



END OF MISSION REPORT

Miami-Dade County Business Development Mission

To

Prague, Warsaw, and Istanbul

May 20th – 31st, 2007

Organized By

The Jay Malina International Trade Consortium

**J.A. Ojeda, Jr.
Executive Director**

June, 2008

TABLE OF CONTENTS

Executive Summary	Page 3
Background	Page 5
Pre-Mission Briefing	Page 8
Branding Presentations in Prague, Warsaw, and Istanbul	Page 9
Meetings with U.S. Government Agencies	Page 11
Meetings with Czech, Polish, and Turkish Government Agencies	Page 14
Meetings with Czech, Polish, and Turkish Private Sector Organizations	Page 20
Business to Business Matchmaking Meetings	Page 25
Conclusions and Recommendations	Page 28
Appendix I Mission Financial Report	Page 30
Appendix II Mission Participants	Page 31
Appendix III Key Representatives of United States Agencies in the Czech Republic, Poland and Turkey	Page 32
Appendix IV Key Representatives of the Czech Government Agencies & Private Sector in Prague	Page 33
Appendix V Key Representatives of the Polish Government Agencies & Private Sector in Warsaw	Page 34
Appendix VI Key Representatives of the Turkish Government Agencies & Private Sector in Istanbul	Page 35

EXECUTIVE SUMMARY

The Miami-Dade Business Development Mission to Prague, Warsaw, and Istanbul was the result of careful planning by the Jay Malina International Trade Consortium's (ITC) European and Middle Eastern Trade Initiatives Ad-Hoc Committee (Committee), the staff of the ITC Trade Development Unit, and representatives of appropriate stakeholder organizations in the community. This first mission in the current Fiscal Year (07-08) was consistent with the ITC's Strategic Plan to undertake two missions per year to promote Miami-Dade County as the Gateway to the Americas and a platform for international trade. The ITC Board of Directors unanimously approved the recommendations of the Committee in September 2007. ITC staff then developed the mission agenda in consultation with appropriate government officials and members of the private sector in the three cities to be visited, and set the mission dates for May 20 to May 31, 2007. After the registration period ended, a total of fourteen participants registered – six government, and eight private sector representatives, and paid the \$5300 fee covering air fare, lodging, and registration. ITC Chair, Miami-Dade County Commissioner, Natacha Seijas led the mission staffed by ITC Executive Director, Tony Ojeda, and ITC Trade Development Specialist, Maria Dreyfus-Ulvert.

The purpose of the mission was to: (1) promote Miami-Dade County as the Gateway to the Americas and a platform for international trade in the three cities selected; and (2) to explore ways to increase bilateral trade, and to strengthen cultural and economic ties between them and Miami-Dade County. All of the cities selected were in countries that were experiencing rapid economic growth. Their unique geographic location, and trade and tourism economies, also offered excellent opportunities for expanded economic and cultural ties with our community.

During the visit, the Miami-Dade delegates met with representatives of the United States government, including ambassadors, consular and economic officials; high ranking national government officials involved in international trade; local government representatives; and representatives of private sector organizations, such as chambers of commerce, in each of the cities visited. ITC, along with Miami-Dade Aviation Department staff, made branding presentations to familiarize government and private sector officials of the County's role as an international trade platform, and the advantages of trading with Miami-Dade as "Gateway to the Americas." The presentations emphasized our strategic geographic location, multilingual workforce, and ideal infrastructure for trade through the Port of Miami and Miami International Airport. The Aviation department also met with the national air carriers to explore the possibility of direct air service to Miami. In addition, the mission's private sector representatives met in matchmaking sessions with companies in Prague, Warsaw, and Istanbul. These matchmaking sessions offered an opportunity to discuss bilateral trade and increased business opportunities with local companies, and provided a methodology for continued contacts in the future.

EXECUTIVE SUMMARY (continued):

As a result of the mission, the government of Turkey has confirmed it will bring a trade mission to Miami this fall, and will explore the possibility of opening either a trade or consular office in our community. The Czech and Polish governments are considering trade missions in the near future and will explore opening either trade or consular offices. Czech Airlines is likely to initiate charter flights from Prague to Miami once the U.S. permits Czech citizens to obtain U.S. Visa Waivers for travel to the United States. Polish LOT and Turkish Airlines are considering direct air services within the next two to three years. And, Miami-Dade and Prague will enter into a Sister Cities relationship. The City of Antalya, Turkey, through its Chamber of Commerce, has also indicated a desire to enter into a similar affiliation with our community.

While this mission, which visited three cities in three different countries with different languages, cultures, and currencies, was probably the most complex of all the missions undertaken by ITC, it was probably the most successful mission to date for its trail blazing characteristics and the fulfillment of ITC's objectives.

ITC wishes to thank all those persons who assisted us in the preparation and conduct of the mission, as well as the private sector delegates, who demonstrated through their efforts and involvement that one of the best ways to create cultural understanding and promote trade relations is through personal involvement.



Miami-Dade delegates join Commissioner Seijas and Deputy Mayor of Prague Marketa Redova, in the Grand Hall of the Old Town City Hall

BACKGROUND

The Jay Malina International Trade Consortium's (ITC) planning method for the selection of countries to be targeted for an ITC mission consists of a process that involves both staff research, and consultation and approval by the ITC Board of Directors. ITC Chair, Commissioner Natacha Seijas appointed a number of ad-hoc trade initiatives committees to undertake this method, and she charged the European and Middle Eastern Trade Initiatives Ad-Hoc Committee (Committee), with the responsibility of recommending the countries to be visited for the first ITC Business Development Mission in FY07-08.

The objective of the Committee, consistent with ITC's overall strategic plan for international trade programs, was to develop and expand trade, and cultural linkages with countries in Europe and the Middle East, thereby strengthening Miami-Dade County's role as a global gateway community.

ITC staff conducted research and worked with Committee members, as well as, with representatives of appropriate stakeholder organizations to gather their input and participation in the planning and selection of what countries in Europe and the Middle East were best suited to either develop or expand trade opportunities with Miami-Dade County. After four meetings on May 10th, July 12th, August 9th, and 20th of 2007, the Committee recommended to take a Business Development Mission to the Czech Republic, Poland and Turkey in one single trip. The Committee considered that the emerging economies in these three countries were experiencing rapid economic growth and were ideally suited for a Miami-Dade County business development mission. The Czech Republic and Poland were recently admitted to the European Union and had ideal conditions for possibly expanding trade with our community. And, the Turkish Republic had recently announced that as one of their goals to increase exports to the United States, that government had selected Florida as one of their target markets. Accordingly, at the ITC Board meeting of September 12, 2007, Mr. Walter Loy, Chair of the ITC European and Middle Eastern Trade Initiatives Ad-Hoc Committee recommended to the ITC Board, that ITC undertake a Business Development Mission to Prague, Warsaw, and Istanbul from May 20th-31st, 2008. The ITC Board unanimously approved the Committee's recommendations.

Consistent with the ITC' Strategic Plan, ITC established the following objectives for the mission to Prague, Warsaw, and Istanbul:

- To promote Miami-Dade County as the "Gateway to the Americas" and platform for international trade, and
- To explore ways to increase bilateral trade, and to strengthen cultural & economic ties between these three cities and Miami-Dade County.

BACKGROUND (continued):

More specifically, ITC developed the following desired outcomes for each of the three cities selected for the mission:

Prague, Czech Republic:

- Explore the establishment of air service between Prague and Miami-Dade with Czech Airlines.
- Encourage an in-bound Trade Mission from the Czech Republic.
- Re-open the Czech Trade Office in Miami-Dade.
- Establish a Sister City relationship with the City of Prague.

Warsaw, Poland:

- Establish air service between Warsaw and Miami-Dade with LOT Airlines.
- Encourage an in-bound Trade Mission from Poland.

Istanbul, Turkey:

- Re-establish air service between Istanbul and Miami-Dade with Turkish Airlines.
- Encourage an in-bound Trade Mission from Turkey.
- Establish a Consulate and/or Trade Office in Miami-Dade.

Prior to the mission, ITC Executive Director, Tony Ojeda contacted the Honorable **Petr Kolar**, Ambassador of the Czech Republic to the United States, the Honorable **Janusz Reiter**, Ambassador of the Republic of Poland to the United States, and the Honorable **Nabi Sensoy** Ambassador of the Republic of Turkey to the United States to inform them about Miami-Dade County's upcoming mission to their countries. In addition, Mr. Ojeda, and ITC Trade Development Specialist Maria Dreyfus-Ulvert had meetings with Mr. Alan Becker, Honorary Consul of the Czech Republic in Florida; Ms. Beata Paszyc, Honorary Vice-Consul of Poland in Florida; Mr. Tadeusz Swiatkowski, Regional Director of the Polish Chamber of Commerce; and Mr. Abdullah Koten, Deputy Undersecretary for Foreign Trade for the Republic of Turkey during his visit to ITC offices in May of 2008.

In preparation for the mission, Ms. Dreyfus-Ulvert conducted an advanced site inspection visit to Prague, Warsaw and Istanbul from October 27th to November 7th, 2007. And on February 11th, 2008, ITC released an invitation for prospective participants to join the mission with a registration deadline of March 17th, 2008.

BACKGROUND (continued):

The Business Development Mission departed for Europe on May 20th, 2008. A total of 14 persons representing both the private and public sectors participated in the mission. Half of the delegates were from the private sector, and represented the following areas: pharmaceutical supplies, import-export consulting and real estate service, drilling equipment, real estate, vitamins and dietary supplements, heavy construction and machinery, and dermatological supplies. (See Attachment II).

PRE-MISSION BRIEFING

On May 7^h, 2008, ITC convened a pre-mission briefing at the Stephen P. Clark Building in downtown Miami for all registered participants. ITC Executive Director, Tony Ojeda welcomed participants to the briefing. He explained the purpose of the meeting, reviewed the mission objectives, itinerary and program agendas, lodging arrangements, and other logistical details. Mr. Ojeda also provided counsel on mission protocol, and mission participants received their official agendas, airline tickets, and a copy of the participants' profiles for their individual matchmaking sessions.

Mr. Walter Loy, Chair of the ITC European and Middle Eastern Trade Initiatives Ad-Hoc Committee, and Ms. Beata Paszyc Honorary Vice Consul of Poland in Miami provided mission participants an overview of the socio-political and economic conditions in Poland, the Czech Republic and Turkey, and also offered suggestions as to how to best conduct business in the three cities selected for the mission.



Mission Participants, ITC European and Middle Eastern Trade Initiatives Ad-Hoc Committee Chair Walter Loy, and Polish Honorary Vice Consul Beata Paszyc attend briefing at the Stephen P. Clark Center

BRANDING PRESENTATIONS IN PRAGUE, WARSAW, AND ISTANBUL

During the branding presentation in these three cities, Commissioner Natacha Seijas welcomed participants, provided an overview of Miami-Dade County, as well as the roles and functions of ITC. ITC Executive Director, Tony Ojeda presented ITC's promotional DVD entitled "Come Trade with Us" which was well received by participants. Mr. Ojeda also made a presentation which highlighted Miami-Dade County's role as the "Gateway to the Americas," and platform for international trade. During the presentation, Mr. Ojeda highlighted the uniqueness of Miami-Dade County with its superior infrastructure, multilingual workforce and its geographic location as a transshipment point for products destined to and from Latin America and the Caribbean. In addition, Mr. Ojeda analyzed the trade figures between Miami-Dade and each respective country. Mr. Ojeda also mentioned the role that the Port of Miami (POM) plays in trade. Mr. Chris Mangos, Manager of the Marketing Division of Miami Dade Aviation Department followed by giving a comprehensive presentation on the key role that Miami's International Airport plays as a passenger and cargo hub for the Americas.

PRAGUE:

In Prague, representatives of the following organizations and agencies were present at the briefing held on May 22nd at the Hilton Hotel: Becker and Poliakoff Attorneys in Prague, the U.S. Commercial Service, the Confederation of Industries of the Czech Republic, Prague Chamber of Commerce, Czech Tourism, Czech Trade, the Ministry of Industry and Trade, the Ministry of Foreign Affairs, and several Czech businesses. Becker and Poliakoff, represented by **Mr. Jan Kozubek**, sponsored the luncheon offered participants at the presentation.



ITC Executive Director Tony Ojeda at the Branding Presentation in Prague

BRANDING PRESENTATIONS IN PRAGUE, WARSAW, AND ISTANBUL (continued):

WARSAW:



Commissioner Natacha Seijas addressing business groups in Warsaw during ITC's Branding Presentation

In Warsaw, the briefing and lunch were held on May 27th at the Intercontinental Hotel. The following agencies and organizations were present: the Polish Chamber of Commerce, the Ministry of Economy, the Polish information and Foreign Investment Agency, the American Embassy, the U.S. Commercial Service, and representatives of Warsaw City Hall. Mr. Ojeda recognized the participation of **Mr. Marcin Korolec**, Under Secretary of the Ministry of Economy of Poland.

ISTANBUL:

On May 29th, the Istanbul Chamber of Commerce hosted the Miami-Dade Branding Presentation and lunch at their headquarters. Representatives of the U.S. Consulate in Istanbul, the Istanbul Chamber of Commerce, Chamber of Shipping, the Antalya Chamber of Commerce and Industry, and several Turkish businesses attended the branding presentation.



Commissioner Natacha Seijas and ITC Executive Director Tony Ojeda during ITC's Branding Presentation at the Istanbul Chamber of Commerce

MEETINGS WITH U. S. GOVERNMENT AGENCIES

PRAGUE:

U.S. Embassy & Commercial Service

On May 21st, the U.S. Commercial Service organized a briefing at the U.S. Embassy Annex. U.S. Ambassador to the Czech Republic, the Honorable **Richard W. Graber**, welcomed the delegates and gave an overview of the business opportunities for U.S. companies. He stated that the Czech Republic was a 19 year old democracy with a thriving market economy and sustained economic



U.S. Ambassador Richard W. Graber during his welcome remarks to the Miami-Dade County mission participants at the U.S. Embassy Annex

growth of about 6% in the last couple of years. He mentioned that there were numerous business opportunities for U.S. companies, and that some of the key economic sectors were found in the automobile industry and call centers. The Ambassador added that one of the competitive advantages was the quality and education of the Czech workforce. Ambassador Graber also highlighted that one of the key challenges facing the Czech Republic was the need to reform the health care delivery system, including the privatization of hospitals and insurance companies.

Ambassador Graber emphasized that U.S.-Czech relations were excellent, but he mentioned that the proposed placement of a U.S. radar installation on Czech soil was causing some strain in that relationship. Nonetheless, he felt confident that these issues would be resolved amicably. Another source of strain was the U.S. requirement for Czech citizens to obtain visas to visit the U.S. However, Mr. Graber indicated that it was likely the U.S. would soon announce that Czech citizens like many others in the European Union would be granted a Visa Waiver this coming fall. The Ambassador noted this step would go a long way towards solidifying our relations with the Czech Republic and would serve to increase trade and tourism with the U.S. **Mr. Gregory O'Connor**, Commercial Counselor from the U.S. Commercial Service, also briefed the group about the economic and business opportunities for U.S. companies.

MEETINGS WITH U. S. GOVERNMENT AGENCIES (continued):

WARSAW:

U.S. Ambassador's Residence:

On May 27th, the Miami-Dade County Business Delegation met with the U.S. Ambassador to Poland, the Honorable **Victor Ashe**, at his residence. Ambassador Ashe noted that Poland was very supportive of the United States, and explained that Poland's unique work ethic and its government's actions were allowing Poland to move towards a market economy at a much more rapid pace than many of the other Eastern European countries in the old Soviet bloc.



Miami-Dade delegates with U.S. Ambassador Victor Ashe at his residence in Warsaw

The U.S. Commercial Service in Warsaw headed by the Commercial Counselor, **Mr. John McCaslin**, coordinated the in-country briefing by the Embassy. The Political Counselor, **Ms. Mary Curtin**, the Economic Counselor, **Mr. Richard Rorvig**, and the Agricultural Counselor, **Mr. Eric Weinberg** gave an overview of Poland's political and economic situation. One of the issues raised by Mr. Rorvig was that Poland had adopted market reform policies from the beginning, and this was contributing to its recent positive economic growth. He added that because of Polish technical know-how and low labor costs, many U.S. corporations were establishing their production plants in Poland. According to **Mr. Weinberg**, one of Poland's key challenges was its need to invest in infrastructure.

MEETINGS WITH U. S. GOVERNMENT AGENCIES (continued):

ISTANBUL:

U.S. Consulate General



U.S. Deputy Consul General in Istanbul, Sandra Oudkirk and Mayor's Assistant Roddy Gomez at the Istanbul Chamber of Commerce

In Turkey, the American Embassy is based in Ankara, and the highest ranking U.S. diplomatic office, outside of the capital, is the U.S. Consulate General in Istanbul. U.S. Deputy Consul General, **Ms Sandra Oudkirk** greeted the delegation. She briefed the delegation about the U.S.-Turkish relations as well as the opportunities and challenges faced by Turkey, a country that was experiencing very rapid economic growth after a period of economic stagnation only a few years ago when the currency had to be devalued significantly. Since then, Ms. Oudkirk noted the country had begun an aggressive privatization effort spurred by the current government, and while religiously conservative, the government was pursuing a very aggressive liberal market economy. She also noted that although Turkey was an Islamic republic, the government was secular in nature and continued to be one of our staunchest best allies in the Middle East.

Following Ms Oudkirk's presentation, the Principal U.S. Commercial Officer in Istanbul, **Mr. Gregory Taevs**, gave a presentation on Turkey's economic situation, business climate, and opportunities for 2008. Mr. Taevs reported that the Turkish government had established a goal of increasing trade with the United States and that the climate for American business in the country was positive. He aluded, however, that in Turkey it was very important to first establish a level of trust between individuals before business transactions could be conducted, and he counseled mission participants of the need to keep this in mind during the matchmaking sessions.

At the conclusion of each of the briefings by American officials in Prague, Warsaw, and Istanbul, Commissioner Seijas thanked them on behalf of the Mayor of Miami-Dade County and of the mission participants, and she presented U.S. officials with appropriate protocol gifts.

MEETINGS WITH CZECH, POLISH, AND TURKISH GOVERNMENT AGENCIES

PRAGUE:

Deputy Mayor of Prague

On May 22nd, Prague's Deputy Mayor for International Affairs, the Honorable **Marketa Redova** received the Miami-Dade County delegation in Prague's historic Old Town City Hall. The Deputy Mayor and Commissioner Seijas discussed the possibility of establishing a Sister Cities relationship between the City of Prague and Miami-Dade County, and agreed to start working on this effort. Commissioner Seijas thanked the Deputy Mayor for the warm welcome to Prague and noted the many similarities between Prague and Miami-Dade. She added that because both communities shared similar values there already existed very strong bonds between the people of the Czech Republic and the people of Miami-Dade, and that she looked forward to establishing closer ties between Miami-Dade and Prague.



Prague Deputy Mayor, Marketa Redova with Commissioner Natacha Seijas, Judge Margarita Esquiroz, Mayor's Assistant Roddy Gomez, and ITC Executive Director Tony Ojeda

MEETINGS CZECH, POLISH, AND TURKISH GOVERNMENT AGENCIES (continued):

PRAGUE (continued):

Ministry of Industry and Trade



Deputy Minister of Industry and Trade, Milan Hovorka welcomes Miami-Dade government representatives with the CEO of Czech Trade Ivan Jukl

On May 23rd, Deputy Minister of Industry and Trade, **Mr. Milan Hovorka**, welcomed the Miami-Dade government representatives, and mentioned the excellent relations that the Czech Republic shared with the United States. He briefed the group about the Czech economy, and noted its sustained economic growth of approximately 6% -- a level higher than the rest of the European Union (E.U.) members. Deputy Minister Hovorka attributed Czech economic success to the promotion of economic

competition, and the opening of its economy. He stated that the Czech Republic enjoyed a trade surplus with the rest of the world, and also mentioned that the Czech government wanted to reduce private business taxation from 24% to 10% by 2010. However, he added that the Czech government needed to reform its health care delivery system.

Commissioner Seijas thanked Deputy Minister Hovorka for his comprehensive briefing on the Czech economy, and invited him to undertake a trade mission to Miami. She also requested that he consider reopening a Czech Trade Office in Miami. Deputy Minister Hovorka welcomed the idea of undertaking a trade mission to Miami, and indicated that he would discuss the invitation with the Czech Trade and Commercial Officers at a meeting in Prague that was to take place in June, 2008. **Mr. Ivan Jukl**, CEO of Czech Trade indicated that prior to reopening a Trade Office in Miami-Dade, his office would be interested in monitoring business opportunities for Czech companies in Miami.

ITC's Executive Director, Tony Ojeda, suggested that Czech Trade should also consider Miami as a trans-shipment point to and from Latin America and the Caribbean. Mr. Ojeda offered to assist the Czech Trade Office in Chicago in planning a mission to Miami since there was expressed interest on behalf of the ministry in supporting small to medium sized businesses with their efforts to export to the United States.

MEETINGS CZECH, POLISH, AND TURKISH GOVERNMENT AGENCIES (continued):

PRAGUE (continued):

Ministry of Foreign Affairs

On May 23rd, the Miami-Dade County government delegation also met with the Czech First Deputy Minister of Foreign Affairs, **Mr. Tomas Pojar**. He welcomed the delegation, and indicated that the Czech government would continue its policy of opposing the lifting of sanctions against Cuba by the E.U., a position not shared by other E.U. member states. He indicated his government would continue to support human rights in the island nation especially when the Czech Republic assumed the E.U. Presidency during the first half of 2009. Mr. Pojar also indicated he would work with his colleagues in the Ministry of Trade to support a trade mission to Miami in the near future. Commissioner Natacha Seijas thanked the Czech government and people for their valuable support on the Cuba issue.



Czech First Deputy Minister of Foreign Affairs, Tomas Pojar welcomes Miami-Dade government delegates in his office

MEETINGS CZECH, POLISH, AND TURKISH GOVERNMENT AGENCIES (continued):

WARSAW:

Ministry of Economy

On May 26th, ITC's Executive Director, Tony Ojeda and ITC's Trade Specialist, Maria Dreyfus-Ulvert visited the Polish Ministry of Economy where they were greeted by **Ms. Zofia Schnitzer**, Chief Adviser, Department of Bilateral Economic Cooperation, and **Ms. Urszula Mirska-Strebska**, Minister Counselor, Department of Bilateral Economic Cooperation. Mr. Ojeda reviewed the opportunities that Miami-Dade offered as a trans-shipment center for Polish goods sent to Latin America and the Caribbean. Ms. Mirska-Strebska indicated that while Poland needed to increase its trade with that part of the world, it was difficult to establish Polish trade numbers with Latin America at this time since Poland used non-Polish ports such as Hamburg to exports their goods. She added that according to their records, trade with Latin America was approximately U.S. \$4 billion, that Poland's top trading partners in Latin America were Brazil, Mexico, Argentina, Chile, and Venezuela, and that they would be interested in further working with ITC to increase their exports. Mr. Ojeda invited the representatives of the Ministry of Economy to bring a trade mission to Miami-Dade in the near future to explore ways to increase trade and commerce with this part of the world.

Deputy Mayor of Warsaw



Deputy Mayor of Warsaw, Jaroslav Kochaniak with Commissioner Natacha Seijas and Mayor's Assistant Roddy Gomez in Warsaw's Branickich Palace

Mr. Jaroslav Kochaniak, Deputy Mayor of Warsaw welcomed Commissioner Natacha Seijas and the Miami-Dade government delegation on May 27th at Branickich Palace. Commissioner Seijas thanked him for his hospitality and explained that the purpose of our visit was to strengthen cultural and economic ties between Warsaw and Miami-Dade. Deputy Mayor Kochaniak explained that Warsaw's Municipality was running a major investment and reconstruction project, and that the city would look

totally different in a few years. Commissioner Seijas noted that Warsaw and Miami-Dade had joined the Chicago Climate Exchange initiative, and that both cities had similar infrastructure needs. Mr. Roddy Gomez, Assistant to the Mayor on International Affairs, extended an invitation for the Deputy Mayor to visit Miami.

MEETINGS CZECH, POLISH, AND TURKISH GOVERNMENT AGENCIES (continued):

ISTANBUL

Undersecretariat for Foreign Trade

One of the most important meetings of the trip was with **Mr. Abdullah Koten**, Deputy Turkish Undersecretary for Foreign Trade, who traveled from Ankara to Istanbul to meet with the Miami-Dade delegation on May 29th at the Istanbul Chamber of Commerce. Members of the Undersecretariat for Foreign Trade such as **Mr. Ziya Altunyaldiz**, Deputy Director General for Exports, **Ms. Nuray Er**, Manager, Research & Development Department, Istanbul Mineral & Metals Exporters' Association; and **Mr. Mehmet Soylu Guldali**, Assistant Foreign Trade Expert were present at this meeting.



Turkish Deputy Undersecretary for Foreign Trade, Abdullah Koten at a meeting with the Miami-Dade government delegation in Istanbul

Mr. Koten officially welcomed the delegation and indicated that he had recently visited Miami-Dade where he had established an excellent relationship with the ITC. Mr. Koten informed the delegation that the government of Turkey had set a goal to increase trade with the United States by 25%, and that he wanted to work closely with ITC to put together a trade mission to Miami-Dade since Florida was one of the states that the government had targeted to increase trade.

Mr. Ziya Altunyaldiz, Deputy Director General for Exports, gave a presentation of Turkey's excellent export performance, particularly with countries like China and Russia. Mr. Altunyaldiz indicated that much of Turkey's export success was due in part to Turkey's position as a bridge to Russia and the Middle East. He noted that Turkey's exports to the United States had only increased by 75% (lower than other regions which had been showing increases up 800% like Russia). He also indicated that as Mr. Koten had suggested the Turkish government wanted to improve its export performance to the U.S. Another objective of the Undersecretariat was to strengthen the Turkish Commercial presence in the United States. Commissioner Seijas invited Mr. Koten to bring a trade mission to Miami-Dade County and asked ITC's Executive Director, Mr. Ojeda, to assist the Undersecretariat in this initiative.

MEETINGS CZECH, POLISH, AND TURKISH GOVERNMENT AGENCIES (continued):

ISTANBUL (continued):

Istanbul Metropolitan Municipality

On May 30th, the Miami-Dade government delegation visited **Mr. Muammer Erol**, Deputy Secretary General of the Istanbul Metropolitan Municipality at the Municipality's headquarters. Commissioner Seijas explained that as Istanbul was a Gateway to other countries in the Middle East, Miami-Dade County served as the "Gateway to the Americas". She added that the purpose of the trip was to promote and strengthen the cultural and trade ties between Istanbul and Miami-Dade. Mr. Ojeda invited the Municipality to join the Undersecretariat of Foreign Trade and the Istanbul Chamber of Commerce on a mission to Miami-Dade. Deputy Secretary General Erol confirmed that there would be a representative of the Istanbul Metropolitan Municipality in this mission. Roddy Gomez, Assistant to the Mayor for International Affairs thanked the Deputy Secretary General for his hospitality and emphasized the need to strengthen the cultural and trade ties between Istanbul and Miami-Dade County.



Deputy Secretary General of the Municipality of Istanbul, Muammer Erol with ITC Executive Director Tony Ojeda at Istanbul's City Hall

MEETINGS WITH CZECH, POLISH, AND TURKISH PRIVATE SECTOR ORGANIZATIONS

PRAGUE:

Confederation of Industries



Miami-Dade delegates attend a meeting at the Confederation of Industries' Headquarters

On May 23rd, the delegation met with the Confederation of Industries of the Czech Republic where **Mr. Jaroslav Mil**, President of the Confederation welcomed the delegation. **Mr. Frantisek Chaloupecky**, Executive Board Member, and **Ms. Dagmar Kuchtova**, Director of External Relations of the Confederation were also present. Commissioner Seijas recognized the important role that this organization played in supporting the Czech private sector, and invited the Confederation of Industries to undertake a trade mission to Miami-Dade in collaboration with the

Ministry of Industry and Trade. Ms. Kuchtova thanked Commissioner Seijas for her invitation, and indicated that for Czech Businesses to undertake a mission to the United States it was important to eliminate the visa requirement for Czech citizens. Commissioner Seijas indicated that during her recent meeting with U.S. Ambassador Graber, he indicated that the visa requirement for Czech citizens was expected to be abolished in the fall of 2008 and a Visa Waiver program would be put in place. This process would facilitate increased trade and tourism between the Czech Republic and the United States.

Czech Airlines (CSA)

Chris Mangos, Manager, Marketing Division, Miami-Dade Aviation Department met with **Mr. Jiri Zezula** from Czech Airlines (CSA) to discuss opportunities for direct air service between Prague and Miami-Dade County. Czech Airlines indicated that they were interested in establishing charter flights to MIA as early as next March 2009, pending the September placement of Czech Republic under the U.S. Visa Waiver Program. Czech Airlines stated that Prague area tour operators were very interested in packaging vacation holidays to Miami. Privatization of Czech Airlines in the next year or so would produce the need for a long term strategy for CSA, however, it was likely Czech Airlines would remain a regional carrier.

MEETINGS WITH CZECH, POLISH, AND TURKISH PRIVATE SECTOR ORGANIZATIONS (continued):

WARSAW:

American Chamber of Commerce (AMCHAM)

On May 26th, the Miami Dade County delegation visited **Ms. Dorothy Dabrowski**, Executive Director of the American Chamber of Commerce in Poland. Ms. Dabrowski greeted the Miami-Dade delegation and gave a presentation on Poland's economic success. Ms. Dabrowski explained that many U.S. companies invested in Poland because it was the biggest country in Eastern Europe, and because it was a way for them to enter the Russian market thru Poland. Commissioner Seijas thanked Mr. Dabrowski for her excellent presentation and for inviting the delegation to the AMCHAM reception the following day, which provided an excellent opportunity for the business delegates to meet U.S. companies established in Poland.



Executive Director of the American Polish Chamber of Commerce, Dorothy Dabrowski briefs the Miami-Dade delegation at their Headquarters

Polish Chamber of Commerce

Mr. Andrzej Arendarski, President of the Polish Chamber of Commerce greeted the Miami-Dade delegation on May 26th at their headquarters. Also present at this meeting were Mr. **Wladyslaw Jerzy Wezyk**, Deputy Secretary General of the Polish Chamber of Commerce, and Mr. **Tadeusz Swiatkowski**, Regional Director, Polish Chamber of Commerce, who organized the matchmaking sessions with Polish companies at their premises. Commissioner Seijas thanked Mr. Arendarski for the Chamber's efforts in organizing the matchmaking sessions for our private sector delegates, and



Andrzej Arendarski, President of the Polish Chamber of Commerce with Commissioner Natacha Seijas and ITC Executive Director Tony Ojeda

MEETINGS WITH CZECH, POLISH, AND TURKISH PRIVATE SECTOR ORGANIZATIONS (continued):

WARSAW (continued):

she invited the Chamber to bring, in conjunction with the Ministry of Economy, a trade mission to Miami- Dade. She also highlighted the importance of establishing a direct airline route Warsaw-Miami to increase trade, and requested the Chamber's support in this effort.

LOT Polish Airlines

The Miami-Dade government delegation met with **Mr. Marek Serafin**, Vice President of Network Planning for LOT Polish Airlines, the national airline of Poland. The visit by a Miami-Dade County elected official to LOT Headquarters helped reinforce the message that Miami International Airport and Miami-Dade County were most interested in obtaining a commitment from LOT to establish direct air service between Warsaw and Miami. Mr. Serafin indicated that Miami was indeed an attractive destination during the winter, and he added that LOT was about to begin working on its long haul strategy for 2010. However, LOT's long range planning efforts were affected by the late delivery of the new Boeing 787 aircrafts which the company had ordered. Once the company received its new aircraft and completed its reorganization, it was likely that the company would view favorably the implementation of air service to Miami, he added.



Miami-Dade government delegates at LOT Polish Airlines Headquarters



Scale model of the new Boeing 787 LOT Polish Airlines will be receiving in the future

MEETINGS WITH CZECH, POLISH, AND TURKISH PRIVATE SECTOR ORGANIZATIONS (continued):

ISTANBUL:

Istanbul Chamber of Commerce



Istanbul Chamber of Commerce President Murat Yalcintas welcomes Miami-Dade delegates to their Headquarters

The Istanbul Chamber of Commerce hosted the meetings of the Miami-Dade delegation on May 29th and 30th. **Mr. Murat Yalcintas**, President of the Istanbul Chamber of Commerce, welcomed the Miami-Dade delegation and noted that there had been a very positive response from Turkish businesses regarding the matchmaking sessions organized for the Miami-Dade private sector delegates. Commissioner Seijas thanked Mr. Yalcintas for the Chamber's support, and for helping ITC in the business matchmaking sessions. In addition, Commissioner Seijas invited the Istanbul Chamber of Commerce to bring a trade mission to Miami, and offered ITC's support.

Antalya Chamber of Commerce and Industry

On May 29th, **Ms. Burcu Topkaya**, E.U. Info Relay Officer, Antalya Chamber of Commerce and Industry, flew to Istanbul to meet with the Miami-Dade delegation at the Istanbul Chamber of Commerce and Industry. Ms. Topkaya was joined by **Mr. Beken Sr.**, member of the Antalya Chamber of Commerce and Industry, and his son Mr. Melih Beken, representative of the Antalya Chamber of Commerce and Industry in Florida, who was also part of the Miami-Dade Delegation. During the meeting, Ms. Topkaya made a presentation highlighting the similarities between her city and Miami-Dade County.



Miami-Dade government delegates listen to the presentation from the Antalya Chamber of Commerce

MEETINGS WITH CZECH, POLISH, AND TURKISH PRIVATE SECTOR ORGANIZATIONS (continued):

ISTANBUL (continued):

Mr. Beken added that like Miami-Dade, tourism played a key role in Antalya's economy. Ms. Topkaya indicated that Antalya's population was approximately 2 million people, and that the city had an International airport and seaport. Mr. Beken mentioned that he wanted to explore the possibility of establishing a Sister Cities relationship between Miami-Dade County and Antalya. Commissioner Seijas thanked the Antalya Chamber of Commerce representatives for flying to Istanbul to meet with the delegation, and indicated that she would welcome a Sister Cities relationship between our two communities.

Turkish Airlines

On May 30th, Chris Mangos, Manager, Marketing Division, Miami-Dade Aviation Department (MIA) met with **Mr. Orhan Sivrikaya** from Turkish Airlines (THY) to discuss the re-establishment of a direct air service between Istanbul and Miami-Dade, which was available from 2000 to early 2002. Mr. Sivrikaya indicated that THY had joined the STAR Alliance group, and that the airline was about to establish direct air service to Dulles Airport, a United Airlines hub. He also indicated THY was looking to fly to another U.S. city as part of its North American expansion program and would revisit MIA service for the 2010-2011 season.



BUSINESS TO BUSINESS MATCHMAKING

The ITC matchmaking program provides opportunities for the private sector participants in business development missions to meet local entrepreneurs in the host countries. ITC develops business profiles of each participant, and provides this information to the local economic development organizations. This process takes place ahead of the mission to provide sufficient time for appropriate local entrepreneurs to familiarize themselves with the qualifications and sector interests of the Miami-Dade private sector representatives. Local economic development agencies in each host country work closely with ITC staff to match sector interests to mission participants who, as part of an ITC official mission, have increased opportunities to take advantage of pre-qualified business contacts, as well as business leads and sales agreements. These matchmaking sessions take place during the missions while the Miami-Dade government delegates meet with their government counterparts.

In Prague, Warsaw, and Istanbul, the Confederation of Industries of the Czech Republic, the Polish Chamber of Commerce, and the Istanbul Chamber of Commerce, respectively, provided matchmaking business meetings to the ITC private sector participants. A total of 109 companies requested meetings with their Miami-Dade counterparts who represented the following sectors: pharmaceutical supplies, import-export consulting and real estate service, drilling equipment, vitamins and dietary supplements, heavy construction and machinery, and dermatological supplies.

Private sector mission participants reported that during the matchmaking portions of the mission, they had meetings with several companies, including the ones outlined below:

Business Matchmaking					
Private Sector Participants	Prague	Warsaw	Istanbul		Representative Foreign Companies
Lazaro Amores	4	7	9	20	Isagenix, Halmed, Anco-Inmed, Odiomed, Intekno
Elisabeth Brady	2	7	10	19	
Nancy Martinez & Julian Groso	1	7	12	20	Walmark, Eczaibai Pharmaceuticals
Roger Teran	2	3	8	13	Kumru Otomotiv, Erksan Oto, Güvenis Ticaret
Randy Veliky	4	3	8	15	Biota, Transmed, GHO Clinic

While ITC cannot report any sales agreements by parties involved, it is apparent, from discussions with mission participants, that they were satisfied with the opportunities afforded them to develop business sales leads, joint ventures, and distributorships which in the long run may result in sales agreements.

BUSINESS TO BUSINESS MATCHMAKING (continued):

Mr. Lazaro Amores, mission participant, and a veteran of ITC missions stated: "I saw a lot of possibilities in Poland and would like to explore those. And, I saw a lot of potential in Turkey. I developed many contacts, and I am now exchanging emails so the relationships have begun. They are hungry to develop business relationships. I don't go with the mentality that I go, sell, and come back. I go with the mentality that it will take time to cultivate these markets, but that this is an excellent opening for an introduction that otherwise would be extremely difficult to develop. Going with ITC gives business sector delegates the opportunity to open doors and have the credibility that goes with traveling with an official mission."

Another mission participant, Nancy Martinez from Nutri-Force Nutrition reported how pleased she was with the opportunity the ITC Business Development Mission provided her to expand her sales and meet prospective new customers. She said: "In Istanbul alone, three solid companies have taken immediate interest in doing significant business with Nutri-Force...We actually have an opportunity with the Polish Army for distribution of an electrolyte replenishment product through one of the contacts we met at the AMCHAM reception (in Poland)." She also added the mission provided "...an opportunity that I don't think we would have had, had it not been for attending the reception."

In the next few months, ITC anticipates that many of these leads will develop into formal agreements, and the agency will continue discussions with the private sector mission participants to track their individual results. ITC's efforts to promote bilateral trade would not be successful without the active participation of the many small and medium sized local businesses that join ITC missions. Their purpose is to expand opportunities for trade development with foreign companies through the matchmaking process which the agency has successfully developed over the years, and which affords them with a unique opportunity to discuss their products in an officially sanctioned setting.

BUSINESS TO BUSINESS MATCHMAKING



Miami-Dade mission participants during their business matchmaking sessions in Prague, Warsaw, and Istanbul

CONCLUSIONS AND RECOMMENDATIONS



Miami-Dade delegates with the leadership of the Istanbul Chamber of Commerce

ITC's Business Development Mission to Prague, Warsaw, and Istanbul was one of the most complex and logistically challenging missions ever undertaken by the agency. The mission visited three cities in three countries with different languages, cultures, and currencies. However, in spite of these challenges, the mission was successful in meeting its stated objectives, and our efforts have laid a solid foundation for increased trade with each of these important markets that have been experiencing rapid economic growth:

- Mission participants received a thorough briefing by U.S. Embassy or the U.S. Commercial Service about the political and economic situation in each city visited which helped them identify available business opportunities.
- Private sector participants had productive meetings and established business relationships that will undoubtedly result in increased bi-lateral trade in the future.
- Through the promotional efforts of our Miami-Dade County branding presentations, more foreign government officials, economic development agencies, trade organizations, chambers of commerce, and businesses now know about the opportunities that Miami-Dade County has to offer both as a "Gateway to the Americas" and as a platform for trade.

CONCLUSIONS AND RECOMMENDATIONS (continued):

- The mission generated interest by foreign trade agencies and chambers of commerce to conduct reciprocal trade missions to Miami-Dade County that will provide opportunities to local businesses:
 - The Turkish government announced that a trade delegation will visit Miami-Dade in October of this year as a direct result of our invitation.
 - Commissioner Natacha Seijas extended an invitation to the Confederation of Industry of the Czech Republic, the Polish Chamber of Commerce, and the Istanbul Chamber of Commerce to bring a trade mission to Miami-Dade in 2008 & 2009.

- Meetings with foreign airline officials during the mission may result in direct air routes that will increase trade between these cities and Miami-Dade County by increasing the capacity for business persons and cargo to flow to and from Miami International Airport:
 - Miami International Airport had meetings with Czech Airlines, LOT Polish Airlines, and Turkish Airlines to explore direct air service between Prague, Warsaw, Istanbul and Miami.
 - Czech Airlines indicated it would likely initiate charter service between Prague and Miami-Dade subject to the granting of U.S. Visa Waiver status for Czech citizens.

- Miami-Dade County and the City of Prague will enter into a Sister Cities affiliation, and Miami-Dade and Antalya, Turkey, will begin exploring a similar affiliation in the future.

Finally, we cannot underscore enough that our business trip to each of these cities has resulted in the strengthening of relationships and ties that are essential for conducting trade internationally.

APPENDIX I

MISSION FINANCIAL REPORT

Revenues:

Airfare:	22,928
Hotel Accommodations:	33,020
Registration Fees:	14,800
Sponsorship – Becker & Poliakoff Law Firm:	3,325

Total Revenues: \$74,073

Expenditures:

Airfare:	23,034
Hotel Accommodations:	
Prague*	13,420
Warsaw **	12,368
Istanbul	<u>10,574</u>
Subtotal:	36,362
Networking Receptions:	
Prague	3,280
Warsaw	3,200
Istanbul	<u>841</u>
Subtotal:	7,321
Group Transportation:	
Prague	1,325
Warsaw	2,114
Istanbul	<u>2,676</u>
Subtotal:	6,115
Other Expenses:	
Bank Transaction Fees	462
Coffee Break (Warsaw)	50

Total Expenses: \$73,344

Net Anticipated Gain to the Trade Mission Center of the Americas, Inc. \$ 729

* Due to the weakening of the U.S. dollar and strengthening of the Euro, actual payments for lodging in Prague were approximately 7% higher than budgeted - \$861 for the group.

** Due to a contract stipulation which the hotel in Warsaw sought to protect itself from currency fluctuations, payment for lodging in Warsaw was subject to a specified exchange rate which in effect increased costs by 25% more than was budgeted - \$2,458 for the group.

Note: Staff issued registration package for mission more than 3 months prior to mission taking place and negotiated some contracts 5 months prior to mission taking place. As with all ITC missions, staff had built in a contingency margin into the registration fee in order to mitigate the effects of fluctuating currency exchange rates over this period, and to provide possible funding for any unanticipated mission expenses. By providing a contingency margin in the registration fee, and in spite of experiencing approximately \$3,300 in increased lodging costs, we are pleased to report a profit to the TMC.

APPENDIX II

MISSION PARTICIPANTS

A total of fourteen participants participated in the Business Development Mission to Prague, Warsaw, and Istanbul:

1. **Natacha Seijas**, Miami-Dade County Commissioner & Chair of the ITC Board of Directors
2. **Tony Ojeda**, ITC Executive Director
3. **Margarita Esquiroz**, Judge, 11th Judicial Circuit of Florida
4. **Roddy E. Gomez**, Assistant to the Mayor on International Affairs
5. **Chris Mangos**, Marketing Director, Miami-Dade Aviation Department, Miami International Airport
6. **Lazaro Amores**, Operations Manager, Vertical Source Pharma Inc. (Pharmaceutical supplies)
7. **Melih Beken**, Florida's representative of the Antalya Chamber of Commerce and Industry and Real Estate Consultant, Art Deco Real Estate (Import-Export Consulting & Real Estate Service)
8. **Elisabeth Brady**, A & D Drilling Supply (Drilling equipment)
9. **Martha Carreras**, Owner of Letty Enterprise (Real estate)
10. **Julian Gruesso**, Sales Manager of Nutri-Force Nutrition (Vitamins and dietary supplements)
11. **Nancy Martinez**, Account Manager of Nutri-Force Nutrition (Vitamins and dietary supplements)
12. **Roger F. Teran**, CEO of Tractoamerica (Heavy Construction and machinery)
13. **Randall Veliky**, COO Lexington International LLC (Dermatological supplies)
14. **Maria Dreyfus-Ulvert**, ITC Trade Specialist.

The cost of the mission paid by each participant was \$5,300 including airfare (Miami-Madrid-Prague-Warsaw-Istanbul-Madrid-Miami), lodging, and transportation which included airport transfers, ground transportation, and most meals.

APPENDIX III

KEY REPRESENTATIVES OF UNITED STATES AGENCIES PARTICIPATING IN MEETINGS WITH MIAMI-DADE COUNTY BUSINESS DEVELOPMENT MISSION PARTICIPANTS TO PRAGUE, WARSAW AND ISTANBUL

PRAGUE

- **Ambassador Richard W. Graber**, United States Ambassador to the Czech Republic
- **Gregory O'Connor**, Commercial Counselor, United States Commercial Service in the Czech Republic

WARSAW

- **Ambassador Victor Ashe**, United States Ambassador to Poland
- **Richard Rorvig**, Counselor for Economic Affairs, United States Embassy in Poland
- **John McCaslin**, Commercial Counselor, U.S. Commercial Service in Poland
- **Mary T. Curtin**, Political-Military Counselor, United States Embassy in Poland
- **Eric A. Wenberg**, Agricultural Counselor, United States Embassy in Poland
- **Kate Snipes**, Agricultural Attaché, United States Embassy in Poland
- **Barbara Grabowska**, Commercial Representative, U.S. Commercial Service in Poland

ISTANBUL

- **Sandra Oudkirk**, Deputy Consul General, United States Consulate in Istanbul
- **Gregory Taevs**, Principal Commercial Officer, U.S. Commercial Service in Istanbul
- **Ebru Olcay**, Commercial Specialist, U.S. Commercial Service in Istanbul

APPENDIX IV

KEY REPRESENTATIVES OF THE CZECH GOVERNMENT AGENCIES & PRIVATE SECTOR PARTICIPATING IN MEETINGS WITH THE MIAMI-DADE COUNTY MISSION TO PRAGUE

GOVERNMENT AGENCIES

- **Honorable Milan Hovorka**, Deputy Minister of Industry and Trade
- **Honorable Tomas Pojar**, First Deputy Minister of Foreign Affairs
- **Honorable Marketa Reedova**, Deputy Mayor of the City of Prague
- **Ivan Jukl**, Managing Director, Czech Trade Promotion Agency
- **Vlastimil Lorenz**, Senior Director General, Non-European Countries Department, Ministry of Industry and Trade
- **Vaclav Maly**, U.S. Desk Officer, Ministry of Industry and Trade
- **Jana Vobornikova**, Head of Multilateral Relations Unit, City of Prague
- **Jana Falathova**, Director of Business Opportunities Department, Czech Trade
- **Katerina Fialkova**, Department of Americas, Director, Ministry of Foreign Affairs
- **Ales Cernik**, Bilateral Economic Relations and Export Promotion Department, Ministry of Foreign Affairs
- **Jiri Kratky**, Department of Americas, US Desk, Ministry of Foreign Affairs
- **Milan Sedlacek**, General Director of Business Development Corp. & Foreign Promotion Section, Ministry of Foreign Affairs
- **Jakub Slosarek**, Personal Assistant to the First Deputy Minister, Ministry of Foreign Affairs
- **Olga Loudinova**, Foreign Offices Manager, Czech Tourism

PRIVATE SECTOR

- **Jaroslav Mil**, President of the Confederation of Industries of the Czech Republic
- **Frantisek Chaloupecky**, Member of the Board, Confederation of Industries of the Czech Republic
- **Jan Kozubek**, Attorney at Becker and Poliakoff Office in Prague, and Enterprise Florida Representative in Prague
- **Dagmar Kuchtova**, Deputy Director General, Director of External Relations of the Confederation of Industries of the Czech Republic
- **Jiri Zezula**, Czech Airlines
- **Zuzana Kunska**, Head of the E.U. and Foreign Affairs Department, Prague Chamber of Commerce
- **Peter Petrik**, Project Manager, Prague Chamber of Commerce
- **Pavel Fara**, Project Manager-External Relations Department, Confederation of Industries of the Czech Republic
- **Zuzana Simonovska**, Attorney, Becker and Poliakoff Law Office in Prague
- **Gabriela Rabova**, Attorney, Becker and Poliakoff Law Office in Prague

APPENDIX V

KEY REPRESENTATIVES OF THE POLISH GOVERNMENT AGENCIES & PRIVATE SECTOR PARTICIPATING IN MEETINGS WITH THE MIAMI-DADE COUNTY MISSION TO WARSAW

GOVERNMENT AGENCIES

- **Marcin Korolec**, Undersecretary of State, Ministry of Economy
- **Jaroslaw Kochaniak**, Deputy Mayor of Warsaw
- **Zofia Schnitzer**, Chief Adviser, Department of Bilateral Economic Cooperation, Ministry of Economy
- **Urszula Mirska-Strebska**, Minister Counselor, Department of Bilateral Economic Cooperation, Ministry of Economy
- **Iwona Chojnowska-Haponik**, Director, Foreign Investment Department, Polish Information and Foreign Investment Agency
- **Norbert Jazwinski**, Investors Service Department, City of Warsaw

PRIVATE SECTOR

- **Andrzej Arendarski**, President of the Polish Chamber of Commerce
- **Dorothy Dabrowski**, Executive Director of the American Chamber of Commerce in Poland
- **Wladyslaw Jerzy Wezyk**, Deputy Secretary General of the Polish Chamber of Commerce
- **Tadeusz Swiatkowski**, Regional Director, Polish Chamber of Commerce
- **Jan Rafalowski**, Adviser, Foreign Relations Office, Polish Chamber of Commerce
- **Marek Serafin**, Vice President of Network Planning, LOT Airlines
- **Alain T. Bobet**, Vice President, International Business Development, Positive Advisory
- **Jacek Dabrowski**, Director, Economic Information Center

APPENDIX VI

KEY REPRESENTATIVES OF THE TURKISH GOVERNMENT AGENCIES & PRIVATE SECTOR PARTICIPATING IN MEETINGS WITH THE MIAMI-DADE COUNTY MISSION TO ISTANBUL

GOVERNMENT AGENCIES

- **Abdullah Koten**, Deputy Undersecretary for Foreign Trade, Undersecretariat of Foreign Trade
- **Muammer Erol**, Deputy Secretary General, Istanbul Metropolitan Municipality
- **Mutlu Öktem**, Secretary General, Istanbul Mineral & Metals Exporters' Association, Undersecretariat of Foreign Trade
- **Mehmet Zeren**, Deputy Secretary General, Istanbul Mineral & Metals Exporters' Association, Undersecretariat of Foreign Trade
- **Ziya Altunyaldiz**, Deputy Director General for Exports, Undersecretariat of Foreign Trade
- **Nuray Er**, Manager, Research & Development Department, Istanbul Mineral & Metals Exporters' Association, Undersecretariat of Foreign Trade
- **Nuray Hatirnaz**, Deputy Director, Foreign Relations Department, Istanbul Metropolitan Municipality
- **Mehmet Soylu Guldali**, Assistant Foreign Trade Expert, Undersecretariat of Foreign Trade

PRIVATE SECTOR

- **Murat Yalcintas**, President of the Executive Board of the Istanbul Chamber of Commerce
- **A. Bulent Barlak**, Member of the Executive Board of the Istanbul Chamber of Commerce
- **Tahsin Öztiryaki**, President of the Board of Istanbul Ferrous & Non Ferrous Metals Exporters' Association
- **Serdar Kocturk**, President of the Board of Istanbul Iron & Steel Exporters' Association
- **Ahmet Keles**, President of the Board of Istanbul Minerals & Steel Exporters' Association
- **Atasay Kamer**, President of the Board of Istanbul Precious Minerals & Jewelers Exporters' Association
- **Mustafa Kamar**, Board Member of the Istanbul Precious Minerals & Jewelers Exporters' Association
- **Burcu Topkaya**, E.U. Info Relay Officer, Antalya Chamber of Commerce and Industry
- **Orhan Sivrikaya**, Turkish Airlines

APPENDIX VI (continued):

PRIVATE SECTOR (continued)

- **Huseyin Ertan**, Deputy Secretary General, Turkish Chamber of Shipping
- **Aysun Yilmaz**, Fairs and Exposition Department, Istanbul Chamber of Commerce
- **Basak Acar**, Istanbul Chamber of Commerce
- **Engin Koknel**; Relations with International Institutions; Turkish Chamber of Shipping
- **Melten Birkegren**, Owner, Danex International Inc.
- **Mr. Beken Sr**, Executive Board member, Antalya Chamber of Commerce and Industry.