration. Over 85 percent of the companies assisted by the CS were small and medium-sized businesses with fewer than 500 employees. All together, U.S. companies reported that the CS helped them facilitate 14,600 export successes worth more than \$54 billion in FY2011—a 58 percent increase in dollar volume over last year.

Increasing global trade provides opportunities for growing America's small and medium-sized businesses. The CS continues to assist U.S. exporters in expanding to new markets by identifying opportunities, developing strategies, and connecting them to vetted partners. Throughout this report, you will find examples of the variety of export successes we supported.

I am privileged to serve in this extraordinary organization of more than 1,400 trade professionals dedicated to helping U.S. companies succeed globally. We look forward to assisting even more companies in 2012.

Sincerely,



Chuck Ford
Acting Assistant Secretary for Trade Promotion
and Director General of the U.S. and Foreign Commercial Service



Exports are Key to Growing the U.S. Economy

Exports are a bright spot in the U.S. economy and are a driver of economic growth. In 2011, U.S. exports of goods and services reached a record \$2.1 trillion—accounting for 13.8 percent of U.S. GDP. The United States is on track to meet the President’s National Export Initiative goals of doubling U.S. exports by the end of 2014 while supporting millions of jobs. There is vast untapped potential to increase U.S. exports, as well as many reasons for U.S. businesses to pursue opportunities in worldwide markets:



More than 70 percent of the world’s purchasing power is outside of the United States.

When we consider how best to grow the U.S. economy and support American jobs, it makes sense to look at markets beyond our borders where demand is growing. Over the next five years, 85 percent of the world’s economic growth will occur outside of the United States.

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Exporting is profitable for businesses of all sizes.

On average, sales grow faster, more jobs are created, and employees typically earn 13–18 percent more than in non-exporting firms. Companies that export are generally more resilient to economic fluctuations than those that do not.

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American products and services are in demand worldwide.

U.S. exporters benefit from the cachet of “Made in the USA.” Our nation’s companies are known throughout the world for high quality, innovative goods and services, after-the-sale customer service, and sound business practices. These products and services are helping improve lives and livelihoods around the world.

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The export process is more streamlined than ever.

Many companies don’t export or realize their full exporting potential because they believe it to be too burdensome or complicated. Today, however, the exporting process is much simpler with the Internet, multiple new shipment options, trade financing, and U.S. government programs that can assist with every step of the process.

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When it comes to exporting, businesses have a partner in the U.S. Commercial Service.

Each year, the U.S. Commercial Service helps thousands of U.S. companies sell to world markets. Many companies, especially small and medium-sized businesses, lack the knowledge, resources, or confidence to begin or expand their export activities—and that is why federal trade promotion is so important. Helping more businesses go global is exactly what the National Export Initiative aims to achieve.

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Services for U.S. Exporters

Trade Counseling

- Develop effective market entry and sales strategies
- Understand export documentation requirements and import regulations of foreign markets
- Identify U.S. government export controls, compliance, and trade financing options

Commercial Diplomacy

- Overcome trade obstacles to successfully enter international markets
- Benefit from coordinated U.S. government engagement with foreign governments to protect U.S. business interests
- Access U.S. government trade advocacy for your foreign government procurement bids

Business Matchmaking

- Connect with prescreened potential partners
- Promote products or services to targeted buyers at trade events worldwide
- Meet with international industry and government decision makers in target market(s)

Market Intelligence

- Analyze market potential and foreign competitors
- Obtain useful information on best prospects, financing, laws, and cultural issues
- Conduct background checks on potential buyers and distributors

To learn more about the U.S. Commercial Service or find the office nearest you, visit export.gov.

CS AT WORK: BY THE NUMBERS

U.S. COMMERCIAL SERVICE 2011 RESULTS*

\$54 billion in U.S. exports facilitated (58% increase from 2010)

\$24 billion in U.S. export content from advocacy cases won
(22% increase from 2010)

\$3.5 billion in commercial diplomacy successes

26,000 inquiries answered by 800-USA-TRADE

18,500 clients assisted (3.5% increase from 2010)

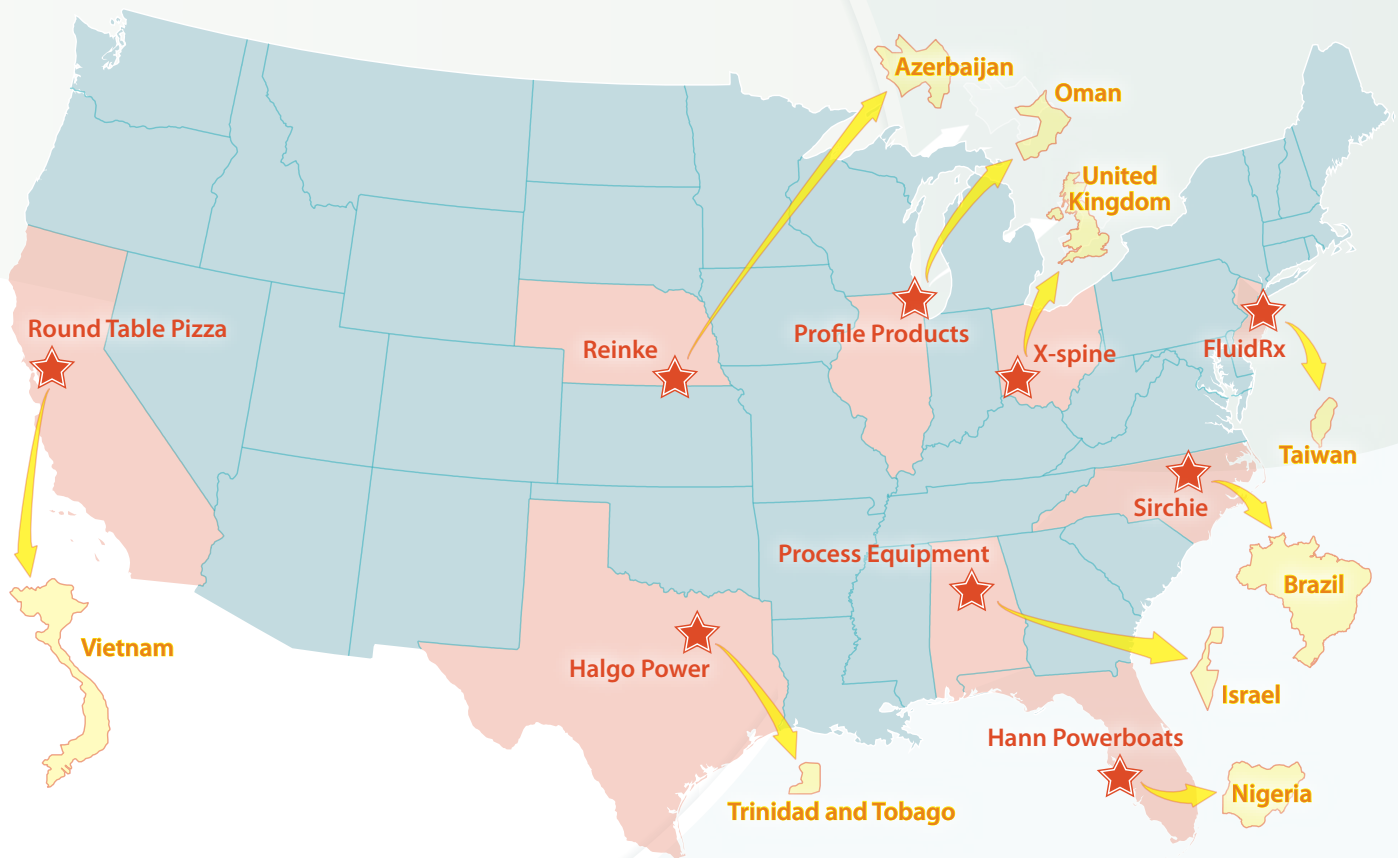
15,612 international buyers (22% increase from 2010)
led on 758 delegations to trade shows in the United States

1,500 domestic outreach events conducted with several thousand
U.S. company participants

527 U.S. company participants (53% increase from 2010)
on 39 trade missions overseas

* Data is for Fiscal Year 2011

CS AT WORK: EIGHT CS CLIENTS ADD OVER \$8 MILLION TO U.S. ECONOMY



Alabama

Process Equipment, of Pelham, sold over \$130,000 in industrial equipment to **Israel** after using CS market intelligence and attending CS seminars.

California

Round Table Pizza, of Concord, signed a \$300,000 franchising agreement in **Vietnam** after attending the CS-organized Master Franchise Investor Conference in Ho Chi Minh City, and expects to open 25 restaurants over the next 10 years.

Florida

Hann Powerboats, of Sarasota, made a \$400,000 powerboat sale to **Nigeria** using a CS International Company Profile.

Illinois

Profile Products, of Buffalo Grove, received information from the CS on export documentation, customs, and free trade agreements, resulting in a sale of over \$200,000 to **Oman** in support of a major golf course renovation.

Nebraska

Agricultural technology company Reinke, of Deshler, made a \$760,000 sale to **Azerbaijan** thanks to CS business matchmaking.

North Carolina

Using CS business matchmaking, Sirchie, of Youngsville, made a \$1.1 million sale of crime scene investigation kits and materials to the government in **Brazil**.

New Jersey

FluidRx, of Spring Lake, a manufacturer of test strips for automotive fluids, signed a distributor agreement in **Taiwan** with the assistance of CS trade counseling.

Ohio

X-Spine Systems, Inc., of Miamisburg, used CS business matchmaking to export \$200,000 of medical devices to the **United Kingdom** for the orthopedic spinal industry.

Texas

Halgo Power, of Plano, procured a \$5.3 million contract for complex boiler installation in **Trinidad and Tobago**, drawing on CS assistance with the country's laws and regulations.

CS AT WORK: CLIENT SUCCESS

SMALL MANUFACTURER "BREEZES" INTO WORLD MARKETS

CS Jump-Starts Minnesota Firm's Exports to Egypt, Saudi Arabia, and Pakistan

The Company

Schaefer Ventilation Equipment, headquartered in Sauk Rapids, Minnesota, is a small company of 40 employees that has been designing and manufacturing innovative, efficient, and reliable thermal comfort products for agricultural, industrial, and commercial applications since 1951. The firm's products include evaporative cooling systems, low and high pressure misting fans, air circulators, exhaust fans, and radiant heaters, to name a few.

The Challenge

When Schaefer Ventilation first contacted the U.S. Commercial Service (CS) office in Minneapolis, the company had identified demand for its products in North Africa, the Middle East, and South Asia. However, before moving forward, it first had to gain a greater understanding on how best to navigate the many steps in the export process—areas such as market strategies, logistics, documentation, financing, and more. This knowledge would be a precursor to putting together a comprehensive export strategy that would hold the key to success.



Schaefer Ventilation's patent pending FlipFan® Dairy Cooling System rotates 180 degrees to follow livestock, reducing heat stress and heat-related losses.

The Solution

CS staff in Minneapolis worked closely with CS offices overseas to provide Schaefer with significant market research on its target markets, as well as extensive training on a number of international trade issues. Through the ExporTech program, a joint initiative of the CS and the National Institute of Standards and Technology (NIST) Manufacturing Extension Partnership Program, Schaefer learned more about the "how-tos" of exporting. This culminated in the development of a customized international growth plan for the company at the program's conclusion. Next, Schaefer took advantage of recommended business matchmaking services, and its representatives traveled to the target markets to meet with prescreened international buyers. Schaefer representatives later met with possible partners who were on a trade mission to the United States searching for suppliers.

The Result

With assistance from the CS staff in Minneapolis and abroad, Schaefer Ventilation has expanded its exports in 2010–11 to Egypt, Saudi Arabia, and Pakistan. By broadening its customer base through exports, Schaefer has been able to buffer the ups and downs of the global economy much better than if it had been selling only domestically. The company plans to continue its export endeavors by using CS assistance. Having opened up dealer channels in Venezuela and Colombia, Pete Lyle, Schaefer's Vice President of International and Rental Sales, indicated they plan to pursue markets in Eastern Europe.

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"With the assistance and support of the U.S. Commercial Service, Schaefer is on a path to triple international sales over a two-year period."

—Neil Crocker, President, Schaefer Ventilation

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CS AT WORK: CLIENT SUCCESS

EXPERIENCED EXPORTER FINDS KEY DISTRIBUTORS

Laboratory Disposables Manufacturer Goes Global with CS Support

The Company

Labcon North America of Petaluma, California, manufactures laboratory disposables and supplies more than 800 products to labs in 56 countries with a staff of 240. The root of Labcon's success is a product line that is less wasteful and more "eco-efficient" by using less packaging, more recycled plastics, and refillable packages. By reducing packaging, the company can fit 30 percent more products into its international container shipments, increasing efficiency and reducing costs.

The Challenge

Since 1990, LabCon had been "going it alone" to develop its exporting business. So it knew firsthand the effort and expense it takes to find the best markets for its products and then locate the right distributors in those countries. The steep learning curve on each country's importing regulations could delay product deliveries to distributors.

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"The U.S. Commercial Service has saved us time and money... Exporting has made our company stronger and more financially balanced."

—Jim Happ, CEO, LabCon North America

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Labcon Eclipse™ pipet tip refills, made from compostable resin.

The Solution

Labcon's history with the U.S. Commercial Service (CS) dates back to 2007 in North Bay, California. The CS introduced Labcon to prescreened partners in Singapore that enabled the firm to quadruple its business in that country in just three years. Since then, LabCon worked with the CS to establish reliable partners and distributors in China, India and Europe. In 2011, Labcon sought CS counseling on applicable laws that enabled it to sell to a distributor in Malaysia, while having the product shipped to its distributor in Thailand.

The Result

Today, exports account for one-third of Labcon's \$30 million in yearly sales. Reflecting on the CS assistance his firm received, Jim Happ, CEO of LabCon, North America, said, "The U.S. Commercial Service has saved us time and money. It could have taken us years of going through bad distributors until we found the right one, but we knew we could trust the companies the CS introduced us to." During the economic downturn, LabCon averaged 20 percent growth overall, purchased its building and added 10 new employees. In 2011, LabCon was awarded the President's "E" Award for Excellence in Exporting.

CS AT WORK: CLIENT SUCCESS

U.S. ENTREPRENEUR “POWERS UP” SALES TO INDIA’S SOLAR MARKET

Helps Firm Establish Multimillion Dollar Projects with India



Under Secretary for International Trade Francisco Sánchez presents an Export Achievement Certificate to Inderpreet Wadhwa, Founder and CEO of Azure Power.

The Company

Azure Power of San Ramon, California, is a minority-owned independent solar energy power producer focused on the Indian market for utilities, government and commercial businesses. As a major solar energy service provider in India, it offers clean and affordable solar energy to its customers without having them pay for the high asset or operation costs up front.

The Challenge

Inderpreet Wadhwa, Founder and CEO of Azure Power, was looking to make new sales to India, his native country. Although he had made good initial connections, the absence of a regulatory framework and trade leads in different Indian states limited the potential for him to do business there. In addition, to build these expensive projects with large capacity requirements up front, Wadhwa also needed to secure key sources of financing.

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“The U.S. Commercial Service and its trade financing partners have been invaluable in helping us navigate the avenues of trade and expand faster into the Indian market than if we had tried to do this all on our own.”

—Inderpreet Wadhwa, Founder and CEO, Azure Power

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The Solution

At the suggestion of the U.S. Commercial Service (CS) in Oakland, California, Wadhwa participated in the 2008 U.S. Department of Commerce Clean Energy Trade Mission to India. On the trip, Azure Power met with prescreened potential business partners arranged by the CS in India, and was briefed on India’s market. CS also introduced Wadhwa to key contacts at the Haryana Energy Development Agency (HAREDA) and counseled Azure Power on potential opportunities with other local governments looking to develop India’s energy infrastructure.

The Result

Through the contacts made during the trade mission and ongoing CS export counseling, Azure Power established an office in India, and subsequently landed several projects totaling more than \$50 million, including a project with HAREDA and India’s first-ever private sector solar power utility—a project partly funded by the U.S. government’s Overseas Private Investment Corporation.

In 2011, Azure Power needed to procure and source large quantities of U.S. solar panels. Through a CS introduction to the U.S. Export-Import Bank, Azure Power secured \$16 million in long-term financing for exports of thin-film solar modules made by Arizona’s First Solar Inc. to India. Now, Azure Power is developing a solar project in India worth \$100 million of U.S. technology. Each Indian solar power project Azure Power wins supports and sustains many U.S. jobs in the firm’s overall supply-chain network.

CS AT WORK: CLIENT SUCCESS

NEW JERSEY FABRICATOR “BUILDS BRIDGES” TO WORLDWIDE CUSTOMERS

CS On-the-Ground Assistance Helps Company Implement Infrastructure Projects

The Company

Acrow Corporation of Parsippany, New Jersey, designs, manufactures, and supplies prefabricated modular steel bridges for infrastructure projects across the globe. “Most of our work takes place in the developing world,” explains Paul Sullivan, Director of International Business Development. “Many of these countries have tremendous amounts of human capital that remain underserved due to a severe lack of transportation infrastructure. By improving infrastructure, we also improve access to main economic arteries, a necessity for any long-term sustainable economic development.”

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“Thanks to our export program, Acrow has undergone massive hiring in the last four years. The U.S. Commercial Service is an indispensable ally that has helped us close business deals in some of the most challenging markets around the world.”

—Paul Sullivan, Director of International Business Development, Acrow Corp.

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The Challenge

Acrow won a \$10 million modular bridge project from the Mexican Secretariat of Communications and Transportation. However, logistics for on-time delivery in 2011 were critical as Mexico required the firm to set up an \$800,000 bond. To accomplish this, Acrow needed to identify key Mexican government contacts and partners to resolve logistics and overseas government transparency roadblocks—but found it too time-consuming to do so without outside assistance.

The Solution

In late 2010, Sullivan contacted the U.S. Commercial Service (CS) office in New Jersey to discuss the Mexican bridge project. CS staff in New Jersey worked closely with CS Mexico City on details of the contract and implementation of the project to help ensure that the bridge shipments would begin on time. Acrow was confident the CS could navigate him through the logistics, because over the last 10 years, the firm had successfully tapped CS export assistance, market briefings, and business matchmaking programs locally and around the world.

The Result

The modular bridge project in Mexico was successfully completed according to the Mexican Secretariat’s specifications. CS helped the company recoup the \$800,000 bond since the project was completed on schedule. Overall, Acrow now sells to more than 60 countries, and in 2010–11, shipped 20 bridges to Mexico, 100 to Ghana, 36 to El Salvador, 24 to Peru, and a 1.4 kilometer emergency bridge to Chile. Exporting has enabled Acrow to succeed through a tough economy and grow by over 400 percent since 2007. In 2011, LabCon was awarded the President’s “E” Award for Excellence in Exporting.



Acrow Corporation modular bridge in Chile.

CS AT WORK: RECOGNIZING EXPORT ACHIEVEMENT

The President's "E" Award was created by President John F. Kennedy in 1961 to recognize persons, firms, or organizations that contribute significantly to increasing U.S. exports. On May 16, 2011, U.S. Secretary of Commerce Gary Locke presented 27 companies and organizations with the President's "E" Award and "E" Star Award for significant contributions to U.S. export expansion, which strengthens the economy and creates American jobs.



Ohio "E" Award winners Volk Optical, Codonics, and Cleveland State University's Nance College of Business receiving their awards on May 16, 2011 in Washington, D.C.

Recipients of the President's "E" Award

- Abaxis, Inc., Union City, CA
- Acrow Corporation of America, Parsippany, NJ
- Advanced Protein Systems, Phoenix, AZ
- Aero Precision Industries, LLC, Livermore, CA
- Amarr Garage Doors, Winston-Salem, NC
- Blackboard, Inc., Washington, DC
- Brandt Holdings Company, Fargo, ND
- Codonics, Inc., Middleburg Heights, OH
- Combustion Associates, Corona, CA
- Cyanotech Corporation, Kailua-Kona, HI
- Kenyon International Emergency Services, Inc., Houston, TX
- Labcon North America, Petaluma, CA
- MagicTime International, Doral, FL
- Noni Biotech International, LLC, Haiku, HI
- Rauland-Borg Corporation, Mount Prospect, IL
- Ruud Lighting, Inc., Racine, WI
- Signature Fencing and Flooring Systems, LLC, New York, NY
- Tiger Machinery Company, LLC, Birmingham, AL
- Unique Spectronix, Inc., Fullerton, CA
- Volk Optical, Inc., Mentor, OH

Recipients of the President's "E" Certificate for Export Service

- California ETEC, Irvine, CA
- Edwards Global Services, Inc., Irvine, CA
- Le Centre International de Lafayette, Lafayette, LA
- Nance College of Business, Cleveland, OH
- Pennsylvania Center for Trade Development, Harrisburg, PA
- RF International/Ocean World Lines, Inc., Lake Success, NY
- Trade Technologies, Inc., Austin, TX



CS AT WORK: CS EXPERTISE

GLOBAL REACH, LOCAL RESULTS

Director of U.S. Commercial Service in Philadelphia Discusses Helping Companies Export

As Director of the U.S. Commercial Service (CS) in Philadelphia, Tony Ceballos oversees a staff of trade specialists who work to help Eastern Pennsylvania and Delaware companies export their goods and services. Last year, the office facilitated millions of dollars in U.S. export sales, contributing to economic and job growth.

Q: How do CS offices help businesses export?

A: When it comes to exporting, there's no one-size-fits-all solution, and the value of CS services is tailoring to the individual needs of the client company. We provide everything from export counseling and international partner searches to market research and help in navigating customs and documentation issues. The CS also participates in hundreds of trade events around the world.

Q: What are examples of issues that businesses discuss with their local trade specialists?

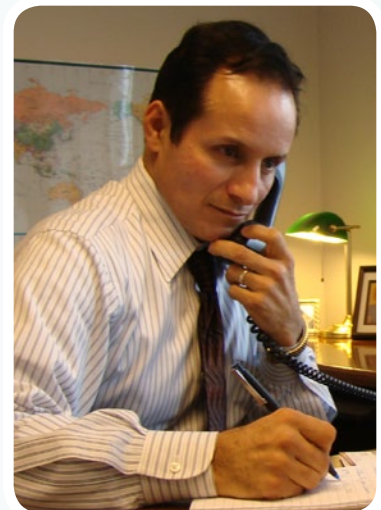
A: Let's say you were looking for the proper marketing channel to sell your product or service abroad. The first thing a trade specialist would do is help you identify a target market where your product would be the most successful. The next step would be to help develop an export plan and market entry strategy. One of the last issues to discuss would be how your business would get paid for your products. We would recommend that CS client companies work to ensure repayment by getting export insurance if they choose to offer terms or make sure the sale is supported by an export guarantee.

Q: How do CS offices work with stakeholders and members of Congress?

A: Offices throughout the CS network work with key trade and finance agencies such as the U.S. Small Business Administration, Export-Import Bank of the United States, and Overseas Private Investment Corporation, to create start-to-finish export strategies for our clients. Additionally, the nationwide District Export Councils (DECs), comprised of local business leaders, mentor U.S. companies and provide referrals throughout the CS nationwide network. CS offices regularly facilitate congressional support of trade promotion through export award presentations, company visits, VIP visits, and business roundtables.

Q: What is one thing you would like people to know about the U.S. Commercial Service?

A: We are a global business partner for American companies, helping them step-by-step through the export process, from the U.S. into the hands of a potential buyer, with access to a network of resources worldwide. Our client's success is our success. CS performance is measured on the successful export sales or international agreements which we helped to facilitate. Therefore, every CS trade professional is committed to helping small businesses find their best market and walk them through the export process.



CS SERVICES AND PROGRAMS: ADVOCACY GOING TO BAT FOR U.S. COMPANIES

When foreign governments adopt laws, regulations, or policies that make it more difficult for U.S. businesses to export or are unresponsive to requests from American organizations, the U.S. Commercial Service provides on-the-ground commercial diplomacy on behalf of U.S. interests. In 2011, commercial diplomacy facilitated \$3.5 billion in U.S. exports. In addition, our Advocacy Center works on behalf of individual U.S. firms in all industry sectors to ensure they have every chance for success when competing for international procurements. Advocacy efforts help showcase the competitive strengths, talents, and capabilities of U.S. companies in markets around the world, facilitating more than \$24 billion in U.S. exports and supporting an estimated 130,000 U.S. jobs in 2011.

The Advocacy Center Supported These Successes in 2011:

Honeywell Wins Multiple Contracts in Iraq



Honeywell UOP of Des Plaines, Illinois, signed several contracts with the Iraqi Ministry of Oil, assisted by a strong advocacy campaign throughout the bidding process by the Advocacy Center and the U.S. Embassy in Baghdad. Under the contracts, Honeywell will provide engineering, licenses, equipment, and other services for the Nassariyah Oil Complex and the Kirkuk refinery, which will support approximately 400 jobs in the United States.

Small Alaska Company Wins Contract in Ethiopia



DAT/EM Systems International, a small consultancy firm in Anchorage, Alaska, successfully bid for a tender issued by the Ethiopian Ministry of Works and Urban Development for the installation of specialized photogrammetric hardware, software, and services to create town base maps. When the Ethiopian government encountered delays, the Advocacy Center worked with the U.S. Embassy in Addis Ababa to assist DAT/EM in obtaining a funding commitment for the project.

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“The Advocacy Center was indispensable to us as we encountered delays in Ethiopia. The support we received was crucial to a timely resolution of the funding issue.”

—Jeffrey Yates, General Manager, DAT/EM Systems International, Anchorage, Alaska.

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Rockwell Collins Signs Avionics Contract in Brazil



Rockwell Collins, of Cedar Rapids, Iowa, signed a contract with Embraer, a large Brazilian aircraft manufacturer, for the avionics system for the KC-390 military transport aircraft. The contract included design, development, production, service, and support of the system. Advocacy support was provided by the U.S. Secretary of Commerce, Under Secretary for International Trade, the U.S. Commercial Service in Brazil, the Military Liaison Office at the Brazilian Embassy, and the Advocacy Center.

CS SERVICES AND PROGRAMS: WHY DOES ADVOCACY MATTER?

How Advocacy Assistance Works: Q&A With Bryan Erwin, Director of the Advocacy Center



Q: How does the Advocacy Center support U.S. exporters and the economy?

A: The Advocacy Center is integral in moving our country's economy toward an export-led, high-value manufacturing power. We organize and execute comprehensive U.S. government-wide advocacy campaigns on behalf of exporters in their pursuit of public international contracts in overseas markets. I'm proud to say that the Advocacy Center is a central pillar the National Export Initiative.

Q: How do you measure Advocacy success?

A: It's all about jobs. In 2011, for example, the Advocacy Center network generated \$24 billion in U.S. export content. That's a double-digit increase in the dollar volume of export sales facilitated over the previous year. These exports supported high-wage U.S. jobs for companies we assisted and their supply chains.

Q: What is the Advocacy Center's portfolio mix in terms of the size of companies assisted?

A: As you might expect, the Fortune 100 companies know we are here and understand what we do. Our team is looking at all the other companies down the market cap scale to see how we can best get in front of them. So for us, small and medium-sized business (SME) outreach is key to our ongoing strategy. People might be surprised to learn that SMEs were directly involved with over 50 percent of our wins last year, double the amount from 2010. Bottom line, we are very focused on helping companies of all sizes win new business overseas.

Q: Do your new business clients have any misperceptions about what your office does?

A: That's a good question, and talking with our staff, we agree there's a common misperception among many U.S. companies that we exist only in a reactive mode, that is, when things go awry in the export process—"Can you resolve this problem for us?" This might include tenders written for competitors' specifications, or corruption that adversely affects the decision against our exporters. In fact, we work best by going to bat for our exporters from day one of the tender or even prior to the tender (making sure the tender is written fairly). If the foreign decision maker knows that the U.S. government is active in advocating for our exporter early on, it increases the opportunity for success and greatly reduces the chance of the procurement cycle going off track.

Q: How important is support from stakeholders and congressional delegations in advocating for U.S. companies? Any examples?

A: Very important, and we always welcome any support from Congress. We've had numerous congressional delegations, cabinet officials, and U.S. ambassadors support our major advocacy efforts throughout the world, including in countries such as China, Qatar, Singapore, Brazil, India, and others. These cases cut across all industries—from aerospace, transportation, and energy to information technology, engineering, and construction. In addition, President Obama and previous Presidents have a strong track record of supporting our advocacy efforts around the globe. Many U.S. companies report that this U.S. government backing adds additional credibility to the process in the eyes of foreign buyers, helping to facilitate new business for U.S. firms.

Q: What is one thing you would like businesses to know about the Advocacy Center?

A: Some companies feel as though they should only enlist us for their most critical or problematic opportunities. That is not the case at all. We offer comprehensive advocacy services and are ready to work proactively with U.S. companies from day one, so give us a call.

For more information, please visit export.gov/advocacy.

CS SERVICES AND PROGRAMS: TRADE MISSIONS OPENING DOORS TO NEW MARKETS

Trade Mission Participants Meet Prescreened Partners and Government Officials

Each year, U.S. Commercial Service trade specialists organize and recruit delegations of U.S. businesses for overseas trade missions. Looking to sell their products and services overseas, U.S. firms on these missions meet with prescreened foreign companies interested in buying American goods and services and other partnering opportunities. Mission participants also gain access to key foreign public- and private-sector decision makers who otherwise might be difficult for most U.S. firms to access.

In 2011, the U.S. Department of Commerce organized or certified 39 trade missions worldwide, with a total of 527 U.S. company participants. Priority sectors included education, information technologies, energy and mining, aerospace, medical, franchising, and many more. On many of these missions, Commerce partnered with state governments, trade associations, chambers of commerce, and other organizations. Below are selected examples of executive-led CS trade mission outreach; many of these have already garnered new export successes:



Trade Missions to Tunisia, Morocco, and Saudi Arabia

In late March and early April 2011, Director General Suresh Kumar led three consecutive trade missions to North Africa and the Middle East. In Tunisia, trade mission participants gained insight into recent changes in the Tunisian investment climate and how barriers to outside investment have been dramatically reduced. The second mission, to Morocco, provided insight into how that government is spending billions of dollars on energy and port logistics projects. For example, when completed, the country's new port in Tangiers will be among the world's largest, reinforcing the country's role as a gateway to other African markets and Europe. Finally, in Saudi Arabia, the U.S. Commercial Service facilitated some 200 business matchmaking meetings between U.S. and Saudi businesses, reflecting the high level of U.S. interest in that country's burgeoning information technology sector.

Education Trade Mission to India

In October 2011, Director General Kumar led representatives from 21 U.S. universities to New Delhi and Chennai, where they met with 1000 students and had 350 one-on-one meetings with Indian academic institutions. The United States is home to 14 of the top 20 universities in the world, and education ranks among the top 10 U.S. services exports. India is now the second leading country of origin for students coming to the United States, with a student population of 104,000 in the 2010–11 academic year.

Aerospace Trade Mission to South Korea

In October 2011, Director General Kumar led 12 U.S. aerospace technology companies on the first trade mission to Korea under the National Export Initiative. The mission coincided with Seoul ADEX 2011—International Aerospace & Defense Exhibition, a top showcase for aerospace and defense companies around the world to market their products in eastern Asia. With CS support, participating U.S. companies on the mission joined other firms at the USA pavilion, meeting with dozens of international agents, distributors, and end users in the region. While in Korea, the Director General also met with KOTRA, Korea's trade promotion agency, and Kim Jong-Hoon, the Korean Minister of Trade.

CS SERVICES AND PROGRAMS: TRADE SHOWS CREATING CONNECTIONS

Business Matchmaking Connects U.S. Companies with International Buyers

International Buyer Program

The U.S. Commercial Service's International Buyer Program (IBP) is a joint U.S. government-industry effort that brings thousands of international buyers to the United States for business-to-business matchmaking with U.S. firms exhibiting at major industry trade shows. Every year, the IBP helps to facilitate nearly a billion dollars of new business between U.S. and international companies.

Thanks to the program, 15,612 representatives from companies all over the globe attended U.S. trade shows throughout the year in 2011, a 22 percent increase over 2010. Many participating events had a record number of international attendees this year. The IBP also increased the number of country delegations participating 2011 events by 63 percent and increased the number of export successes that resulted during the year by 45 percent. The number of export successes that resulted for SMEs increased by 59 percent. There are 31 shows scheduled for 2012.

Visit export.gov/ibp for the 2012 schedule.

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“CES continues to leverage the International Buyer Program to identify new industry trends and markets for electronics—resulting in new export sales for our members worth hundreds of millions of dollars. By taking advantage of the many CS buyer delegations at a single venue, U.S. exhibitors have increased sales, secured long-term business relationships, and identified future business opportunities.”

—Karen Chupka, Senior Vice President, Conferences and Events, Consumer Electronics Association

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Trade Fair Certification

The U.S. Commercial Service supports U.S. companies at foreign trade fairs through the Trade Fair Certification (TFC) program. The TFC Program is a cooperative partnership between the U.S. Commercial Service and private-sector show organizers to increase U.S. participation in overseas trade shows. The program provides U.S. Department of Commerce endorsement, promotional support, show-related services, oversight and coordination of event services, exhibitor marketing facilitation, and in-country assistance for private-sector organizers of U.S. pavilions at selected foreign shows.

Certifying shows ensures high-quality opportunities for American companies to successfully market their products and services overseas. Once a show has been certified, it is promoted to U.S. business via export.gov. In 2011, the U.S. Commercial Service certified 95 overseas trade fairs in 23 countries hosting 2,700 U.S. exhibitors, reporting a total of \$10.7 billion in exports.

CS SERVICES AND PROGRAMS: TEAMING UP FOR EXPORT SUCCESS

Local Office Collaboration in 2011:

CS California held a congressional briefing during World Trade Week on the National Export Initiative and CS outreach efforts. The event was attended by 25 representatives from local *congressional offices, the California State Assembly, and the Los Angeles City Council.*

CS China identified 30 Chinese investors for the *Houston Trade Center (HTC) project*, an economic revitalization project in Houston. The HTC is anticipated to create more than 1,000 jobs and bring tens of millions of dollars in direct overseas investment into the local community.

CS France provided key support to five governor-led state delegations at the *2011 Paris Air Show*, and coordinated events hosted by South Carolina Governor Nikki Haley and Washington Governor Christine Gregoire.

CS Hawaii partnered with the Hawaii Pacific Export Council to conduct export training for agriculture businesses across the state, supporting the council's *Specialty Crop Export Initiative*, for which it received a grant from the U.S. Department of Agriculture

CS India briefed Kentucky Governor Steve Beshear and the *Kentucky Cabinet for Economic Development* during their visit to New Delhi. The briefing, which addressed the challenges and opportunities for U.S. businesses in selling to India, marked the first ever visit to India by a Kentucky governor.

CS Ireland organized a reception for 32 executive directors of visiting *American chambers of commerce* from across Europe, where they discussed best practices and working together with the CS.

CS Michigan-based staff in Detroit and Pontiac organized a roundtable for members of the *President's Export Council*, attended by CEOs from 35 small and medium-sized businesses.

CS New York worked with the *U.S. Small Business Administration* on its three-day conference in Niagara Falls to support the National Export Initiative, and held an export seminar attended by more than 200 business representatives.

CS Cincinnati and **CS Saudi Arabia** partnered with the Office of U.S. Senator Sherrod Brown and the Jeddah Chamber of Commerce and Industry to host a *Virtual Trade Mission* for Ohio companies in the architecture, construction management, and engineering (ACE) sector.

Coordination with Other Federal Agencies:

- The *U.S. Export Pavilion*, an initiative of the *Trade Promotion Coordinating Committee*, exhibits at select IBP trade shows to educate and assist U.S. companies on all aspects of exporting;
- The Partner Post program enables *U.S. Department of State* staff to counsel U.S. companies on CS programs and services, expanding CS reach to 57 additional foreign markets;
- Reverse trade missions with the *U.S. Trade and Development Agency* bring key overseas procurement officials to the United States to learn about U.S. technology and services;
- Training of newly assigned *U.S. military attachés* on the CS Trade Fair Certification program;
- Collaboration with the *Foreign Agricultural Service*, part of the U.S. Department of Agriculture, through trade counseling, business matchmaking, and supporting foreign delegations at U.S. trade shows; and
- Colocation with the *Export-Import Bank of the United States* and the *U.S. Small Business Administration* in 19 domestic CS offices, providing seamless referrals for companies seeking trade finance assistance.

CS SERVICES AND PROGRAMS: THE POWER OF PARTNERSHIPS

Strategic Partnership Program

Through the Strategic Partnership Program, the U.S. Commercial Service collaborates with private corporations, trade associations, state and local governments, and educational institutions to increase industry expertise, logistical capability, and awareness to help U.S. small and medium-sized businesses grow overseas.

New Market Exporter Initiative

In 2011, UPS led the way in the New Market Exporter Initiative, (NMEI) introducing the greatest number of small businesses to U.S. Commercial Service assistance. In addition to partners UPS, FedEx, the National Association of Manufacturers (NAM), and the U.S. Postal Service, the National Fluid Power Association joined the initiative, and additional partners are expected in 2012. From the work of all participating NMEI partners, over 600 U.S. companies registered for export assistance in 2011.

The NMEI identifies U.S. companies already selling to at least one international market, and assists them in expanding their business to additional markets. About 58 percent of all U.S. exporters only sell to one market overseas, so focusing resources on these companies that already export has a significant impact on increasing U.S. exports.



Under Secretary for International Trade Francisco Sánchez with members of the National Association of Manufacturers' Council of Manufacturing Associations.

NMEI Partnership Program Success

NAM outreach helped Thermcraft Inc., a manufacturer of thermal processing equipment, expand to new markets. Sponsored by NMEI program partners FedEx and NAM, the company used CS business matchmaking services set up by CS Singapore to meet with several prospective international partners. As a result, Thermcraft signed an agreement with a distributor that will market its laboratory furnaces in Indonesia, Singapore, and Malaysia.

The Global Buyers Initiative

In 2011, U.S. Secretary of Commerce John Bryson and Michael Ducker, Executive Vice President and COO of FedEx, announced the Global Buyers Initiative. This new effort will help U.S. small and medium-sized businesses sell more products and services overseas and reach more markets.

FedEx, which is piloting the program, will seek out experienced importers that have traditionally not sourced the majority of their products or services from U.S. businesses. Through this initiative, the U.S. Commercial Service will connect these buyers with U.S. suppliers, based on their specific needs. The Global Buyers Initiative pilot program will be launched in Canada, France, and Korea in 2012.

General Outreach

In addition to these focused initiatives, U.S. Commercial Service partners continue to actively promote exporting through their newsletters, websites, and seminars. For a list of U.S. Commercial Service partners, visit export.gov/cspartners. If you are interested in partnering with the U.S. Commercial Service, please email spp@trade.gov.

CS SERVICES AND PROGRAMS: SELECTUSA

Promoting Foreign Direct Investment in the United States

Established by Executive Order of the President, SelectUSA is a government-wide initiative to drive business investment in the United States and serve as an ombudsman to the investor community. As part of the U.S. Commercial Service, SelectUSA works with state, regional, and local economic development organizations to promote and facilitate overall U.S. business attraction and retention, while exercising strict geographic neutrality.

SelectUSA facilitates business investment in the United States by:

- Working with businesses; federal, state and local partners; and other stakeholders to help provide investors a single point of entry for investment in the United States
- Helping business investors navigate federal rules and regulations to invest in America
- Coordinating across federal agencies to provide services that supplement state, regional and local resources to attract, retain, and expand business investment in the United States
- Providing comprehensive information on federal programs and services available to companies located and interested in being located in the United States via selectusa.gov



TRADE INFORMATION CENTER

800-USA-TRADE

As part of the U.S. Commercial Service, the Trade Information Center (TIC) serves as a central point of contact for U.S. exporters seeking export advice. The TIC provides U.S. businesses with expert assistance on issues such as how to begin exporting; information regarding complex international trade documentation, standards, and regulations; and how to access trade programs and resources offered by the U.S. government.

The TIC delivers its counseling services through a comprehensive approach:

- 800-USA-TRADE hotline
- export.gov website
- Educational outreach activities
- 70 online videos and podcasts
- Series of Export Basics webinars
- *A Basic Guide to Exporting* and *Export Programs Guide* publications

In 2011, the TIC received over 26,000 phone calls and emails from U.S. businesses. More than 100,000 people accessed videos and podcasts, and webinars attracted nearly 3,000 participants.

CS WORLDWIDE NETWORK: U.S. COMMERCIAL SERVICE LEADERSHIP

Charles Ford

Acting Assistant Secretary and Director General

Tom Moore

Deputy Assistant Secretary, International Operations

Anne Grey

National Field Director, Office of Domestic Operations

Bryan Erwin

Director, Advocacy Center

Pat Kirwan

Director, Trade Promotion Coordinating Committee
Director (Acting), Trade Promotion Programs

Matt Kennedy

Director, Office of Strategic Partnerships

Barry Johnson

Executive Director, SelectUSA

Cynthia Griffin

Regional Director, Western Hemisphere

James Koloditch

Regional Director, Europe

Christian Reed

Regional Director, Africa, Near East, and South Asia

Daniel Harris

Regional Director, East Asia Pacific

James Cox

Director, Northeast Network

Joseph Hanley

Director, Mid-Atlantic Network

Mary Joyce

Director, Midwest Network

James Kennedy

Director, Southwest Network

Gregory Mignano

Director, Pacific Northwest Network

Michael Miller

Director, Great Lakes Network

Tom Strauss

Director, Southern Network

Richard Swanson

Director, Pacific Southwest Network

"The U.S. Commercial Service has proven to be a consistent reliable partner who has helped us understand the laws and regulations needed to complete complex transactions and to execute our goals."

—Kyle Lee, Chief Operating Officer, MIOX Corporation (Albuquerque, New Mexico)

"The U.S. Commercial Service provides a strong support network. As a small but growing business, we didn't have strong brand recognition, but with backing from the U.S. Commercial Service behind us, there was no stopping us."

—Kusum Kavia, International Marketing Manager, Combustion Associates (Corona, California)

"Having a sales partner in your targeted country is a tremendous benefit, and the U.S. Commercial Service is able to connect you with partners and customers because they know the region and industry leaders."

—Greg Love, Chief Strategy Officer, Columbia Green Technologies (Portland, Oregon)

CS WORLDWIDE NETWORK: INTERNATIONAL OFFICES

Afghanistan
Kabul

Algeria
Algiers

Argentina
Buenos Aires

Australia
Melbourne
Sydney

Austria
Vienna

Belgium
Brussels

Brazil
Belo Horizonte
Brasília
Recife
Rio de Janeiro
São Paulo

Bulgaria
Sofia

Canada
Calgary
Montreal
Ottawa
Toronto

Chile
Santiago

China
Beijing
Chengdu
Guangzhou
Shanghai
Shenyang

Colombia
Bogota

Costa Rica
San Jose

Croatia
Zagreb

Czech Republic
Prague

Denmark
Copenhagen

Dominican Republic
Santo Domingo

Egypt
Cairo

El Salvador
San Salvador

European Union
Brussels

Finland
Helsinki

France
Paris

Germany
Berlin
Dusseldorf
Frankfurt
Munich

Ghana
Accra

Greece
Athens

Guatemala
Guatemala City

Honduras
Tegucigalpa

Hong Kong

Hungary
Budapest

India
Ahmadabad
Bangalore
Chennai
Hyderabad
Kolkata
Mumbai
New Delhi

Indonesia
Jakarta

Iraq
Baghdad
Erbil

Ireland
Dublin

Israel
Tel Aviv

Italy
Milan
Rome

Japan
Osaka-Kobe
Tokyo

Jordan
Amman

Kazakhstan
Almaty

Kenya
Nairobi

Korea (South)
Seoul

Kuwait
Kuwait City

Lebanon
Beirut

Libya
Tripoli

Malaysia
Kuala Lumpur

Mexico
Guadalajara
Mexico City
Monterrey

Morocco
Casablanca

Netherlands
The Hague

New Zealand
Wellington

Nigeria
Lagos

Norway
Oslo

Pakistan
Islamabad
Karachi
Lahore

Panama
Panama City

Peru
Lima

Philippines
Manila

Poland
Warsaw

Portugal
Lisbon

Qatar
Doha

Russia
Moscow
St. Petersburg

Romania
Bucharest

Saudi Arabia
Dhahran
Jeddah
Riyadh

Serbia
Belgrade

Singapore

Slovakia
Bratislava

South Africa
Cape Town
Johannesburg

Spain
Madrid

Sweden
Stockholm

Switzerland
Bern

Taiwan
Kaohsiung
Taipei

Thailand
Bangkok

Turkey
Ankara
Istanbul
Izmir

Ukraine
Kiev

United Arab Emirates
Abu Dhabi
Dubai

United Kingdom
London

Uruguay
Montevideo

Vietnam
Hanoi
Ho Chi Minh City

West Bank
Jerusalem

CS WORLDWIDE NETWORK: U.S. OFFICES

Alabama

Birmingham

Alaska

Anchorage

Arizona

Phoenix
Scottsdale
Tucson

Arkansas

Little Rock

California

Fresno
Los Angeles (Downtown)
Los Angeles (West)
Newport Beach
Oakland
Ontario
Sacramento
San Diego
San Francisco
San Jose
San Rafael
Ventura County

Colorado

Denver

Connecticut

Middletown

Delaware

Served by
Philadelphia, PA

District of Columbia

Served by
Arlington, VA

Florida

Clearwater
Fort Lauderdale
Jacksonville
Miami
Orlando
Tallahassee

Georgia

Atlanta
Savannah

Hawaii

Honolulu

Idaho

Boise

Illinois

Chicago
Libertyville
Peoria
Rockford

Indiana

Indianapolis

Iowa

Des Moines

Kansas

Wichita

Kentucky

Lexington
Louisville

Louisiana

New Orleans

Maine

Portland

Maryland

Baltimore

Massachusetts

Boston

Michigan

Detroit
Grand Rapids
Pontiac

Minnesota

Minneapolis

Mississippi

Jackson

Missouri

Kansas City
St. Louis

Montana

Missoula

Nebraska

Omaha

Nevada

Las Vegas
Reno

New Hampshire

Portsmouth

New Jersey

Newark
Trenton

New Mexico

Santa Fe

New York

Buffalo
Harlem
Long Island
New York
Rochester
Westchester

North Carolina

Charlotte
Greensboro
Raleigh

North Dakota

Fargo

Ohio

Cincinnati
Cleveland
Columbus

Oklahoma

Oklahoma City
Tulsa

Oregon

Portland

Pennsylvania

Philadelphia
Pittsburgh

Puerto Rico

San Juan

Rhode Island

Providence

South Carolina

Charleston
Columbia
Greenville

South Dakota

Sioux Falls

Tennessee

Knoxville
Memphis
Nashville

Texas

Austin
El Paso
Grapevine
Houston
Midland
San Antonio

Utah

Salt Lake City

Vermont

Montpellier

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Arlington
Richmond

Washington

Seattle
Spokane

West Virginia

Charleston
Wheeling

Wisconsin

Milwaukee

Wyoming

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Denver, CO



To find contact information for your local office, visit [export.gov](https://www.export.gov).

Visit our websites:

[*trade.gov/cs*](https://trade.gov/cs)

U.S. Commercial Service website

[*export.gov*](https://export.gov)

Exporter-related information, resources, and U.S. Commercial Service contacts across the world



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U.S. Commercial Service

1401 Constitution Ave., NW
Washington, DC 20230

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The U.S. Commercial Service directly supports
the President's National Export Initiative.