

OPENING DOORS TO THE PACIFIC ALLIANCE COUNTRIES FOR SMALL MANUFACTURERS

EXECUTIVE SUMMARY

Applicant: Duquesne University Small Business Development Center, Pittsburgh, Pa
www.duq.edu/sbdc

Partners:

SMC Business Council, a Pennsylvania Trade Association (Formerly Smaller Manufacturers Council)
Pa. Department of Community & Economic Development; Center for Trade Development
Southwestern PA Commission Regional Export Network
RL Swearer Freight Forwarders
Confluent Translations
Pinilla Plazas & Asociados & Pacto International

ITA and Federal Collaborators :

Lyn Doverspike, Director and Steven Murray, Specialist in Construction, Engineering Equipment, and Building
Pittsburgh District Office of U.S. Commercial Service; Bruce Harsh, Deputy Director Supply Chain Team, Kit Rudd,
Sr. International Trade Specialist in Construction Machinery, In country construction industry specialists: Mary
Lathrop (Chile), Paola Lugari (Colombia), Gustavo Romero (Peru), Adrian Orta (Mexico) U.S. Commercial Attaches
in embassies of Pacific Alliance countries: Cameron Werker (Colombia), Ricardo Pelaez (Peru), Ellen Lenny
Pessagno (Chile), Rebecca Torres (Mexico); USEAC (Patrick Hayes, Regional Export Finance Manager); Regina
Gordin, Regional Director, EXIM Bank; Michael Jackson, City State Partner Director, EXIM Bank; Carl Knoblock, W.
Pa. District Director, U.S, SBA

Federal Funds Requested:	\$300,000
Match:	\$657,600
Requested Project Period:	October 1, 2014 to September 30, 2017
Exports to be generated during award period:	\$107,000,000
Exports to be generated from Year 4 to Year 7:	\$300,000,000
Foreign Markets Targeted:	Pacific Alliance Countries of Latin America
Pacific Alliance Market Size for Construction Industry in U.S. Dollars:	\$91.4 Billion with \$44 Billion imports
U.S. Current Market Share of Pacific Alliance Construction Industry:	32% of market; 68% of imports
U.S. Industry to be promoted:	Construction Equipment, Building Materials and Engineering

Brief Project Description (Planned Activities and Methods):

- Recruit U.S. SMEs who supply the Construction industry, which is rapidly growing in target countries, focusing on Pa companies, but not excluding other interested companies from other states
- Create robust web portal and active social media marketing to help recruit and inform participants
- Actively partner with USDOC local and regional USEAC offices, Commercial Service and Industry Officers
- Create Concierge Service to assist firms with accessing Pacific Alliance markets and follow-up
- Prepare and offer live and on-line seminars/webinars on doing business with the Pacific Alliance countries
- Translate to Spanish participating SMEs' marketing/ promotional materials as part of Concierge Service
- Lead Trade Missions to Pacific Alliance countries including trade show participation where relevant
- Host and assist in development of reverse buyers trade missions annually from Colombia
- Assist firms with trade financing and with financing trade mission and sales expenses
- Facilitate Gold Key matchmaking appointments with U.S. firms and target countries' potential buyers

BACKGROUND

The objective of our proposed initiative, **Opening Doors to the Emerging Market Pacific Alliance Countries for Small Manufacturers**, is to sustain economic growth and support American jobs by promoting trade and strengthening the global competitiveness of U.S. firms, particularly PA manufacturers, whose impact on the economy often surpasses that of other industries because of the multiplier effect and higher wages paid to employees. Our initiative also addresses priorities one to six (1 to 6) and seven (7) listed in the Federal Funding Opportunity Announcement: Create or sustain U.S. jobs by increasing or maintaining exports; Increasing exports to the major emerging markets of the Pacific Alliance, including Colombia which is on the priority list in the FFO; Helping increase exports to the key U.S. construction products industry; Helping U.S. businesses to secure export financing for these transactions; Engaging more U.S. businesses in international trade shows and other foreign outreach; Helping U.S. exporters to expand their markets to our target countries and assisting businesses to address non-tariff barriers to U.S. exports such as discriminatory regulations, local content requirements, and technical requirements.

NEED FOR PROJECT AND CHANCES OF SUCCESS

As will be discussed throughout this proposal, the time is **NOW** for U.S and particularly PA firms (our target), to export to Latin America's Pacific Alliance countries, all which favor American technologically superior products. The infrastructure needs of all of these countries, as they continue on their path to development, are tremendous, and Pennsylvania manufacturers produce the construction equipment and products and have the design engineering expertise that the countries need. Data shows that only 19% of manufacturing workers in PA depend on exports for their jobs vs. 27% in our neighboring state of Ohio to the West and 26% in our neighbor to the North, New York. The Pacific Alliance countries present robust opportunities for PA's vibrant manufacturing industry to expand exports. Duquesne University SBDC, in partnership with SMC Business Councils, will work with PA's manufacturers to expand their exports to these markets.

The Pacific Alliance was launched in 2011. Chile, Colombia, Perú and Mexico are the founding members. These four countries are the most dynamic in the region, representing more than 40 percent of Latin America's economy with a market of more than 210 million people—more than one-third of the region's population. The majority of the population is young, and their combined economies make-up 35 percent of Latin America's gross domestic product (\$1.7 Trillion) and 55 percent of the region's exports, a value of \$1.045 trillion since 2010. The U.S. has successfully negotiated free trade agreements with each of the countries, which has eliminated tariffs in at least 80% of products and reduced non-tariff barriers as well. In 2012, the countries continued the trend of surpassing their neighbors in economic growth: Peru's GDP grew by 6.3%, Chile's by 5.6%, Colombia's by 4.2% and Mexico's by 3.8%. All of these countries are pursuing major infrastructure and construction projects. They favor U.S. products due to high quality and technological innovation.

A stand-out feature of the Pacific Alliance is that all four countries are committed to economic freedom and therefore more prosperity for their citizens. In the 2013 *Index of Economic Freedom*, an annual guide

published by The Wall Street Journal and The Heritage Foundation (see chart below), these four economies occupied the top positions in the Latin American region and outperformed the rest of the region in practically all the areas.

Comparing Latin America to Pacific Alliance

AVERAGE SCORES

2013 Index of Economic Freedom Category	Latin America*	Pacific Alliance	Difference (PA minus LA)
Property Rights	37.9	57.5	19.6
Freedom from Corruption	37.1	42.5	5.4
Fiscal Freedom	79.4	78.7	-0.7
Government Spending	66.4	81.9	15.4
Business Freedom	59.8	78.6	18.8
Labor Freedom	58.1	70.1	11.9
Monetary Freedom	73.3	81.3	8.1
Trade Freedom	72.8	80.0	7.2
Investment Freedom	48.8	73.8	24.9
Financial Freedom	45.8	65.0	19.2
Overall Score	57.9	71.0	13.0

* All Latin American countries minus Chile, Colombia, Peru, and Mexico.

 heritage.org

The Pacific Alliance is different, according to [The Economist](#), which reports that much of the excitement is because the Pacific Alliance is a hard-nosed business deal. "It is based on [economic] affinity, rather than proximity". This project offers the helping hand the U.S. firms need to enter this market. Our **concierge approach** is creative because we will aggressively approach targeted firms and offer them a suite of the U.S. Department of Commerce matchmaking and assistance services, providing support throughout the entire sales process. A major part of this effort will be to recruit small manufacturing firms that sell to the construction industry and convince them that the Pacific alliance countries hold opportunities for them in partnership with SMC Business Council and their strong network of companies, partner associations and members.

CURRENT STATE OF THE U.S. CONSTRUCTION MACHINERY MANUFACTURING INDUSTRY AND MARKET POTENTIAL

We have identified that the following NAICS codes that are associated with the construction manufacturing industry: **332-Fabricated Metal Products**, **333-machinery except Electrical**, and **321-Wood product manufacturing**. Small manufacturing firms in these categories are our target industries. Small Manufacturers in this industry create high paying jobs when exports are sold, which then have multiplier effects on the community. The U.S. Department of Commerce reported that in 2010, \$185,000 in exports would create one manufacturing job.

<http://trade.gov/publications/pdfs/exports-support-american-jobs.pdf>. Thus, for this project in which our estimated exports are \$107 M, there is potential to create 578 jobs and in the longer term when exports expand to \$300M, the potential is 1621 jobs. We have investigated and found information (see table below) on the number of PA firms in

our targeted NAICS industries, sales volume in the U.S., and the current sales volume of these products exported to the Pacific Alliance for each NAICS code.

Pennsylvania Sales of Construction Industry including exports to the Pacific Alliance Countries						
NAICS CODES	No. of Firms	Jobs	PA Total Sales Volume in Billions	PA Global Export Sales in Billions	PA EXPORT SALES To Pacific Alliance in Billions	% of Exports to PACIFIC ALLIANCE
3331	107	7,371	\$ 4.151	\$ 1.236	\$ 0.147	12%
3332	172	6,015	\$ 1.663	\$ 0.326	\$ 0.025	8%
3333	86	2,452	\$ 0.790	\$ 0.234	\$ 0.004	2%
3334	95	4,946	\$ 1.640	\$ 0.276	\$ 0.015	6%
3335	409	8,687	\$ 1.883	\$ 0.307	\$ 0.027	9%
3336	42	2,523	\$ 0.873	\$ 0.541	\$ 0.037	7%
3211	270	4,188	\$ 0.962	\$ 0.186	\$ 0.006	3%
3212	53	2,180	\$ 0.376	\$ 0.061	\$ 0.002	4%
3321	168	10,564	\$ 3.055	\$ 0.026	\$ 0.004	16%
3322	74	2,211	\$ 0.423	\$ 0.083	\$ 0.004	5%
3323	663	19,432	\$ 4.629	\$ 0.138	\$ 0.007	5%
3324	78	4,984	\$ 1.335	\$ 0.266	\$ 0.007	2%
3325	34	1,184	\$ 0.289	\$ 0.038	\$ 0.007	18%
3326	84	3,197	\$ 0.786	\$ 0.071	\$ 0.003	4%
3327	1,194	20,044	\$ 3.365	\$ 0.123	\$ 0.011	9%
TOTAL	3,529	99,978	\$ 26.220	\$ 3.913	\$ 0.308	8%

<http://tse.export.gov/TSE/MapDisplay.aspx>].&<http://www.census.gov/epcd/susb/2008/pa/PA--.HTM>

In Pa, there are 3529 firms in these NAICS code categories. Currently only an average of 8% of these firms' total exports in this industry are to the Pacific Alliance countries. In 2011, their exports to Pacific Alliance countries were \$308,000,000 versus \$3.9 billion worldwide. So, there is huge potential for expansion.

The firms in our targeted NAICS codes comprise one of the largest and most competitive sectors of the American manufacturing economy. Some examples of products in this industry include: construction machinery and equipment for use in residential, nonresidential, highway, street and other infrastructure construction, power cranes, draglines and shovels, tractor shovel loaders, other construction machinery and equipment, wheel and crawler tractors, dozers and log skidders motor graders and light maintainers, rollers and compactors, mixers, pavers and related equipment, Parts for other construction machinery, self-propelled equipment, implements, accessories and components for use in construction, forestry, mining, and utilities., off-road diesel engines and fluid-power technology are also important components of off-road equipment, lumber for building. PA also has capability in design engineering, which is not included in these NAICS codes but is of interest to Pacific Alliance countries.

The United States is the world's largest market for this type of machinery, as well as the third-largest world supplier, exporting more than \$160 billion in 2011, an increase of nearly 14 percent from 2010. American manufacturers hold a nearly 60 percent share of the U.S. domestic market—the world's largest, and account for more than 14 percent of global trade in this sector. Since 2009, machinery manufacturers of all sizes have benefitted from increasing domestic capital investment and strong growth in export markets. Most are SMEs, but there are also many large, publically traded firms and iconic American brands that do business on a global scale. These companies are also strong and consistent exporters.

The economic impact of machinery manufacturing, including construction, extends throughout the American economy. These industries provide essential and highly sophisticated technology for many other manufacturing and service industries. U.S. manufacturers' commitment to technological innovation is the key to their continued leadership in a highly competitive global marketplace. The utilization of information technology in the machinery industry has allowed the development of equipment that achieves greater productivity, efficiency, and sustainability. In addition, numerous American universities are engaged in advanced research in related engineering and scientific disciplines that will ensure that the U.S. will remain at the top of the competitive pyramid.

More than 1.1 million Americans were employed directly in this sector in August 2012. These jobs are almost entirely in highly-skilled, well-compensated professions and trades. These companies have added more than 130,000 jobs since January, 2010. The spillover effects also support the jobs of hundreds of thousands of Americans in a variety of other manufacturing and service industries.

U.S. machinery manufacturers face numerous challenges in foreign markets. In many world markets, access is problematic in a number of key growth markets, especially trade barriers based on foreign governments' import substitution policies and local content requirements and protection of intellectual property. For a number of machinery industries, bans or restrictions on import of remanufactured goods are a significant problem. Also, access to capital can still be a challenge, especially for SME manufacturers. **This is where the Pacific Alliance countries offer a good advantage. Since the 4 Pacific Alliance countries signed individual Free Trade Agreements with the U.S. the above mentioned barriers will be non-existent or reduced.**

LOCAL AND THIRD COUNTRY COMPETITIVE POSITION

Major competitors in these markets in these countries include Germany, Japan, Italy, and China. Local industries in this sector are not advanced. During our trade mission visit to Colombia and Panama in June, 2013, it was emphasized to us that U.S. products are highly in favor in these countries in Latin America. The high quality, technologically advanced products are needed to accomplish the large scale construction projects underway in each of the countries. Also, the high U.S. percentage of total imports in these industries (68%), indicates that U.S. products are preferred. We also benefit from the Free Trade Agreements with each country which have opened communications and eliminated most trade barriers. The U.S. is the main import country for the Pacific Alliance countries. Thirty nine percent of Colombia's main imports are machinery and transport equipment, the majority of

which are for the construction industry. Mexico's top imports are in the machinery and equipment (50%) and Mining products (13%). Nine percent of Chile's imports are machinery and parts and Peru's imports in this sector comprise 6% of the total. Also, the Free Trade Agreements give the U.S. a competitive position. For example, prior to the FTA with Colombia, tariff rates for the infrastructure and Machinery sector was 11.1% and for the building products industry was 12.7%; both (and others) will be 0% upon full implementation.

Target Market Economic Conditions and Likelihood of potential buyers for U.S. products

As noted previously above, these four economies are the most dynamic in the region, representing more than 40 percent of Latin America's economy with a market of more than 210 million people—more than one-third of the region's population. Their combined economies make-up 35 percent of Latin America's gross domestic product (\$1.7 Trillion) and 55 percent of Latin America's exports, a value of \$1.045 trillion since 2010. The U.S. has successfully negotiated free trade agreements with each of the four countries, which has eliminated tariffs in at least 80% of products and reduced non-tariff barriers as well. As noted above, the U.S. is the top trading partner of the Pacific Alliance countries. EXIM Bank has targeted Mexico and Colombia as important emerging markets for U.S. companies. The U.S. percentage of exports is higher in these target industries than overall, which is an indicator that demand is high as these countries continue their development. Their high economic growth rates, which are higher than those of developed countries, are due to their multiple infrastructure projects involving expansion of paved roads, ports, airports, railroads and housing and commercial developments. Another indicator of this robust market is that global sales of U.S. machines fell in every region except Latin America in 2012-13, where they increased 28 percent, more than double the gain for the period, according to Bloomberg.

<http://www.bloomberg.com/news/2013-05-20/caterpillar-retail-sales-drop-slows-on-latin-america-gain.html>

Below are some specific data for each of the Pacific Alliance member countries, all of which are prioritizing infrastructure development in their plans for the next several years, providing extensive opportunities for PA small manufacturing firms.

Colombia: Historically, Colombia has lacked sufficient transportation infrastructure. Recently, some of the smaller cities have adopted a more specialized manufacturing area that will enable their products to be more favorable with less competition. Colombia's infrastructure is in desperate need of upgrading to keep pace with the growing economy of the country. Due to road, rail, and port systems that are needed to unify the logistics and business of the country, the cost of transportation of goods within the country is 10% higher than in the United States; accounting for 18% of the price of Colombian products. This has been a main stumbling block in the country's economic competitiveness. Intercity highways are mostly one lane roads with severe wear making the movement of goods difficult and expensive. Only 15% of Colombia's roads are paved and there is only 1,000 kilometers of divided highway. River systems have not yet been developed for transportation of goods. According to information from the U.S. Commercial Service, In 2011, President Santos has announced an infrastructure development worth \$55 billion through 2020 .

Currently in Colombia, there is a housing shortage. Estimates for future demand for housing are above 300,000 units per year. Much of what the government has proposed building would be considered low income housing. Smaller cities in the country seem to be the ones leading the demand for increased housing

Additionally, the current government is leading a push for more of a "green" agenda. The goal is to develop and enforce a Green Building Code (GBC). This will lead to a regulatory environment that will promote energy efficiency, water conservation in buildings, along with materials and waste management. It is estimated that development of the GBC will lead to reductions in energy consumption of up to 7%, reduced water consumption of up to 19% in new residential buildings. This presents opportunities for U.S./Pennsylvania companies.

Peru: Peru's rapid economic growth has created an infrastructure gap, causing demand for both public and private infrastructure development, such as roads, telecommunications, ports and electrical lines. Economists estimate that Peru has an infrastructure gap of approximately U.S. \$30 billion. Thus, experts predict a virtuous cycle for infrastructure project investments in the coming years. According to the Peruvian Chamber of Construction (CAPECO) president, Walter Piazza, the construction sector should recover its high rates of development in 2013. Similarly, the Lima Chamber of Commerce indicated that sales of capital goods and construction materials could grow between 15% and 25%. According to Peru's National Port Authority (APN) president, Frank Boyle, Peru is planning to invest US \$6 billion over the next six years in a bid to close its gap in port infrastructure.

Also, there is currently a housing deficit throughout the country, according to the Lima Chamber of Commerce. Estimates are that an investment of at least U.S. \$13.5 billion will be needed during the next ten years to cover the housing shortage. A positive, significant change in the construction sector is the emergence of government as a partner to the private sector.

Chile: With 36.8% of the Chilean market, the U.S. is the single largest supplier of the Chilean construction industry, mostly with high-tech building materials and capital equipment. In 2011, Chile's construction sector grew by 9% with growth in 2012 reaching 11%. Public investment reached \$ 2.5 billion during 2011 and industry analysts expect the construction sector to continue expanding significantly. The country's concession programs were updated, promising fresh investment in port expansions, new highways and other infrastructure, totaling U.S. \$14 billion through 2014. Opportunities include: Housing (all income levels, but with special emphasis on social projects) , Public Works (highways, airports, ports, hospitals) ,Mining & general industry construction, Private buildings (offices, hotels, first & second homes, lake and beach resorts), Retail, especially shopping malls, Educational and private health facilities, Industrial facilities and Energy efficiency products and supplies, earth moving equipment, concrete technology for high-rise building construction (scaffolding, concrete pumps), and consumables that accelerate the building process.

Mexico: According to official figures presented by Mexico's Central Bank, National Institute for Statistics and Figures (INEGI), Mexican Chamber for the Construction Industry (CMIC), National Chamber for the Consulting Firms (CNEC), and the Secretariat of Treasury and Public Finance (SHCP), the Mexican construction industry grew

4.4% in 2012 compared to 2011. The total value of the construction sector in 2012, totaled \$95 billion. The Mexican states that received the majority of investment were Estado de Mexico (19%), Mexico City (18%), Nuevo Leon (13%), Jalisco (9%) and Veracruz (9%). The Mexican construction industry is expected to grow by 3.5% in 2013 based on the upcoming NIP for 2013-2018. Key infrastructure projects include Shopping malls, retail stores, industrial plants, distribution centers, mixed-use buildings, mid and high-income housing as well as other small projects). President Pena Nieto recently announced a \$300 Billion investment in infrastructure projects through 2018.

U.S. INDUSTRY RESOURCES ACCESSED TO DEVELOP TARGET MARKETS AND PRIVATE SECTOR PARTNERSHIPS

Our partner, SMC Business Councils, formerly known as Smaller Manufacturers Council, is well tapped into several resources which will be of assistance in this project including their own membership base, major industrial associations dedicated to manufacturing and the construction industry. About 18% of SMC members match our targeted NAICS codes for this project.. With their partners and marketing reach, SMC will be able to reach even a broader base including direct contact information for executives from about 2800 companies in the NAICS codes we are targeting. By expanding the search to include those companies that could support/supply the targeted NAICS companies including machine shops, paving contractors, tool & die, raw material supplier and service providers, the SMC contacts extend to 12,000 manufacturing businesses. SMC also has ongoing collaboration with PA Manufacturing Association, National Association of Manufacturers, and National Tool and Machinery Association.

The Duquesne SBDC Global Business Program also works with an extensive list of clients and utilizes an extensive database of major manufacturers and continually works with the trade specialists from the U.S. Department of Commerce and Pennsylvania's Office of International Business Development to ensure our contact and company lists are updated. Duquesne's Center for International Regulatory Assistance (CITRA) also works with an extensive network of companies throughout the U.S. as well as Pennsylvania, assisting them with regulatory issues. Many of them export to Europe currently, but our objective is to introduce them to the opportunities available in the Pacific Alliance Countries. Through the SBDC and CITRA programs, we also have access to both our Pennsylvania and national network of SBDCs' International Trade Programs as well as through our active involvement in the NASBITE organization. Given the growth of, and increasing interest in The Pacific Alliance countries, we expect that we will be able to make one or more presentations at NASBITE annual conferences on this exciting region and showcase the opportunities available through our project.

Also, we will work, in addition to the Pittsburgh and other USEACs, with the other private sector partners identified in this proposal. Our program direct partners, RL Swearer Freight Forwarders will assist with logistics, and Confluent Translations will assist with translations. All of these firms have active relationships with exporters in our target industry and have agreed to assist us with promotion throughout the project. We also have working relationships with the PA banks with international trade departments including PNC, and First Niagara, law firms such

as Clark Hill and Meyer, Unkovic and Scott, and Accounting firms such as PWC, KPMG, EY, Sisterson, Schneider Downs who all have international capabilities within the targeted countries (either directly or through International Associations) and robust client pools of firms in our targeted industries.

The Commonwealth of Pennsylvania through the Department of Community and Economic Development's Office of International Business Development (OIBD), has one of the most active state trade programs in the U.S. OIBD has agreed to be our partner and assist us with recruitment and marketing, seminar preparation and presentation and in-country help. Their MAG grant program, which reimburses firms for ½ of their mission expenses other than travel, will be a great incentive for firms to participate. Also, the Southwestern Pennsylvania Commission, which represents DCED in the Southwestern PA region, will be an active partner. Their key trade specialist is a native of Peru and will travel on the missions with us and assist with client recruitment and follow up. We are also an active City State Partner with EXIM Bank. The Western Pa District Director of the U.S. Small Business Administration, has been and will continue to be an excellent resource for this project. He has offered to link us to other programs which may have funding available to support client expenses. We will also seek out additional resources and potential sponsors throughout the project.

International Partners who will assist include Pinilla Plazas & Asociados and Pacto International. Both are eager to assist with this project by matchmaking their members with U.S. firms and assisting in firm recruitment. Mr. Pinilla is an international lawyer, licensed in both Colombia and the State of New York and has worked with the U.S. Embassy in Colombia.

U.S. INDUSTRY'S ABILITY TO MEET POTENTIAL MARKET DEMAND

According to Quarterly Survey of Plant Capacity Utilization Full Rates: 2013, third quarter 2013 capacity utilization in our targeted NAICS codes, ranged from 61.5% to 72.5%. This indicates that there is sufficient capacity for firms to increase exports and fulfill orders they will receive.

<http://www.census.gov/econ/isp/sampler.php?naicscode=3339&naicslevel=4>) Also, we have seen our export programs receive more clients and inquiries over the last six months, showing a trend that U.S. manufacturers are again seeking to expand overseas.

U.S. INDUSTRY'S AFTER SALES SERVICE CAPABILITY IN TARGET MARKET

All of the countries in the Pacific Alliance believe that customer service and support are fundamental to successfully penetrating and retaining market segments for most products and services. Distributors can act in this capacity, provided the US firm provides training and support. The U.S. firms in this industry are familiar with offering this support. In our concierge package, we will ensure that the participants are aware of their target market's policies in this area. Company reputations can be made or lost in a fairly short period of time if reliable in-country support doesn't occur.

PROJECT DESCRIPTION INCLUDING WORK PLAN

Our proposed program will offer a hand holding or Concierge service approach for participating U.S. small manufacturers focusing from the initial contact through after sales stages in selling to the Pacific Alliance countries' construction industry. We will work with the U.S. Commercial Service and tap other resources when prudent to ensure great success for the participating firms. Our partnership with SMC Business Councils is critical to recruiting SME manufacturers.

To achieve success, our Concierge Service will include the following steps and work plan:

1. **Develop, promote and conduct training programs and materials to educate SMEs on exporting to Pacific Alliance Countries:**

- Create an internet portal for the project which is continually updated with news on the opportunities in our target region. The website will provide an overview of the industry and opportunities, success stories, training seminars, Q and A and email hotline.
- Develop seminar topics on How to Do Business with Pacific Alliance Countries including: (1) Opportunities in the market for small manufacturers, particularly those in the construction industry; (2) Nuts and Bolts of Doing Business in Pacific Alliance countries; 3) Legal Aspects of Doing Business and (4) Available Financing Tools. The seminars will be both live and on-line. A webinar will be created that will be posted on the internet portal.
- Work with U.S. Department of Commerce industry specialist to conduct an annual webinar (if they are able to do so) on such topics as the Free Trade Agreement Opportunities and Benefits with the four countries; an industry overview of the construction opportunities for U.S. small manufacturers in these countries, etc.
- Conduct at least eight seminars annually (2 per quarter) in conjunction with our partners.
- Promote the trade mission to specific countries during the seminars

2. **Market to and recruit small manufacturing firms in conjunction with our major partner, SMC, as well as our other partners:**

- Create brochure/printed information on the project and flyers for each seminar that is offered
- Use social media systems to send weekly updates regarding trade opportunities and information
- Develop/purchase lists of companies to recruit participants
- SMC will promote the program through their Manufacturing publication and through radio program
- Contact and follow up with firms through email, telephone and direct mail
- Participate in regional manufacturing events where appropriate

3. **Plan/promote/attend an annual trade mission & trade show in each country over the three years to be attended by Pa. manufacturers:**

- a. **Colombia, May, 2015** ; Purchase booth space and attend trade show Expoconstrucción Expodiseño 2015 along with joint mission with **gold key matchmaking** for participants
 - b. **Chile/Peru, October, 2015** ; Purchase booth space and attend trade show CONEXPO Latin America in October , 2015 along with joint mission with **gold key matchmaking** for participants
 - c. **Mexico, October, 2016.** Purchase booth space and attend trade show EXPO CIHAC in October, 2016 along with joint mission with **gold key matchmaking** for participants
- Purchase trade booth which we will be able to use at all three trade shows and in various promotional events over the three year project. Invite Participating companies to display their product/material in the

booth at the shows. Also, we can include product materials from other PA manufacturers who are interested in these markets.

- Solicit sponsors for the missions and seminars to enhance budget.
 - Handle travel arrangements, arrange Gold Key matchmaking appointments through U.S. Dept of Commerce; and trip logistics for Mission/Show attendees. Our goal is to recruit 10 to 15 business attendees per trip.
 - Educate firms and make connections for export financing programs with EXIM Bank and PA DCED for trip reimbursement. We also plan to solicit other partners to help reimburse trip expenses for attendees.
4. **Work with our Colombian partners**, William Ortiz, President, Pacto International and Luis Pinilla, President, Pinilla Plazas and Asociados, to host an annual reverse trade mission to PA of Colombian Construction company owners who are interested in acquiring U.S. products.
 5. **Work with U.S. firms**, which do not wish to attend the show and mission, but instead use our services for matchmaking and facilitating their entry into these countries. We anticipate that some of these firms will utilize the **Gold Key Matchmaking Service** and visit their country of interest throughout the project. We expect requests from companies for assistance at follow up sales events throughout the project as has been occurring since our Panama/Colombia Trade Mission.
 6. **Assist firms with sales follow-up**, including product registration, regulatory and financing issues accessing resources of CITRA, EXIM Bank, commercial banks, etc

PERFORMANCE MEASUREMENT

We are very prepared to abide by the project guidelines to establish an agreement with each client we serve to collect the performance information. Our project leaders will maintain frequent communication with the clients to obtain data as it occurs, and administer a quarterly survey to track the mandatory performance data including:

EXPORTS: we will collect from our participants and report the dollar value of:

- Actual, verified export sales, leases, or rentals of U.S. goods or services: **We estimate that this project will generate \$107.5 million dollars in sales in the first three years and to \$75 M annually for a total of \$300 million from 2018-2022. (See chart below for rationale)**
- Export related developments including the value of agent contracts and other export-related agreements, loss avoided, trade complaints resolved: **We expect that about 75% of the export sales noted above will go through agents and distributors**
- Exports that must be extrapolated from reliable sources other than MDCP-project-generated transaction-originated reports: At this time, we do not expect to extrapolate data.

Country and Industry	No of firms visiting Specific Country (over 3 years)	% sales success rate	No. of firms making sales	Average sales (in Millions)	Total sales (in millions)
Colombia	30	50%	15	\$2.5	\$37.5
Chile and Peru	20	50%	10	\$2	\$20
Mexico	20	50%	10	\$5	\$50
	70		35		\$107.5

Note: We have been advised by export consultants working in these countries, that we could expect a 70-80% success rate because of favorability to U.S. products. To be more conservative, we have estimated 50%.

Export Class: Also, we will collect and report the class of each type of:

- Export transaction as new-to-market, new-to-export, or increased-export-to market: **We anticipate that 1/3 of the companies will be in each of the above categories (about 12 in each)**
- Export-related development such as an agent agreement or removal of a market-access barrier: **We anticipate that new to market and new to export firms will use an agent or distributor and the export to market firms will use a combination of agents and direct sales.(about 12 will use both methods and 24 will use an agent/distributor)**
- Exports that are not transaction-specific such as an extrapolation of exports from other data: We do not anticipate using this category.

Other Related Export Information: We will also report as much of the following information as is available regarding exports: **foreign market, exporter's name/city/state/email address, and names of ITA Commercial Service staff who facilitated the export.**

Progress Indicators: For each event-recruiting campaign, we will report the date we first presented its success agreement to potential participating companies. For each event we will also report: **the date that we sent to our ITA-MDCP team a list of companies that plan to participate in an upcoming activity and Trade decision points resulting from project activity where a target-market official with authority to make trade decisions takes action.**

Projected Exports: We will report our estimates of future export results for the next four quarters. Accordingly, in the report for the quarter just completed, **a cooperators estimates the dollar value of exports its MDCP project activity will generate during the next calendar quarter, the quarter following that quarter, the next quarter after that, and the next quarter after that.**

APPLICANT DESIGNED PERFORMANCE GOALS AND ESTIMATED PERFORMANCE

We will also collect and report on the progress and completion of various our deliverables including;

- Number of new job positions hired since last reporting period; **USDOC data indicates 1 job for every \$185,000 in exports. Applying this measure indicates 578 jobs for this project**
- Number of seminars conducted and attendees: **We will conduct at least 8 seminars annually (total of 24 over three years) with average attendance of 20 individuals (480 annually and over three years)**

- Number of individuals accessing our portal webinars: **We anticipate at least 100 accesses to the webinars for total of 300 over three years**
- Number of events with U.S. Department of Commerce partners: **We anticipate sponsoring our 8 seminars with USDOC partners, offering a webinar with the USDOC industry specialists annually, if they are available and it is feasible, with 100 attendees each for a total of 100 annually and 300 over three years.**
- Number of website portal hits: **We anticipate at least 1000 website hits annually for total of 3000.**
- Number of reverse trade missions and successes from them: **We anticipate 3 reverse trade missions (1 per year) with 10 attendees each for 30 over three years.**
- Amount of export financing obtained: **We anticipate that at least 10% of the firms will obtain export financing for a total of \$10 M.**
- Number of companies we assist to trade to Pacific Alliance countries that do not attend trade missions: **We anticipate at least 20 companies.**

PERFORMANCE MEASURE RECORDING AND REPORTING SYSTEM

We will utilize the SBDC's Webcats data collection and reporting system under an MDCP code to input the data . Webcats allows for tailoring of the impact measures and is a complete data system for recording inputs (consulting hours, sessions, etc), outputs and impact milestone data. We will report this data to the Dept. of Commerce according to the quarterly report schedule. Also, we will phone and email clients to ensure that we receive their survey form quarterly. We have found that when we develop a close relationship and maintain frequent communication, clients are more receptive to completing survey forms. We have had a good track record for our clients to report success data. (We are mandated to do this in the SBDC program). Our proposed initial success agreement and survey forms sheets are below.

SUSTAINABILITY

We expect that this project will be embraced by SMEs. We anticipate that by the end of the funding period, we will be known as the "go to" experts for firms exporting to Pacific Alliance countries and that the project will be able to sustain as occurred with our CITRA center after the 2000-2003 MDCP grant. Our success with the USAID projects with Mexico has given us the "go to" reputation for trade with Mexico. Our ultimate aim is to extend this project, building upon our reputation, into a Department within CITRA that focuses on trade with Latin and Central America with SMC as our continuing partner.

PARTNERSHIP WITH ITA

The Duquesne University SBDC has a long history of cooperative programs with the U.S. Department of Commerce. We anticipate that through this project, SMC will become more active in export promotion to their networks and members. Our Global Business Program regularly co-sponsors several seminars annually with the Pittsburgh District ITA Office and assist with the promotion of trade missions (most recently the Panama/Colombia trade mission in June 2013 which we led under the STEP grant with USDOC support). Through an MDCP grant in

2000 to 2003, we created the Duquesne University Center for International Regulatory Assistance (CITRA) which specializes in CE Marking, EU Environmental Regulations and other country product regulations. In 2005, we conducted numerous CE Marking seminars across the country in conjunction with local USEAC offices in several states. Our CE Marking Specialist interacts regularly with various U.S. Department of Commerce officials to discuss CE Marking issues.

For this proposed project, we envision a robust partnership with ITA in several capacities. We have discussed our proposed project with our local ITA office in Pittsburgh, Steven Murray and Lyn Doverspike, Washington DC professionals, Kit Rudd and Bruce Harsh, Sr. International Trade Specialists in Construction industries and Brad Hess, Director, Market Development Cooperator Program, Manufacturing and Services. We understand that Brian Ledgerwood is the specialist in building materials, but he was not available during our phone call meeting. We would like to leverage the expertise of these specialists to participate in seminars where possible (we have had much success using Webex) and also to do an annual webinar with a national audience if possible, to assist in recruiting companies for the trade mission and to coordinate meetings in our target countries. We would like to have an official from the U.S. Commercial service accompany us from the Pittsburgh or Philadelphia office during visits to firms to discuss the program where possible. We will also provide the list of interested and participating firms to their offices.

We will also work closely with the in-country Commercial officers to plan the trade show and mission. We worked closely with Cameron Werker and staff during our 2013 trade mission to Colombia and Panama and look forward to meeting the Commercial officers in the remaining Pacific Alliance countries. Our company participants expressed the highest praise for the quality of the services in their interactions with the Colombia Commercial Officers. Our project employs the gold key service for matchmaking. We will value input from the U.S. Department of Commerce industry specialist team leader assigned to our project for all facets of the program. We will also benefit from accessing MAS research capabilities and the other resources offered by the U.S. Department of Commerce.

PROJECT PERSONNEL CREDENTIALS

Structure and Composition: The Duquesne University Schools of Business have been assisting Pennsylvania and U.S. exporters for several years through its two major programs: SBDC Global Business Program and Center for International Trade & Regulatory Assistance (CITRA). The Duquesne SBDC's Global Business Program, which has been in existence for over 30 years, provides export assistance to over 100 manufacturing and high-technology companies annually by providing market consulting and exporting workshops, co-sponsored with the U.S. Department of Commerce USEAC and other resources. We help companies develop trade strategies and long-term export planning, select sales and distribution channels, deal with product regulatory issues, perform market research and assist with export financing through Our City State Partnership with EXIM Bank and also work with private banks, such as PNC. Also, the program led last year's successful trade mission to Panama and Colombia as

well as six trade missions to Mexico, in partnership with Pennsylvania trade office (PA DCED), to fulfill the deliverables of our USAID Ties Partnership programs with Mexico. We have also led trade missions to Nicaragua and Puerto Rico.

CITRA, Duquesne's Center for International Trade & Regulatory Assistance, helps U.S. businesses comply with the international regulatory systems, with a special emphasis on the EU's CE mark system of product safety and quality standards and EU environmental regulations (REACH, WEEE, ROHS, etc.). CITRA was developed through a U.S. Department of Commerce MDCP grant in 2000-2003. Since its founding, CITRA has helped over 1000 U.S. companies nationally improve their products and/or production processes in the areas of lean manufacturing, quality, product safety and environmental friendliness (including energy efficiency, waste management and limitation of the use of toxic substances in products) in order to comply with the CE Marking requirements. We have worked nationally with several USAEAC offices in sponsoring CE Mark seminars

Since its founding in 1944, SMC Business Councils has been at the forefront of small business advocacy at the state and federal level. SMC Business Councils serves several thousand employers in southwestern and central Pennsylvania who have more than 20,000 employees. Membership is comprised of businesses in service, commercial and manufacturing enterprises. They range in size from sole proprietors to manufacturers with over 500 employees.

STAFF COMPETENCY

The following Duquesne University and SMC Business Council professionals will staff this project. Their experience, qualifications and tenure at Duquesne and in their field indicate that Duquesne University and its partners have the capacity required to complete this project successfully. Resumes are included as attachments to this proposal.

Duquesne SBDC Director, **Dr. Mary McKinney**, will be overall project director (5% of time). Dr. McKinney supervises the consulting of over 500 small businesses and training of about 2000 small business annually. She has co-planned and co-led all of the SBDC trade missions. She has designed and supervised numerous grant funded projects from PA DCED, USDOC (2000 MDCP grant), US SBA, USAID, USDOJ, USDOC, USDOE, USEDA and E.U.

The Project Technical Manager, **Dr. David Hanson** (5% of time), a Latin American specialist, lawyer, professor and expert on international product regulations (author of 3 books), will be an advisor to the project and assist in development of the seminar and webinar materials, web portal and other marketing/recruitment materials for the project

Mr. Brent Rondon, Project Coordinator, is a native of Peru and U.S. born citizen and is very familiar with the business environment in Latin America. He will have responsibility for client recruitment, consulting, follow up, development of marketing materials and promotion of the programs (17% of time). He is the Manager of the Global Business Program and a Certified Global Business Professional from NASBITE. Five of his manufacturing clients

have won the U.S. SBA "Exporter of the Year" award in the Pittsburgh region and one was selected to be the national U.S. Exporter of the Year. Of course, Brent speaks Spanish fluently and his extensive network of contacts in these countries contributed greatly to the success of last year's trade mission to Panama and Colombia.

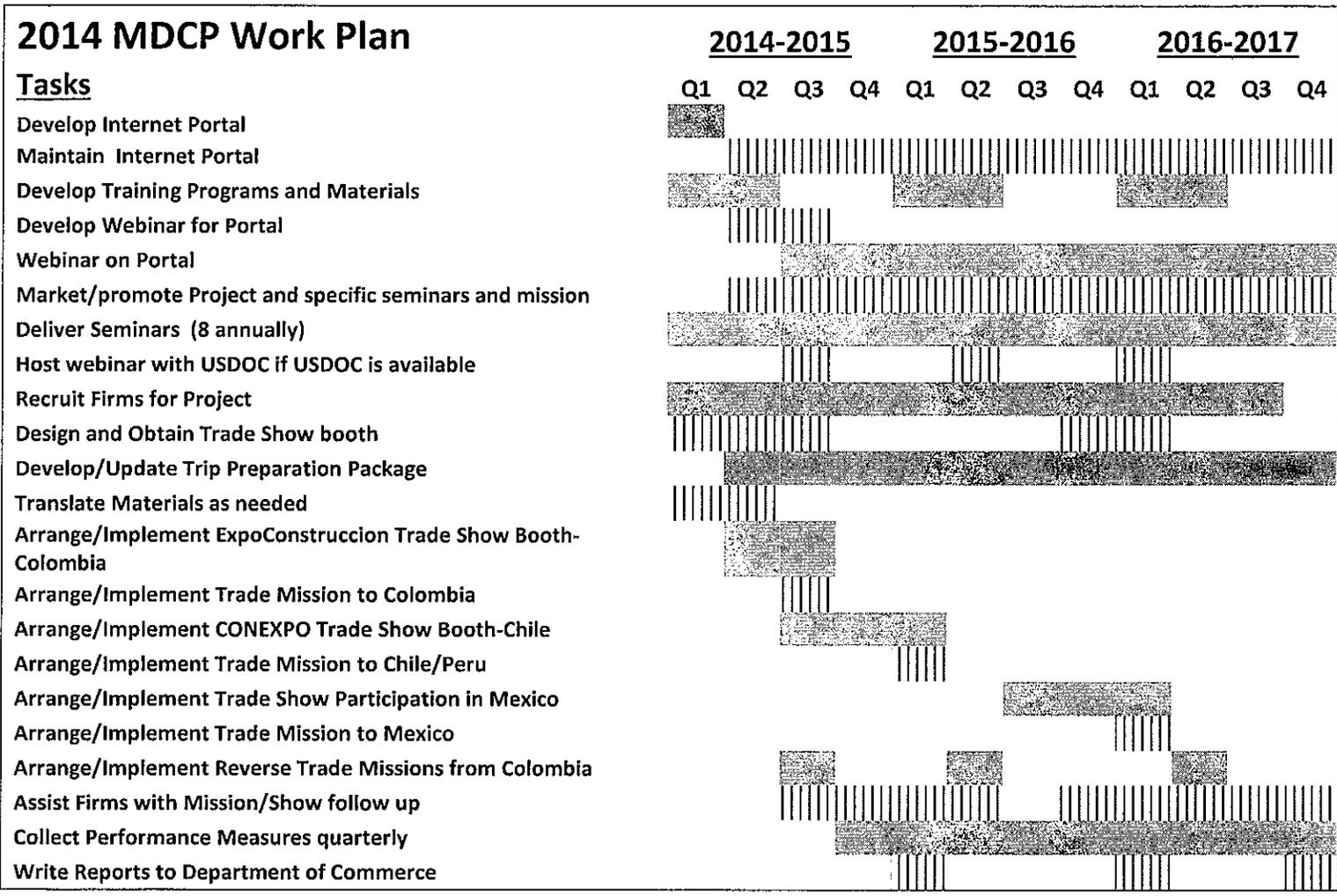
Mr. Gonzalo Manchego, Project Technical Consultant, is a native of Peru and will have primary responsibility for working with the companies and partners to carry out the duties in preparing clients for the trade missions and follow up (36% of time). He will assist with developing the web portal and seminar training materials as well as an instructor for the seminars. Additionally he will perform the Concierge services to clients. Gonzalo is the Manager of International standards and Technical regulations at the Center for International Regulatory Assistance (CITRA) and a Business Consultant. He is a Certified Quality Auditor (CQA), Certified Quality Engineer (CQE), certified engineer and has an MBA degree. He has worked in manufacturing firms, especially in areas of ISO 9000, quality, compliance with international and U.S. product regulatory systems and competitiveness issues. Of course, he speaks Spanish and understands the Latin business culture well.

SMC Business Councils will engage several members of its team to be involved in the support this project. SMC staff involved, but not limited to, are **SMC President Steven B. Shivak** (5% of time); **Vice President, Member Services and Business Development Don Stewart** (5% of time); **Member Services and Programs Manager Jennifer Sizemore** (10% of time) and **Customer Services Representative Denise Burkholder** (5% of time). Mr. Shivak will be the primary contact for this project and will assist in the recruitment, promotion and follow up efforts focused on attracting participation from the PA manufacturers and work closely with SMC partners to help in the marketing and promotion of the project's educational events and trade missions activities. Mr. Stewart's primary involvement with the project will be focused on recruitment of manufacturers and the promotion/marketing of the educational programs and trade events of the project. In addition to his executive management leadership position at SMC, Mr Shivak is also the acting editor of WP-Working Parts Magazine (SMC's publication) and the host of the Working Parts Radio Show. Ms. Sizemore's role within the project will be to provide logistical, tactical marketing and recruitment campaign support for the educational seminar series, participant recruitment efforts, trade mission participation and various follow up activities. Ms. Burkholder will provide administrative support and participant reporting.

OTHER ATTACHMENTS

OTHER ATTACHMENTS WHICH FOLLOW THIS PROPOSAL NARRATIVE INCLUDE: BRIEF BIOGRAPHIES; MDCP PROJECT COMPARISON CHART AND COMPANY TRADE ASSOCIATION SUPPORT LETTERS. PARTNER SUPPORT LETTERS ARE INCLUDED IN THE FINANCIAL NARRATIVE.

WORK PLAN FOR OPENING DOORS TO THE PACIFIC ALLIANCE COUNTRIES FOR SMALL MANUFACTURERS



WEB PORTAL EXAMPLE OF USE OF ITA LOGO

OPENING DOORS TO THE PACIFIC ALLIANCE COUNTRIES FOR SMALL MANUFACTURERS



Enter here for information on exporting to the Pacific Alliance countries of Colombia, Chile, Peru and Mexico

Enter here to learn more about upcoming seminars, trade missions, and assistance to help you

Consulting

Opening Doors to the Pacific Alliance Countries for Small Manufacturers provides a concierge approach to U.S. companies to assist in exporting to Latin America's most dynamic economies. Infrastructure needs in these countries are booming and there are great opportunities to enter this market NOW. Our trade consultants are prepared to explore opportunities for your products and ensure your firm is matched with the right buyers.

Export Planning

Am I ready to export my product to the most dynamic countries in Latin America?
What do I need to consider?

Training

Several workshops are offered throughout the year for companies interested in growing their export sales and entering new markets.

Asking Trade Questions

We have active partnerships with the U.S. Department of Commerce, U.S. Commercial Services and others.

Click [here](#) for our links to our wide network.

Our primary offices are located at Duquesne University in Pittsburgh, PA.
Duquesne University
Small Business Development Center
108 Rockwell Hall
600 Forbes Ave
Pittsburgh, PA 15282-0103

Phone: (412) 396-6233
Fax: (412) 396-5884
Email: sbdc@duq.edu



INTERNATIONAL
TRADE
ADMINISTRATION



SBA
U.S. Small Business Administration



PA
pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

CITRA

Opening Doors to the Pacific Alliance Countries for Small Manufacturers

SUCCESS AGREEMENT

Welcome to, **Opening Doors to the Pacific Alliance Countries for Small Manufacturers**, an exciting program to assist you to increase exports which is partially funded through the U.S. Dept of Commerce Market Development Cooperator Program. We are delighted to have you join the initiative!

The purpose of this grant funded program is to increase U.S. exports to Pacific Alliance countries. It focuses on manufacturers who supply the construction industry. We will prepare you to enter this market through a variety of mechanisms tailored to your needs. Among the benefits which will be available to you are: translation to Spanish up to a four page brochure and product label description; Orientation to the Pacific Alliance markets with hands-on assistance; Matchmaking with agents, distributors or direct purchasers through a trade mission coordinated in partnership with the US Commercial Service Gold Key service; attendance at a major industry trade show during the trade mission; interpretation and group transportation services and assistance with sales follow-up.

As a participant, you will be responsible, quarterly, for submitting success information such as dollar value and number of Pacific Alliance bound export sales (deliveries or contracts for goods or services), joint ventures established and similar measures of achievement throughout the course of the program. Reporting will be conducted through quarterly surveys. We are obligated to American tax payers to report this information. This information is confidential. The International Trade does not share your success information unless you expressly agree to it.

To confirm your commitment, please read the following **Success Agreement** statement and sign and date in the designated area.

By signing below, I finalize my commitment to the Opening Doors to the Pacific Alliance Countries for Small Manufacturers Market Development Cooperator Program and agree to provide success information I have achieved during the program duration.

I certify that I am, that my company is, or that I or my company represents:(a) a United States citizen; (b) a corporation, partnership or other association created under the laws of the United States or of any State; or (c) a foreign corporation, partnership, or other association, more than 95 percent of which is owned by persons described in (a) and (b) above; AND I am, my company is, or the entity I or my company represents is, exporting, or seeks to export goods or services produced in the United States, or goods or services that contain at least 51 percent U.S. content.

I understand that this certification is a requirement to participate in the MDCP project activity described above and that an intentionally false certification may result in termination of participation in such activity.

Information provided to the International Trade Administration (ITA) is intended solely for internal use. ITA will protect business confidential information to the full extent permitted by law and Administration policy. U.S. law prohibits U.S. government employees from disclosing trade secrets.

I agree to the terms of this success agreement with Duquesne University as set forth above.

Company Name Address Email/Phone

Your Name/Title Signature



INTERNATIONAL
TRADE
ADMINISTRATION



pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

CITRA

PERFORMANCE SURVEY FORM

COMPANY EXPORT PERFORMANCE SURVEY

EXPORTER QUARTERLY PERFORMANCE FORM
[Quarter / Year]

The information you provide will be confidential. Information about your company's export business and only will be used as part of an aggregate report.

Please complete this form and email or fax back to: rondon@duq.edu (email) or 412-396-5884 (FAX)

Company name _____

Company Contact: _____ Email: _____

Title: _____

Product/Service: _____

Value of Exports attributed to MDCP Activities: _____

Number of distributors or agents hired: _____

Amount of Foreign Investment that will Increase Exports: \$ _____

Number of joint ventures finalized: _____

Amount of export financing received from what source: _____

Number of jobs created: _____

Number training seminars attended: _____

Number of training attendees from your company: _____

Number of participants in trade shows/missions: _____

Number of visits to Pacific Alliance Countries _____

Signature of Company Official _____ Title _____

Date _____



INTERNATIONAL
TRADE
ADMINISTRATION

SBDC
PENNSYLVANIA
Small Business Development Center
Duquesne University

SBA
U.S. Small Business Administration

SMC
Where All
Businesses
Go to Grow

PA
pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

CITRA

Comparison of 2000-2003 MDCP Project and 2014 - 2017 Proposed MDCP Project

	Year 2000 Project	Year 2014 Project
Purpose of Grant	<p>"This program will support the development of: a. Sources of information on E.U. product requirements; b Training programs on how to comply with these requirements, and c. Consulting services on related technical questions"</p> <p>"The training programs will cover the CE marking, related E.U. directives affecting product design, packaging and performance, partnering with E.U. SMEs and using e-commerce to support the partnership."</p>	<p>This project will aggressively promote US exports of PA manufacturing firms that sell to the construction industry. Our target countries are the four Pacific Alliance countries: Mexico, Peru, Chile and Colombia. The focus will be on trade development and follow up activities. We will actively work with SMC Business Councils, formerly Smaller Manufacturing Council.</p> <p>After the completion of the 2000 grant, we were able to establish CITRA, which continued the product regulatory work. We are pleased that CITRA is supplying matching dollars to this proposed project and will be a partner in recruiting companies and assisting businesses.</p>
Differences	<p>The 2000 MDCP grant focused on developing training materials and conducting training sessions explaining CE Marking and EN standards, filling a gap that existed for US companies in explaining the CE Marking System.</p>	<p>The current proposal, builds on our knowledge and experience with exporting and the importance of US firms. Its focus is completely different because it is on trade development and assisting U.S. firms export to the Pacific Alliance through education, trade show attendance, and trade mission participation.</p>
Results (Realized and Expected)	<p>Results proposed included developing materials, classes and consulting for the EU Regulatory process for product imports to EU. Export sales projected were for \$16,500,000 with 100 jobs created, 3 partnerships developed, and 5 E-commerce projects implemented.</p> <p>Project resulted in formation of CITRA (Center for International Regulatory Assistance) which is still ongoing today. We also have received two grants from the European Union to conduct training across the US in CE Marking. Also, we have received funding from the Commonwealth of Pa. Export goals were met.</p>	<p>Increase export sales of U.S. firms to Pacific Alliance Countries over the 1st three project years by \$107,000,000 and over the next four years by another \$300,000,000. We expect this to result in a minimum of 578 new and sustained jobs. We anticipate at least 30 individuals to participate in the trade missions; 480 attendees at the seminars; 3000 web site hits; 1000 inquiries and at least 24 new distributors to be selected. Since the project is being proposed, there are no realized results yet. We are confident these objectives can be met.</p>

Note: Because these two projects are totally different and the activities differed, a budget comparison is not really useful for contrast purposes. The former project focused on development of materials, training and consulting tools the current project will focus on direct activities to recruit and assist firms to export to Pacific Alliance Countries.

BRIEF BIOGRAPHY MARY T. MCKINNEY

Dr. Mary T. McKinney has been the Director of the Duquesne University Small Business Development Center (SBDC) since 1986. In 1988, the Global Business Program was launched. Dr. McKinney is also the Director of the Center for International Regulatory Assistance (CITRA) which focuses on European and other countries' product certification requirements for import of U.S. products. Dr. McKinney is also an adjunct faculty member in the Duquesne University A.J. Palumbo Undergraduate and John F. Donahue Graduate Schools of Business. Dr. McKinney obtained her Ph.D. in Public Administration and MPIA (Master of Public and International Affairs) degrees from the University of Pittsburgh Graduate School of Public and International Affairs and a Bachelor's Degree in Economics from Goucher College. She is an AEE Certified Renewable Energy Professional and NASBITE Certified Global Business Professional. During her tenure as SBDC Director, Dr. McKinney has supervised several federal, state, and regional grants during her tenure at the SBDC, including two from the European Union, two Mexico-US AID Ties Partnership grants, a U.S. Department of Commerce MDCP grant (2000-2003) and two U.S. Department of Education, Business and International Education grants. She has co-led several trade missions to Latin and Central America.

BRIEF BIOGRAPHY BRENT G. RONDON

Brent G. Rondon is currently the Manager of the Global Business Program at the Duquesne University Small Business Development Center (SBDC). He consults on export topics to manufacturing, technology and service companies. In 2013, he delivered over 20 export – import training seminars reaching over 100 companies achieving \$6 million on export sales. He led a Pennsylvania Trade Mission to Panama and Colombia in June 2013 taking a delegation of 11 companies and later assisted a PA company exhibit at a trade show in Cartagena, Colombia. He worked in a U.S. Agency for International Development TIES project with Mexico encompassing trade missions, business training and MBA exchange scholarships for six years. The industries selected were International Trade, Renewable Energy, Energy Efficiency and Green Buildings. He oversees the CITRA – Center for International Regulatory Assistance, which provides information about CE Mark, WEEE, and ROHS. He also oversees the Center for Green Industries where they assist exporters of green products. He is a Certified Global Business Professional (CGBP) from NASBITE and he is a lecturer at NASBITE International annual conferences and local universities in the Pittsburgh region. He is in the board of Global Pittsburgh and the Latin American Cultural Union. He earned a Bachelor's Degree in Agricultural Engineering in Lima, Peru and a Master's Degree of Public and International Affairs from the University of Pittsburgh. and he is fluent in Spanish and intermediate Portuguese.

BRIEF BIOGRAPHY GONZALO MANCHEGO

Gonzalo Manchego is the Manager of International standards and Technical Regulations at the Center for Regulatory Assistance (CITRA) – Duquesne University. Gonzalo, who is a Certified Quality Auditor (CQA) and a Certified Quality Engineer (CQE) by the American Society for Quality (ASQ), received his MBA from Duquesne University in 2003. He is also a chemical engineer, and earned his B.S. from the "National University of Engineering," Lima, Peru. Gonzalo, who is bilingual (English & Spanish) has also recently passed the Certified Energy Management examination by the Association of Energy Engineers (AEE), and would become a fully accredited Energy Manager in a few weeks. Currently, Gonzalo delivers CITRA training seminars, provides consulting on international product regulations such a CE marking, Rohs, and REACH, and participates in manufacturing quality audits (ISO 9000 and similar). Moreover Gonzalo expertise in a variety of fields: engineering, business, international trade, and sustainability has been key in supporting previous SBDC export initiatives and trade missions.

BRIEF BIOGRAPHY DAVID P. HANSON

David P. Hanson is a tenured Associate Professor of International Business in the Palumbo School of Business Administration of Duquesne University and teaches classes in International Business including Law of Commercial Transactions, Business and Society in Latin America and Global Economic Perspectives . A Latin America and regulatory system specialist, he has written several articles and three books on cultural and regulatory topics. He holds a J.D. Degree (Cum Laude) from University of Michigan School of Law, Ph.D in Political Science from University of Florida , Post-doctorate studies in econometric statistics at University of Michigan and B.A. from Haverford College. He is a Naval military Veteran. He is listed in the USDOC ELAN export legal assistance network for referral as a legal source.

BRIEF BIOGRAPHY STEVE SHIVAK

As President of the SMC Business Councils, one of Pennsylvania's only associations dedicated to the advancement of small businesses and manufacturers across the entire Commonwealth, Steve Shivak leads the organization's efforts to provide valuable programs, products and services to start-ups, sole proprietors, small businesses and manufacturers in Pennsylvania.

Prior to joining SMC Business Councils in 2012, Steve was a successful executive at several non-profit organizations in the Pittsburgh area. He increased revenues over 45% during his tenure as executive director at the American Diabetes Association of Western Pennsylvania, doubled revenues as executive director of the Pittsburgh Community Reinvestment Group and as vice president of operations increased revenues, satisfaction and retention at the Pittsburgh Technology Council.

Steve Shivak received a Bachelor's Degree in Public Relations from Illinois State University and a Master's Degree in Marketing from Robert Morris University. He has been a guest lecturer for companies and universities, a volunteer and board member for several non-profit organizations and a mentor, coach and student to peers across the US.

BRIEF BIOGRAPHY JENNIFER SIZEMORE

Jennifer Sizemore is SMC's Member Services & Programs Manager. In this role Jennifer continuously works to enhance SMC's program offerings (e.g., education, business trends, member networking, social), along with evaluating other services and benefits that could become available to members.

She has been employed in the association management field for more than two decades. Most recently, Jennifer was employed by the American Society of Military Comptrollers, a professional association of 21,000 members serving the defense financial management community headquartered in Alexandria, VA, as the Director for Membership & Chapter Development. She holds a B.S. in Communications from Clarion University of Pennsylvania and is a member of the American Society of Association Executives and Project Management Institute.



1357 ROCKSIDE ROAD
CLEVELAND, OH 44134

TEL - 800 248 6862
WWW.NTMA.ORG

NATIONAL TOOLING & MANUFACTURING ASSOCIATION

February 24, 2014

Dr. Mary McKinney
Director
Duquesne University SBDC
600 Forbes Ave.
Pittsburgh, Pa. 15217

Dear Dr. McKinney:

Members of the National Tooling and Machining Association (NTMA) are increasingly looking to exports as a way to expand their manufacturing business. However, for the small and medium sized manufacturing companies which make up the majority of our membership, it is difficult to know where to start. This is why the NTMA is proud to support Duquesne University Small Business Development Center's (SBDC) proposal, Opening Doors to the Emerging Market Pacific Alliance Countries for Small Manufacturers.

Funding for this proposal under the U.S. Dept of Commerce Market Development Cooperator Program (MDCP) will help small and medium sized manufacturers in Pennsylvania and throughout the country improve their export opportunities. In a recent survey of our members, more than half said they are direct exporters and increasingly these business owners say export promotion is among their top priorities. We look forward to partnering with the SBDC and support your efforts by providing annual assistance for the duration of the grant.

NTMA can help promote the program to our industry by helping recruit companies to participate and marketing possible opportunities the program offers to these manufacturers. Our \$40 billion industry employs 44,000 workers in 16,000 companies across the nation with a high concentration in your region.

The precision custom tooling and machining industry plays an indispensable role in the manufacturing process. In addition to supplying the construction and infrastructure sectors, our industry produces high-quality precision crafted parts, assemblies and tooling customers including heavy equipment, automotive, telecommunications, energy, medial, and defense, among others.

Thank you for your efforts on this important project. Please let me know if we can be of further assistance to you.

Sincerely yours,

A handwritten signature in black ink that reads "Dave Tilstone". The signature is written in a cursive, flowing style.

Dave Tilstone
President, NTMA

MANUFACTURING AMERICA'S FUTURE

HÖRMANN



Hörmann Flexon LLC, Starpointe Business Park, 117 Starpointe Boulevard, Burgettstown, PA 15021-9506
Tel: 724 385 9150 800 365 3667 and fax: 724 385 9151 www.hormann-flexon.com

February 19, 2014

Dr. Mary McKinney, Director
Small Business Development Center
Duquesne University
Pittsburgh, PA 15219

Dr. McKinney:

I confirm my interest in supporting your proposal to increase U.S. exports of the Construction and Infrastructure industries into the Pacific Alliance countries of Mexico, Colombia, Peru and Chile. As you know, Hörmann Flexon LLC currently ships our premier product to these 4 countries. These 4 countries present a growing opportunity to expand our business into Latin America. As an example, we are already selling high speed doors in all these countries and it meets all the qualities required by foreign companies.

We believe the planned matchmaking and trade mission to the above mentioned countries in the period of 3 years will be very beneficial for us to open this expanding market. As a result, we support the Opening Doors to the Pacific Alliance Countries for Small Manufacturers project and would be excited about participating.

If you have any questions, or need additional information please contact me at 724-385-9150 ext 318 or via email at c.turcios@hormann-flexon.com

Sincerely yours,

Carlos Turcios
International Sales Manager

Sales

Direct +724 385 9155

Office +724 385 9150 ext 318

Fax +724 385 9151

Mobile +412 720 8417

Email c.turcios@hormann-flexon.com

Web: www.hormann-flexon.com



1019 Route 519
Eighty Four, PA 15330-2813
Phone: (724) 229-2840 Fax: (724) 229-3555
www.84internationalsales.com
Mark.reginelli@84lumber.biz

Dr. McKinney,

In the support of Mr. Rondon Duquesne University SBDC, and promoting International Trade, I am writing this letter to demonstrate full support of increasing U.S. exports for the Construction and Infrastructure Industries into the Pacific Alliance countries of Mexico, Columbia, Chile and Peru.

To date, 84 Lumber has had numerous successful projects around the world, with particular success in Chile, in the form of disaster relief housing, and Panama in introducing wood framed houses. 84 Lumber has a strong desire to increase its footprint over the Central American & South American landscapes and feels that there is a tremendous opportunity for expansion.

Currently, the World Trade department has two customers in Panama, as a result I have hired a native of Panama in order to better handle the market. We look to organizations that assist the global trade & international business community for continued support.

Our World Trade department has over 15 years' experience in Exports, and have had success working with Mr. Rondon Duquesne University SBDC. 84 Lumber is happy to support Mr. Rondon in his goal to access the Central & South American markets through the Opening Doors initiative.

If you have any questions regarding the aforementioned information, please contact me.

Regards,
Mark Reginelli
Director of World Trade



946 Route 228
Mars, PA 16046
PH: (724) 940 2220 Fax: (724) 940 2221
E-mail: s_srefractories@earthlink.net



February 21, 2014

Dr. Mary McKinney
Director
Duquesne University SBDC
600 Forbes Ave.
Pittsburgh, Pa. 15217
mckinney@duq.edu
412-396-5707

Dear Dr. McKinney:

As a supplier to the steel industry our company is actively looking outside our borders to expand our market share in places like Latin America. This market's opportunities may fit well into our product lines. After a very frustrating experience attempting to do business in Europe we very much welcome any assistance that can be granted to our small business as manpower is limited. We will participate in the Duquesne University SBDC's Opening Doors to the Pacific Alliance Countries for Small Manufacturers program. We know that the project will focus on the infrastructure and construction industries and that the four member countries of Colombia, Chile, Peru and Mexico are emerging economies that are growing rapidly and have all signed free trade agreements with the U.S. We serve the construction and steel industry and believe that we have opportunities in many of those countries to provide our products and services. The planned trade shows, matchmaking and trade missions as well as the translation services to these countries will be very beneficial for us to expand our markets. We definitely support the Opening Doors to the Pacific Alliance Countries for Small Manufacturers program.

Sincerely,


Brian J. Steith
President

February 21, 2014

Dr. Mary McKinney, Director
Small Business Development Center
Duquesne University
Pittsburgh, PA 15219

Dr. McKinney:

I confirm my interest in supporting your proposal to increase U.S. exports of the Construction and Infrastructure industries into the Pacific Alliance countries of Mexico, Colombia, Peru and Chile.

As you know, Wall Firma, Inc. (dba Damtite Waterproofing) currently ships our premier product to Greece and Venezuela. The 4 countries present a growing opportunity to expand our business into Latin America. As an example, Damtite Max Cover Waterproofer, White is selling in Europe and South America already and it meets all the qualities required by foreign companies.

We believe the planned matchmaking and trade mission to the above mentioned countries in the period of 3 years will be very beneficial for us to open this expanding market. As a result, we support the Opening Doors to the Pacific Alliance Countries for Small Manufacturers project and would be excited about participating.

If you have any questions, or need additional information please feel free to contact me at 724-258-6873 or email at kfc@wallfirma.com.

Sincerely,


Kenneth F. Codeluppi
President/CEO

733 E. Main Street • Monongahela, PA 15063-1499
800-333-4333 • 724-258-6873 • 724-258-3188 (fax)

email: wfi@wallfirma.com
www.wallfirma.com



February 24, 2014

Dr. Mary McKinney
Director
Duquesne University SBDC
600 Forbes Ave.
Pittsburgh, Pa. 15217
mckinney@duq.edu
412-396-5707

Dear Dr. McKinney:

Our company is looking forward to expanding our markets to Latin America. This market's opportunities could fit well into our customer's product lines. We will participate in the Duquesne University SBDC's Opening Doors to the Pacific Alliance Countries for Small Manufacturers program. We know that the project will focus on the infrastructure and construction industries and that the four member countries of Colombia, Chile, Peru and Mexico are emerging economies that are growing rapidly and have all signed free trade agreements with the U.S. We supply tooling to manufacturers that serve the construction industry and believe their products are in demand in these growing countries. The planned trade shows, matchmaking and trade missions to these countries will be very beneficial for us to understand and expand our markets. We support the Opening Doors to the Pacific Alliance Countries for Small Manufacturers program.

Sincerely,

Mark A. Shelleby
Treasurer
Vista Metals, Inc.
1024 East Smithfield Street
McKeesport, PA. 15135
mshelleby@vistametalsinc.com
(P) 412-751-4600
(F) 412-751-8086

February 21, 2014

Dr. Mary McKinney
Director
Duquesne University SBDC
600 Forbes Ave. Pittsburgh,
Pa. 15217
mckinney@duq.edu
412-396-5707

Dear Dr. McKinney:

I am happy to write that our company is looking forward to expanding our markets to Latin America. This market's opportunities fit well into our product lines. We will participate in the Duquesne University SBDC's Opening Doors to the Pacific Alliance Countries for Small Manufacturers program. We know that the project will focus on the infrastructure and construction industries and that the four member countries of Colombia, Chile, Peru and Mexico are emerging economies that are growing rapidly and have all signed free trade agreements with the U.S. We serve the construction industry and believe our products are in demand in these growing countries. The planned trade shows, matchmaking and trade missions to these countries will be very beneficial for us to expand our markets. We definitely support the Opening Doors to the Pacific Alliance Countries for Small Manufacturers program.

Sincerely,

Eric P. Casteel

President ~~SolarCast~~
LLC
epcasteel@SolarCast.us
412-437-8663
120 Valley Fields Drive, Pittsburgh PA 15239 • Phone: 412-437-8663 • Fax: 412-253-0607
www.SolarCast.us

DUQUESNE UNIVERSITY SBDC
OPENING DOORS TO THE PACIFIC ALLIANCE COUNTRIES FOR SMALL MANUFACTURERS
BUDGET SUMMARY

3. BUDGET

a. & b. Budget for Project Award Period and Supporting Worksheets

See "Budget Detail Duquesne University 2014".

- (1) Personnel--Details of personnel and their responsibilities are located in the Project Narrative.
- (2) Travel--Domestic travel consists of visiting client sites and seminars at an estimate of 300 miles per month at the GSA rate of .56/mile. Foreign Travel consists of the cost for one Trade Missions per year, which will be covered by the fee charged to both companies and for staff members per year.
- (3) Supplies include various office supplies including paper, presentation materials, folders, etc.
- (4) Other
Marketing and advertising costs will be incurred to recruit firms for participation in the project. This includes advertising, printing, postage, telephone and copying. Mailing lists will be purchased and email blasts sent.
Costs incurred for the training seminars include room rentals and meals provided to attendees.
The Trade Mission costs will include the purchase of a booth in year one and trade booth space at the Trade Shows each year. The will also be the cost of the Gold Key preparation package each year

c. Financial Systems

- (1) Source of funds
The source of funds for this project come from the University's School of Business, the Center for International Trade & Regulatory Assistance and program income. Dr. David Hanson will spend 5% of his time on the project as a technical advisor. His entire salary is paid by Duquesne University. We will also be assigned a Graduate Assistant by the School of Business. These cash matches come from the School of Business. CITRA will also provide cash match of \$30,000.00 in the form of salaries, fringe benefits and other costs such as marketing and seminars. The remaining match will come from program income.
- (2) Proof of past performance generating program income
The Duquesne University SBDC offers approximately 40 training seminars per year.in program income per year. These seminars have generated revenue between \$90,00 and \$132,000 in the past years. Based on our experience in this area and the nature of the training seminars, we expect these programs to generate a minimum of \$3,000 in program income per year. We will also generate \$40,000 per year from the trade missions. We have had success in a total package approach which consist of hotel, airfare, registrations fees.
- (3) Letters of Commitment from partners--See letters in the Budget Narrative File(s) section.
Duquesne University has 6 partners providing a total of \$85,000 of in-kind support of the project.

d. Other Financial Assistance Awards

See "Duquesne University Summary of Financial Assistance Awards in Excess of \$40,000"

e. Financial Statements

See "Duquesne University Financial Statements" and "SBDC Financial".

f. Evidence Committing Cash or In-Kind Support

Letters of Commitment from partners--See letters in the Budget Narrative File(s) section.
Duquesne University has 6 partners providing a total of \$85,000 of in-kind support of the project.

g. Any Additional Evidence of Financial Responsibility

Each year, the SBDC's State grant is audited. It's federal grants are part of the University's A-133 audit each year. Periodically, the SBDC is audited by other agencies that have provided funding. The SBA reviews the SBDC every 2 years. The University of Pennsylvania, the unit that subcontracts for SBA and PA DCED, conducts a review every year which includes a financial review. The SBDC has been found in compliance on all such audits and reviews with no findings.

Cat.	Activity	Explanation & Calculation	1st Year					2nd Year					3rd Year				
			Fed Share		Non-Fed Share			Fed Share		Non-Fed Share			Fed Share		Non-Fed Share		
			h	i	j	k	l	m	n	o	p	q	r	s	t	u	v
	Conduct seminars	Room rental--\$150 * 8 seminars Seminar meals provided--8 seminars * 10 attendees *\$25	0	1,200	0	1,200	0	1,200	0	1,200	0	1,200	0	1,200	0	1,200	
	Consultant	SMC Professionals	0	1,800	200	200	0	1,800	200	200	0	1,800	200	200	0	1,800	
			13,000				13,000				13,000				13,000		
TOTAL			58,816	3,000	3,691	0	58,923	3,000	3,691	0	58,416	3,000	3,691	0	58,416		
Personnel		See "Personnel" worksheet.															
Travel (dom)			2,000	0	0	0	2,000	0	0	0	2,000	0	0	0	2,000		
Travel (intl)			6,850	34,250	0	0	6,750	33,750	0	0	7,220	36,100	0	0	7,220		
Supplies			257	0	0	0	250	0	0	0	287	0	0	0	287		
Contractual			0	0	0	0	0	0	0	0	0	0	0	0	0		
Other			58,816	3,000	3,691	0	58,923	3,000	3,691	0	58,416	3,000	3,691	0	58,416		
TOTAL			67,923	37,250	3,691	0	67,923	36,750	3,691	0	67,923	39,100	3,691	0	67,923		



February 24, 2014

Dr. Mary McKinney
Director
Duquesne University SBDC
600 Forbes Ave.
Pittsburgh, Pa. 15217

Dear Dr. McKinney:

SPC is pleased to support your pending proposal to the U.S. Dept of Commerce Market Development Cooperator Program (MDCP), Opening Doors to the Pacific Alliance Countries for Small Manufacturers and are pleased to be your partner. Your focus on increasing U.S. SME exports to the growing Pacific Alliance countries and focusing on the construction and infrastructure industries is an excellent one. We will assist and support you in your efforts to be successful in this venture.

SPC is willing to provide in-kind assistance as described below equal to the value of US \$10,000 (based on a rate of \$40.00 per hour for 250 hours) annually for the three year grant period:

We will contribute to the program as your partner by:

- speaking at seminars
- consulting with companies
- market research
- assisting with grant applications
- work order applications for clients to receive overseas trade assistance where relevant
- trade event assistance including trade missions and trade shows
- market briefing

We would be happy to partner with you to provide assistance to small and medium sized companies in our region to sell to Latin American countries, focusing on the construction, infrastructure and building industries. Please let me know if we can be of further assistance to you.

Sincerely,

A handwritten signature in black ink, appearing to read "Lew Villotti".

Lew Villotti
Planning & Development Director
Southwestern Pennsylvania Commission
Email: lewvillotti@spcregion.org



SMC Business Councils
1382 Beulah Road, Building 801
Pittsburgh, PA 15235-5068
Phone: 412.371.1500, Fax: 412.371.0460
www.smc.org

February 11, 2014

Dr. Mary McKinney
Director
Duquesne University SBDC
600 Forbes Ave.
Pittsburgh, Pa. 15217

Dear Dr. McKinney:

SMC Business Councils (SMC) is very excited about your pending proposal to the U.S. Dept of Commerce Market Development Cooperator Program (MDCP), Opening Doors to the Pacific Alliance Countries For Small Manufactures and is pleased to be your partner. Your focus on increasing U.S. SME exports to the growing Pacific Alliance countries and focusing on the construction and infrastructure industries is an excellent one. We are very anxious to assist and support you in your efforts to be successful in this venture. SMC is willing to provide in-kind assistance as described below equal to the value of US \$25,000 annually for the three year grant period.

SMC, formerly known as Smaller Manufacturers Council, is a state-wide trade association representing small businesses and manufacturers. A key role of SMC is to connect its members to products and services that are designed to help them grow their businesses. We accomplish this through a variety of offerings including, but not limited to – educational seminars/webinars, strategic partnerships, our WP-Working Parts magazine, WP-Radio Show, newsletters and consulting services.

We can contribute to the program as your partner by:

- Providing staff resources
- Access to our membership and strategic partner bases
- Marketing resources
- Providing up to date information on industry and/or country developments.

This program has tremendous upside potential that could turn into several hundred million dollars in export sales for U.S. firms over the next five to seven years. We would be very happy to partner with you to provide assistance to U.S. SMEs to sell to Latin American countries, focusing on the construction, infrastructure and building industries. Please let me know if we can be of further assistance to you.

Sincerely yours,

Don Stewart
Vice President
SMC Business Councils



February 11, 2014

Dr. Mary McKinney
Director
Duquesne University SBDC
600 Forbes Ave.
Pittsburgh, PA 15217

Dear Dr. McKinney:

Pennsylvania's Department of Community and Economic Development (DCED) fully supports your pending proposal to the U.S. Department of Commerce Market Development Cooperator Program (MDCP), *Opening Doors to the Pacific Alliance Countries For Small Manufacturers*, and we are pleased to be your partner. Your focus on increasing U.S. SME exports to the growing Pacific Alliance countries and your assistance to the construction and infrastructure industries are key to identifying new export opportunities for Pennsylvania businesses. We will assist and support you in your efforts to be successful in this venture.

As the nation's largest and most comprehensive export promotion program, DCED's Center for Trade Development has been assisting Pennsylvania SMEs overcome barriers to exporting for more than 20 years. With 10 regional offices throughout the commonwealth and a global network of 22 overseas offices available to our clients to help guide our clients into new markets, CTD's track record and return on investment serve as a national benchmark for export promotion programs.

DCED's Center for Trade Development (CTD) is willing to provide in-kind assistance as described below equal to the value of US \$10,000 (Ten Thousand Dollars) annually for the three year grant period.

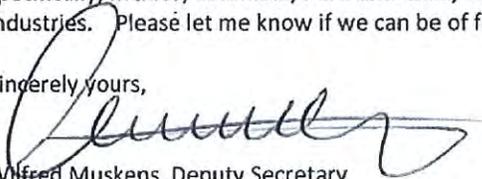
We can contribute to the program as your partner by:

- Promotion of Events and Seminars
- Speaking at seminars
- Recruiting for firm participation in trade shows and missions
- Providing up to date information on industry and/or in-country developments.

This program has tremendous upside potential that could turn into several hundred million dollars in export sales for PA firms over the next five to seven years.

We are pleased to partner with you to provide assistance to Pennsylvania SMEs to sell to Latin American countries, specifically, Mexico, Colombia, Peru and Chile, with a focus on the construction, infrastructure and building industries. Please let me know if we can be of further assistance to you.

Sincerely yours,


Wilfred Muskens, Deputy Secretary
for International Business Development
Commonwealth of Pennsylvania



Office of International Business Development
400 North St., 4th Floor | Commonwealth Keystone Bldg.
Harrisburg, PA 17120-0225
T 717.787.7190 | F 717.772-5106 | newPA.com



PINILLA PLAZAS & ASOCIADOS
ATTORNEYS AT LAW



February 18, 2014

Dr. Mary McKinney
Director
Duquesne University SBDC
600 Forbes Ave.
Pittsburgh, Pa. 15217

Dear Dr. McKinney:

Pacto International Group LLC and Pinilla Plazas & Associates fully support your pending proposal to the U.S. Dept of Commerce Market Development Cooperator Program (MDCP), Opening Doors to the Pacific Alliance Countries For Small Manufactures and are pleased to be your partners. Your focus on increasing U.S. SME exports to the growing Pacific Alliance countries and focusing on the construction and infrastructure industries is an excellent one. We will assist and support you in your efforts to be successful in this venture.

Pacto International Group LLC is a PA corporation focused in providing logistics services between the USA and the Latin-American market. Pinilla Plazas & Associates is a law firm specialized in international trade, particularly between USA and Colombia. We are willing to provide in-kind assistance as described below equal to the value of US \$20,000 (twenty thousand dollars) annually for the three-year grant period.

Pinilla Plazas & Associates is a law firm specialized in international trade between Colombia and the USA. Its services include advising American companies for the purpose of fulfilling tariff barriers, non-tariff barriers, exchange regulations and protection of industrial and intellectual property in Colombian soil.

We can contribute to the program as your partners by providing the following services regarding your project the Pacific Alliance, in particular:

- Promotion of Events and Seminars
- Speaking at seminars about the following topics:
 - Benefits of the Free Trade Agreement with Colombia
 - How to access the Colombian market?
 - How to fulfill Colombian non-tariff regulations?
 - Legal guidance for an American company in its trade with Colombia
- Recruiting for firm participation in trade shows and missions
 - Our team will promote and market reverse trade missions for the participation of Colombian companies in trade events organized in Pennsylvania.
 - Our team will promote and market trade missions organized by the SBDC, for that purpose we will help with the logistics (pick up, translations, scheduling meetings) for that kind of event in Colombia
- Providing up to date information on industry and/or country developments.

- Our team will provide up to date information regarding the business opportunities in Colombia for the participation in the infrastructure and building sector of the economy.

This program has tremendous upside potential that could turn into several hundred million dollars in export sales for PA firms over the next five to seven years.

We would be very happy to partner with you to provide assistance to U.S. SMEs to sell to Latin American countries, focusing on the construction, infrastructure and building industries. Please let us know if we can be of further assistance to you.

Sincerely yours,



William Ortiz
Pacto International Group LLC
wortiz@pactointl.com



Luis A. Pinilla, Esq.
Pinilla Plazas & Associates
apinilla@pinillalegal.com



Global Logistics Solutions

Pittsburgh Office

115 McLaughlin Road
Moon Township, PA 15108-3819
USA

ph: 412.269.1919 fax: 412.269.1997 www.rlswearer.com

Mailing Address

P.O. Box 471
Sewickley, PA 15143-0471
USA

February 21, 2014

Dr. Mary McKinney
Director
Duquesne University SBDC
600 Forbes Ave.
Pittsburgh, Pa. 15217

Dear Dr. McKinney:

R. L. Swearer Company, Inc. fully supports your pending proposal to the U.S. Dept of Commerce Market Development Cooperator Program (MDCP), Opening Doors to the Pacific Alliance Countries For Small Manufactures and are pleased to be your partner. Your focus on increasing U.S. SME exports to the growing Pacific Alliance countries and focusing on the construction and is an excellent one. We will be pleased assist and support you in your efforts to be successful in this venture.

R. L. Swearer Co., Inc. is willing to provide in-kind assistance as described below equal to the value of US \$10,000.00 (ten thousand dollars) annually for the three year grant period.

R. L. Swearer Co., Inc. is a Pittsburgh based Customs Broker and International Freight Forwarder with global reach. Our network of logistic partners enables us to provide a wide variety of international trade services to our clients. As a long time supporter of the University and those programs, we would like to renew our commitment by partnering with others to ensure a successful project.

We can contribute to the program as your partner by:

- Speaking at export seminars
- Advising companies or individuals interested in these markets on trade issues
- Preparing educational materials
- Providing cost projections for potential shipments or projects

Since 1915



- Providing Spanish speaking consultant to assist local exporters
- Communicating with potential customers in the Pacific Alliance Countries.

This program has great upside potential and we would be very happy to partner with you to provide assistance in these designated areas and any other area where we can be useful. Please let me know if we can be of further assistance to you or if you have any questions regarding our potential role and relationship to the project.

We remain at your service,


Chas Watson LCB, CCS
Vice President

PITTSBURGH, PA



NATIONAL TOOLING & MACHINING ASSOCIATION

107 Freedom Way
Moon Township, PA 15108
Phone: 724-601-6008
Fax: 724-457-8208
e-mail : office@pghntma.org

February 11, 2014

Dr. Mary McKinney
Director
Duquesne University SBDC
600 Forbes Ave.
Pittsburgh, Pa. 15217

Dear Dr. McKinney:

The Pittsburgh Chapter of the National Tooling and Machining Association (NTMA) is very excited about your pending proposal to the U.S. Dept of Commerce Market Development Cooperator Program (MDCP), Opening Doors to the Pacific Alliance Countries For Small Manufactures and is pleased to be your partner. Your focus on increasing U.S. SME exports to the growing Pacific Alliance countries and focusing on the construction and infrastructure industries is an excellent one. We are very anxious to assist and support you in your efforts to be successful in this venture. The Pittsburgh Chapter NTMA is willing to provide promotional assistance as described below annually for the three year grant period.

The Pittsburgh Chapter of the NTMA is comprised of companies that believe in the future of manufacturing for Southwestern Pennsylvania. Our membership, which includes both large and small companies assumes a leadership position in the training and development of future generations for the metalworking profession. Our members are both companies in the manufacturing industry and those companies that recognize the importance of manufacturing for this region. These are the companies that support the metalworking industry in Southwestern Pennsylvania with their time, energy and financial resources.

We can recruit our member companies to participate in the various programs and project opportunities.

This program has tremendous upside potential that could turn into several hundred million dollars in export sales for U.S. firms over the next five to seven years. We would be very happy to partner with you to provide assistance to U.S. SMEs to sell to Latin American countries, focusing on the construction, infrastructure and building industries. Please let me know if we can be of further assistance to you.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Edward Sikora', written in a cursive style.

Edward Sikora, JATCO Machine and Tool Company, Inc.
Chapter Executive, Pittsburgh Chapter NTMA



340 Mansfield Avenue | Pittsburgh, PA 15220
P: 412-539-1410 X: 106 | F: 412-539-1415
www.confluenttranslations.com

February 19, 2014

Dr. Mary McKinney
Director
Duquesne University SBDC
600 Forbes Ave.
Pittsburgh, Pa. 15217

Dear Dr. McKinney:

Confluent Translations, LLC fully supports your pending proposal to the U.S. Department of Commerce Market Development Cooperator Program (MDCP), "Opening Doors to the Pacific Alliance Countries for Small Manufactures" and are pleased to be your partner. Your focus on increasing U.S. SME exports to the growing Pacific Alliance countries and on the construction and infrastructure industries is an excellent one. We are happy to assist and support you in your efforts.

Confluent is willing to provide in-kind assistance as described below equal to the value of \$10,000.00 (ten thousand dollars) annually for the three year grant period. We have consistently made in-kind donations over the years and welcome the opportunity to continue to do so.

As an alumnus of Duquesne University and a company that has previously received help from the SBDC, I feel a special connection to helping with the success of SBDC programs and offer Confluent's expertise in regards to translations, cultural issues, and other concerns with global communications.

We can contribute to the program as your partner by:

- Promotion of Events and Seminars on our website, LinkedIn and Facebook
- Speaking at seminars and conferences
- Acting as a consultant to directly to participants either via phone on in-person meetings.
- Recruiting for company participation in trade shows and missions
- Translation of business cards
- Providing up to date information on industry and/or country developments.



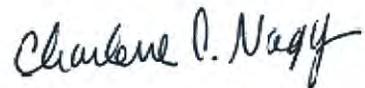
Your message. Clearly delivered.

This program has tremendous upside potential that could turn into several hundred million dollars in export sales for Pennsylvania companies over the next five to seven years. Our region needs this type of revenue to stimulate the economy.

We would be very happy to partner with you to provide assistance to U.S. SMEs to sell to Latin American countries, focusing on the construction, infrastructure and building industries.

Please let me know if we can be of further assistance to you.

Sincerely,



Charlene Nagy | CEO
cnagy@confluenttranslations.com



DUQUESNE UNIVERSITY SBDC
SUMMARY OF FINANCIAL ASSISTANCE AWARDS IN EXCESS OF \$40,000
2009 TO 2013

Small Business Administration

Contact Name: Christian Conroy
 Title: State Director
 Phone: (215)898-1219
 Email or fax: cconroy@wharton.upenn.edu
 Address: Pennsylvania SBDC
 The Wharton School
 3819-33 Chestnut St., Suite 325
 Philadelphia, PA 19104-3238

NOTE: Pennsylvania SBDC is contractor, Duquesne University SBDC is subcontractor.

Year:	Award Reference Number:	Amount:
2013	SBA	\$ 247,453
2012	SBA 12-603001-Z-0040-32/TBD	247,453
2011/2012	DETA SBAHQ-10-B-0005/5-57620-A	65,000
2011/2012	Jobs Act 1-603001-Z-0146/5-56756-C	152,461
2010/2013	Portability SBAHQ-10-B-0009/5-55813-A	83,950
2011/2012	DETA SBAHQ-10-B-0005/5-57620-A	65,000
2011	SBA 11-603001-Z-0040-31/556343-C	325,168
2010/2011	DETA SBAHA-10-B-0005/5-55610-A	70,475
2010	SBA 10-603001-Z-0040-30 / 551438-C	301,436
2009	SBA 9-603001-Z-0040-29 / 551652-C	357,434

State of Pennsylvania DCED

Contact Name: Christian Conroy (see details above)

NOTE: Pennsylvania SBDC is contractor, Duquesne University SBDC is subcontractor.

Year:	Award Reference Number:	Amount:
2012/2013	C0052261/5-59634-C	\$ 226,534.00
2012/2013	4300351664	84,958
2011/2012	C0052261/5-59634-C	226,534
2010/2011	C000015013E/ 5-55167-C	278,249
2009/2010	C000015013D / 5-52766-C	278,249
2008/2009	C000015013CC / 5-50659-C	459,023

American Council on Education Office of Higher Education for Development

Contact Name: Emily Gartner
 Title: Program Specialist
 Phone: (202)939-9337
 Email or fax: egartner@HEDprogram.org
 Address: One Dupont Circle, NW
 Suite 420
 Washington, DC 20036-1110

Year:	Cooperative Agreement Number:	Amount:
2009-2012	523-A-00-06-00009-00 / AEG-A-00-05-0007-00	\$ 240,000
2006-2009	523-A-00-06-00009-00 / AEG-A-00-05-0007-00	300,000

University of Pittsburgh

Contact Name: Lauren Yost
 Title: Accounting & Grants Administrator
 Phone: (412) 648-1704
 Email or fax: ljdejulio@katz.pitt.edu
 Address: University of Pittsburgh
 1800 Wesley W Psvr Hall
 230 South Bouquet Street
 Pittsburgh PA 15260

Year:	Cooperative Agreement Number:	Amount:
2010-2013	JOBSACCELERATOR2011/0026849(407575-1)	\$64,000.00

Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify) <input type="text"/>
--	--	---

* 3. Date Received: <input type="text" value="02/24/2014"/>	4. Applicant Identifier: <input type="text"/>
--	--

5a. Federal Entity Identifier: <input type="text" value="251035663"/>	* 5b. Federal Award Identifier: <input type="text"/>
--	---

State Use Only:

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>
---	---

8. APPLICANT INFORMATION:

* a. Legal Name:

* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="251035663"/>	* c. Organizational DUNS: <input type="text" value="004501193"/>
---	---

d. Address:

* Street1:	<input type="text" value="600 Forbes Avenue"/>
Street2:	<input type="text" value="Administration Building"/>
* City:	<input type="text" value="Pittsburgh"/>
County:	<input type="text" value="Allegheny"/>
* State:	<input type="text" value="PA: Pennsylvania"/>
Province:	<input type="text"/>
* Country:	<input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code:	<input type="text" value="15282-0001"/>

e. Organizational Unit:

Department Name: <input type="text" value="S.B.D.C."/>	Division Name: <input type="text" value="School of Business"/>
---	---

f. Name and contact information of person to be contacted on matters involving this application:

Prefix: <input type="text"/>	* First Name: <input type="text" value="Marianne"/>
Middle Name: <input type="text"/>	
* Last Name: <input type="text" value="Volk"/>	
Suffix: <input type="text"/>	

Title:

Organizational Affiliation:

* Telephone Number: <input type="text" value="412-396-6326"/>	Fax Number: <input type="text" value="412-396-5176"/>
---	---

* Email:

Application for Federal Assistance SF-424

Version 02

9. Type of Applicant 1: Select Applicant Type:

0: Private Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Department of Commerce

11. Catalog of Federal Domestic Assistance Number:

11.112

CFDA Title:

Market Development Cooperator Program

*** 12. Funding Opportunity Number:**

ITA-INA-OPCM-2014-2003773

* Title:

Market Development Cooperator Program 2014

13. Competition Identification Number:

2435318

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Primarily Pennsylvania but open to all companies nationally

*** 15. Descriptive Title of Applicant's Project:**

Opening Doors to the Pacific Alliance Countries for Small Manufacturers

Attach supporting documents as specified in agency instructions.

Application for Federal Assistance SF-424

Version 02

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="300,000.00"/>
* b. Applicant	<input type="text" value="402,600.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="255,000.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="957,600.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)**

- Yes No

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

Application for Federal Assistance SF-424

Version 02

*** Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0006
Expiration Date: 06/30/2014

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. MDCP	11.112	\$ 300,000.00	\$ 657,600.00	\$	\$	\$ 957,600.00
2.						
3.						
4.						
5. Totals		\$ 300,000.00	\$ 657,600.00	\$	\$	\$ 957,600.00

SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1)	(2)	(3)	(4)	
	MDCP				
a. Personnel	\$ 492,693.00	\$	\$	\$	\$ 492,693.00
b. Fringe Benefits	40,964.00				40,964.00
c. Travel	130,920.00				130,920.00
d. Equipment					
e. Supplies	794.00				794.00
f. Contractual					
g. Construction					
h. Other	196,229.00				196,229.00
i. Total Direct Charges (sum of 6a-6h)	861,600.00				\$ 861,600.00
j. Indirect Charges	96,000.00				\$ 96,000.00
k. TOTALS (sum of 6i and 6j)	\$ 957,600.00	\$	\$	\$	\$ 957,600.00
7. Program Income	\$	\$	\$	\$	\$

Authorized for Local Reproduction

Standard Form 424A (Rev. 7- 97)
Prescribed by OMB (Circular A -102) Page 1A

SECTION C - NON-FEDERAL RESOURCES

(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e)TOTALS
8.	MDCP	\$ 402,600.00	\$	\$ 255,000.00	\$ 657,600.00
9.					
10.					
11.					
12. TOTAL (sum of lines 8-11)		\$ 402,600.00	\$	\$ 255,000.00	\$ 657,600.00

SECTION D - FORECASTED CASH NEEDS

	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$	\$	\$	\$	\$
14. Non-Federal	\$				
15. TOTAL (sum of lines 13 and 14)	\$	\$	\$	\$	\$

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b)First	(c) Second	(d) Third	(e) Fourth
16.	\$	\$	\$	\$
17.				
18.				
19.				
20. TOTAL (sum of lines 16 - 19)	\$	\$	\$	\$

SECTION F - OTHER BUDGET INFORMATION

21. Direct Charges: Domestic Fringe Benefits 32.7% Full-time, 7.6% PT	22. Indirect Charges: Applied to federal share charges 32%
23. Remarks:	

Applicants should also review the instructions for certification included in the regulations before completing this form. Signature on this form provides for compliance with certification requirements under 15 CFR Part 28, 'New Restrictions on Lobbying.' The certifications shall be treated as a material representation of fact upon which reliance will be placed when the Department of Commerce determines to award the covered transaction, grant, or cooperative agreement.

LOBBYING

As required by Section 1352, Title 31 of the U.S. Code, and implemented at 15 CFR Part 28, for persons entering into a grant, cooperative agreement or contract over \$100,000 or a loan or loan guarantee over \$150,000 as defined at 15 CFR Part 28, Sections 28.105 and 28.110, the applicant certifies that to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, 'Disclosure Form to Report Lobbying,' in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure occurring on or before October 23, 1996, and of not less than \$11,000 and not more than \$110,000 for each such failure occurring after October 23, 1996.

As the duly authorized representative of the applicant, I hereby certify that the applicant will comply with the above applicable certification.

* NAME OF APPLICANT

Duquesne University

* AWARD NUMBER

N/A

* PROJECT NAME

Opening Doors to the Pacific Alliance Countries for Small

Prefix:	* First Name:	Middle Name:
Dr.	Alan	

* Last Name:	Suffix:
Seadler	Ph.D

* Title: Associate Academic V.P. for Research

* SIGNATURE:

Marianne Volk

* DATE:

02/24/2014