



greater  
miami  
chamber  
of commerce



## **END OF MISSION REPORT**

### **Business Development Mission**

**To**

**Peru and Chile**

**September 21<sup>st</sup> – 27<sup>th</sup>, 2008**

**Organized By**

**The Greater Miami Chamber of Commerce**

**&**

**The Jay Malina International Trade Consortium**

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

**October, 2008**

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## EXECUTIVE SUMMARY



*Mission participants attend a briefing at the U.S. Embassy in Santiago, Chile*

The joint Jay Malina International Trade Consortium of Miami-Dade County (ITC) and the Greater Miami Chamber of Commerce (the Chamber) Business Development Mission to Peru and Chile was historic. It was the first time that these organizations took a joint mission to two of Miami-Dade's top trading partners, which had also negotiated or implemented Free Trade Agreements with the United States. This mission was also unique in that it was the first time ITC and the Chamber organized a joint mission to help build business relationships in these two key Latin American countries.

The Western Hemisphere Trade Initiatives Ad-Hoc Committee (Committee), the staff of the ITC Trade Development Unit, and representatives of appropriate stakeholder organizations in the community recommended that the ITC Board of Directors undertake a business development mission to Peru and Chile, countries with whom the U.S. had Free Trade Agreements (FTAs). This second mission during Fiscal Year 07-08 was consistent with ITC's Strategic Plan to undertake two trade missions per year to promote Miami-Dade County as a platform for international trade. The ITC Board of Directors unanimously approved the recommendations of the Committee at its September 2007 meeting. ITC staff carried out a pre-mission trip to these two countries on July 2008. Upon return, ITC met with the Chamber to discuss issues related to logistics as well as the agenda for the mission.

## EXECUTIVE SUMMARY (continued)

The mission took place from September 21<sup>st</sup> - 28<sup>th</sup>, 2008. A total of 38 persons registered but only 34 participated in the mission. Seven delegates were from the government and the rest from the private sector, including representatives from two chambers of commerce. Each delegate paid the Chamber a registration fee of \$600 for visiting both countries, and \$500 for visiting only one country. The registration deadline was August 15<sup>th</sup>, 2008. The Chamber was responsible for mission logistics and private sector forums, and ITC for arranging all the public sector meetings. Both agencies worked cooperatively in recruiting participants and in developing the mission's agenda, including registration.

Due to an accident, ITC's Chair, Miami-Dade County Commissioner **Natacha Seijas**, did not participate on this mission. Commissioner Seijas asked Judge **Margarita Esquiroz**, as an elected government official, to lead the mission. **Carolina Rendeiro**, a member of the Board of Directors of the Chamber led the mission for the private sector participants. ITC's Executive Director, **Tony Ojeda**, and ITC Trade Development Specialist, **Maria Dreyfus-Ulvert** staffed this mission on behalf of Miami-Dade County. **Liane Ventura**, Senior Vice President, Leadership Programs and International Business Development, and **Juan Pablo Gonzalez**, Director, International Business Development, staffed the mission on behalf of the Chamber.



*Meeting at the Chamber of Commerce, Service, and Tourism of Chile.*

The purpose of the mission was to: (1) promote Miami-Dade County as a platform for international trade; (2) explore ways to increase bilateral trade and strengthen cultural and economic ties; and (3) help build business relationships in these two countries. The countries selected were not only Miami-Dade's top trading partners but also countries that had either negotiated or implemented an FTA with the U.S., and thus offered excellent business opportunities for Miami-Dade companies.

During the visit, the Miami-Dade delegates met in each country with representatives of the United States government, including ambassadors; economic and commercial officials; high ranking national government officials involved in international trade; local government representatives; and representatives of private sector organizations, such as the Chilean National Chamber of Commerce, Services, and Tourism (CNC).

## EXECUTIVE SUMMARY (continued)

ITC, the Port of Miami (POM), Miami International Airport (MIA), and the Department of Cultural Affairs of Miami-Dade County, highlighted the County's role as an international trade platform with a superior infrastructure for trade through POM and MIA. The presentation also highlighted the rich cultural diversity that complements our strength as an international trade center. MIA met with a national air carrier in Peru to explore the possibility of establishing a cargo/passenger air service to Miami. The Department of Cultural Affairs met with representatives of the cultural departments of foreign affairs ministries in Lima and Santiago to explore mutual cultural exchange programs. The private sector delegates had several networking opportunities with local businesses and held meetings with companies that had the potential to develop business relationships.

As a result of the mission:

- the governments of Peru and Chile expressed strong interest in bringing official trade missions to Miami-Dade next year;
- Peru's Association of Transportation and Logistics (APACIT) visited Miami October 21, 2008, to explore collaboration with the Florida Customs Brokers and Freight Forwarders Association (FCBFA);
- FCBFA reviewed with Florida's Congressional Delegation the possible negative implications for trade associated with the Container Security Initiative (CSI);
- Representatives of the Chilean National Chamber of Commerce, Service, and Tourism (CNC) will visit POM and MIA to review and discuss the requirements of CSI;
- Both Peru and Chile will explore cultural exchanges with Miami-Dade County;
- Peru Air International is exploring a direct route between Peru and Miami; and
- Private sector representatives had the opportunity to meet and network with their counterparts.

While this mission was one of the most important ones ITC had ever undertaken, it was probably one of the most difficult missions to organize given the complexities involved when two organizations have different missions, objectives, and procedures. However, in a spirit of support and cooperation both ITC and the Chamber worked closely to ensure the mission's success.

ITC wishes to thank all those organizations which assisted us in the preparation and conduct of the mission as well as the private sector delegates whose involvement assisted us in promoting Miami-Dade as an international platform for trade.

## 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 has appointed a number of ad-hoc trade initiatives committees to undertake this process, and she charged the Western Hemisphere Trade Initiatives Ad-Hoc Committee (Committee) with the responsibility of recommending the countries in Latin America and the Caribbean to be visited during FY07-08.

The objectives of the Committee, consistent with ITC's overall strategic plan for international trade programs were to: (1) develop and expand trade and cultural linkages with countries in the Latin American and Caribbean region; and (2) strengthen 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 Latin America and the Caribbean were best suited to either develop or expand trade opportunities with Miami-Dade County. After three meetings held on March 21<sup>st</sup>, April 30<sup>th</sup>, and May 21<sup>st</sup> of 2007, the Committee recommended to the ITC Board of Directors (Board) on July 11<sup>th</sup>, 2007, to take a Business Development Mission to Brazil and Peru. The Board requested the Committee to reconvene and review additional countries. The Committee then met on August 13<sup>th</sup> 2007, and **David Peña**, Chair of the Committee recommended to undertake an ITC-led trade mission to Peru and Chile. The Board, at its September 12, 2007 meeting, unanimously approved this recommendation. The Board considered that both Peru and Chile were key trading partners as well as countries that either had negotiated or implemented an FTA with the United States and offered new opportunities for Miami-Dade businesses.

At the Board's meeting of May 14<sup>th</sup>, 2008, ITC's Executive Director Tony Ojeda reported that because of the efforts of Commissioner Seijas and ITC Board Member **Ralph Gazitua**, ITC had agreed to participate in the first-ever joint mission with the Chamber to Peru and Chile September 21<sup>st</sup> – 27<sup>th</sup>, 2008. He added that ITC staff had been meeting with the Chamber to plan the details of the mission.

Consistent with the ITC Strategic Plan, ITC and the Chamber established the following objectives for the mission:

- To promote Miami-Dade County as the platform for international trade;
- To explore ways to increase bilateral trade and strengthen cultural and economic ties; and
- To help build business relationships in these two countries.



## **BACKGROUND (continued)**

Prior to the mission, ITC's Executive Director, Tony Ojeda and ITC Trade Specialist, Maria Dreyfus-Ulvert briefed Peruvian and Chilean officials in Miami about ITC's upcoming mission to their respective countries. These officials offered their support and agreed to contact their respective governments to assist in organizing both public and private sector meetings.

On April 23<sup>rd</sup> 2008, the Chamber hosted a meeting with the participation of Chile's new Ambassador to the U.S. the Honorable **Mariano Fernandez**, Chile's Consul General Ambassador **Manuel Hinojosa**, Chile's Deputy Consul General, **Jorge Valdez**, and Chile's Trade Commissioner **Cecilia Arroyo** to discuss the upcoming mission to their country. Also present at this meeting were ITC Board members Ralph Gazitua and David Peña, Chair of the Committee; **Barry Johnson**, President of the Chamber, as well as ITC and Chamber staff.

In preparation for the mission, Maria Dreyfus-Ulvert conducted an advanced site inspection visit to Peru and Chile, June 29<sup>th</sup> – July 7<sup>th</sup> 2008. On July 15<sup>th</sup>, 2008, ITC and the Chamber released an invitation for prospective participants to join the mission with a registration deadline of August 15<sup>th</sup>, 2008.

Thirty eight persons registered for the mission but only thirty four participated. There were seven delegates representing Miami-Dade County government and twenty seven from the private sector representing chambers of commerce, accounting firms, legal and financial services, hardware companies, logistics, computers and IT, education, tourism, recruitment services, business centers, real estate, franchise companies, marketing, insurance, and architectural services (see Attachment II).

## PRE-MISSION BRIEFING



*Chamber President Barry Johnson welcomes delegates to the pre-mission briefing.*

On September 11<sup>th</sup>, 2008, ITC and the Chamber convened a pre-mission briefing at the Chamber offices. **Barry Johnson**, Chamber President welcomed participants and thanked them for their support in this important mission. Tony Ojeda, ITC's Executive Director explained the purpose of the meeting, reviewed the mission objectives, itinerary, agendas, and other logistical details. Mr. Ojeda also provided counsel on mission protocol. Liane Ventura, Senior Vice President, Leadership Programs and International

Business Development of the Chamber answered questions regarding the Forum sessions. Fernando Albareda, Peru's Trade Commissioner offered suggestions on how to best conduct business in his country.



*ITC Executive Director Tony Ojeda briefs mission participants.*



## BRANDING PRESENTATIONS IN PERU AND CHILE

During the branding presentations in Peru and Chile, Judge Margarita Esquiroz gave a brief overview of Miami-Dade County, reviewed the objectives of the mission and spoke about ITC's role. ITC's Executive Director, Tony Ojeda highlighted Miami-Dade County's role as a "Platform for International Trade". During the presentation, Mr. Ojeda discussed the uniqueness of Miami-Dade County with its superior infrastructure, multilingual workforce, and its



*Judge Margarita Esquiroz speaks about Miami-Dade County during the branding presentation in Lima.*

geographic location as a transshipment point for products destined to and from Latin America and the Caribbean. He also mentioned ITC's services for incoming missions and analyzed the trade figures between Miami-Dade and each country. To conclude, Mr. Ojeda presented ITC's promotional DVD in Spanish entitled "Venga a negociar con nosotros".



*Juan Kuryla, Assistant Director, Port of Miami discusses the key role his agency plays in international trade during the branding presentation in Lima.*

**Juan Kuryla**, Assistant Director of POM spoke in Peru about the role the Port played in international trade and explained the capital improvement projects at the Port. **Richard de Villiers**, also from POM, made a similar presentation in Chile. **Ernesto Rodriguez**, Marketing Specialist from MIA highlighted the role that the Airport played as a passenger and cargo hub for the Americas. Mr Rodriguez also discussed the key role that MIA played for perishable products coming from the region.

## **BRANDING PRESENTATIONS IN PERU AND CHILE (continued)**

To conclude, **Marialaura Leslie** from the Department of Cultural Affairs discussed the rich cultural activities available in Miami Dade County that complement our strengths as an international trade center.

In Peru, representatives of the Ministry of Foreign Affairs, PROMPERU, Lima's Chamber of Commerce, and the U.S. Commercial Service were among the agencies present at the briefing held on September 22<sup>nd</sup> at Los Delfines Hotel. In Chile, representatives of the Ministry of Foreign Affairs, the U.S. Commercial Service, as well as, the American Chamber of Commerce were some of the agencies that attended the presentation on September 25<sup>th</sup> at the Intercontinental Hotel.



*Patricia Arias during the branding presentation in Lima.*

## MEETINGS WITH U. S. GOVERNMENT AGENCIES IN PERU AND CHILE

### Briefing by the U.S. Embassy and the U.S. Commercial Service in Peru



*U.S. Ambassador P. Michael McKinley, second from right, and Commercial Counselor, John Simmons, second from left, briefed mission participants at Los Delfines Hotel.*

On September 22<sup>nd</sup>, the U.S. Commercial Service in Peru headed by Commercial Counselor, **John Simmons**, coordinated the Embassy in-country briefing at Los Delfines Hotel. The U.S. Ambassador to Peru, the Honorable **Michael McKinley** welcomed the group and gave his views on the Peruvian political and economic situation. He stated that Peru was one of the U.S. key allies in the region and noted the timeliness of our mission in light of the possible implementation of the FTA with the United States. It is anticipated that the FTA will go into effect in January of 2009. He added that President Bush's official visit to Peru to attend the Asia-Pacific Economic Cooperation (APEC) meeting at the end of November would speed up the implementation process of the FTA. He also stated that at the beginning of this year he had visited Florida to talk to U.S. exporters about the increasing opportunities in light of the FTA.

He noted that Peru's exports to the U.S. increased 30% and that U.S. exports to Peru had increased 70%. Ambassador McKinley also stated that the FTA with the U.S. established Peru as a serious trade partner for the U.S. but indicated that China could overtake the U.S. as a top trading partner since the Chinese were purchasing large amounts of Peruvian goods. He noted that while Peru had experienced high economic growth, it needed to seriously invest in its infrastructure. On the political situation, he noted that Peru was politically stable, and that it was not clear who would be the candidates for the 2011 presidential elections. He noted though that one of the candidates could be Lima's Mayor, **Luis Castañeda**, who seemed very popular with voters.

## MEETINGS WITH U. S. GOVERNMENT AGENCIES IN PERU AND CHILE (continued)

### Briefing by the U.S. Embassy and the U.S. Commercial Service in Peru (continued)

Ambassador McKinley then asked Embassy officials to provide additional comments. Political Counselor **Alexis Ludwig** explained that there were three Peru's: the Peru from the Coast, from the Andes, and from the Amazon and that each region had different levels of development. The least developed, he stated, was the Amazon region. He added that Peru had a solid environment for investment and that it had recently received investment grade status. U.S. Commercial Counselor **John E. Simmons** briefed the group about the sectors that offered the best business opportunities for U.S. companies. **Linda Gonzalez**, Public Affairs Counselor noted that education was an area of collaboration and mentioned that there were many on-going initiatives on this sector. U.S. Agency for International Development Country Manager, **Paul Weisenfeld** confirmed this and provided several examples of education programs. U.S. Consul General **Charisee Phillips** indicated that 10,000 Peruvian students obtained work visas to work in Florida's tourism industry.



*Peruvian Trade Commissioner in Miami, Fernando Albareda during the branding presentation in Lima.*

## MEETINGS WITH U. S. GOVERNMENT AGENCIES IN PERU AND CHILE (continued)

### Briefing by the U.S. Embassy and the U.S. Commercial Service in Chile



*U.S. Ambassador to Chile, the Honorable Paul E. Simons, second from left, with Carolina Rendeiro, Judge Margarita Esquiroz, and Tony Ojeda at the delegates briefing in the U.S. Embassy in Santiago.*

On September 25<sup>th</sup>, the Miami-Dade delegation met with the U.S. Ambassador to Chile, the Honorable **Paul E. Simons** at the U.S. Embassy in Santiago. The U.S. Commercial Service headed by Commercial Counselor **Mitch Larsen**, coordinated the in-country briefing which gave delegates an overview of the economic situation and business opportunities in Chile. During the meeting, Ambassador Simons noted the high quality of the Chilean private sector and highlighted that many local businessmen were U.S. educated. He noted that Chile's infrastructure was excellent and most services were already privatized. Ambassador Simons also noted that while there was good air linkage with Miami, Chile had more flights to Madrid than to Miami, and he hoped this would be reversed in the future. He also stated that many Chileans had concerns about the processing at Miami International Airport; however, he added that the U.S. government was working with airport officials to alleviate this situation. Ambassador Simons stated that one of the key challenges facing Chile was its need to improve the educational system, particularly if Chile wanted to improve its living standards. Ambassador Simons concluded by saying that America's Competitive Forum (ACF III) would take place in Santiago in 2009.



## MEETINGS WITH U. S. GOVERNMENT AGENCIES IN PERU AND CHILE (continued)

### Briefing by the U.S. Embassy and the U.S. Commercial Service in Chile (continued)

Mr. Larsen and Economic Affairs Attaché, **Alexander I. Kasanof** gave an overview of Chile's political and economic situation. One of the issues raised by Mr. Larsen was that Chile had decided to create a partnership with the State of California. He noted that the business style in Chile was based on formalized contracts and that business transactions were very transparent as they were very low levels of corruption in the country. Mr. Larsen highlighted that the U.S. was not Chile's largest trading partner since it had FTAs with more than 55 countries. He noted though that companies like Caterpillar and Chrysler increased their exports to Chile since the FTA went into effect. He added that given the currency exchange rate, U.S. goods were very attractive to Chile. According to Mr. Larsen, some of Chile's key challenges were its unemployment rate, low GDP per capita, high labor costs, low productivity, and a deficient educational system.

At the conclusion of each meeting, Judge Margarita Esquiroz, thanked the U.S. officials for their briefings and presented them with appropriate protocol gifts.



*U.S. Ambassador P. Michael McKinley briefing delegates at the U.S. Embassy in Santiago.*



## MEETINGS WITH PERUVIAN AND CHILEAN GOVERNMENT AGENCIES

### PERU:

#### Ministry of Foreign Affairs



*The Miami-Dade official delegation at a meeting in the Foreign Ministry in Lima.*

On September 23<sup>rd</sup>, the Miami-Dade County official delegation met with Deputy Foreign Affairs Minister **Gonzalo Gutierrez Reinel** at the historic Torre Tagle, headquarters of the Peruvian Ministry of Foreign Affairs. He welcomed the delegation and thanked Florida's support for the passing of the FTA in Congress. Deputy Minister Gutierrez Reinel indicated that the Peruvian Government expected that President Bush's official visit to Peru in November for the APEC Conference would lead to the implementation of the FTA by January 1<sup>st</sup>, 2009. Also present at this meeting was Fernando

Albareda, Trade Commissioner of Peru in Miami, who accompanied the delegation to all the government meetings.



*The Miami-Dade official delegation meet with Deputy Foreign Affairs Minister, Gonzalo Gutierrez Reinel (center) at the historic Torre Tagle in Lima.*

## MEETINGS PERUVIAN AND CHILEAN GOVERNMENT AGENCIES (continued)

### Ministry of Foreign Affairs (continued)

ITC's Executive Director Tony Ojeda, extended an invitation to Deputy Minister Gutierrez Reinel to bring a trade mission to Miami next year, particularly in light of the implementation of the FTA with the U.S. He added that ITC also wanted to explore the possibility of cultural exchanges and that he would like the support of the Ministry, known for its excellent protocol procedures, in a future protocol symposium to be organized in Miami by the ITC. Mr. Ojeda also thanked the Consulate of Peru in Miami and the Peruvian Trade Office for their support in organizing this mission.



*Deputy Foreign Affairs Minister, Gonzalo Gutierrez Reinel (right) with Tony Ojeda and Judge Margarita Esquiroz at Torre Tagle in Lima.*

Deputy Minister Gutierrez Reinel responded that he would gladly support a protocol symposium and would consider a trade mission to Miami that would include a cultural component. He indicated that Peru had an initiative to strengthen the commercial and cultural ties with the West Coast of the United States, and that he would look into the possibility of extending this initiative to the East Coast by visiting Miami-Dade. He stated that in order to foster trade, there was a need to facilitate the visa application process for Peruvian businessmen seeking to come to the U.S.

Deputy Minister Gutierrez Reinel expressed concerns about the processing of Peruvian visitors at MIA. Ambassador **Javier Leon** also from the Ministry suggested that it would be a good idea to bring a group of Peruvian exporters to visit MIA and POM to learn how both of these economic engines operated. Mr. Ojeda noted he understood their concerns and shared their frustrations. He added that the County was working with the Florida Congressional delegation to address these issues. Mr. Ojeda also noted that MIA had recently opened the airport's South Terminal at a cost of \$1 billion. He also said the new terminal was a state of the art facility with the capacity to rapidly process passengers and luggage, and that he felt that this new facility would reduce any inconvenience to foreign travelers. Mr. Gutierrez Reinel concluded the meeting by reassuring the delegates of his country's interest in expanding trade opportunities with Miami-Dade.

## MEETINGS PERUVIAN AND CHILEAN GOVERNMENT AGENCIES (continued)

### Cultural Department, Ministry of Foreign Affairs - Peru

On September 23<sup>rd</sup>, Marialaura Leslie from the Cultural Affairs Department met with **Hernando Torres-Fernandez** and **Mercedes Pastor Belaunde** at the Cultural Department of the Ministry of Foreign Affairs. The meeting served as an initial step in building cultural ties between Peru and Miami-Dade County. Mr. Torres-Fernandez and Ms. Pastor Belaunde expressed an interest in exploring potential collaboration between Peruvian artists and their Miami-Dade counterparts. Mr. Torres-Fernandez and Ms. Pastor Belaunde committed to seek ways and resources to further develop a reciprocal relationship with Miami-Dade County to advance this cultural bond.

### Municipality of Lima

On September 23<sup>rd</sup>, the Miami-Dade official delegation met with **Oscar Lozan Luyo**, General Manager of Lima's Municipality. He welcomed the group on behalf of Mayor Luis Castañeda. Mr. Lozan Luyo explained that one of Mayor Castañeda's objectives was to help the private sector of Lima, particularly the Small-Medium Enterprises (SME's).

**Gisella Zegarra**, Manager of the Private Investment Department of the Municipality gave an overview of the public infrastructure projects that the municipality had prioritized. She invited Miami Dade companies to bid on these projects, offered to guide them through the bidding process, and provided a list of future infrastructure projects. **Luis A. Gayoso**, Manager of the Business Development Department explained that the new procedures for obtaining permits had been streamlined, and he highlighted the important role of SME's in Lima's economy.

**Magali Portocarrero**, Chief, Cultural Department, briefed the group on the many cultural activities undertaken by the Municipality and mentioned that they were interested in cultural exchange opportunities with Miami-Dade.



*Oscar Lozan Luyo, third from right, meets the Miami-Dade official delegation at the historic City Hall in Lima.*

## MEETINGS WITH PERUVIAN AND CHILEAN GOVERNMENT AGENCIES (continued)

### Municipality of Lima (continued)

Tony Ojeda, ITC's Executive Director, noted the strong bonds that existed between Peru and Miami-Dade County given the presence of the Peruvian community in Miami, and the fact that SME's played an important role in their respective economies. He made reference to the recent invitation extended to Deputy Minister Gutierrez Reinel and invited the Municipality to join the Peruvian trade mission planed to visit Miami in the future.

### Ministry of Trade and Tourism - Peru



*Deputy Trade Minister Eduardo Ferreyros, center, meets with the Miami-Dade official delegation.*

On September 23<sup>rd</sup>, Deputy Trade Minister **Eduardo Ferreyros** welcomed the Miami-Dade official delegation at the Ministry of Trade and Tourism. He indicated that President Bush's official visit to Peru next November could result in the implementation of the FTA as early as January 1<sup>st</sup>, 2009.

Deputy Minister Ferreyros indicated that he expected that the FTA would have a positive impact on trade between Peru and the U.S., and that this would have an impact on Miami-Dade as the "natural entry port" for Peruvian exports. He explained the importance of extending the Andean Trade Preference Act (ATPA) and asked for our support. He also mentioned that Peru's trade policy was geared towards strengthening commercial ties with Asia, particularly China, and Korea.



## MEETINGS WITH PERUVIAN AND CHILEAN GOVERNMENT AGENCIES (continued)

### Ministry of Trade and Tourism (continued)

ITC's Executive Director, Tony Ojeda introduced Juan Kuryla, Assistant Director for POM, and Ernesto Rodriguez, Marketing Specialist for MIA. Mr. Kuryla indicated that as a result of the FTA, Seaboard Marine would start a new direct route between the Ports of Callao and Miami. Mr. Rodriguez mentioned the increase in the volume of perishables handled by MIA from Peru. Fernando Albareda, Peru's Trade Commissioner in Miami, requested that MIA's perishable committee visit Peru next year. Mr. Ojeda invited Deputy Minister Ferreyros to bring a trade mission to Miami in 2009 and offered ITC's support. Deputy Minister Ferreyros welcomed the idea and indicated that perhaps the Minister of Trade and Tourism might lead this mission. He also added that they would need to work with Mr. Albareda to identify the economic sectors for the mission.

## CHILE

### ProChile



*Alicia Frohmann, Director of ProChile (center), receives the Miami-Dade official delegation at the Ministry of Foreign Affairs in Santiago.*

**Alicia Frohmann**, Director of ProChile welcomed the Miami-Dade official delegation on September 26<sup>th</sup>, 2008 at her office in the Chilean Foreign Affairs Ministry. Ms. Frohmann indicated that relations between Chile and Miami were very special since one of ProChile's key offices abroad was located in Miami-Dade.

Ms. Frohmann stated that Chile had FTAs with more than 55 countries and that its export destinations were diversified. She noted that although the U.S. was not Chile's main trading partner (14% of their trade), the U.S. was important because of the diversity and the quality of Chilean exports. She indicated that out of 8,000 Chilean businesses that exported to the U.S., 25% exported to Florida. ProChile's Director also added that Miami-Dade was an important transshipment point for products destined for Europe.

## MEETINGS WITH PERUVIAN AND CHILEAN GOVERNMENT AGENCIES (continued)

### ProChile (continued)

Ms. Frohmann mentioned that Chile was organizing a business round table for U.S. buyers of food, manufacture goods, and tourism in November of 2008, and that it would be good to have representation of POM and MIA at this meeting. She also mentioned that Chile was interested in learning how Miami-Dade became a supplier for cruise lines. Ms. Frohmann welcomed the idea of bringing a trade mission to Miami-Dade next year.

### Ministry of Foreign Affairs - Chile

On September 26<sup>th</sup>, 2008, **Andres Rebolledo**, Director for Bilateral Economic Affairs at the Ministry of Foreign Affairs met with the delegation on behalf of Carlos Furche, Director of the Economic Relations Department.

Mr. Rebolledo gave an overview of Chile's Economic Trade Policy since the 1990's and highlighted that Chile had one of the more open economies in the world because of the number of FTAs it had signed with other countries. Mr. Rebolledo stated that Asia was a priority for Chile, and that Chile had decided to pursue FTAs with countries in that region. ITC's Executive Director, Tony Ojeda explained that the delegation had met with ProChile's Director and had extended an invitation for them to bring a trade mission to Miami-Dade. Ernesto Rodriguez, from MIA, and Richard de Villiers from POM talked about the ongoing projects at their respective entities. Mr. Rebolledo thanked the delegation for the invitation and mentioned that, given the number of FTA's the country had signed in the past, his agency wanted to promote Chile as the platform for trade in South America.



*Andres Rebolledo, Director for Bilateral Economic Affairs meets the Miami-Dade official delegation at the Ministry of Foreign Affairs in Santiago.*



## MEETINGS WITH PERUVIAN AND CHILEAN GOVERNMENT AGENCIES (continued)

### Cultural Department at the Ministry of Foreign Affairs - Chile

On September 26<sup>th</sup>, Marialaura Leslie met with **Pia Figueroa Guzman** and **Martin Donoso** of the Cultural Affairs Department at the Ministry of Foreign Affairs. The objective of the meeting was to explore ways in which Chile and Miami-Dade County could work together to develop ways to establish long standing cultural exchanges. Both cultural officers were especially interested in learning more about Miami-Dade County's model Art in Public Places program.

Interest was also expressed in bringing to Chile the best of Miami-Dade County's contemporary dance, as this art form has a particularly strong tradition in the U.S. The meeting underscored Miami-Dade County's role as global cultural center, offering a diverse and vibrant creative voice to the international arts scene. Chilean officers committed to explore opportunities for cultural exchanges between Chile and Miami-Dade.

### Municipality of Santiago

On September 26<sup>th</sup>, the Miami-Dade official delegation visited the Honorable **Raul Alcaino Lihn**, Mayor of Santiago. Mr. Alcaino Lihn welcomed the delegation and indicated that he was very familiar with Miami-Dade since he often visited Miami. Also present at this meeting was Commerce Director **Pelayo Covarrubias**.



*The Honorable Raul Alcaino Lihn, Mayor of Santiago, center, with Tony Ojeda and Judge Margarita Esquiroz in Santiago's City Hall.*

## MEETINGS WITH PERUVIAN AND CHILEAN GOVERNMENT AGENCIES (continued)

### Municipality of Santiago (continued)

Mr. Ojeda indicated that given the rich cultural life of Santiago, we were interested in exploring cultural exchange opportunities with the Municipality. He explained that we had extended an invitation to ProChile's Director to bring a trade mission to Miami-Dade next year. Ms. Leslie highlighted Miami-Dade's rich cultural life and expressed that we were interested in exploring cultural exchanges with the Municipality. Mayor Alcaino indicated that the Municipality has an active cultural program and that, although he was not going to run for re-election in December, he hoped that the next Mayor would follow his policies and look into the possibility of cultural exchanges with Miami-Dade.

At the end of each visit with government officials in Peru and Chile, Judge Margarita Esquiroz and Carolina Rendeiro thanked relevant officials and presented appropriate protocol gifts on behalf of the delegation.



*Meeting at ProChile headquarters in Santiago.*

## MEETINGS WITH PERUVIAN AND CHILEAN PRIVATE SECTOR REPRESENTATIVES

### Meeting with Peru Air International

On September 22<sup>nd</sup>, Ernesto Rodriguez, Marketing Specialist for MIA met with **Bill de la Torre**, President and CEO of Peru Air International, and presented an initial research and market analysis to support consideration of a future passenger/cargo flight from Peru to Miami. The initial study that Mr. Rodriguez presented was a first-step effort to create a relationship that could lead to the airline's ultimate decision to establish Miami as a future destination for passenger/cargo route service.

### Business Forums in Peru and Chile



*Patricia Arias, Managing Director, CAMACOL, briefs participants during a business forum in Lima.*

On September 22<sup>nd</sup>, the Chamber, together with ConsultAndes, organized a panel entitled: "Doing Business in Florida" at Los Delfines Hotel in Lima. The Chamber briefed a large audience of Peruvian businesses interested in the U.S. market in light of the FTA on the following issues: immigration policies, logistics and supply chain, franchise opportunities, search for entrepreneurial talent, and the opening of offices in the U.S.

Peruvian business representatives also received a briefing on upcoming events in Miami-Dade such as the Latin American Chamber of Commerce's (CAMACOL) XXIX Hemispheric Congress, and the Americas' Linkage Inbound Program to be held in Miami from November 19<sup>th</sup> – 21<sup>st</sup>, 2008. More than 100 Peruvian businesses attended this session, which generated business leads to several of Miami-Dade's business delegates.

In addition, on September 25<sup>th</sup>, the Miami-Dade business delegates received a briefing at the Intercontinental Hotel in Santiago about the services offered by the following organizations: the Association of Logistics (ALOG), ProChile (Chile's Export Promotion Agency), the Association of Exporters of Services and Manufacturers (ASEXMA), and the Chilean Federation of Industry (SOFOFA). The meetings in Chile served to create networking opportunities for both Miami-Dade and Chilean business interests.

## MEETINGS WITH PERUVIAN AND CHILEAN PRIVATE SECTOR REPRESENTATIVES (continued)

### Business Networking Receptions in Peru and Chile



*Peruvian Minister of Production Rafael Rey Rey, left, with ITC Executive Director Tony Ojeda, David Peña, and Carlos Castellon.*

On the night of September 22<sup>nd</sup>, delegates attended a business networking reception hosted **todinno Inc.**, to network with representatives of Peruvian businesses who were attending the reception. There was also an exhibition of Peruvian products.

**Rafael Rey Rey**, Minister of Production of Peru welcomed the delegation and stated that many business opportunities would emerge as a result of the FTA. Judge Esquiroz invited Minister Rey to lead a trade mission to Miami-Dade next year. Also, **Boyden Global Executive Search**, hosted a networking reception on September 23<sup>rd</sup> at Los Delfines Hotel in Lima. **AlbagliZaliasnik Attorneys** hosted a business networking reception in Santiago on September 24<sup>th</sup>. These business network receptions provided delegates with the opportunity to meet local Peruvian and Chilean entrepreneurs.

*Business networking reception with Peruvian businessmen in Lima.*





## MEETINGS WITH PERUVIAN AND CHILEAN PRIVATE SECTOR REPRESENTATIVES (continued)

### Chilean National Chamber of Commerce, Service, and Tourism of Chile (CNC)

One of the highlights of the trip was a meeting with the CNC on September 25<sup>th</sup>, at their headquarters to discuss the concerns that the CNC's Committee on Logistics had regarding security at MIA and POM. CAMACOL assisted in organizing this meeting. **Alex Thiermann I.**, CNC's Second Vice-President welcomed Judge Esquiroz, Tony Ojeda, Ernesto Rodriguez, Richard de Villiers, Albert Oses, and Patricia Arias.



*Alex Thiermann, second Vice President of the National Chamber of Commerce in Chile, with Patricia Arias, Managing Director of CAMACOL, ITC Executive Director Tony Ojeda, and Judge Margarita Esquiroz.*

Mr. Ojeda, Mr. Rodriguez, and Mr. de Villiers discussed capital improvements at both MIA and POM which had improved the infrastructure as well as the capacity to handle both passengers and cargo at these facilities. Representatives of associations in transportation, logistics, custom brokers, airlines, ports, and seaports raised concerns about the implementation of security measures at POM and at MIA that could hinder trade with Miami. Because of Chile's many ports, the representative of Chilean ports mentioned that one of the challenges facing them was the implementation of CSI which requires the pre-screening of containers at each port of departure.

The Miami-Dade official delegation agreed to:

- Work with FCBFA to raise these concerns at a forthcoming meeting with the Florida Congressional delegation in Washington the following week;
- Invite representatives of the various associations to visit MIA and POM to become better acquainted with federal security regulations

Following this meeting, CNC hosted a business networking reception for all the members of the Miami-Dade delegation. Judge Esquiroz thanked Mr. Thiermann for his hospitality and presented him with a protocol gift.

## MEETINGS WITH PERUVIAN AND CHILEAN PRIVATE SECTOR REPRESENTATIVES (continued)

### Individual Business Meetings



*Partial view of the “Doing Business in Florida” forum organized by the Chamber with ConsultAndes at Los Delfines Hotel in Lima.*

ITC and the Chamber did not organize matchmaking sessions and cannot report on the results of the individual business meetings held by each delegate. However, mission participants had received, through the registration package, contact information of organizations in both countries that could set up meetings for them at a discounted rate. In addition, the mission facilitated the establishment of businesses relationships with the private sector in the countries visited.

It is apparent from discussions with mission participants that they were satisfied with the opportunity that this mission gave them to establish business relationships in these two countries. For instance, as a result of this mission, **Albert Oses**, President of FCBFA, established contact with **Carlos Scarneo Sotomayor**, General Manager of APACIT. As a result of this trip Mr. Scarneo came to Miami October 21, 2008, to develop an alliance between both associations and draft a work agenda. This agenda served to promote trade and ease doing businesses between Miami Dade and Peru.

Mission participant, **Paul Wong**, President of Deltana Enterprises Inc. stated that: "As a hardware manufacturing company, Deltana set its sights to globalizing our company's distribution. The ITC was a key bridge to our expansion of our products into the South American market by offering us a clear path to some of the most important political and business contacts Peru and Chile had to offer. As a result, we are already reaping the benefits of new and significant sales in the territory."

Another participant, **Dan Jacobson** indicated that: "the joint mission with the County and the Greater Miami Chamber of Commerce was a tremendous success. It is great to see how well the private and public sector can work together to create business opportunities for South Florida. The mission provided a great opportunity to network with the mission participants, as well as, to meet the U.S. Commercial Service and the local chamber business representatives. While the agenda of the mission was full, there was still time to meet with customers and prospective customers to develop and reaffirm business relationships and develop new business. I look forward to participating in future private-public sector missions."



## CONCLUSIONS AND RECOMMENDATIONS

The Joint ITC and Greater Miami Chamber of Commerce (the Chamber) Business Development Mission to Peru and Chile (September 21<sup>st</sup>-28<sup>th</sup>) was historic and unique in that it was the first ITC mission to Latin America, and it was the first mission organized with a private sector organization such as the Chamber. This mission was extremely challenging because it was organized by two different organizations, with two different missions, policies and procedures. However, both organizations worked cooperatively to ensure the success of the mission which produced positive results that served to enhance Miami-Dade's image as a Global Gateway.

The mission visited two of Miami-Dade's top trading partners that also had an FTA with the U.S, and thus provided new business opportunities for Miami-Dade companies. The mission was successful in meeting its stated objectives of promoting Miami-Dade County as a platform for international trade; exploring ways to increase bilateral trade and strengthening cultural and economic ties; and building business relationships in these two countries. As a result of this mission:

- Mission participants received a thorough briefing by the U.S. Embassy and its Commercial Service on the political and economic situation in each country which helped delegates identify available business opportunities for U.S. companies.
- Private sector participants had networking opportunities and meetings with local businesses that could result in future business relationships.
- Through Miami Dade's comprehensive branding presentations more foreign government officials and private sector organizations identified Miami-Dade as a platform for international trade and gateway to the U.S. Also, they became aware of the rich cultural life offered by Miami-Dade thus complementing our status as an international trade center.
- We explored cultural exchange opportunities with the Municipality of Lima and Santiago, and the Departments of Culture at the ministries of foreign affairs in these countries. These efforts may result in possible cultural exchange opportunities.
- The mission generated interest by trade government agencies in these two countries to conduct a reciprocal trade mission to Miami-Dade that will provide interesting opportunities particularly in light of FTAs:
  - As a direct result of our invitation, the Ministry of Trade and Tourism of Peru, and the Ministry of Foreign Affairs are considering bringing a trade delegation next year.
  - ProChile is exploring the possibility of a trade mission to Miami-Dade next year.

## CONCLUSIONS AND RECOMMENDATIONS (continued)

- A meeting with Peru Air International may result in air cargo/passenger route from Peru to Miami.
- As a result of a meeting with CNC, FCBFA transmitted Chile's concern to the Florida Congressional Delegation that the CSI initiative may have a negative impact on future trade between Chile, and South Florida.
- As a result of this mission, APACIT came to Miami October 21, 2008, to discuss collaboration with Florida's FCBFA to establish a strategic alliance. Chilean freight forwarders will also visit Miami-Dade to acquaint themselves with federal security regulations affecting trade at POM and MIA.

Finally, we cannot underscore enough that our business mission to Peru and Chile has resulted in strengthening commercial and cultural relations between Miami-Dade and these two key trading partners.



*The Honorable Raul Alcaino Lihn, Mayor of Santiago, center, with ITC Executive Director Tony Ojeda, Judge Margarita Esquiroz, Ernesto Rodriguez, and Miamilaura Leslie at City Hall in Santiago.*

## APPENDIX I

### MISSION FINANCIAL REPORT

#### FINANCIAL REPORT

ITC / GMCC MISSION TO PERU AND CHILE - SEPTEMBER 2008

##### Revenues:

Registration Fees	17,600
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Total Revenues:	<u>\$17,600</u>
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##### Expenditures:

###### Networking Luncheons

Peru - Conference Room Rental/ Equipment	2,910
Chile - Conference Room Rental/ Equipment	829
	<u>3,740</u>

###### Group Transportation

Peru	768
Chile	953
	<u>1,721</u>

###### Porterage

Peru	45
Chile	40
	<u>85</u>

###### Other Expenses

Printing	878
Partial reimbursement for expenses associated with advance pre-mission visit	1,200

Total Expenses:	<u>\$7,623</u>
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Total Mission Profit:	<u>\$9,977</u>
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Profit to Trade Mission Center of the Americas, Inc. (50%):	<u>\$4,988.50</u>
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## APPENDIX II

### MISSION PARTICIPANTS

A total of 34 participants participated in the Business Development Mission to Peru and Chile:

1. **Margarita Esquiroz**, Judge, 11<sup>th</sup> Judicial Circuit of Florida
2. **Tony Ojeda**, ITC Executive Director
3. **Carolina Rendeiro**, Representative of the Board of the Greater Miami Chamber of Commerce and President of Business Centers International
4. **Juan M. Kuryla**, Assistant Director, Port of Miami
5. **Ernesto Rodriguez**, Aviation Marketing Specialist, Miami-Dade Aviation Department, Miami International Airport
6. **Richard de Villiers**, Maritime Services, Port of Miami
7. **Marialaura Leslie**, Chief of Information and Outreach, Miami-Dade County Department of Cultural Affairs
8. **Liane Ventura**, Senior Vice President, Leadership Programs and International Business Development of the Greater Miami Chamber of Commerce
9. **Maria Dreyfus-Ulvert**, ITC Trade Specialist.
10. **Juan Pablo Gonzalez**, Director, International Business Development, Greater Miami Chamber of Commerce
11. **Patricia Arias**, Managing Director, CAMACOL
12. **Carlos Castellon**, Owner, ICG-International Consulting Group
13. **Joseph David Peña**, Partner, J. David Pena & Associates, P.A.
14. **Jose I. Rojas**, Owner, Rojas Law Firm LLP
15. **Dan Jacobson**, Partner, Akerman Senterfitt
16. **Felipe Proaño**, President, Hemisphere Cargo
17. **Daniel Prankevicius**, Vice-President, 4Net Networking Corp.
18. **Albert Oses**, Regional Sales Manager, Ozburn-Hessey Logistics, and President of Florida Customs Brokers and Freight Forwarders Association,
19. **David Moore**, Associate Vice-President, Broward College
20. **Olga Ramudo**, President, Express Travel
21. **J. Steven Bartley**, Director of Operations, Boyden
22. **Claire Michelle Rice**, Co-founder, Rice Training Solutions, Inc.
23. **Marvin Biltis**, President, JRE Inc.
24. **Dane Dougall**, Partner and Director, E Zone LLC
25. **Paul Pantin**, Owner and Director, E Zone LLC
26. **David Lecon**, Director Business Development, School of Business Administration, University of Miami
27. **Ivan Dibos**, Director of Business Development, Hispanic Group
28. **Willian Le Sante**, Founder and Executive Director, Le Sante International

## **APPENDIX II (continued):**

29. **Jose Luis Valderrama**, Founder and President, Hispanic Group
30. **Paul Wong**, President, Deltana Enterprises, Inc.
31. **Marvin Ribero**, National Sales Manager, Deltana Enterprises, Inc.
32. **Roberto Schaechter**, Partner, United Financial Consultants and Founder of US-International Insurance Brokerage
33. **Ricardo Taño Feijoo**, Director, RTKL & Associates, Inc.
34. **Jack Lowell**, Executive Director, Flagler Real Estate Services, Inc.

The registration fee paid by each participant was \$600 for visiting both countries, and \$500 for visiting only one country.

The Chamber was responsible for mission logistics and private sector forums, and ITC, for arranging all the public sector meetings. Both agencies worked cooperatively in recruiting participants and in developing the mission's agenda, including registration.

### **APPENDIX III**

#### **KEY REPRESENTATIVES OF UNITED STATES AGENCIES PARTICIPATING IN MEETINGS WITH MIAMI-DADE COUNTY BUSINESS DEVELOPMENT MISSION TO PERU AND CHILE**

##### **PERU**

- **Ambassador P. Michael McKinley**, United States Ambassador to Peru
- **John E. Simmons**, Senior Commercial Officer, United States Commercial Service
- **Gregory Phillips**, Economic Counselor, United States Embassy in Peru
- **Alexis Ludwig**, Political Counselor, United States Embassy in Peru
- **Charisse Phillips**, US Consul General in Peru
- **Paul Weisenfeld**, USAID Country Manager, United States Embassy in Peru
- **Linda Gonzalez**, Counselor for Public Affairs, United States Embassy in Peru
- **Marcos Mandojana**, Economic Officer, United States Embassy in Peru

##### **CHILE**

- **Ambassador Paul E. Simons**, United States Ambassador to Chile
- **Mitch Larsen**, Commercial Counselor, U.S. Commercial Service in Chile
- **Alexander I. Kasanof**, Economic Affairs Attaché, United States Embassy in Chile
- **Valerie Henderson**, U.S. Commercial Service in Chile



## APPENDIX IV

### KEY REPRESENTATIVES OF THE PERUVIAN GOVERNMENT AGENCIES & PRIVATE SECTOR BUSINESSES MEETING WITH THE MIAMI-DADE COUNTY DELEGATION

#### GOVERNMENT AGENCIES

- **Honorable Rafael Rey Rey**, Minister of Production of Peru
- **Honorable Gonzalo Gutierrez Reinel**, Deputy Minister of Foreign Affairs of Peru
- **Honorable Eduardo Ferreyros Koppers**, Deputy Minister of Trade of Peru
- **Honorable Eduardo Chavarri**, Consul General of Peru in Miami
- **Oscar Lozan Luyo**, Manager of the Metropolitan Municipality of Lima
- **Javier Leon Olavarra**, Executive Director, Office of Economic Promotion, Ministry of Foreign Affairs
- **Fernando Albareda**, Trade Commissioner of Peru in Miami
- **Italo Acha**, Minister Counselor, Director of Export Promotion, Ministry of Foreign Affairs
- **Agustin Palacios Morales-Bermudez**, Export Promotion Department, Ministry of Foreign Affairs
- **Giselle Zegarra Flores**, Manager, Private Investment Department, Municipality of Lima
- **Luis A. Gayoso**, Manager, Business Development Department, Municipality of Lima
- **Magaly Portocarrero Pimentel**, Chief, Cultural Department, Municipality of Lima
- **Lola Franco Guardia**, Manager, Education, Cultural and Sports Department, Municipality of Lima
- **Luis Torres Paz**, National Director of Foreign Trade Development, Vice Ministry of Foreign Trade, Ministry of Foreign Trade and Tourism of Peru
- **Alvaro Diaz Bedregal**, Advisor, Vice Ministry of Foreign Trade, Ministry of Foreign Trade and Tourism of Peru
- **Elizabeth Hakim**, Incoming Tourism Coordinator for North America, PROMPERU (Peru Export and Tourism Promotion Board)
- **Jose Quiñones**, Director of Export Promotion, PROMPERU (Peru Export and Tourism Promotion Board)
- **Hernando Torres-Fernandez**, Counselor, Cultural Promotion Department, Ministry of Foreign Affairs
- **Mercedes Pastor Belaunde**, Cultural Promotion Department, Ministry of Foreign Affairs

## **APPENDIX IV (continued)**

### **PRIVATE SECTOR**

- **Luis Alfredo Coll**, President-CEO, todinno USA, LLC
- **Carlos Bravo Salvattecí**, Director General Manager, todinno
- **Jaime Garcia Diaz**, Executive Vicepresident, ConsultAndes
- **Melina Dominguez Caceres**, ConsultAndes
- **Carlos A. Scarneo Sotomayor**, General Manager, APACIT (Association of Transportation and Logistics)
- **Jose Rosas**, General Manager, Chamber of Commerce of Lima

## APPENDIX V

### KEY REPRESENTATIVES OF THE CHILEAN GOVERNMENT & PRIVATE SECTOR BUSINESSES MEETING WITH THE MIAMI-DADE COUNTY DELEGATION

#### GOVERNMENT AGENCIES

- **Honorable Manuel Hinojosa**, Chilean Ambassador to the U.S.
- **Honorable Mariano Fernandez**, Consul General of Chile in Miami
- **Jorge Valdez**, Deputy Consul General in Miami
- **Honorable Alicia Frohmann**, Director of ProChile, Ministry of Foreign Affairs
- **Cecilia Arroyo**, Chilean Trade Commissioner in Miami
- **Honorable Raul Alcaino Lihn**, Mayor of Santiago, Municipality of Santiago
- **Andres Rebolledo Smitmans**, Director of Economic Bilateral Affairs, International Economic Relations Department, Ministry of Foreign Affairs
- **Claudia Ibañez Elcano**, Head, North American Department, ProChile, Ministry of Foreign Affairs
- **Ana Maria Saldias**, North American Desk, International Economic Relations Department, Ministry of Foreign Affairs
- **Francisco del Campo**, Counselor, North American Department, Ministry of Foreign Affairs of Chile
- **Pelayo Covarrubias**, Director, Commercial Department, Municipality of Santiago
- **Martin Donoso**, Counselor, Assistant Director, Cultural Department, Ministry of Foreign Affairs.
- **Pia Figueroa Guzman**, Advisor, Cultural Department, Ministry of Foreign Affairs

#### PRIVATE SECTOR

- **Alex Thiermann I.**, Second Vice-President of the Chilean National Chamber of Commerce, Service, and Tourism.
- **Marcela Garcia**, Area Manager, Foreign Trade Committee, Chilean National Chamber of Commerce, Service, and Tourism.
- **Alan Smith**, President, ANAGENA (Asociacion Nacional de Agentes de Aduanas)
- **Andres Rengifo**, Director, SEP (Sistema de Empresas Publicas)
- **Andres Rodriguez**, Marketing Manager, ASOEX (Asociacion de Exportadores de Chile)
- **Claudio Alfaro P.**, Director, ACHILA (Asociacion Chilena de Lineas Aereas)
- **Cynthia Perisic I.**, General Manager, ALOG (Asociacion de Logistica de Chile)
- **Mauricio Flores**, Agent, Mediterranean Shipping Company Chile S.A.
- **Maria Angelica Uribe**, Director of the Maritime School, Andres Bello University
- **Gaston Bastian**, General Manager, AIT (Antofagasta Terminal Internacional)
- **Eric Petri Zulueta**, Executive, SEP

## **APPENDIX V (continued):**

### **PRIVATE SECTOR (continued)**

- **Jorge Mandiola**, Deputy General Manager, STI (San Antonio Terminal Internacional)
- **Ximena Sanchez**, Area Manager, National Chamber of Commerce, Service and Tourism of Chile
- **Jose L. Palacios I.**, Finance and Administrative Manager, EPV
- **Luis Miranda**, General Manager, ATREX (Asociacion de Transporte Expreso de Chile)
- **Neil Taylor**, Director, ALOG (Asociacion Logistica de Chile)
- **Luis Palma**, General Secretary, National Chamber of Commerce, Service and Tourism of Chile
- **Karla Benavente**, Managing Director, Cronos Logistics
- **John A. Byrne**, Managing Director, Boyden
- **Juan Jose Lopez**, Senior Consultant, Boyden
- **Gustavo Caillaux**, Managing Director, Boyden
- **Jaime Bazan**, AMCHAM, Chile