

**"STRATEGIC PLANNING FOR DEVELOPING BEYOND-BORDER
BUSINESS OPPORTUNITIES FOR A SMALL ENGINEERING
PARTNERSHIP"**

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COMPANY PROFILE

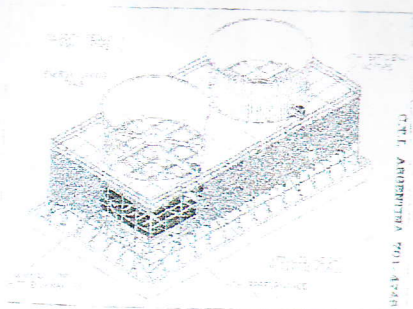
Founded 35 years ago, Compañia Tecnico Industrial S.A./C.T.I. S.A., continues to be a specialty/manufacturing company delivering quality industrial and engineering to a variety of industrial trades. Capabilities and services of CTI available throughout South and Central America include:

- cooling tower systems, including application sizing, cell design and equipment (complete units as well as knock-down engineered OEM components);
- environmental systems, including technical and engineering consultation on water and wastewater treatment systems with design engineers, industrial clients and end-users;
- biological process designs including aeration and mixing systems for municipal and industrial applications;
- air related pollution problems including industrial gas pollution, respirable particle removal, acid gases and heavy dust environments

With over 400 successful industrial and residential installations in a broad spectrum of process applications, our small engineering partnership has heavily embraced a promotional drive to cater for regional industrial users. Depending on suitability, equipment can either be manufactured in our facilities and/or supplemented/sourced via world-leading, prime makers on a selected project-by-project base.

PC-BASED ENGINEERING AND MANAGING PLATFORM ENABLES OUR COMPANY TO PRESENT VERY SOPHISTICATED TECHNICAL PROPOSALS AS WELL AS ENSURE VERY QUICK FEEDBACK AND QUOTES TO PROSPECTIVE CUSTOMERS.

ENGINEERING CALCULATIONS AND NUMERICAL MODELS FOR EVERY MAJOR PIECE OF EQUIPMENT AND PROCESS



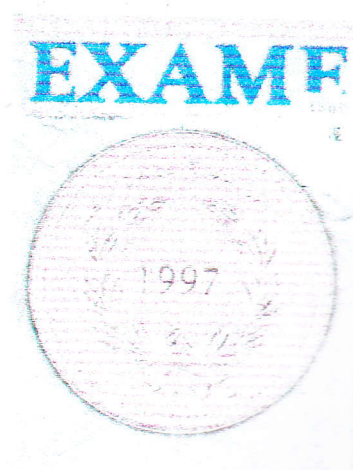
Item	Description	Quantity	Unit	Price	Total
1	1.0000	1.0000	1.0000	1.0000	1.0000
2	2.0000	2.0000	2.0000	2.0000	2.0000
3	3.0000	3.0000	3.0000	3.0000	3.0000
4	4.0000	4.0000	4.0000	4.0000	4.0000
5	5.0000	5.0000	5.0000	5.0000	5.0000
6	6.0000	6.0000	6.0000	6.0000	6.0000
7	7.0000	7.0000	7.0000	7.0000	7.0000
8	8.0000	8.0000	8.0000	8.0000	8.0000
9	9.0000	9.0000	9.0000	9.0000	9.0000
10	10.0000	10.0000	10.0000	10.0000	10.0000

Item	Description	Quantity	Unit	Price	Total
1	1.0000	1.0000	1.0000	1.0000	1.0000
2	2.0000	2.0000	2.0000	2.0000	2.0000
3	3.0000	3.0000	3.0000	3.0000	3.0000
4	4.0000	4.0000	4.0000	4.0000	4.0000
5	5.0000	5.0000	5.0000	5.0000	5.0000
6	6.0000	6.0000	6.0000	6.0000	6.0000
7	7.0000	7.0000	7.0000	7.0000	7.0000
8	8.0000	8.0000	8.0000	8.0000	8.0000
9	9.0000	9.0000	9.0000	9.0000	9.0000
10	10.0000	10.0000	10.0000	10.0000	10.0000

PROSPECTIVE CUSTOMER DATABASE DEVELOPMENT INCORPORATING HIGH RECORD ACCURACY, EXTENSIVE COVERAGE

Item	Description	Quantity	Unit	Price	Total
1	1.0000	1.0000	1.0000	1.0000	1.0000
2	2.0000	2.0000	2.0000	2.0000	2.0000
3	3.0000	3.0000	3.0000	3.0000	3.0000
4	4.0000	4.0000	4.0000	4.0000	4.0000
5	5.0000	5.0000	5.0000	5.0000	5.0000
6	6.0000	6.0000	6.0000	6.0000	6.0000
7	7.0000	7.0000	7.0000	7.0000	7.0000
8	8.0000	8.0000	8.0000	8.0000	8.0000
9	9.0000	9.0000	9.0000	9.0000	9.0000
10	10.0000	10.0000	10.0000	10.0000	10.0000

ONGOING MARKETING RESEARCH USING EVERY POSSIBLE MEDIA
TO WARRANT FOCUSED CAMPAIGNS AND MARKET SEGMENTS
AFFORDABLE RESEARCH THROUGH EXPORT GUIDES, SELECTED
TRADE MAGAZINES AND ANNUAL REPORTS



1. The MARKETING PLAN

Marketing plan = written document that expresses the firm's marketing strategy, including target market, sales and revenue goals, marketing budget, and marketing mix. [Boone.459]

Marketing mix = combination of a firm's product, pricing, distribution, and promotional strategies focused on selected consumer segments.

A. MARKETING OBJECTIVES

Broad statement:

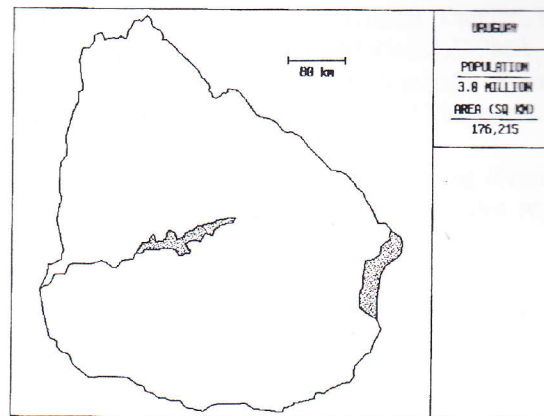
- maintain local leadership in cooling tower products (35 years)
- "duplicate" local opportunities by continuing to expand on environmental engineering expertise (6 years)
 - almost identical industrial market plus municipal apps (new);
- break-even international expansion, initially funded by sales income re-investment (3 "years")
 - maintain two (2) business related instances/phone calls a day plus weekly medium, environmental or international request for input/quote;
 - expected growth of anywhere from two to three sizable requests on a weekly basis;
 - projected combined sales growth for diversified (i.e. ww and/or international) business opportunities anywhere from thirty to one hundred thousands in U.S. dollars

WHY are we doing it? Because:

- our own internal market may be the smallest in S.A
- industrial sales are long-cycled at times, and we want both to spread the market AND the product portfolios
- our skills are highly portable
- we have earned a tremendous user list
- we have been able to harvest quite a few good associates
- our (office/technical) processing platform can handle three extra requests per day (current average ca. 2-3) in all three Spanish/Portuguese/English
- preliminary market feedback has been promising, including an unexpected 4% brand recognition in Brazil
- because it's much more affordable for us to promote; and this includes print advertisement, postage costs, yet
- the markets are so much bigger

FAMILIAR TARGET MARKETS
HIGH COMPANY/BRAND RECOGNITION, EVEN BEYOND BORDERS
ROCK SOLID ENGINEERING PROPOSALS AND SYSTEMS
INTENSIVE AND CONTINUOUSLY UPDATED
INVENTORY OF MAJOR SOUTH AMERICA'S
INDUSTRIAL PLANTS

- FIELD-PROVEN EXPERTISE
 - 400+ LOCAL UNITS INSTALLED
- INCLUDING:
- DAIRIES
 - TANNERIES
 - SLAUGHTERHOUSES
 - BREWERIES
 - SUNFLOWER OIL



REPEAT CUSTOMERS INCLUDE: NABISCO/FLEISCHMANN, PRAXAIR, NESTLE, COCA COLA, GENERAL MOTORS, CITROEN, FIAT, DINERS

*ALL THESE CREDENTIALS PROVIDE A SOLID PLATFORM TO
ACTIVELY SCOUT AND DEVELOP BUSINESS OPPORTUNITIES*



SUCCESSFUL INSTALLATIONS IN OVER SEVEN S.A. COUNTRIES
ENCOURAGE FURTHER INTERNATIONALIZATION OF PARTNERSHIP

1. TARGET MARKETS

Roughly said, all "sizable" South American industrial plants are aimed at. To provide some quick, "visual" illustration I would volunteer the following TYPICAL/TARGET AUDIENCE 'TRAITS' with a question like:

"If you're a food processor, annual sales say over u\$ 150 million, located anywhere in South America, we want to meet you."

note: "floating" annual sales level selection criteria
will adjust to country-specifics, though

The Nestlé factory location "map" gives an idea of why instead of specific countries, marketing planning is directed by plant location. We know Nestlé facilities will have the needs for both evaporative cooling (e.g. cooling towers) AND environmental equipment (very likely biological treatment trains). The same could be said about almost any major food processing MNE such as Fleischmann, Nabisco, Kraft, Parmalat, Danone, Coca Cola plus any of the larger "multilatinas" such as Argentina's Arcor/Sancor/Molinos/SOCMA, Brazil's Brahma/Sadia/Perdigão/Santista Alimentos, Chile's Cervecerías Unidas/Eperva, Colombia's Bavaria/Grupo Postobon, Ecuador's Ingaseosas/Azucarera Valdez, Perú's Alicorp/Backus Johnston/Gloria and Venezuela's Cisneros group/Cervecería y Alimentos Polar.

Most industrial major players in each country have been or are in the process of being identified quite reasonably, frequently including a contact name or entry point. To sum up, the following trades would be of highest interest in our continental drive:

large food processors, including

- canned goods
- dairy products
- brewed and distilled beverages
- meat and poultry products
- yeast/industrial bakeries
- fish processing
- soft drinks/bottling
- edible oil

note: having both "refrigeration" and "treatment of liquids" (minimally!)
(this last because of the organic and biological correlation)

There would be quite a few other industry trades which would provide truly sizable opportunities for industrial sales. The following, in no particular order, is just a partial summary:

- large textile
- leather processors: tanneries
- pharmaceutical/chemical and petrochemical industries
- pulp and paper
- steel mills
- refineries
- power plants
- cement/glass
- detergent/fertilizers

The pulp and paper industries and the tanneries may be perhaps one of the most offending wastewater generators, very nasty wastes. On the other hand, cement/glass, power plants, steel mills and any fossil-based burning facility would require air pollution control equipment to remove respirable particles, ash, acids forming vapors to name a few environmental "issues." Solids/hazardous material handling and final disposal is not even mentioned to keep this plan manageable, yet opportunities exists for the knowledgeable.

Customer-based and/or end-use based rather than geography-based MARKET SEGMENTATION is aimed at.

2. EXPECTED SALES

Taking into account previous years performance, it is believed that continental (vs. domestic) sales will gradually take over local sales. At times, non-local sales have averaged 20% of consolidated year sales. Because of the smallness of the current numbers plus the oddities of current sales composition/patterns (e.g. single orders amounting to ca. 40% of period sales; same-size unit order clustering) it is very difficult to extrapolate from past performance. Four what we would call YEAR 0 (i.e. 1999), it is not thought unachievable a projected sales goal for non-local oncoming business opportunities anywhere between thirty to one hundred thousand U.S. dollars. This lack of information reflects the company's transition from single-product, single-country manufacturer to multi-product, multi-country knowledge-based engineering firm. However, some figures for YEAR 1 (i.e. 2001) and YEAR 2 (2001) are developed in some detail. Please refer to section II.B. for break even analysis.

3. PROFIT EXPECTATIONS

Taking for consideration a token, "BIG JOB" straight commission of about 10% expected profit would result from generated sales commissions less operating expenses, now greatly shared/pro-rated among several "divisions": cooling tower department and environmental division (all three phases: gas, liquid and solids). Although there has been an almost 100% (intentional) increase in overall marketing expenses particularly in advertising and specialized training, it is now spread over a much wider range of potentials for engineering. Office platforms' expenses are being gradually decreased by major shifts in communications rates (shift from local phone to callback to e-mail); fuller and fuller use of PCs; HQ office relocation to safer, smaller rented space; and tremendous technical information syntheses. Vehicle expenses are being phased out as company becomes more and more desktop oriented in new role of engineering broker. Please refer to section II.B. for break even analysis.

Right now, our current, working definition of BIG JOB includes anything involving dollar amounts between u\$ 30,000 and u\$ 2,500,000.

4. MARKET PENETRATION AND COVERAGE

Market penetration and coverage is not currently homogenous across so wide a market place. Further, because of the nature of the products and services provided, information is not readily available, not even for our "home" country. However, there are some perhaps unorthodox bits and pieces that reflect a relative measure of completed promotion/visibility and/or achieved success. Analysis has to proceed piecemeal as follows:

LOCAL MARKET/LOCAL UNITS (COOLING TOWERS): It can clearly be said that current period sales have been hurt by the aggregate of several factors: widespread uncertainty, local economy smallness plus some exceptional unethical behavior by some HVAC consultants. Purchase patterns seem to be changing from year round to last minute, can't postpone summer approaching buys. The small processors (under 10 chiller tons, such as small plastic shops, ice cream makers) are seen less and less. There has been an increased number of medium units (80 to 95 chiller ton units) for selected industries Parmalat, Dinox Stoppani, Nestlé and a couple of larger (ca. 480 chiller tons), revamp jobs for local PRAXAIR, Fleischmann Nabisco. Despite a clear rank leadership, over 400 installations, it is expected that sales will continue irregularly - analysis based on smaller than one year data can prove greatly misleading. Local performance has experienced the "typical" cyclical SWINGS of industrial sales: we had a 3-year row of sustained 25% average increase sales and two very irregular, summer-clustered order periods. Cateora's words [Cateora.380] on the "volatility of industrial demand" are truer than ever.

LOCAL MARKET/WASTEWATER APPLICATIONS: There has been an increased participation in municipal and industrial "request for technical proposal/budget quotation." Typically long-term activities, it is felt that progress is has been done reasonably, especially as screening potentials as well as suitability of the various product lines. As with the previous entry, local recognition is impressive. This has been furthered by graduate student informal mentoring, technical publications, and "frequent" sponsorship in recent "happenings" such as local Chemical Engineer's Week and Cámara de Industrias "industrial" fair. It is interesting to note that perhaps because of our involvement in these new areas we're getting requests for proposals and quotes from some "traditionally aloof/stay away/far to reach" prospective customers both for environmental and industrial cooling equipment. Two of our environmental engineering jobs literally made the headlines: COUSA # 2 WWTP and Planta La Barra/Aguas de la Costa.

NON-LOCAL MARKET/COOLING TOWERS: Some of our early inhouse estimates indicated that our firm's involvement in the River Plate area would represent less than 2% of cooling tower transaction. Although by no means performance can be considered satisfactory, we look forward to more and more commitment to international business developments, a database marketing approach being the heart of the drive. Although we have been working increasingly "outbound" since 1995 without "sizable," immediate returns, the following facts do positively point to value, especially in the light of so small a company:

including monetary gains:

- we were able to sell equipment to South America's largest dairy processor;
- we were able to have a repeat customer in Perú

including valuable information/market recognition/intangibles/other gains:

- design/present quotation to refinery expansion in Manaus, Amazonas
- design/present quotation to therm-electric plant in Argentina
- present quotation to a competing Argentinian firm for job in Chile
- present quotation to Argentinian firm for job in mainland China
- start develop customer-initiated business talks with about 60 prospects in Argentina
- start develop customer-initiated business talks with about 10 prospects in Argentina
- 4% brand recognition in Brazil; out of 56 possible within the top 10
- among top five preferred brands in recent Water & Wastewater Treatment survey (Spanish Latin America)

The question that immediately follows: is it enough? Is it worth? We believe so. Textbook (Wells.715) input tells us that "it took 4 to 6 months to see the results of the advertising campaign." Our own estimates expect nothing short of 24 months to make a deal. Further, in the mean time, THERE'S AN AWFUL LOT OF ENGINEERING INFORMATION/BUILD UP being assimilated here, unachievable if restricted to local opportunities. Just the knowledge information processed qualifies it as technology transfer in an Information Age framework. Further, more realistic who's who are developed (exchange occurs typically fax-based, we confirm addresses, locations, phones, real contact, other) plus some "I never thought" learning occurs. Finally, now there's no way we can be scared out of big numbers. Careful database marketing, individualized mailing, industrial equipment sales and relationship marketing have proved all linked terms to each other without stressing the budget of a small firm. It takes time to reach good customers, it takes time to select proper product lines, it takes time to confirm trustability - no other way that to give it a try.

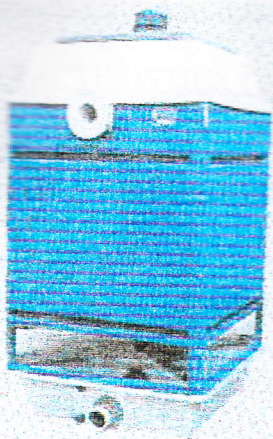
NON-LOCAL MARKET/ENVIRONMENTAL APPS: Although launched relatively recently, slightly under a year of promotion, market feedback has again been encouraging and we are seeing requests for proposals and budget quotes steadily rising. We're applying the same re-cycle approach, industrial users have BOTH needs for water cooling equipment AND wastewater/pollution clean up/remedial systems.

Due to the TRANSITIONAL current stage it is difficult to put forward a formal market penetration and coverage picture. The following closing remarks, plus the market development information included in Promotion Mix section may furnish a somewhat genuine reflection of INCREASING market involvement/degree of development as well as provide some sort of structural frame for future internationalization endeavors:

- right now, requests for proposals/quotes rather than sales seem to be a better measure of what's going on and how well we're conducting business expansion, a relative valid measure of success;

- rather than raw population criteria, market share, per capita or other measure of audience reach, marketing promotions and marketing targets may be better assessed by the number of large industries over u\$ 150 million annual sales contacted, across countries, using information readily available by way of country specific export guides, America Economía's annual 500 ranking, country specific business ranking "special issue" magazines (such as Chile's Gestión, Colombia's La Semana, Brazil's Gazeta Mercantil Relatórios and annual Balanço);

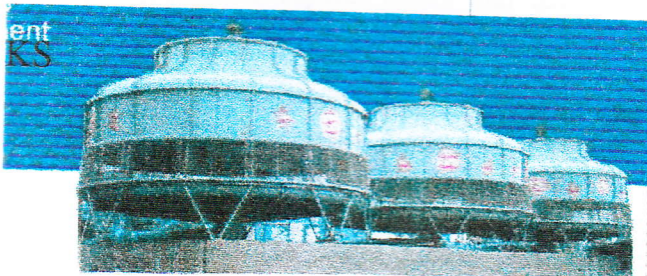
CONSISTENT, WORLD QUALITY PRODUCT LINES
OFFERING A PORTFOLIO OF ENGINEERED INDUSTRIAL EQUIPMENT
AND SPECIALIZED TECHNICAL SERVICES



*INDUSTRIAL STRENGTH COOLING TOWERS
OVER 400+ INSTALLATIONS
A WORK HORSE SERIES SQ - NS*



KFT SERIES were found to be just what SANCOR Argentina needed for their new butter plant in Devoto.



KST-N were the right answer for Punta del Este's newest shopping.



State-of-the-art environmental systems made COUSA pick our offer when assembling an ISO-14000, half-a-million U.S. dollar wastewater plant for their sunflower oil operations.

B. PRODUCT ADAPTATION/MODIFICATIONS NEEDED/CORE COMPONENTS

1. CHARACTERISTICS OF INDUSTRIAL PRODUCTS: A USEFUL REVIEW OF TERMS

Before proceeding, we must make sure we review what we can safely describe as characteristics of industrial goods [Boone.485]:

Industrial products that are long-lived and usually involve large sums of money are called capital items/capital goods. Purchase frequency may once be every five, eight years.

There are five main categories of industrial/organizational products [Boone.485]:

- installations
- accessory equipment
- component parts and materials
- raw materials
- supplies

Installations: major capital items such as new factories, heavy equipment and machinery, and custom made equipment. Installations are typically for the production of other items. Medium to large cooling towers would be placed here. Belt filter presses, a complete aeration system and gas scrubbers would be other examples, very often channeled directly to customer and/or large engineering groups.

Accessory equipment: capital items that are usually less expensive and shorter-lived than installations.

Component parts and materials: industrial goods that become part of a final products. We would place here replacement part marketing for existing equipment such as membranes for aeration diffusers, replacement belts for BFPs, replacement axial fans for large cooling towers.

Raw materials: would typically include farm products such as cotton/wheat/cattle/milk and natural products such as iron ore/lumber/coal used in producing other, final goods. Aside from the need to have an idea of the various productive processes, business involvement is marginal.

Supplies: items needed for a firm's daily operation but not in part of the final product.

In agreement with Cateora's textbook "there are more similarities in marketing industrial products across country markets than there are differences." [Cateora.379] Thus, rather than ADAPT product lines, the task is to SELECT PRODUCT LINES suitable to specifics such as available capital funds (vs. operating costs), available/desired technical manpower, available land, emission level/government regulations, other. At times, particularly in environmental apps, it seems purchase decisions are based on available funds rather than end requirements, say an incinerator polluter will probably spend X money, many times disregarding the associated, harmful health/environmental consequences: too bad if you breath it, too bad if you drink it, too bad if you live in the nearby.

2. PRODUCT MIX

Roughly said, currently marketed products and services fall under the following, broad areas:

- industrial cooling tower and spare parts/o.e.m components
- water and wastewater pollution/clean up equipment
- air/gas pollution reduction/removal equipment
- specialty engineering in all the above

Specific product line-up/portfolio include the following items/key terms (partial list):

- cooling towers (complete units, assembled, knocked down)
- cooling tower fill (film, splash bar)
- large axial fans (up to 40' diameter)
- water distribution systems
- gear reducers
- transmission shafts

- biological wastewater treatment (aerobic/anaerobic)
- diffused aeration equipment
- activated sludge
- aerated lagoons

- trickling filters
- anaerobic filters
- rotating biological contactors (RBCs)
- submerged biological contactors (SBCs)

- thickening equipment
- clarifier/settling equipment

- dewatering equipment
- sludge handling equipment
- belt filter press
- centrifuges

- air/gas scrubbers
- dust/particle removal cyclones
- electrostatic precipitators
- baghouse filters
- random packing

Partial list of involved, especially supportive companies/individuals include, in no particular order:

- King Sun Industries, Taiwan
- Parag Glocon, India
- Brentwood Industries, U.S.
- Environmental Dynamics, U.S.
- Phoenix Process Equipment, U.S.
- Epic International, U.S.
- Hydro-Sonic, U.S.
- Advanced Industrial Technology, U.S.
- Walker Process Equipment
- Chittom International, U.S.

C. PROMOTION MIX

The promotion mix is a combination of personal selling (person-to-person/telemarketing/) and nonpersonal selling (such as advertising)

Personal selling is a promotional presentation made on a person-to-person basis to a potential buyer. [Boone.555]

Non personal selling include:

- advertising
- sales promotion, to include trade shows
- public relations

Sales promotion: form of promotion designed to increase sales through one-time selling efforts such as displays, trade shows, special events, and other methods. [Boone.568]

Public relations: organization's communications with its various publics, frequently with a marketing purpose [Boone.570]

1. PERSONAL SELLING

"A person who sells a highly technical product may do 55 percent missionary selling, 40 percent creative selling, and 5 percent order taking." [Boone.557]

MISSIONARY SELLING: indirect form of selling in which the sales representative markets the goodwill of a company and provides technical or operational assistance. In our case, whether formal and/or informal comms, we frequently have to do it in written." [Boone.557]

CREATIVE SELLING: persuasive type of promotional presentation used when the benefits of a good or service are not readily apparent or when the purchase is based on a careful analysis of alternatives. In our case, we also frequently have to do it in written." [Boone.557]

All these data confirms our findings. We also find that many of our prospective customers (managers, plant engineers) hardly have time, skills and relevant information to do what would be called VALUE ENGINEERING and/or accurate alternative analysis. At times "abstract", all these comparisons/what if's/calculations involve a HANDS OFF approach, which explains our general trend to stay away from actual field involvements. By concentrating on this, we can provide key feedback/input frequently sent via fax as informal "technical memos" underscoring company good will and expertise.

Because personal contact is considered an important component, plant visitation and/or office interviews are scheduled say every two weeks. However, raw information transfer not being the goal but a more relaxed, technical sharing atmosphere. So rather than sales pitches, plant visit are considered of a more QUITE VALUABLE "public relations" and further "TRUST GARNERING" nature.

Because of the nature of our business, personal selling may well be internationally optimized in the context of industrial trade fairs - there's no way we can so massively/personally reach prospective customers otherwise.

It has been particularly difficult in Uruguay to do personal selling in a trade fair. Our current files show that there may be about ten (10) years between major industrial shows (INNOVE '89, Cámara de Industrias '98). Fortunately, this is not the case of, say Argentina where industrial shows are featured annually or every two years.

INDUSTRIAL TECNICO INDUSTRIAL S.R.L.

 COMPAÑIA TECNICO INDUSTRIAL S.R.L.
R&D - AUTOMATIZATION - TRAINING - MAINTENANCE - PROJECTING - INSTALLATION - SUPPORT

Entrevista, 8 de maio de 1994
C-435

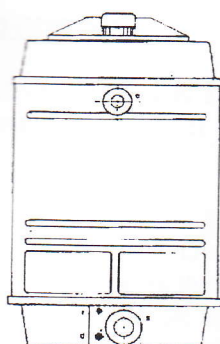
 COMPAÑÍA TÉCNICO INDUSTRIAL S.R.L.

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3.1.1. *Pharmaceutical Companies' Perspective*



SELECTED PRINT ADVERTISING / SPECIALIZED INDUSTRIAL MEDIA
CUSTOM-TAILORED TO REACH SPECIFIC AUDIENCE SEGMENTS
AND SUPPORT/ENHANCE COMPANY RECOGNITION



miembro: COOLING TOWER INSTITUTE
 WATER ENVIRONMENT FEDERATION
 AIR AND WASTE MANAGEMENT ASSOCIATION

COMPANIA TECNICO INDUSTRIAL S.A.
 TORRES DE ENFRIAMIENTO DE AGUA
 ECO-INGENIERIA DE LIQUIDOS, GASES Y SOLIDOS
 COMPONENTES O.E.M.

TRATAMIENTO DE EFLUENTES INDUSTRIALES
 TRATAMIENTO DE EFLUENTES MUNICIPALES
 TRATAMIENTO DE GASES/EMISIONES
 TRATAMIENTO DE RESIDUOS SOLIDOS/PELIGROSOS

REMEDIACION DE SUELOS
 PROGRAMAS DE RECICLADO/RECUPERACION
 ADECUACION DE RESIDUO COMO PRODUCTO

COMPANIA TECNICO INDUSTRIAL S.A.
 EDIFICIO TERMINAL PLAZA
 AVELINO MIRANDA 2471 - PISO 11° - ESC. 1102
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 e-mail: CTI@ADINET.COM.UY

Audience: Chemical Engineers
Readership: 3,000 copies
Coverage: Uruguay

Audience: Environmental/Civil Engineers
Readership: n/a distributed in 24 chapters
Coverage: Argentina, Peru, Colombia

TORRES DE RESFRIAMENTO DE ÁGUA
Tratamento de Efluentes
 • Unidades Compactas • Grandes Projetos
 • Componentes OEM
 Para projetos preliminares
 e orçamentos contate-nos através do
TEL/FAX: (005982) 4800-427 ou e-mail: ctib@adinet.com.uy
 Av. Avelino Miranda, 2525 - Montevideo (11600) - Uruguay

miembro: COOLING TOWER INSTITUTE
 WATER ENVIRONMENT FEDERATION
 AIR AND WASTE MANAGEMENT ASSOCIATION

Audience: Industrial Users
Readership: 45,000 copies
Coverage: Brazil

TORRES DE ENFRIAMIENTO DE AGUA
Tratamiento de Efluentes
 • Unidades Compactas • Grandes Proyectos
 • Componentes OEM
 Para proyectos preliminares
 e presupuestos comuníquese por el
TEL/FAX: (005982) 4800-427 ou e-mail: ctib@adinet.com.uy
 Av. Avelino Miranda, 2525 - Montevideo (11600) - Uruguay

miembro: COOLING TOWER INSTITUTE
 WATER ENVIRONMENT FEDERATION
 AIR AND WASTE MANAGEMENT ASSOCIATION

Audience: Industrial Users
Readership: 40,000 copies
2-4 average reader per copy
Coverage: S.A. & C.A.

2. NON-PERSONAL SELLING

The following approaches, to various degrees, are being used for promoting industrial products and services:
 individualized direct mail/database marketing, systematic
 specialized industrial media, systematic
 print advertising, systematic
 local yellow pages, systematic
 trade show/trade fairs, systematic

ADVERTISING

"ADVERTISING is a paid, nonpersonal sales communication usually directed at a large number of potential buyers." [Boone.562]

a. Objectives

Most our [PRINTED] ADVERTISING is meant to:

- promote the goodwill of the company
- get people to know that we exist
- remind people that we're here
- elicit request for proposals/input/quotes

Most our [continuing DIRECT MAIL] promotion is meant as well to

- be probing reminders/elicit request for proposal
- build up/earn trust
- briefly let them know how can we can BOTH mutually benefit
- facilitate the process of "people phoning us" in low pressure mode
- feature some "interesting" piece of information on a specific industrial app
long copy recommended for industrial goods

note: direct mail was Ogilvy's "favorite secret weapon"

Individualized direct mail provides an opportunity for authoritative comparative advertising: prospective customer can read about the various pro/cons at will - no salesman hovering around.

Individualized direct mail is, for various, considered an ideal backbone for our expanded promotional efforts as well as helpful probers for local pending proposals:

- every move is accountable
- there's a "limited" amount of key accounts needed to reach in each country
- it can be sophisticated as seen fit as one goes along
- it's within our current budget
- it fits with the idea of relationship marketing
- record keeping is relatively easy
- it has proven successful in eliciting request for proposal from various people
- it provides/fosters hard copy of "anything said or promised"

The very features of DIRECT MARKETING (Wells.522) make it quite attractive:

- a. it's interactive
- b. it provides a mechanism for the consumer to respond
- c. location is not an issue
- d. response is measurable
- e. constitute, per sei, a database of consumer information/profile

The following is a country specific contact summary as of today:

Argentina	300 industrial entries
	100 environmental entries
Bolivia	30 industrial entries
Brazil	230 industrial entries
Colombia	5+ will increase to 60-70 soon (Jan '99)
Chile	80 industrial entries
Ecuador	10+
Paraguay	10+
Perú	5+ will increase to 6-70 soon (Jan '99)
Uruguay	230+

The databases for Argentina, Chile, Colombia and Uruguay can be considered to be reasonably complete - some more work on Colombia and a little bit further for Chile (e.g. confirmed contacts, market permanence). Brazil is being updated although most of the research is over. Promising market Perú is schedule for intensive research in the next weeks as more specific company information is made available. Ecuador, Bolivia and Paraguay will be processed as some as more reliable information is secured, say by way of export handbooks. México and Venezuela, quite interesting economies, are not seen so easily developed for various reasons, sheer distance involved perhaps a major physical restraint. Central America and Caribbean would pose similar situations, especially in the light of goods/services produced (coffee, tourism, some manufacturing) and perhaps better served by close to market firms. Please refer to Exhibit 3.6 "Principal Export Products"

INDIVIDUALIZED MAILING has proven a successful approach to elicit specific requests for input and quote. It is thought one of the major strengths of this plan.

We are supplementing the across-countries individualized campaign with selected PRINT ADVERTISING and SPECIALIZED INDUSTRIAL MEDIA.

Noticiero de Equipamientos Industriales seems to be the better vehicle to reach the nineteen Spanish-speaking republics as well as Portuguese-speaking Brazil.

Because of the need to gradually go country-specific, a printed advertising mix was scheduled for the next two to three years.

The following provides a printed advertising summary:

La Técnica del Frío	(Argentina)
Revista Petroquímica	(Argentina)
Ingeniería Sanitaria y Ambiental	(Argentina)
Agenda Ingeniería Química	(Uruguay)
Revista de Ingeniería	(1 aviso anual Uruguay)
Páginas Amarillas	(Uruguay)
Noticiero de Equipamientos Industriais	(Brasil)
Noticiero de Equipamientos Industriales	(HispanoAmérica)

Before we bumped into global branding problems, non-local ads featured both the names of the principal engineers as well as the company's legal denomination. Some reasons for the change:

- it fits better with the image aimed at, international engineering partnership
- early records show existence of possible conflicts:

Compañía Tecno Industrial	(Chile)
Técnica Industrial Uruguay	(Uruguay)
Técnica Industrial	(Argentina)
Compañía Técnico Internacional	(Argentina/Techint)
CTI	(Argentina/phone company)

PROACTIVE SALES PROMOTION DRIVES INCLUDE BOOTH PARTICIPATION IN KEY INDUSTRIAL TRADE EXHIBITIONS AND FAIRS



SUPPLEMENTARY PROMOTIONAL TOOLS INCLUDE AUTHORIZING MULTI-LINGUAL TECHNICAL PAPERS, CONFERENCE PRESENTATION & GRADUATE STUDENT MENTORING

EXTRACTOS DE LOS TRABAJOS DE INVESTIGACION
El presente trabajo tiene como objetivo principal el estudio de la influencia de la temperatura en la resistencia a la tracción de los aceros de bajo carbono. Para ello se realizaron ensayos de tracción a diferentes temperaturas (20°C, 100°C, 200°C, 300°C, 400°C, 500°C, 600°C, 700°C, 800°C, 900°C, 1000°C) en probetas de acero de bajo carbono (AISI 1020). Los resultados obtenidos se muestran en las gráficas adjuntas, donde se puede observar que la resistencia a la tracción disminuye a medida que aumenta la temperatura.

CONCLUSIONES:

- La resistencia a la tracción de los aceros de bajo carbono disminuye a medida que aumenta la temperatura.
- La temperatura crítica de transformación (Ac1) se encuentra entre 720°C y 740°C.
- La temperatura crítica de transformación (Ac3) se encuentra entre 800°C y 820°C.

ANÁLISIS DE LOS RESULTADOS DE LAS PRUEBAS DE TRACCIÓN
Los resultados de las pruebas de tracción se analizaron mediante el uso de un software de procesamiento de datos. Se obtuvieron las curvas de tensión-deformación para cada una de las temperaturas ensayadas. Las curvas muestran que la deformación plástica comienza a aumentar a temperaturas superiores a 400°C. La resistencia máxima (Rm) y la resistencia a la tracción (Rp0.2) disminuyen a medida que aumenta la temperatura.

GRÁFICAS:

CONCLUSIONES Y RECOMENDACIONES
Los resultados de este estudio demuestran que la temperatura tiene un efecto significativo en la resistencia a la tracción de los aceros de bajo carbono. Se recomienda utilizar estos datos para el diseño de componentes que operen a altas temperaturas.

AGRADECIMIENTOS
Agradezco a mi profesor y a mis compañeros por su apoyo y colaboración durante el desarrollo de este trabajo.

SALES PROMOTION & INDUSTRIAL TRADE FAIR

After some moderate amount of research and completed stages - we want people to read about us BEFORE any personal meeting - we may be ready to move on/supplement our drive with participation in trade shows and industrial exhibitions. It's the major way we see/acknowledge we can possibly meet people on a massive scale, comparable with the numbers handled by routine individualized mailing. Anywhere from one to two show appearances per year for the next two years - countries to be decided, possible Argentina first in line.

As we have said before, sales promotion by way of industrial trade fairs have not been a developed strategy largely because they have been almost absent, nationally, and well beyond our control. Apparently this may be changing, albeit slowly.

Because of this, we look forward/anticipate participation in selected, regional industrial trade fairs. We're currently evaluating fair profiles, required funding, other.

D. DISTRIBUTION:**1. Port selection**

- a. Original port: typically O.E.M. supplied, e.g. Miami, Keelung
- b. Destination port: prospective customer dependent, e.g. Santos, Buenos Aires, Guayaquil

2. Mode selection

- a. Air carriers, for selected items such as small order aeration diffusers, nozzles
- b. Ocean carriers, for knocked down equipment such as cooling towers, large fans, BFPs

3. Packing

- a. Marking and labeling regulations, as per international standards
- b. Containerization, either 20' or 40' and/or export crates
- c. Costs: about u\$ 4,000 to 5,000 u\$ from U.S. to say Buenos Aires
 - about u\$ 6,900 for 8 foot wide flat racks
 - about u\$ 8,500 for 12 foot wide flat racks

4. Documentation requirements

- a. Bill of lading, typical
- b. Dock receipt, typical
- c. Air bill, typical
- d. Commercial invoice, typical
- e. Pro forma invoice, typical
- f. Shipper's export declaration, typical
- g. Statement of origin, typical
- h. Special documentation,

5. Insurance claims, typically wired into original documents/proposal

- 6. Freight forwarder, about u\$ 150 per shipment

E. Channels of distribution

- 1. Straight from HQ-to-prospective customer approach

F. PRICE DETERMINATION

1. Cost of goods, set from factory with some slight tuning w/local input
2. Transportation, handled case-by-case by trusted shipping agents
3. Handling expenses (pier charges/wharfage fees/load unload charges), same as above
6. Import taxes and value-added tax

cooling tower equipment, e.g. non-Mercosur to Mercosur, 4%

plastic media e.g. PVC tower fill, 16% import duties

aeration equipment, unavailable at this time

G. Terms of sale

1. ex works, fob, fas, c&f, cif

Preliminary quotations would typically be ex works and F.O.B. Purchase quotations mostly C&F, C.I.F. and at times F.O.B. depending on prospective buyer's exim infrastructure.

2. advantages and disadvantages

Budget ex-works/FOB quotes, increasingly handled via e-mail, have the advantage of relatively quick response time yet may be misleading when doing "final" comparison shopping.

H. Method of payment

1. Cash in advance
2. Open accounts
3. Consignment sales
4. Sight, time or date drafts
5. Letters of Credit

Preferred mode irrevocable Letters of Credit. Electronic fund transfer an option. Some EXIM financing available for selective projects available.

II. FINANCING THE MARKETING PLAN

Break even point = level of sales that will cover all the company's costs, both fixed and variable. [Boone.506]

Please refer to section II.B. for break even analysis.

A. MARKETING BUDGET

1. Selling expenses, those resulting from marketing and distributing the products or services of the firm
2. Advertising/promotion expense, the bulk of our company
3. Distribution expense, bulk partially handled by prospective customer
4. Product cost, handled by HQ
5. Other costs, administrative, resulting from the overall operation of the business including rent, administrative salaries, accounting; maintaining the working infrastructure/platform

Please refer to section II.B. for projected break even figures. For simplicity, selling and administrative expenses have been dumped in a single entry.

B. Pro forma annual profit and loss statement (first and fifth year)

We'll borrow the following profitability objective for break even analysis and target/goals:

$$\text{profit} = \text{revenues} - \text{expenses}$$

For our purposes, break even calculation will dictate projected sales. Please refer to the TWO YEAR MARKETING BUDGET for very broad calculations.

III. Resource requirements

A. Finances

funds for international expansion will be initially provided by partnership
 incremental funding is expected to occur with supportive O.E.M.s
 for big ticket trade fair exhibitions, such as Perú & Colombia
 a fraction of domestic sales will go for the low cost promotion

B. Personnel

please refer to opening Company Profile

C. Production capacity

is NOT an issue as each O.E.M. enjoys world level manufacturing facilities

IV. EXECUTIVE SUMMARY

The preceding marketing plan has very briefly outlined the various expansion strategies and paths that will enable our small engineering partnership to make the various SIMULTANEOUS transitions needed to fully exploit our resources while fostering economic growth, and which include:

- diminish the impact of chronic industrial swings
- increase and assimilate the information flow
- spread business risks over a much wider product & services platform
- exploit to the optimum level, already existing skills, processing capacities & backgrounds
- move away from intensive "hands on/materials" to "knowledge-based" company profile

To such extent careful and continuing MARKET RESEARCH has enabled to select a combination of very identifiable MARKET TARGETS, promoting a very high quality PRODUCT MIX while maintaining operations within the budget of a small business. The careful combination of related products provides for synergetic interaction and fosters periodic prospective customer contact, something very difficult to achieve if handling a single product line.

The cumulative, seasoned basic engineering expertise easily transfers to a wide array of apparently disparate set of "hardware" and provides for multiple opportunities for experience sharing among prospective customers and practicing engineers. Readily available, outstanding support from leading O.E.M. engineering departments warrants answers to almost every possible technical concern - something normally beyond the means of small business infrastructures.

A meticulous assessment of the various message-delivering vehicles, its potentials and limitations, provide for a portfolio of promotional strategies, each investment gradually supporting each other.

The proposed actual fabrication by world-leading third parties enables company personnel to focus on technical issues, opportunity scouting and overall promotion. The specialized skills of international pricing, specific product design/manufacture, freight forwarding and terms of sale/payment are all handled by specialized departments in the various O.E.M. sources.

The future looks very promising. The most immediate market feedback made available, i.e. sustained requests for technical input/quote, tend to confirm that the response eliciting mechanisms - individualized mailing, institutional print advertising, trade promotions - are efficiently achieving a very positive prospective customer response aggregate by way of phone calls, fax communications and personal requests.

As stated in the opening pages, our small engineering partnership has earned over the years a significant share of market trust, essential requirement for any type of expansion considered.

While banking on a consolidated reputation, our firm has and will continue to embrace a very "ambitious" professional development program to ensure that customer satisfaction, technicalities, and other challenging "issues" are dealt with in the most professional fashion - all within the realms of responsible engineering, business and environmental areas.

By scheduling carefully budgeted marketing efforts IN A GRADUAL MANNER management and request handling to name a few, business opportunities will turn to effective economic growth.

To close with our informal slogan: "They may never have heard from us ... but they'll never forget us once they give us a chance to submit our engineering proposal." To a very small company, that's a big enough market achievement.

Solvay amplia produção

Investimento em tecnologia
A Solvay, a maior produtora de soda cáustica do mundo, anunciou que vai ampliar sua produção em 100% em sua unidade de Jundiaí, no Estado de São Paulo. O projeto, que prevê a construção de uma nova linha de produção, será executado em duas etapas. A primeira, com um investimento de R\$ 10 milhões, prevê a instalação de uma nova linha de produção de soda cáustica. A segunda etapa, com um investimento de R\$ 20 milhões, prevê a instalação de uma nova linha de produção de soda cáustica. A Solvay, que é uma empresa francesa, é a maior produtora de soda cáustica do mundo. A unidade de Jundiaí é a maior produtora de soda cáustica do Brasil.

Coca-Cola amplia sua maior unidade

Investimento em tecnologia
A Coca-Cola anunciou que vai ampliar sua produção em 100% em sua unidade de Jundiaí, no Estado de São Paulo. O projeto, que prevê a construção de uma nova linha de produção, será executado em duas etapas. A primeira, com um investimento de R\$ 10 milhões, prevê a instalação de uma nova linha de produção de soda cáustica. A segunda etapa, com um investimento de R\$ 20 milhões, prevê a instalação de uma nova linha de produção de soda cáustica. A Coca-Cola, que é uma empresa americana, é a maior produtora de soda cáustica do mundo. A unidade de Jundiaí é a maior produtora de soda cáustica do Brasil.

Danone y Mastellone inauguram fábrica

Investimento em tecnologia
A Danone e a Mastellone inauguraram uma nova fábrica de produtos lácteos em Jundiaí, no Estado de São Paulo. A fábrica, que tem uma área de 10 mil metros quadrados, será utilizada para a produção de produtos lácteos. A Danone, que é uma empresa francesa, é a maior produtora de produtos lácteos do mundo. A Mastellone, que é uma empresa brasileira, é a maior produtora de produtos lácteos do Brasil.

El girasol pasó a ser la redette



Investimento em tecnologia
A Danone e a Mastellone inauguraram uma nova fábrica de produtos lácteos em Jundiaí, no Estado de São Paulo. A fábrica, que tem uma área de 10 mil metros quadrados, será utilizada para a produção de produtos lácteos. A Danone, que é uma empresa francesa, é a maior produtora de produtos lácteos do mundo. A Mastellone, que é uma empresa brasileira, é a maior produtora de produtos lácteos do Brasil.

Air Liquide inaugura unidade em Paulínia

Investimento em tecnologia
A Air Liquide inaugurou uma nova unidade de produção de gases em Paulínia, no Estado de São Paulo. A unidade, que tem uma área de 10 mil metros quadrados, será utilizada para a produção de gases. A Air Liquide, que é uma empresa francesa, é a maior produtora de gases do mundo. A unidade de Paulínia é a maior produtora de gases do Brasil.

Goodyear organiza aporte para proyecto uruguayo

Investimento em tecnologia
A Goodyear organizou um aporte para o projeto uruguayo. O projeto, que prevê a construção de uma nova unidade de produção, será executado em duas etapas. A primeira, com um investimento de R\$ 10 milhões, prevê a instalação de uma nova linha de produção de soda cáustica. A segunda etapa, com um investimento de R\$ 20 milhões, prevê a instalação de uma nova linha de produção de soda cáustica. A Goodyear, que é uma empresa americana, é a maior produtora de soda cáustica do mundo.

Tiempo de vacas flacas para los frigoríficos

Investimento em tecnologia
A Danone e a Mastellone inauguraram uma nova fábrica de produtos lácteos em Jundiaí, no Estado de São Paulo. A fábrica, que tem uma área de 10 mil metros quadrados, será utilizada para a produção de produtos lácteos. A Danone, que é uma empresa francesa, é a maior produtora de produtos lácteos do mundo. A Mastellone, que é uma empresa brasileira, é a maior produtora de produtos lácteos do Brasil.

Jundiaí vetou a presença de indústrias poluidoras

Investimento em tecnologia
A Jundiaí vetou a presença de indústrias poluidoras. O projeto, que prevê a construção de uma nova unidade de produção, será executado em duas etapas. A primeira, com um investimento de R\$ 10 milhões, prevê a instalação de uma nova linha de produção de soda cáustica. A segunda etapa, com um investimento de R\$ 20 milhões, prevê a instalação de uma nova linha de produção de soda cáustica. A Jundiaí, que é uma cidade brasileira, é a maior produtora de soda cáustica do Brasil.



Argentina to be king of soya market

Investimento em tecnologia
A Danone e a Mastellone inauguraram uma nova fábrica de produtos lácteos em Jundiaí, no Estado de São Paulo. A fábrica, que tem uma área de 10 mil metros quadrados, será utilizada para a produção de produtos lácteos. A Danone, que é uma empresa francesa, é a maior produtora de produtos lácteos do mundo. A Mastellone, que é uma empresa brasileira, é a maior produtora de produtos lácteos do Brasil.

EL 99,3% DE LOS GENERADORES NO ESTAN REGISTRADOS

Resíduos peligrosos sin control

Investimento em tecnologia
A Danone e a Mastellone inauguraram uma nova fábrica de produtos lácteos em Jundiaí, no Estado de São Paulo. A fábrica, que tem uma área de 10 mil metros quadrados, será utilizada para a produção de produtos lácteos. A Danone, que é uma empresa francesa, é a maior produtora de produtos lácteos do mundo. A Mastellone, que é uma empresa brasileira, é a maior produtora de produtos lácteos do Brasil.

Castro Industrial do Rio Grande do Sul

Investimento em tecnologia
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Argentina to be king of soya market

Investimento em tecnologia
A Danone e a Mastellone inauguraram uma nova fábrica de produtos lácteos em Jundiaí, no Estado de São Paulo. A fábrica, que tem uma área de 10 mil metros quadrados, será utilizada para a produção de produtos lácteos. A Danone, que é uma empresa francesa, é a maior produtora de produtos lácteos do mundo. A Mastellone, que é uma empresa brasileira, é a maior produtora de produtos lácteos do Brasil.

Considerable/unprecedented growth in requests for technical input/quote!!

FORM 1000-1 (REV. 11-82)

REC'D 11-11-82

Aug. 11 1982 11:23 AM

Olivoginosa Moreno M.S.A.

Fax

A	Ing. Mery E. Raballo	Re	Ing. Orlan V. Carreri
From	UNDAE-200000 / 7000	Programa	
Telephone	00708 2 83347 / 3000	Receptor	1 28 agosto (a 1984)
Re	Orlando M. Carreri	Elm	

☐ Dignidad
 ☐ Residencia
 ☐ Estudiante
 ☐ Empleado
 ☐ Desempleado
 ☐ Jubilado

Estudios: ☐ Secundaria
 ☐ Superior

De acuerdo a la información suministrada, deseo a detallar una problemática que puede ser resuelta por un servicio técnico.

Oligoginosa Moreno presenta problemas de carácter de nivel técnico de programación en IBM Tivoli.

El error de programación de las programaciones en el caso de IBM Tivoli, desde luego es un problema que los técnicos de IBM deberían resolver, pero que en el momento en que estoy escribiendo a Tivoli, no lo he podido hacer.

El material de referencia es el CEE Tivoli, y lo he impreso en su totalidad para poder tenerlo a mano, pero no he podido encontrar el programa de programación de programación y mantenimiento de CEE.

Sin otro que me permita continuar algunos detalles de programación, me despido.


 L. G. Linares



Brand Preference in major markets of Spanish Latin America Top Seventeen Brands Mentioned

Product: WATER AND WASTEWATER TREATMENT		
Number of respondents naming a brand	146	
Number of respondents that said they had products in these categories	90	61,64%
Total mentions	242	
Number of different brands cited	172	
Other brands cited	155	
Average mentions others	1,10	
Percentage of this average	0,45%	

Brand	Total		1 st Choice		2 nd Choice		3 rd Choice	
	Mentions	%Resp	Mentions	%Resp	Mentions	%Resp	Mentions	%Resp
NALCO	12	8,21	9	6,16	2	1,36	1	0,68
DEGREMONT	6	4,10	6	4,10	0	0,00	0	0,00
US FILTER	6	4,10	2	1,36	3	2,05	1	0,68
OSMONICS	5	3,42	3	2,05	1	0,68	1	0,68
BALESTIE & BALESTIE	4	2,73	3	2,05	1	0,68	0	0,00
CULLIGAN	4	2,73	2	1,36	2	1,36	0	0,00
REPICKY	4	2,73	2	1,36	1	0,68	1	0,68
MATTSON	4	2,73	2	1,36	0	0,00	2	1,36
AGUASIN	3	2,05	3	2,05	0	0,00	0	0,00
LARING	3	2,05	3	2,05	0	0,00	0	0,00
BETZ DEARBON	3	2,05	2	1,36	1	0,68	0	0,00
CALGON	3	2,05	2	1,36	1	0,68	0	0,00
HACH	3	2,05	2	1,36	1	0,68	0	0,00
ACTILOD	3	2,05	1	0,68	1	0,68	1	0,68
ETA	3	2,05	1	0,68	1	0,68	1	0,68
ABS	2	1,36	2	1,36	0	0,00	0	0,00
ACUAJET	2	1,36	2	1,36	0	0,00	0	0,00

TWO YEAR MARKETING BUDGET

Database marketing/individualized mail expenses (roughly three times a year)

	Year 1	Year 2	Year 1 (*)	Year 2
Argentina	300 entries	500	4,500	7,500
	100 entries	110	1,500	1,650
Bolivia	30 entries	50	450	750
Brazil	230 entries	500	3,450	7,500
Colombia	15 entries	100	225	1,500
Chile	80 entries	150	1,200	2,250
Ecuador	10 entries	50	150	750
Paraguay	10 entries	50	150	750
Perú	5 entries	60	75	900
Uruguay	230 entries	240	3,450	3,600
			-----	-----
			15,150	27,150

Printed Media/Specialized Industrial Advertising

La Técnica del Frío	(Argentina)	750	750
Revista Petroquímica	(Argentina)	1,450	1,450
Ingeniería Sanitaria y Ambiental	(Argentina)	840	840
Agenda Ingeniería Química	(Uruguay)	150	150
Revista de Ingeniería	(Uruguay)	450	450
Páginas Amarillas	(Uruguay)	2,800	3,000
Noticiero de Equipamentos Industriais	(Brasil)	3,500	3,500
Noticiero de Equipamientos Industriales	(Hispanoamérica)	-----	-----
		9,940	9,940

Promotion Sales, including Trade Fairs

Two annual trade fair	10,000	10,000
-----------------------	--------	--------

Administrative expenses

Office platform, rent, utilities, minor taxes	10,000	10,000
Accounting/fiscal/legal fees	7,000	7,000
Office expenses insurance, photocopies, ink, local post	7,000	7,000
Leading edge/technological expenses seminars, subscriptions, eng. library	3,000	3,000
	-----	-----
	27,000	27,000

BREAK EVEN FOR YEAR 1

$$15,150 + 9,940 + 10,000 + 27,000 = .1 * \text{DOLLAR SALES}$$

-> TARGET GOAL YEAR 1 DOLLAR SALES ca. u\$ 620,900

BREAK EVEN FOR YEAR 2

$$27,150 + 9,940 + 10,000 + 27,000 = .1 * \text{DOLLAR SALES}$$

-> TARGET GOAL YEAR 1 DOLLAR SALES ca. u\$ 740,900

(*) = figures are based on a u\$ 5 cost per individual mail piece

FREQUENTLY USED COUNTRY-SPECIFIC SOURCES

ARGENTINA

1. Foreign Investor's Guide, Ministerio de Economía de la República Argentina (unfortunately lost or misplaced)
2. Argentine Investment Update. Volume 1 Number 1, published by the Ministry of Economy. January-March 1994.
3. Prensa Económica: e.g. ranking de exportadores
4. Mercado: e.g. un determinado sector, e.g. alimentos
5. base de datos CTI* (*.dbf file, roughly 220+ industrial plants and ca. 100 wastewater related firms, adding up to about 400 contacts; fundamentalmente orientada a empresas de perfil industrial, e.g. alimentos, frigoríficos, bebida, petroquímicos, plástico, vs. en oposición a instituciones bancarias, hospitales, comercios) plus dedicated company folders C-555, C-555b and C-555c (basically newspaper clippings).
- 6 prensa local: La Nación (énfasis en aspectos agropecuarios: girasol, rodeo), Clarín (en menor escala), Observador, Economista
7. Industria & Química. Revista de la Asociación Química Argentina
8. Gas & Gas. Publicación para la industria gasífera.
9. Guía de la Industria Química y Petroquímica, 8° edición. Published by the Cámara de la Industria Química y Petroquímica Argentina, there's not a single trace as when the edition was printed!.
10. Revista Mercado Octubre 1997. Cover story on food industries. A really nice 9-page, sector-by-sector walk-through covering dairy industries (Mastellone/Danone, Sancor, Milkaut, Williner, Nestlé, Parmalat), sweets/candy/bakeries (Arcor, Cadbury/Stani, Kraft Suchard, Nabisco/Terrabusi, Lía, Macri/Canale, Bagley, Granix, Fargo, Granix), food (Molinos Río de la Plata, Aceitera General Deheza, Refinerías de Maíz), meat processing (Molinos, Paladini, Rafaela, Quickfood, Foresta, Brazilian Sadia, Swift Armour, Rioplatense, Cepa), poultry (San Sebastián, Rasic/Cresta Roja, Granja Tres Arroyos), other (Cargill, Lever, Bonduelle).

BOLIVIA

1. Export Directory 1994-1995. As with most export guides, includes information on population, labor force, exports, imports, external debt, reserves, GDP and trade partners.
2. CTI® database (in progress; 29 companies)

BRAZIL

1. The Brazilian Investment Guide 97/98, American Chamber of Commerce, São Paulo, Brazil.
2. Balanço Anual 1998 (nacional) "A Década do Consumo," published by Gazeta Mercantil 06/30/98 Year XXII N° 22.
3. Gazeta Mercantil (recommended for frequent reading, especially the first half of the year, as corporate financial records are released to the general public)
4. Balanço Anual '95 (published in CD format), includes data for Brazil and Mercosur partners: Argentina, Paraguay, and Uruguay.
5. Exame Julho 1997 Special Annual Edition "As 500 maiores empresas do Brasil." Includes "a maiores" as well "as melhores" by sector; published by Grupo Abril.

6. A Revista do Profissional de Refrigeração. Guia de compras 1997. "O melhor roteiro de fornecedores e produtos do setor de refrigeração e ar condicionado)

7. Latin Trade. June 1998. "Will Brazil Strive?" Special information on President Cardoso's plans and Brazil's reality (cover story and country report)

8. Brazil's Petroleum Industry. Published by the Ministry of Mines and Energy. Although quite thin, contains a "Brazil in Brief" section, plus information on the Brazilian economy, energy patterns, oil and natural gas, regulatory framework, contractual models and Petrobras' role.

9. Exame Agosto 1996 Special Annual Edition "As 500 maiores empresas do Brasil." Includes "a maiores" as well "as melhores" by sector; published by Grupo Abril. Can be used in conjunction with item 5. to follow trends, various companies ups and downs, other.

10. Balanço Anual 1997 Special Issue: State of Pará. Published by Gazeta Mercantil, includes state specific data such as: investments, government, banks, sector leaders, technology, forest industries, transportation, and tourism.

11. Balanço Anual 1997 Special Issue: State of Mato Grosso. Published by Gazeta Mercantil, includes state specific data such as: investments, agricultural production, energy, telecom, cattle industry, rubber production, banks, forest industries, meat processing (bovine/swine).

12. unavailable: There's a special edition for each of Brazil's states conveying similar, in-depth research.

13. base de datos CTI® (230+ entries and growing) plus dedicated, unnumbered sector folders on energy/pollution/engineering, economy/growth, plastics/ petrochemicals/gas separation, steel industry/cars/aluminum/metal industries/cement, textiles/pulp & paper mills, tobacco, sugar/chocolate/sweets/juice/alcohol, dairy products, meat/oil products (bovine, poultry, swines, edible oil, agribusiness), pharmaceutical/detergent/cleaning agents/cosmetics, beverage (beer, soda, bottlers); also folders C-568, C-655.

COLOMBIA

1. La Semana Ranking de las 100 empresas más grandes de COLOMBIA. Edición especial Abril de 1998.

2. Latin Trade. March 1998. Special information on Bogotá-based Santo Domingo Group, COLOMBIA'S largest conglomerate (cover story featuring group profile and management approach)

3. Guide to Foreign Trade Exporters COLOMBIA 1997 - 1998. ProExport Colombia.

CHILE

1. Gestión Ranking de Exportadores. Edición Especial. Abril 1998 N° 277.

2. Export Directory Chile 1997. Publicado por el Ministerio de Relaciones Exteriores y la Dirección de Promoción de Exportaciones PROCHILE.

3. base de datos CTI® (about 40+ contacts) plus dedicated company folder C-765

4. América Economía: CHILE Las Grietas del Modelo. 23 de abril de 1998.

5. Estrategia RANKING DE EMPRESAS 1996. Includes the following sectors:
electricity, telecom, construction, mining, forestry, fisheries, business, manufacturing, services. It's has not been easy to get the more recent issues but it's a good starting point along with contemporary paper reading.

6. Estrategia El Diario de Negocios de Chile. Good on-and-off reading.

PARAGUAY

1. small CTI® database, about 10 contacts and to-be-revamped soon

PERU

1. Industrial Directory of Perú/Directorio Industrial del Perú - 1996. Published by the Sociedad Nacional de Industrias. Includes general information on Perú: basic, agriculture, fisheries, mining, hydrocarbons, manufacturing industries, tourism, plus quite a few economic data.
2. Latin Trade May 1998. "Perú's Mixed Outlook" (cover story and country report/investment guide to Perú).
3. Export/Import Directory - 1998 Edition. Peruvian Exporters' Association - ADEX. Lima, Perú.

URUGUAY

1. Memoria y Balance de la Cámara de Industrias del Uruguay
Ejercicio 1997-1998
2. Unión de Exportadores de Uruguay (UEU *.dbf file)
3. base de datos CTI® (*.dbf file, about 230+ contacts; fundamentalmente orientada a empresas de perfil industrial, e.g. alimentos, frigoríficos, bebida, petroquímicos, plástico, vs. en oposición a instituciones bancarias, hospitales, comercios)
4. Guía de Ingeniería 1998. Publicada por la Asociación de Ingenieros del Uruguay.

U.S.

1. FORTUNE 1998 500 AMERICA'S LARGEST CORPORATIONS. April 27, 1998
2. FORTUNE 1994 The Largest Industrial Corporations in the World. July 25, 1994

América Latina, en general y ediciones especiales

1. América Economía/Dowjones special edition. Latin America's 500 Largest Companies, published November 1997. This is a "must have" annual issue.
2. Latin Trade/números especiales/good on-and-off selective reading
 - Perspectivas para 1998
 - Top 100 Publicly trade companies (September 1998)
 - Perú (May 1998)
 - Brazil (June 1998)
 - Venezuela (February 1998)
3. Gazeta Mercantil (São Paulo edition); excellent year-round reading newspaper, if you can afford it (u\$ 7.5 per day-after copy in Montevideo; u\$ 3.5 newsstand in Buenos Aires; u\$ 800 annual subscription).
4. América Economía. Depends on what you're after. For us, very limited use - we're not after banks, telecom, money markets, tourism.
5. Fortune 500 (annual issue) helps you build the world picture, as many South American companies are owned by world corporations.
6. 1997-98 Buyer's Guide. Published by APLA Latin American Chemical Industry. Basically a directory of Latin American chemical industries/manufacturers/products. At times, some company/address is dated.
7. FORTUNE 1994 The Largest 500 Industrial Corporations in the World. July 25, 1994. Same usefulness as item 5.
8. FORTUNE 1995 The Fortune Global 500/World's Largest Corporations. August 17, 1995. Roughly, same usefulness as items 5. and 8.
9. FORTUNE 1996 The Fortune Global 500/World's Largest Industrial and Service Corporations. August 5, 1996. Roughly, same usefulness as the other issues.
10. Anuario Petroquímico Latino-americano 1997/98. Similar to item 6.
11. 1998 Commercial Report Industria Química & Petroquímica. Misleading title. It's actually a paid advertising directory of various players in the petrochemical arena.

Business Marketing/Advertising/Other "Formal" Sources for Strategic Planning

1. Wells, Burnett & Moriarty "Advertising: Principles and Practice," third ed., Prentice Hall 1995
2. Boone & Kurtz, "Contemporary Business," seventh ed., Dryden 1993.
3. Daniels & Radebaugh, "International Business/Environments and Operations," sixth edition, Addison-Wesley 1992.
4. Cateora & Graham, "International Marketing," 10th edition, McGraw-Hill 1999.

PC-based information, either *.dbf files or CD media

1. Balanço Anual 95/96. One-time publication by Gazeta Mercantil, contains a wealth of information about the "maiores empresas do Mercosul e do Brasil". Never again published in CD format it's the closest thing to a best, single file collection for a reasonable price, less than u\$ 100.
2. Industrial Directorio of Rio Grande do Sul/Cadastro Industrial do Rio Grande do Sul Edição 1997/98. Published by the Federação das Indústrias do Rio Grande do Sul is a welcome addition to anyone involved in RS.
3. Unión de Exportadores del Uruguay. Lists all UEU members.
4. CTI® databases, developed and fully maintained in-house, contains a growing number of confirmed contacts in most industry branches deemed targetable and include
 - most food processors
 - breweries
 - industrial bakeries
 - soda bottlers
 - tanneries
 - slaughterhouse/packing plants
 - bovine/ovine/swines/fish
 - edible oil/agro-industrial
 - sunflower,
 - petrochemical and chemical plants
 - dairies/milk by-products (cheese, yogur, butter)
 - gas separation plants
 - water/wastewater engineers/groups/contractors

contact summary by country:

Argentina	220 industrial plants
	100 wastewater related firms
Bolivia	29 industrial plants
Brazil	230 industrial plants
Chile	42 industrial plants
Colombia	4 industrial plants -> to reach ca. 60-70 soon (Jan '99)
Paraguay	11 industrial plants
Perú	5 industrial plants -> to reach ca. 60-70 soon (Jan '99)
Uruguay	230 industrial plants/field contacts
mixed bag	90 (South and Central America mix)