

ALASKA LEGISLATURE SPECIAL COMMITTEE/SUBJECT FILES 8672

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ALASKA
DIVISION
OF
TOURISM

Report to the Interim Legislative Task Force on International Trade Strategy
Senator Drue Pearce * Representative Gail Phillips, Co-Chairs

Prepared by:
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SECTION I. Programmatic Review

1. What is your organization's international mission?

To promote international visitation to Alaska and help Alaska's tourism businesses benefit from the expansion of tourism to Alaska from overseas.

This is accomplished by:

- Establishing contacts with international tour operators and then connecting the international tour operators with Alaskan vendors;
- Providing foreign language collateral pieces which are used to convince independent travelers and international tour operators to select Alaska as a vacation destination;
- Organizing and leading product development trips tours comprised of international tour operators and travel media to show them all that Alaska has to offer as a destination;
- Maintaining in-country points of contact in established markets for potential visitors, tour operators and travel media;
- Organizing and leading trade missions and travel workshops that allow Alaskan vendors to educate international travel agents and tour operators about their particular tour product;
- Organizing and leading participation in major international trade expositions attracting large numbers of qualified international tour operators and travel agents;
- Planning and executing in-country advertising, public relations and other promotional programs in established markets for international visitors;
- Working with charter and scheduled airlines to establish new long-haul routes which

provide direct passenger service between Alaska and international destinations.

2. How does this mission benefit Alaskans?

Alaskans and Alaska businesses benefit in several ways from the work done by Division staff and contractors.

-- International visitors tend to stay longer and therefore, spend more money when traveling abroad than visitors from the lower 48. Since they also travel independently, their average daily expenditures are higher.

-- International visitors have a higher propensity to travel outside of mainstream group tour destinations, thus spreading the economic impact of their spending into parts of Alaska that do not benefit as greatly from mainstream domestic tourism.

-- International visitors are more accustomed to vacationing outside of the peak summer tour season (Memorial Day to Labor Day) and as such are an essential component of our efforts to expand the benefits of tourism into Fall, Winter & Spring.

-- The expansion of international charter and scheduled air service increases airport revenues.

The result of these efforts are jobs and business opportunities for Alaskans, increased revenue to the State of Alaska, and an enhancement of Alaska's position in the world trade market.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

AS 44.13.119 - 120

4. What is your parent organization?

Department of Commerce & Economic Development

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

None

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

The Division Director is a partially exempt position, all others are classified positions.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Alaska-European Travel Fair: An exposition that provides European tour operators with direct access to Alaska tourism product suppliers. In the fall of 1995, twenty-two tour operators from German-speaking Europe (Germany, Switzerland and Austria) and the United Kingdom toured five regions of the state then convened in Fairbanks to meet with more than sixty Alaskan tour suppliers to learn more about different tour products and to establish business relationships for future tours.

B. International sales missions/blitzes: The Alaska Division of Tourism annually conducts a series of workshops and seminars in selected international markets. Recent workshops were held in Australia and Japan introducing over 35 Alaskan tour suppliers to the international travel trade. Over 700 travel professionals from these markets met with the Alaska suppliers and negotiated their future product offerings.

C. Encouragement of direct and charter air service to Alaska: In conjunction with the Anchorage International Airport System (AIAS), efforts are made to maintain and increase direct and charter air service to Alaska from Europe and Japan. Negotiations are underway with Northwest Airlines for direct passenger service between Anchorage and Japan, and due in part to work by the Division of Tourism's Frankfurt representative, charter service by Balair between Zurich and Anchorage which had been canceled but was restored.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

There are no state agencies which conduct efforts aimed at increasing in-bound international visitation, except for the AIAS & OIT/DT&D efforts regarding direct air service into Alaska from overseas. In these efforts, the Division of Tourism works in a close partnership with AIAS & OIT/DT&D.

Some community organizations, like the Anchorage, Fairbanks & Juneau Convention & Visitors Bureaus have international marketing efforts, but these are closely coordinated with the Division of Tourism's efforts.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

Yes. A detailed presentation of the Division of Tourism's International Marketing Program was presented by former director, Mary Pignalberi, to the House joint committee meeting of the World Trade and State-Federal Relations Committee, and the International Trade and Tourism Committee. This report was prepared in February of 1995.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. Anchorage Convention & Visitors Bureau
2. Yukon Ministry of Tourism
3. United States Tour and Travel Administration
4. Fairbanks Convention & Visitors Bureau
5. Alaska Seafood Marketing Institute

Other organizations we work with include the National Tourism Association, Office of International Trade/Division of Trade and Development, Alaska International Airport System, and other Convention & Visitors Bureaus throughout Alaska.

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska?

Yes, efforts are made to work closely with OIT/DT&D and, when possible, ASMI, for international tourism marketing. The Alaska Division of Tourism also plays a pivotal role in the Marketing Alaska program which is being developed. Central to its many recommendations is more aggressive efforts to link international marketing efforts into one united presentation whenever and where ever possible.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

In 1992, Alaska was the featured destination at the Visit USA Seminars in Switzerland and Italy. Working in consort with ASMI's European representative, wild Alaska

salmon was served at each major meal function at each venue, and ASMI was able to promote Alaska seafood to hundreds of Swiss and Italian travel agents and tour operators.

More recently, development of direct air service from international markets has been done in concert with AIAS and OIT/DT&D to increase the numbers of visitors to Alaska. Joint meetings and presentations to potential carriers have been made and joint marketing plans and promotions are coordinated with these state agencies as well as private sector partners.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

☐ Foreign investment

☒ Supporting the international activities of Alaskan businesses

☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives? If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

The Alaska Division of Tourism maintains in-country representatives in four markets which are known to produce significant visitation to Alaska. All representatives are contractors, and with the exception of our Japanese representatives, our contractors have other clients in addition to Alaska.

GERMANY

Our German contractor is a company called Aerotraffic located in Frankfurt. One of the company's principals, Frau Edeltraud Sommer has primary responsibility for this account. They are charged with representing Alaska on the European continent with a special emphasis on the German speaking countries of Germany, Austria and Switzerland. Their representation includes trade relations, consumer relations, inquiry fulfillment, production and distribution of foreign language travel guides, coordination and escorting of product development trips, trade & consumer advertising, and public relations.

Although the amounts shown below seem to indicate a relatively constant budget, the dollar has declined in value against the German mark in each of the past three years, thus steadily reducing our effective efforts. These figures reflect to total amount of money spent in German speaking Europe, not just office expenditures.

FY '93: \$450,000

FY '94: \$425,000
FY '95: \$425,000

JAPAN

Our Japanese contractor is Mr. Kojiro Abe. Alaska is his only client and has been so since 1982. Mr. Abe maintains an office which is staffed by himself and his wife, and he provides full representation which includes trade relations, consumer relations, inquiry fulfillment, production & distribution of foreign language travel guides, coordination and escorting of product development trips, trade & consumer advertising, public relations and office operations.

Like our budget in Germany, this budget has also been eroded beyond that shown below due to the dollar's dramatic devaluation against the yen. It also reflects total program costs, not just office expenditures. To shore up our efforts, Mr. Abe recently put together a new Alaska Winter travel planner in Japanese which was entirely paid for by advertising which he sold on our behalf. A new Alaska Summer travel planner in Japanese is currently being produced and it also will be supported by ad sales conducted by Mr. Abe. The value of these ads sold will top \$75,000.

FY 93: \$400,000
FY 94: \$400,000
FY 95: \$355,000

AUSTRALIA

Our Australian contractor is Integra Marketing located in Sydney. Two people in the agency handle our account: the principal, Mr. Fred Sparksman and a dedicated account executive, Ms. LeeAnn Dyer. This contract has grown from basic representation to extended responsibilities such as inquiry fulfillment, trade advertising, trade show participation, and coordination of travel workshops.

FY 93: \$25,800
FY 94: \$28,000
FY 95: \$74,800

UNITED KINGDOM

Our newest contractor is Ms. Jacqi Todd in London. Her responsibilities are to coordinate public relations efforts to create greater awareness of Alaska in the UK, and to begin cultivating relationships with UK tour wholesalers.

FY '93: --- 0 ---
FY '94: --- 0 ---
FY '95: \$24,000

13. Does your organization send representatives abroad?

Yes.

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

As part of its marketing & development effort, the Division of Tourism sends staff members to the market they are responsible for coordinating at least once each year in order to participate in trade shows, conduct seminars and workshops for trade, and work with local media to generate press about Alaska. Attached is a complete listing of these trips for FY '93, '94 and '95.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

Asia

In FY94 the Alaska Division of Tourism led a delegation of 20 Alaskan tourism suppliers to Japan, Korea, and Taiwan to attend a series of trade shows. As a result of the mission more Alaskan suppliers were exposed to the international market and relationships were developed, particularly for businesses in the Fairbanks area, which resulted in increased business.

In FY95 & 96 a series of workshops was held in Japan (3 cities) to introduce over 20 Alaskan suppliers to the travel trade of Japan. As a result, numerous new product offerings were developed and there were many press opportunities for the participants.

Australia

In FY95 & 96 a series of workshops was held in 4 major cities in Australia, Alaskan businesses were introduced to and conducted business with over 700 tour company representatives, as a result there were many new product offerings developed as well as numerous press opportunities.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

All agencies involved in the international marketplace should work together whenever possible to coordinate marketing efforts and share information about successes and failures. Past successes, particularly between the Division of Tourism and ASMI, and the Division of Tourism and OIT/DT&D, show that there is a synergy to combined efforts that exceeds that possible to agencies acting alone.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities.

Tom Garrett--Division Director
John Beiler--Development Specialist--Asia and Australia
Sharon Gaipman--Development Specialist--Europe and United Kingdom

Organizational Chart Attached

17. Who are your clients and how do they benefit from your activities?

The Division has two sets of "clients" -- the Alaska tour suppliers and the communities with whom we work to attract these international visitors.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities. If so, please describe here or attach to your response.

Not formally -- but, this is a good idea and we will be conducting one between now and the end of 1995. We will be happy to share the survey and results with you as they develop.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

.No.

20. Describe any ways your organization could be enhanced in order to serve Alaska better. -- 21. What are the barriers to achieving these enhancements?

Since additional general fund monies aren't likely to be available for market expansion, barriers to co-op partnerships (collecting of funds for joint promotions) should be removed or relaxed. Further, if we are successful in garnering private sector financial support for our efforts, the Division's general fund support should not be reduced, at least not on a dollar for dollar basis. To do so would destroy the incentive for Division staff to hustle private sector participation.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

No, although it is the intent of our new Director to take advantage of the Alaska Tourism Marketing Council committee structure to review all international marketing plans.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993 \$ 3,338.2
FY 1994 \$ 3,237.5
FY 1995 \$ 3,237.5
FY 1996 \$ 3,037.5

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

	<u>Contracts</u>	<u>Travel</u>	<u>Trade Shows</u>	<u>Total</u>
FY 1993:	925.8	25.5	35.5	986.8
FY 1994:	1,028.5	25.3	35.2	1,089.0
FY 1995:	\$ 889.8	30.1	30.0	949.9

3. How has your organization leveraged general fund dollars with other agencies for international activities?

For several years, we have invited tourism businesses and entities to co-op with us at certain trade shows. Their participation fee has helped to offset trade show expenses, consequently making our general fund dollars stretch further. Due to budget cuts, we are creating opportunities to bring in even more program receipts from outside organizations to participate with the Division's overseas' efforts.

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

SECTION III, Activity / Programs Review

Question A: International Trade Services

1. List and describe all activities your organization conducts to promote international trade opportunities for Alaskan companies.

Participation at trade and consumer shows; missions & seminars; product development & press trips and travel agent educationals; product/program assistance (counseling); collateral & slide assistance.

2. List other organizations in Alaska that provide similar services.

Anchorage, Fairbanks & Juneau Convention & Visitors Bureaus.

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

The Alaska Division of Tourism has opened the door for many Alaskan businesses to establish business relationships with international tour operators. Here are some of the most notable accomplishments of the Division of Tourism in using Alaska's natural resources as the lure to draw in new visitors:

- Increased German-speaking visitation to Katmai, Pack Creek and Anan Creek for bear viewing.
- Increased German-speaking visitors to Wrangell-St.Elias National Park and the McCarthy/Kennicott area for back country experiences.
- Significantly increased Japanese visitations to Fairbanks & Interior Alaska during the winter for Northern Lights viewing.
- Increased charter & direct passenger air service to Alaska from Europe and Asia.

At the end of this survey is a listing of many of the Alaska businesses we have worked with on international marketing in the past three years.

4. Define your targeted constituency for this activity.

Alaska businesses and communities.

5. Is this activity part of a coordinated effort to benefit Alaska?

Yes.

6. Describe how these activities reflect your original mandate.

By promoting Alaska as a visitor destination in the international marketplace, we increase the numbers of visitors to Alaska and therefore add to its economic base, creating more job opportunities, diversifying our economy, and also adding to the state's general fund.

Question B: Education Component

1. List and describe all activities your organization conducts to promote the international awareness or education level of the constituency.

- Regular correspondence with Alaska communities and businesses.
- Travel agent educational trips & operator product development trips.
- Additional public relations activities such as press releases and other methods of international press cultivation (i.e. trip and itinerary support for foreign media).
- Participation in (and seminars presented at) international trade gatherings.

2. List any similar activities conducted by other organizations in Alaska.

Anchorage, Fairbanks & Juneau Convention & Visitors Bureaus.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

The more Alaska businesses know about doing business internationally, and the more the international inbound market (and marketers know about Alaska), the more financially beneficial it is to both.

4. Define your targeted constituency for this activity.

Alaska businesses & communities.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

Educating both the international trade and Alaska suppliers provides the necessary information to conduct business in order to increase the numbers of visitors to Alaska.

Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which directly promote job creation in the state.

Participation at trade and consumer shows; missions & seminars; product development & press trips and travel agent educationals; product/program assistance (counseling); collateral & slide assistance.

2. List any similar activities conducted by other organizations in Alaska.

The Convention & Visitors Bureaus in Anchorage, Fairbanks & Juneau regularly conduct these same activities in coordination with the Division of Tourism.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

By increasing the number of visitors to Alaska we are increasing the demand for more goods and services provided by Alaskan businesses therefore increasing the need for more jobs.

4. Define your targeted constituency for this activity.

Alaska businesses and communities.

5. Is this activity is part of a coordinated effort to benefit Alaska?

Yes.

6. Describe how this activity reflects your original mandate.

The Division of Tourism's mandate ultimately comes down to creating jobs for Alaskans. Our mandate to increase the number of visitors to Alaska and to assist Alaska businesses in capturing their share of the tourism pie yields the direct result of creating more jobs. Tourism in Alaska has the highest rate of Alaska hire of any of the state's industries (84%), thus the majority of the increase in jobs will accrue to the benefit of Alaskans.

Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to promote foreign investment in the state.

None.

2. List any similar activities conducted by other organizations in Alaska.

n/a

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska.

n/a

4. Define your targeted constituency for this activity.

n/a

5. Is this activity is part of a coordinated effort to benefit Alaska.

n/a

6. Describe how this activity reflects your original mandate.

n/a

Question E: Other International Activities

1. Please briefly describe any other international activities your organization conducts (cultural, sports, etc).

None.

2. List any similar activities conducted by other organizations in Alaska.

n/a

3. Briefly explain how each of these activities goes about benefiting Alaska.

n/a

4. Define your targeted constituency for this activity.

n/a

5. Is this activity is part of a coordinated effort to benefit Alaska?

n/a

6. Describe how this activity reflects your original mandate.

n/a

Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

Formally and informally, the Alaska Division of tourism works directly with more than 200 businesses each year as part of our international marketing effort.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

-- Personalized counseling about how to tailor tour products and marketing efforts to specific international markets;

- Generic representation at trade shows with leads for individual follow-up
- Distribution of a variety of collateral materials & slides
- Providing marketing opportunities such as participation in trade missions/sales blitzes, trade shows, workshops, etc.
- Connecting Alaska tour suppliers with international tour operators who are searching for specific products or experiences.
- Central offices for doing business when on private trade missions in Japan, Germany & Australia.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting?

Both, although it is more heavily weighted to assisting companies wishing to break into the market rather than helping ones that are already successful. While there are quite a few Alaska businesses already involved in the international marketplace, most come to it in total ignorance of its demands. Those who have established contacts and are successful don't need, and frequently don't want, the Division of Tourism to help them.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

Yes.

The following list of businesses was put together by reviewing lists from our development specialists and contractors. These companies are all active partners in Division of Tourism efforts to attract international visitors.

Anchorage Area including Kenai Peninsula & Mat-Su

Alaska Bus Charters and Tours
 Alaska Sightseeing/Cruise West
 Grayline of Alaska
 Holland America Line - Westours Inc.
 Princess Tours
 Phillips Cruises
 Alaska Highway Cruises
 ABC Motorhome Rentals
 Alaska Guestours
 Alaska Railroad
 Hilton Hotel
 Sheraton Hotel
 Hotel Captain Cook
 Anchorage Hotel

Best Western Barrett Inn
Alyeska Prince Resort
Puffin Inn
Regal Alaskan Hotel
Westmark Properties (statewide)
Sheep Mountain Lodge
Hatcher Pass Lodge
Alaska B & B Association
Rust's Flying Service
Ketchum Air Service
Alaska Air Taxi
Osprey Alaska
Altlands Kenai Guides
Air Adventures
Great Alaska Fish Camp
Moose Haven B & B
Riversong Lodge
K2 Aviation
Kennicott Lodge
McCarthy Lodge
Wrangel Mountain Air
Chitna Air Service
Kenai Fjords Tours
Stan Stephens Cruises
Gabberts Fish Camp
Alaska Panorama RV Rentals
Avis Rent-a-Car
Hertz Rent-a-Car
Eagle Custom Tours
Far North Tours
Alaska Rose B & B
Smokin Joe's Charters
Lake Lucille Lodge, Best Western
Yukon Don's B & B
Ultima Thule Lodge
Era Aviation
Kenai Coastal Tours
ARA Services (Denali)
Land's End Hotel
Cie Jae charters
Alaska Wildland Adventures
Musk Ox Farm
Iditarod Museum
Joe Redington Tour
Apone's T Shirt Cache
Sky River Films
Alaska Video Post Cards
All Alaska Tours
Alaska World Tours
Gary Kings
A & P Tour
AIE Tour Co.
Frontier International
Alaska Village Tours

Anchorage Fur Rondy
Chelsa Inn
Simon and Seaforts
David Green
Far North Tours
German Alaska corp.
Hilltop Ski area
J.C. Penney
Nordstroms
Midnite Fun Tour Co.
Reeve Aleutian Airways
Sourdough Mining Company
Westcoast International Inn
Eklutna Inc.
Kobuk Valley Jade
Double Musky Inn
Rainbow Tours
Alaska State Fair
Valley Hotel
Camp Alaska tours
Anchorage CVB
Mat-Su CVB
Kenai Peninsula Tourism Marketing Council
Downtown Deli
Tempura Kitchen
The Ulu Factory
Alaska Wildberry Products
Alaska Airlines
Delta Airlines
Northwest Airlines
Air North
Alaska Great Land Adventures
Go Alaska
World Express Tours
Anchorage Museum
Earth Tours

Fairbanks and Interior

Chena Hot Springs Resort
Van Go Tours
Goldline Motorcoaches
Gold Dredge 8
Riverboat Discovery
Alaska Salmon Bake
Tivi Kennels
7 Gables B & B
Pikes Landing
Great Alaska Bowl Company
Frontier Flying Service
40 Mile Air
G O Transportation
Kantishna Roadhouse

Denali Cabins
Denali Backcountry Lodge
Healy Heights Cabins
A Taste of Alaska Lodge
Sophies Station
Westmark
Capt. Hook
Denali North Star Inn
Youngs Motel
Tok Lodge
Regency Fairbanks
B & B Reservation service
Camp Denali
Denali Wilderness Lodge
Denali River Cabins
Rivers Edge RV Park and Campground
Denali Raft Adventures
Tolovana Roadhouse
Fairbanks CVB
Alaska Campground Owners Association
Captain Bartlett Inn
Chena Pump restaurant
UAF Museum
Little Eldorado Gold Camp
Northern Alaska Tour Co.
Trans-Arctic Circle Treks
Vista Travel
World Eskimo Indian Olympics
Coldfoot Services

Nome, Kotzebue and Far North

Nome CVB
Bering Air
Nome Custom Adventures
Nana Corp.
Tundra Tours, Top of the World Hotel
Nome Nuggett Inn
Peace of Selby Wilderness Lodge
Tour Arctic
Sourdough Outfitters
A:habasca Cultural Journeys

Kodiak and Southwest

Kodiak Island CVB
Grand Aluetian Hotel
Buskin River Inn
Island Terrific Tours
Rifle Charter Co.
Saltery Lake Lodge
Silver Salmon Lodge
Wavetamer Kayak tours
Sea Hawk Air

Brooks Camp Lodge
Katmailand
Katmai Air
Lake Clark Resorts
Lake Iliamna Lodge
Quinnat Landing Resort
Dig Afognak
St. Paul Island tour
Ekwok Lodge
Maranatha Lodge
Uyak Air
Last Frontier Lodge
Alaska wilderness Lodge

Juneau and Northern SE

Glacier Bay Tours and Cruises
Juneau Sportfishing
Alaska Discovery Expeditions
Alaska Marine Highway
Juneau CVB
Alaska State Museum
Gold Creek Salmon Bake
Thane Ore House
Prospector Hotel
Best Western Hotel
Super 8 Hotel
Temco Helicopters
Wings of Alaska
LAB Flying Service
Anchor Point Lodge
Shelter Island Lodge
Hotel Halsingland
Anytime Cruises
White Pass and Yukon RR
New Archangle Dancers
Alaska Raptor Center
Sitka CVB

Ketchikan and Southern SE

Ketchikan CVB
Tides Inn
Taquan Air
Whales Resort
Salmon Falls Resort
Alaska Waters Inc.
Stikine Jet Boat Tours
Boardwalk Wilderness Lodge
Yes Bay Lodge

Saxman Native village

WORLD
TRADE
CENTER
ALASKA

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

World Trade Center Alaska
421 West 1st Avenue, Suite 300
Anchorage, AK 99501

Phone: (907) 278-7233
Fax: (907) 278-2982
E-Mail: ANRRZ@acad2.alaska.edu

SECTION I, Programmatic Review

1. What is your organization's international mission?

World Trade Center Alaska's mission is to facilitate international trade for its statewide membership.

A World Trade Center, as defined by the license issued by the World Trade Centers Association, consists of two major components. First, a facility that consolidates international business and government entities serving as a catalyst for international trade. Second, a membership services organization that provides business services to international companies and organizations normally in these four major service areas. 1) Trade Information 2) Tradeleads 3) Networking and 4) Trade Education Programs. This mission and the program components are consistent with the over 300 operating World Trade Centers located throughout the world.

2. How does this mission benefit Alaskans?

Facilitation of trade for member companies benefits Alaskans through creation of jobs, business development opportunities, increased success and profits.

Facility

- A focal point of activity that builds on itself as int'l trade community.
- Enhances Alaska's visibility as a legitimate player in international trade by very nature of having an internationally recognized establishment of a World Trade Center.

Membership Services

- Bring together professionals involved in int'l trade to network, share information, cooperate.
- Profiles Alaskan companies as trade capable to other Alaskan firms and the outside world.
- Educates Alaskan businesses and individuals on int'l trade topics- to increase export/import/investment successes.
- Provides direct-hands on confidential trade information critical to trade transactions.
- Provides qualified tradeleads for successful trade transactions.

3. Is your organization established in statute or created administratively? Please list here or attach your enabling statute or administrative order or document establishing your organization?

World Trade Center Alaska is a license that was purchased in 1987 by a non-profit, incorporated arm of Alaska Pacific University. The corporation was dissolved and the license was transferred one year later to the University of Alaska Anchorage. There is no enabling legislative or administrative order. The license obligates the license holder to follow the operating policies and procedures of the World Trade Centers Association. As part of the University of Alaska, the World Trade Center Alaska operates under the policies and procedures established by the UAA Board of Regents.

4. What is your parent organization? (Department of Commerce, University, etc.) University of Alaska Anchorage

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

World Trade Center Alaska, by nature of facilitating trade for its members gets involved in supporting and promoting initiatives such as the USA-ROC, International Seafood and Winter Cities Conference which are not directly reflected in our mandate, but directly benefit members. Additionally, World Trade Center Alaska plays a role in relationship building with foreign dignitaries and visitors.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees?

The World Trade Center has 3 exempt positions--2 Permanent, 1 Term (Grant Funded). There are 2.0 non-exempt positions (.5 Grant Funded). There are 6 term non-exempt (Grant/Project Funded), 5 of which are located in the Russian Far East. Positions are competitively recruited and selected.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Membership Services: Confidential, fee-based, trade association services that focus specifically on international trade including, events for networking, regular and applicable trade information, trade education programs, forums for presenting timely topics and/or success stories, advocacy and qualified tradeleads.

B. Facilities that co-locate international trade services -- called World Trade Center.

C. Affiliation with World Trade Centers Association which provides international recognition, international tradeleads on-line network system and communications network to 300+ World Trade Centers.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

The U. S. Commercial Service has a complimentary program of international activities.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

Yes. The World Trade Center Alaska, as part of the World Trade Centers Association, is required to provide an official report detailing membership and facilities activities and progress for the annual General Assembly. Additionally, each year, the World Trade Center Alaska prepares an annual report or letter to the membership outlining the successes, achievements, highlights that have occurred throughout the year.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

The most important organizations that we work with on a regular basis to promote international objectives are the private sector firms (members) entering new markets or expanding existing markets overseas.

The top five agencies (in order of importance), are as follows;

1. U.S. Department of Commerce, Commercial Service (Anchorage District Office).
2. The U.S. Department of Commerce, International Trade Administration, Desk Officers/Industry Officers/
BISNIS, CABNIS, NTDB and overseas offices and programs of the U.S. Department of Commerce such as ABC's and AIT.
3. Municipality of Anchorage, International Relations Office
4. State of Alaska, Office of International Trade
5. State Legislative Offices / US Congressional Delegation

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc) Yes.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

1. Marketing Alaska: A cooperative planning committee of private, public putting forward recommendations to the State Administration that can enhance international marketing of Alaska's businesses and expertise to the lower 48 and international markets.

2. Ship Creek Development Project: Plans for the development of a real estate project in the downtown district that will house a world-class office building/showcase for international trade is part of a long-term plan participated in by the World Trade Center Alaska. A world class facility that co-locates trade organizations, companies and services along with a permanent display of Alaska's products and services will convey a professional, international trade capable image to enhance Alaska's trade efforts.

3. District Export Council: The Alaska District Export Council's (private non-profit) is to counsel, advise, inform and educate programs that increase export activities of the State of Alaska. World Trade Center Alaska leverages resources to widen the visibility of programs, cross market services and co-sponsor activities.

Sakhalin Alaska Committee: The Sakhalin Alaska Committee works to promote/enhance trade between the two regions. World Trade Center Alaska plays an active role in sustaining that relationship for its memberships, most specifically the oilfield service industry.

4. **World Trade Centers Association:** The WTCA is an apolitical, worldwide organization who's mission is to promote international trade. This is the largest coordinated international trade effort which gives Alaska a visibility in the international arena.

5. **U.S. Commercial Service (TROIKA):** TROIKA Alaska is a cooperative effort between the U.S. Department of Commerce, the Municipality of Anchorage, the State Office of International Trade and the World Trade Center Alaska (UAA). It's purpose is to increase exports to the Russian Far East. This is one of the most immediate, results-oriented programs to benefit Alaskan firms with an active Alaskan presence in the Russian Far East.

6. **USA-ROC Conference:** The World Trade Center has spearheaded an investment component to the USA-ROC conference in partnership with Senator Murkowski's office, the State of Alaska, the Municipality of Anchorage, several private companies, the Anchorage Convention and Visitors Bureau and the Anchorage Economic Development Corporation. Benefit to Alaska: New and diversified investment opportunities.

7. **Martin Luther King Career Center International Trade Program:** WTCAL serves as an advisor to the Anchorage School District's International Trade Program. The purpose is to interest and educate Alaskan students about international business and trade. WTCAL offers internships to qualified ITP students to enhance their overall international trade experience and provide further academic and business opportunities.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

3 Foreign investment

1 Supporting the international activities of Alaskan businesses

2 Supporting other international activities of Alaskans (educational, cultural, etc.)

Our self-imposed organizational philosophy is to work only with Alaskan based companies or those creating business development and/or jobs in Alaska. Additionally, World Trade Center Alaska focuses efforts on educating Alaskans for international business through our student internship programs and the international trade institute.

12. Does your organization operate international offices or employ overseas representatives

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

Yes, World Trade Center Alaska is the recipient of a 3-year, US Department of Commerce grant which has established two representational offices in the Russian Far East. The first is in Khabarovsk and the second is in Yuzhno-Sakhalinsk. Their purpose of the program is to increase US exports to those regions in the industry sectors of oil/gas field service, food, telecommunications, transportation and construction. Results of increased exports is being realized for Alaskan and US firms. The grant funding provided is \$166,666 per year.

13. Does your organization send representatives abroad?

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

October 1993 - Robin Zerbel, Director - World Trade Centers Association Meeting--- Seoul/Taipei \$2446

July 1993 - Robin Zerbel, Director - Japan (JETRO) Program - program was paid by JETRO \$ 0

August 1994 - Robin Zerbel, Director - Khabarovsk/Yuzhno-Sakhalinsk - Troika Project Review \$1661

April 1994 - Becky Beck, Asst. Director - World Trade Centers Association Meeting-Mexico City \$ 769

November 1994 - Becky Beck, Asst. Director - Taiwan Trade Mission - Taipei \$ 105
As coordinator of mission, expenses were paid by participants, with comped airfare.

April 1994 - Tara Meno, Membership Services - Oil/Gas Trade Mission - Moscow \$ 0
As coordinator of mission, expenses were paid by participants, with comped airfare.

April 1995- Tara Meno, Membership Services - Oil/Gas Trade Mission - Moscow \$ 587
As coordinator of mission, expenses were paid by participants, with comped airfare.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

July '93 - Robin Zerbel, - Japan (JETRO) Program - A trade mission/orientation of international business people to Japan, sponsored by Japanese government. Purpose is orientation to Japan and increasing imports to Japan. Represented 3 Alaskan firms with potential buyers. Information on JETRO programs shared with entire membership.

August 1994 - Robin Zerbel, - Khabarovsk/Yuzhno-Sakhalinsk - Troika Project Review. State Trade Mission to Russian Far East. Purpose to familiarize with our overseas office, staff and regional economic and trade opportunities. Benefit to Alaskan firms through private/public contacts and information gathered has resulted in a number of completed trade transactions for members and pending transactions.

November 1994 - Becky Beck, - Taiwan Trade Mission - Taipei Purpose to introduce Alaska multi-industry sellers to Taiwan buyers as part of pre-USA/ROC meeting in Anchorage. Benefit- Stronger Alaskan presence, Taiwan familiarity with Alaskan product and better understanding of market for participants.

April 1995 - Becky Beck, - Taiwan Seafood Trade Mission - Taipei Contracted with the State to coordinate the trade mission to Taiwan for the Alaskan Seafood producers/sellers specifically matched with qualified seafood buyers in Taiwan and Hong Kong.

April 1994 - Tara Meno, - Oil/Gas Trade Mission - Moscow. Purpose of trade mission/show was to profile Alaska's oil and gas field services for contracts in NIS. Contacts established by experienced participants and solid orientation for new participants. Alaska recognized as oil/gas field player in int'l qualified services.

April 1995 - Tara Meno, - Oil/Gas Trade Mission - Moscow Purpose of trade mission/s how was to profile Alaska's oil and gas field services for contracts in NIS. Sales of products realized by participants, and contracts where signed from previous trade mission.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

1. The recognition that an international strategy (plan) is essential to our overall success as a State and region.
2. That the strategy be private sector driven.
3. That the strategy be clear and focused.
4. That the performance of a strategy or policy be evaluated and refined on a regular basis.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

Organizational Chart Attached.

Staff: Robin Zerbel, Director; Becky Beck, Asst. Director; Tara Meno, Network/Finance Manager; Lane' Richards, Membership Services; Kathy Beeck, Program Manager TROIKA Alaska; Students non-paid interns (2 per semester); Khabarovsk Office --- Nina Troussesekaya, Government Liaison; Sonia Ghayem, Intern; Gregori Shibinski, Driver; Elena, Secretary; Yuzhno-Sakhalinsk Office -- Elena Uspenskaya; Government Liaison.

17. Who are your clients and how do they benefit from your activities?

World Trade Center Members are our clients. Members pay a membership fee ranging from \$300 per year to \$2500 per year. They are companies and/or organizations that are actively involved in international trade. World Trade Center Alaska provides a facility and membership services that directly and positively affect their trade transactions. Members benefit in a myriad of ways. Examples would include matching Alaskan companies with other Alaskan companies to encourage a cooperative approach to international business. E.g. Major Alaskan firm exporting large quantities of product to a newly developed market is seeking local financial and telecommunications assistance to facilitate more business. Match qualified and trade capable Alaskan companies. E.g. Convey timely trade information to member companies that provide a competitive advantage to that firm.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.

If so, please describe here or attach to your response.

Annual member surveys: Each January, the World Trade Center prepares and distributes a questionnaire as to the "value" of each of its service areas to ascertain the strengths and weaknesses of the programs. At that time, information is solicited as to the direct financial benefit services have contributed to our membership.

Course Evaluations: Each short course participant receives an evaluation of the merits of the course, presenter, topic and substance.

Program Evaluations - The Annual Conference and special programs offered throughout the year are evaluated by participants with program evaluations.

The World Trade Center Alaska, being a fee-based membership organization has a unique immediate feedback mechanism through membership renewals. The usefulness of our international activities must be maintained to continue a successful World Trade Center Alaska organization. Additionally, because of our close partnership with

member companies and organizations, we receive regular informal feedback from members on everything from trade information distribution methods to suggested future programs. Monthly WTC Advisory Board (majority of representatives from private Alaskan companies experienced internationally) meetings provide direction in keeping with the membership driven philosophy.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

Yes, as part of the University of Alaska, we participated in the 1994 Assessment Process that reviewed programs for from a substantive and fiscal perspective with the intent to eliminate 25% of the overall general fund dollars. This was an elaborate process requiring written justification of programs and an oral interview process with UA peer programs. The resulting recommendations were to maintain the WTCAL, with a \$10,000 annual enhancement. Additionally, World Trade Center Alaska participated in a re-organization/re-evaluation process of the Alaska Center for International Business initiated by UAA Chancellor Behrend in 1993 that included 4 members of the World Trade Center Alaska Board and 4 members of the Alaska Center For International Business Board. The eight member special board chose not to focus its attention on auditing or management planning of the World Trade Center Alaska due to their analysis that there were not any identified problems or issues associated with WTCAL.

20. Describe any ways your organization could be enhanced in order to serve Alaska better. The World Trade Center Alaska is a highly productive entity with a highly qualified, uniquely all Alaskan staff dedicated to its membership and furthering Alaska's trade status. One of the most direct ways this organization could be enhanced is by the State of Alaska outsourcing trade-related programs and/or services to an organization such as the World Trade Center Alaska. The World Trade Center Alaska represents a private/public partnership where programs and services are customer-driven, and thereby responsive. Membership and service fees, insure that individuals and/or companies are really committed to international business (serves as a self-screening mechanism) at the same time that these fees serve as a cost-recovery -- users are sharing in the costs and receiving the direct benefit. By outsourcing trade-related programs to the World Trade Center Alaska, general fund dollars are leveraged, participants in the programs pay their share, access to programs and services is greatly expanded by creating a working international trade community and trade-related services are centralized. Serving Alaska better will clearly come from a more centralized, one-stop-shop, international trade - investment - business and education policy.

21. What are the barriers to achieving these enhancements?

Recognition that the broad delivery of programs and services currently offered throughout the State of Alaska causes confusion to the private sector, lacks accountability-coordination and focus and wastes State resources. Action to remove these institutionalized barriers.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

Yes, World Trade Center Alaska has an Advisory Board of 13 members who are members of the World Trade Center Alaska and are appointed by the Chancellor of the University of Alaska Anchorage. Members for this fiscal year are: Pete Nelson, Texaco; Chuck Becker, US Commercial Service; Joe Baedle, Goldbelt; Hayden Green, UAA School of Business; Jim Blasingame, Alaska Railroad; Brian Brundin, Hughes Thomess Gantz Powell and Brundin; Laurie Cunningham, Office of International Trade; Bill Elander, Anchorage Convention and Visitors Bureau; Gregg Favretto; Favco, John McClellan, Arctic Slope Regional Corporation; Steve Smirnoff, Municipality of Anchorage; Sandra Tavanis, Tellus Corporation.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993	\$144,485
FY 1994	\$223,039
FY 1995	\$487,169
*FY '96	\$534,348

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: \$115,485
FY 1994: \$128,786
FY 1995: \$122,622
*FY '96 \$108,900

3. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993:

Amount: \$65,000
Source: Memberships, Conference Fees, Trade Mission Fees and Services.
Purpose: Fees collected to offset costs and to diversify revenue streams.
Sub-contractors hired: None.

FY 1994:

Amount: \$94,253
Source: Memberships, Conference Fees, Trade Mission Fees and Services
Purpose: Fees collected to offset costs and to diversify revenue streams.
Sub-contractors hired: None.

FY 1995:

Amount: \$364,547
Source: Grants, Contracts, Conference Fees, Memberships and Services.
Purpose: WTCAC has a long-term and annual workplan that incorporates the implementation of diversified revenue streams to serve as a more solid financial foundation.
Sub-contractors hired: The grant and special contracts required hiring temporary and term employees, but there were no sub-contracts issued by WTCAC.

4. How has your organization leveraged general fund dollars with other agencies for international activities?

The most evident method WTCAC has leveraged general fund dollars is by co-locating with the U.S. Commercial Service. Sharing of staff, equipment, facilities and library resources has leveraged general fund dollars we receive with those of the federal government. Through memberships, program fees, conference sponsorships collected from the private sector we have increased our leverage of general fund dollars each year since FY '91. We have secured minor contracts with other agencies for services that are uniquely WTCAC. We secured and have operated a U.S. federal grant leveraged by our general fund dollars to establish two overseas offices. We live leverage.

5. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

Increased stable funding could greatly enhance our ability to leverage increased outside sources of funds for greater overall success to Alaska.

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies.*

•**Tradeleads:** Provide qualified tradeleads through World Trade Center Network On-line (global) tradelead systems to member subscribers. Provide qualified tradeleads from Russian Far East offices (TROIKA-Alaska) to members of Troika Consortium in the areas of oilfield service, construction, transportation, communications and food products. Provide qualified tradeleads from sources such as European Bank for Reconstruction and Development, Trade Development Agency, World Bank and BISNIS. Disseminate tradeleads received from ASMI, OIT and the US Commercial Service. Provide access for members to visiting delegations who offer tradeleads and trade opportunities.

•**Trade Information:** Provide member-driven trade information, equitably, to members through weekly Tradewinds publication. Provide custom and confidential trade information to members on a individualized request basis. Trade inquiries range from visa processes, current market trends in a new market environment, transportation and communications vehicles and/or information on governmental finance or overseas procurement programs. Provide trade information in a structured "forum" presentation through educational programs, monthly luncheons, special programs (i.e. Financing Seminar - June '95) or Annual "Access The World" Conference.

•**Facility:** Continue to develop a one-stop-shop, international trade, export assistance center called a World Trade Center that serves as a catalyst to international trade for Alaskan firms. E.g. Centralizing private and public organizations stimulates opportunities for private sector firms to work together and use more trade facilitation services for increased success. E.g. 1) Visiting delegation tours World Trade Center Alaska and meets food brokers and financial analyst who can assist them in importing Alaskan product and formulate long-term financial plan for region. 2) Visiting WTCAL member meets Alaskan firms that can represent his products in new market region. Agreement for long-term working relationship is drafted.

•**Trade Missions:** WTCAL encourages participation in trade missions and trade shows, by disseminating information on available shows and missions throughout the world. Troika Alaska offers individualized and customized trade missions to the Russian Far East to realize the most direct benefit to firms to meet qualified business partners and obtain specific information to their companies business objectives. WTCAL has coordinated with the State of Alaska 3 trade missions to Moscow to provide a presence at the International Oil and Gas Exhibition. Additionally, WTCAL has acted as a feeder to the State of Alaska and Northern Forum trade missions to Japan, Russia and Taiwan. WTCAL coordinated in conjunction with the State of Alaska the most recent two trade missions to Taiwan, because of the high potential of that market to the Alaskan Seafood and Environmental Firms. The World Trade Center Alaska is organizing the first ever educational program on how to benefit from participation in overseas trade shows. Lastly, the WTCAL facilitated the first ever National Association of State Development Agencies grant for an independent Alaskan company to participate in an environmental trade mission in India.

•**Networking:** One of the "highest" valued services of the World Trade Center Alaska that promotes international trade opportunities. International business is about relationship building and the WTCAL advocates and actively promotes its staff and members to network with other trade capable companies and organizations, agencies - developing working partnerships wherever possible. Since the WTCAL is often used by its members as a clearinghouse of information and resources, the networking and contacts are invaluable.

•**Trade Education:** The comprehensive international trade educational program series promotes international trade opportunities to Alaskan firms by introducing expertise available in the State of Alaska, as well as sharing trade information that increases the success of these firms doing work overseas.

2. List other organizations in Alaska that provide similar services.

U.S. Commercial Service provides tradeleads and trade information.

State Office of International Trade provides seafood tradeleads from Japan/Korea/Taiwan.

Northern Forum, State of Alaska, local AK governments conduct trade missions, periodically.

The perception of companies throughout the State of Alaska is that some of these services are offered by a number of varying organizations and agencies and by a number of different individuals. They have expressed confusion about where to go for what.

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

- MIOGE '95 - Alaskan company sold \$1 million product at Moscow Oil/Gas Trade Show.
- WTCAL introduces buyers/sellers for on-going food product transaction on Sakhalin. (There are many cases of successful on-going food product transactions occurring through the TROIKA Alaska project.)
- Capturing funding for Alaskan Environmental Company doing work in India.
- Supporting financing for two major projects in Russian Far East for Alaskan companies.

There are hundreds of success stories where World Trade Center Alaska has played a role. Companies regularly credit our role to the successful completion of a transaction. However, our role with each of these companies is on a confidential business development basis and it is not possible to disclose the specifics of that trade success or deal. Even with strong credibility with our members, many will not disclose the financial success to staff due to the proprietary nature of their business.

4. Define your targeted constituency for this activity.

World Trade Center Alaska Members

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes, see # 10, previous section. However, most trade promotion efforts are initiated at request or benefit to member companies.

6. Describe how these activities reflect your original mandate.

To facilitate international trade for members is our mission and the programs mentioned above are part of our license agreement requirements for services.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

We have four major component programs that promote the education level of the constituency.

a. **Educational Seminar Series:** A fall and spring semester program of short courses including Introduction to Export, Doing Business in the Russian Far East, Make the Most of International Trade Shows, International Patents, etc. This program is funded by the UAA, Alaska Center For International Business and coordinated by the World Trade Center Alaska.

b. **Special Programs:** World Trade Center offers special educational programs on a regular basis. In January 1995, we offered a Immigration and Naturalization workshop in conjunction with Hughes Thorsness Gantz Powell and Brundin. In June, we offered a full-day seminar on International Trade Finance hosting EXIM Bank, Trade Development Agency and the Export Assistance Center from Washington State. Additionally, every other summer we offer a program of Washington D.C. Programs that assist with international trade, called Partners for Profit. This is usually co-sponsored and spearheaded by Senator Frank Murkowski.

c. **Annual "Access The World" Conference:** The Annual World Trade Center Conference serves as a once a year educational program of timely seminars and topics relative to trade trends in finance, communications and transportation. This conference draws approximately 200 trade leaders from across the State of Alaska.

d. **The World Trade Center Alaska** has an established internship program that encourages Alaskan students at high-school through college to intern at the WTCAL for a semester. We have hosted approximately 25 interns since the establishment of the World Trade Center in Alaska. Students gain exposure, practical experience and close supervision from the staff of the WTCAL (three who started out as interns). Additionally, the WTCAL leverages its resources by using students to assist with WTCAL programs on a non-salaried basis.

2. List any similar activities conducted by other organizations in Alaska.

None.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

Self-explanatory.

4. Define your targeted constituency for this activity.

Members and Non-Members. ALASKANS!

5. Is this activity is part of a coordinated effort to benefit Alaska.

No this is not part of a coordinated effort to benefit Alaska. THERE SHOULD BE A COORDINATED INTERNATIONAL TRADE EDUCATION EFFORT AS PART OF OUR INTERNATIONAL TRADE STRATEGY. KEY TO ALASKA'S FUTURE.

6. Describe how this activity reflects your original mandate.

As part of the World Trade Centers Association membership services includes continuing education programs related to trade. As part of the University, we respond to the commitment to educate Alaskans.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

All aspects of the World Trade Center programs previously described are designed to create jobs in the State of Alaska. Trade leads, trade finance, matching business interests together create business for our firms, thereby creating jobs. Additionally, we offer a service to members to collect and disseminate resumes of internationally qualified individuals to member companies seeking qualified applicants.

2. List any similar activities conducted by other organizations in Alaska.

See Question A.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

See Question A.

4. Define your targeted constituency for this activity.

WTCAK Members.

5. Is this activity is part of a coordinated effort to benefit Alaska.

See Question A.

6. Describe how this activity reflects your original mandate.

Self-imposed objective.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

Although our services, mandate and mission are focused in international trade and business, due to the nature of working with Alaskan companies doing international business, they often simultaneously seeking foreign investment for local projects. We do not formulate a foreign investment strategy for the State of Alaska, but we do meet with individuals such as representatives from the Exim Bank of Japan and USA-ROC Representatives who are seeking investment opportunities in Alaska. Our responsibility is limited to promoting our members projects and introductions to potential investors.

The USA-ROC Conference in Anchorage in September is a prime example of an outstanding opportunity for members to meet with potential investors for the long-term gain to Alaska's economic development. We have dedicated resources to the investment component of this conference for that reason.

2. List any similar activities conducted by other organizations in Alaska.

State of Alaska, Division of Investments

Anchorage Economic Development Corporation*

*AEDC has been working closely with WTCAC and others to present a professional and comprehensive Alaskan international investment conference.

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska.

Members are seeking investment opportunities in natural resource development projects from Taiwan. It is obvious from AK's previous experience with Japan and Canada that foreign investment is critical to overall economic development of these type projects.

4. Define your targeted constituency for this activity.

WTCAC Members.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes, see # 10 in previous section.

6. Describe how this activity reflects your original mandate.

See #1, above.

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

None.

2. List any similar activities conducted by other organizations in Alaska.

N/A

3. Briefly explain how each of these activities goes about benefiting Alaska.

N/A

4. Define your targeted constituency for this activity.

N/A

5. Is this activity is part of a coordinated effort to benefit Alaska.

N/A

6. Describe how this activity reflects your original mandate.

N/A

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

- 1. Please estimate of the number of companies or individuals you would typically serve in a year.**

Although we work with companies on business development, we refer counseling to the U.S. Commercial Service because they offer that as a regular part of their service. Additionally, companies who need counseling are either new to international business and can benefit by being referred to educational programs topics or if they are trade capable, they may be seeking counseling and business assistance from those who offer those service in the private sector. We provide these referrals.

- 2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)**

WTCAK provides general referrals, but operates as a membership organization where we work with and for members only. We do manage the co-located international library with the US Commercial Service which is open to the general public.

- 3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.**

We concentrate most of our programs on (members) and those companies that are trade capable. Defined as: 1) An established business or organization with a successful product or service, 2) Having the commitment of the decision maker (in most cases CEO) to explore international markets 3) Making a financial commitment to international trade. It has been our experience that small and medium sized businesses can have great success in international markets, but they must have financial resources dedicated to trade for international communications, travel and resources otherwise they will not have success. We have been frustrated working with companies who don't meet these criteria, because we work so hard to bring together the information, resources, financing, networking to make business happen and they cannot succeed. We believe that the WTCAK membership fee in some ways, serves as a screening mechanism to establish their commitment to international business. This does not at all alienate companies that have not exported before or have limited experience and knowledge in exporting. It only means that once the case is made for international trade and they make the commitment, we will begin working toward that end.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

- 1. ☐ Yes**
- 2. ☒ No**

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

NORTHERN
FORUM,
Inc.

INSTRUCTIONS

Please complete all questions in all sections unless otherwise directed and make all responses as concise as possible.

Please return this completed questionnaire no later than September 1, 1995 to the following address:

Interim Legislative Task Force:
International Trade Strategy
c/o Senator Drue Pearce
716 West 4th Avenue, Suite 500
Anchorage, AK 99501
Tel: (907) 258-8185
Fax: (907) 258-0226

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

Northern Forum, Inc.
Office of the Secretariat
4101 University Drive, APU
Carr-Gottstein Center, #221
Anchorage AK 99508

907-561-3280 -- telephone
907-561-6645 -- facsimile

noforum@igc.apc.org -- IGC e-mail
73251.563.CompuServe.com -- CompuServe

SECTION I, Programmatic Review

1. **What is your organization's international mission?**

The mission of the Northern Forum is to create a cooperative environment for the exchange of information among northern leaders and their constituents in Arctic and northern regions. The Northern Forum assists in solving problems, improving business, and developing the political infrastructure of all our member regions. This environment will also lay the foundation for other cooperative ventures.

2. How does this mission benefit Alaskans?

The Northern Forum (NF) provides Alaskans:

- Direct access to governors and, through the governors' offices, to businesses and universities in the other regions that would otherwise be unavailable.
- Information on potential areas of business and project-specific trade support.
- Education on the infrastructure, environmental concerns and culture of northern neighbors.
- Current and accurate political information on member regions.

The NF also expands potential business opportunities which use Alaskans as trainers, mentors and trade partners with regions in the Pacific Rim and beyond.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization.

The Northern Forum was established on November 8, 1991 by the joint agreement of 13 Regions of the north. On November 29, 1991 the Northern Forum was established as a non-profit corporation in the State of Alaska. (See attached Charter and By-laws).

4. What is your parent organization? (Department of Commerce, etc.)

N/A

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

Serves as protocol office for our membership regions when delegations visit Alaska.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

Executive Director is nominated and elected by the Board of Directors (see attached list of Board of Directors). All other staff is hired by the Executive Director.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

The Northern Forum:

- Develops relations with governments across the north who can provide potential business partners to Alaskan businesses and provides direct access to governmental, business, and university representatives from member regions.
- Promotes policy exchange to improve the quality of environmental and resource management in these regions.
- Promotes international cultural and educational ties.

8. Are there other organizations in the state which conduct similar international activities? List all that apply.

- Department of Trade and Development
- World Trade Center
- American Russian Center

9. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

No.

10. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. American Russian Center (ARC)/American Center for International Business (ACIB)

2. Department of Trade and Development (DTD)
3. Department of Environmental Conservation (DEC)
4. Municipality of Anchorage
5. World Trade Center (WTC)

11. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc.)

Yes.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

The Northern Forum participates in the Russian Agency Work Group with several State-funded agencies and regularly works with these agencies on specific projects.

12. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

- ☐ Foreign investment
☒ Supporting the international activities of Alaskan businesses
☒ Supporting other international activities of Alaskans (educational, cultural, etc.)

13. Does your organization operate international offices or employ overseas representatives.

Yes, qualified as shown below.

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

At no cost to the State of Alaska, associate Secretariats of the Northern Forum are operated in and independently funded by Northern Norway, the Sakha Republic in Russia and soon to be in Hokkaido, Japan.

Funding from the State of Alaska provides a small portion of the operating budget for maintaining the Office of the Secretariat in Anchorage, Alaska. The rest of the funding comes from membership dues.

At no cost to the State of Alaska, the Office of the Secretariat has three representatives, known as Regional Coordinators, who are sponsored by their governments.

14. Does your organization send representatives abroad?

Yes.

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

It is the policy of the Northern Forum to send the permanent staff and regional representatives in the Secretariat to the organization's annual meeting, held in one of the membership regions. On September 7, 1995, the Northern Forum sent the Executive Director and staff members to Hokkaido, Japan for the General Assembly. Cost was \$2,100 per person.

Under the previous Executive Director, travel by the Executive Director to member regions for special projects was also part of the international travel budget. The new Executive Director has revised this policy.

15. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

Under the previous executive director, trade missions were conducted to Harbin and Sakha.

16. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

- Work with ARC to create better communications facilities between Alaska and regions in the north which have business potential (especially in the Russian Far East).
- Work with DTD to promote Alaska abroad through our annual meetings.
- Work with the Division of Parks to provide tourism business opportunities to Alaska vendors and service providers.
- Participate in the Russian Agency Work Group.

17. **Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities**

We have only two full-time and two part-time employees that are paid by the Office of the Secretariat of the Northern Forum. They are:

Stephen C. Cowper, Executive Director (Part time)
Jacqueline A. Clark, Membership Services Manager
Lisa A. Shaw, Administrative Assistant
Jennifer Orell, Office Assistant (Part time)

Note, per request from Governor Knowles' office, the Fiscal 1996 grant of \$75,000 will only be applied to Mr. Cowper's salary and expenses and is not to be spent on the general operation of the Northern Forum.

There are two regional coordinators in this office, however their salaries are paid for by their respective governments. They are:

Satoru Murai, Hokkaido Government (Japan)
Yury Petrov, Sakha Republic (Russia)

18. **Who are your clients and how do they benefit from your activities?**

Our clients are our member regions, of which Alaska is one; within these regions there are government contacts, businesses, academic institutions as well as the general public.

19. **Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities. If so, please describe here or attach to your response.**

Yes, Secretariat work plans are attached. These work plans are approved by our Board Members.

20. **Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.**

An internal audit is currently being performed on behalf of the State of Alaska by Stephen C. Cowper, the new Executive Director.

21. Describe any ways your organization could be enhanced in order to serve Alaska better.

A representative from the State of Alaska to be stationed at the Secretariat could better coordinate activity and information with the State.

22. What are the barriers to achieving these enhancements?

Budget constraints.

23. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

Yes. (See attached). The Board meets annually. Interim decisions are made by the Executive Committee (which includes the Board members from State of Alaska, Northern Norway, Hokkaido and Sakha Republic).

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993: \$282,151

FY 1994: \$585,573

FY 1995: \$337,138

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

	<u>Int'l Travel</u>	<u>Int'l Grant</u>	<u>Total Grant Funds</u>
FY 1993:	\$14,783	\$23,421	\$139,454 (\$39,454 over grant)
FY 1994:	\$32,386	\$13,925	\$103,556 (\$3,556 over grant)
FY 1995:	\$38,083	\$24,922	\$100,002 (\$2 over grant)

3. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993:

Amount: Unknown

Source:

Purpose:

Sub-contractors hired:

FY 1994:

Amount: \$48,171

Source: General fundraising (\$1,671) & Alascom (\$6,500)
Hokkaido government (\$40,000)

Purpose: Circumpolar Flight & general operations

Sub-contractors hired: N/A

FY 1995:

Amount: \$45,000

Source: Hokkaido Government

Purpose: General Funding & toward Komi Oil Spill work

Sub-contractors hired: N/A

4. How has your organization leveraged general fund dollars with other agencies for international activities?

N/A

5. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to promote international trade opportunities for Alaskan companies.
 - The Northern Forum is not a trade organization. However, the Office of the Secretariat assists Alaska businesses in contacting regional governmental entities which have jurisdiction over business transactions.
2. List other organizations in Alaska that provide similar services.

No other organization in Alaska deals with such a broad international audience.

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

Northern Forum priority project activity leads to business opportunities for Alaskans. For instance, the 1994 Circumpolar Expedition organized by Airline Management Services was part of a Northern Forum priority project. Airline Management Services is owned and operated by long-time Alaskans - Tandy and Ken Wallack.

Current projects which will involve Alaska businesses include a tourism training and development project. This project will involve Alaskan tourism agencies and service providers. Another project is the improvement of electronic communications between our membership regions. This project will rely heavily on the services of Alaskan telecommunications and network providers.

4. Define your targeted constituency for this activity.

Our membership regions of which the State of Alaska is one.

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how these activities reflect your original mandate.

The Northern Forum does not have a mandate. However, these activities follow our mission by continuing to develop the important regional government connections between all of our members so that it is an easy-to-work-in cooperative environment makes way for trade opportunities.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to promote the international awareness or education level of the constituency.

- The Academy of The Northern Forum
- Education in the North

Both of these are priority projects for the Northern Forum that the State of Alaska has decided to participate in actively. This may involve on-site coordinators, frequent dialogue and assessment of progress in project objectives.

2. **List any similar activities conducted by other organizations in Alaska.**

There are none.

3. **Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.**

Both of these projects are still in the planning stages. The State of Alaska deemed itself an active participant in both projects at our General Assembly Meeting in Hokkaido, Japan in September 1995. Other regions joining Alaska as active participants in one or both of these projects are Hokkaido, Japan; Kamchatka, Russia; Khanty-Mansiysk, Russia; Lapland, Finland; Magadan, Russia; Northern Norway; Sakha Republic, Russia; and Vasterbotten, Sweden.

Once completed, these educational projects will bring knowledge and education to all arctic and northern peoples. As an active participant, the State of Alaska is in a prime spot to help promote international educational opportunities for itself and its fellow member regions.

4. **Define your targeted constituency for this activity.**

Our membership regions of which the State of Alaska is one.

5. **Is this activity part of a coordinated effort to benefit Alaska.**

Yes.

6. **Describe how these activities reflect your original mandate.**

The Northern Forum does not have a mandate. However, these activities follow our mission by continuing to develop the important regional government connections between all of our members so that an easy-to-work-in cooperative environment is developed and makes way for trade and other opportunities.

SECTION III, Question C: Creation of Jobs

1. **Please list and describe all of your organization's international activities which *directly promote job creation in the state.***

N/A. The Northern Forum has recently received a grant from the Eurasia Foundation to utilize Alaskan knowledge in tourism. This grant is to establish tourism on the Kamchatka Peninsula of Russia. Alaskans will assist with the project, however, there are no long term positions for Alaskans anticipated.

Job creation, whether in Alaska or our other member regions, is not part of the mission of the Northern Forum. However, jobs can be created through international business activities assisted by the Northern Forum.

2. **List any similar activities conducted by other organizations in Alaska.**

N/A

3. **Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.**

N/A

4. **Define your targeted constituency for this activity.**

N/A

5. **Is this activity part of a coordinated effort to benefit Alaska.**

N/A

6. **Describe how these activities reflect your original mandate.**

N/A

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state.*

N/A

2. List any similar activities conducted by other organizations in Alaska.

N/A

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

N/A

4. Define your targeted constituency for this activity.

N/A

5. Is this activity part of a coordinated effort to benefit Alaska.

N/A

6. Describe how these activities reflect your original mandate.

N/A

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc.).

The international Priority Projects of the Northern Forum are listed below. At least three regions work together to support these cooperative projects. The participating regions are listed in italics, following the projects they promote. Note, Alaska is an active participant in all projects but one. The projects are developed in four major areas:

Academic

- The Academy of the Northern Forum (*Alaska, Hokkaido, Lapland, Magadan, Northern Norway, Sakha Republic, Vasterbotten*)
- Education in the North (*Alaska, Kamchatka, Khanty-Mansiysk, Magadan, Nenets*)

Environmental Protection

- Environmental Monitoring (*Alaska, Heilongjiang, Hokkaido, Korea, Magadan, Sakha, Sakhalin*)
- Wildlife Management (*Alaska, Heilongjiang, Hokkaido, Vasterbotten*)
- Environmental Health/Emergency Response (*Alaska, Kamchatka, Magadan, Sakha, Sakhalin*)
- Human Ecology (*Alaska, Magadan, Sakha*)

Sustainable Development

- Management of Marine Resources (*Alaska, Hokkaido, Kamchatka, Magadan, Nenets, Northern Norway*)
- Natural Processes and Mineral Resources in the Arctic (*Khanty-Mansiysk, Nenets, Sakha, Vasterbotten*)

Transportation, Trade and Tourism

- East-West and Circumpolar Air Routes (*Alaska, Heilongjiang, Hokkaido, Sakha, Sakhalin, Vasterbotten*)
- Northern Tourism (*Alaska, Kamchatka, Lapland, Vasterbotten*)

2. List any similar activities conducted by other organizations in Alaska.

Unknown

3. **Briefly explain how each of these activities goes about benefiting Alaska.**

Current projects that are supported by the State of Alaska should involve state businesses, universities, schools and the general public. The level of involvement is dictated by the participating region and not necessarily by the Office of the Secretariat. The Office of the Secretariat is to act as a conduit for the participating regions.

4. **Define your targeted constituency for this activity.**

Our membership regions of which the State of Alaska is one.

5. **Is this activity part of a coordinated effort to benefit Alaska.**

Yes.

6. **Describe how these activities reflect your original mandate.**

The Northern Forum does not have a mandate. However, these activities follow our mission by continuing to develop the important regional government connections between all of our members so that it is an easy-to-work-in cooperative environment makes way for trade opportunities.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. **Please estimate of the number of companies or individuals you would typically serve in a year.**

The Northern Forum does not offer personalized counseling or ad hoc assistance.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

The Northern Forum provides contact with regional leaders which leads to sales for Alaska businesses. For instance, facilitated the sale of \$29 million of diesel fuel to the Chukotka Autonomous Region by Petro Marine Services in 1994.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

No distinction. As was mentioned above, the Northern Forum will assist businesses recommended by the State's Department of Commerce in contacting key regional government officials.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☐ Yes
2. ☒ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

ALASKA
SEAFOOD
MARKETING
INSTITUTE

ASMI

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

Alaska Seafood Marketing Institute
1111 W. 8th St., Suite 100
Juneau, Alaska 99801
Phone: 907-465-5560
Fax: 907-465-5572
E-Mail: alaska_seafood%commerce@state.ak.us

SECTION I, Programmatic Review

1. What is your organization's international mission?

To generically promote Alaska seafood in overseas markets on behalf of the Alaska industry (i.e. fishermen and processors). It should be noted that the bulk of ASMI's funding for international promotions comes from the federal government's Market Promotion Program (MPP) via an annual application process. Under this program, ASMI is authorized to promote Alaska salmon (all species and forms) in targeted markets that include Japan, Korea, Hong Kong, Australia, the United Kingdom, Ireland, the Netherlands, France, and Belgium.

2. How does this mission benefit Alaskans?

By maintaining established markets and developing new ones through marketing activities, ASMI enables Alaska industry to compete in an increasingly complex and competitive world marketplace. This effort, in turn, provides revenue and employment for fishermen, processors and their crews, as well as in related support fields such as transportation and supplies. The shifting focus in the international marketplace to further value-added products should additionally increase employment through entrepreneurial endeavors.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

Established in statute AS16.51 1983 and AS 16.51.020 1993.

4. What is your parent organization? (Department of Commerce, University, etc.)

Department of Commerce.

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

Following strict MPP guidelines, the following types of marketing activities occur in federally-authorized targeted markets: Consumer and trade advertising; public relations; branded and generic retail merchandising; generic materials production; trade shows; seminars; group and individual meetings with foreign trade partners; consumer and trade research; reverse trade and press trips to Alaska.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

All ASMI employees are exempt employees. The Executive Director is hired by the Board of Directors; staff are hired by the Executive Director.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

- A. Generic product promotions with foreign trade partners (importers, retailers, processors, etc.)
- B. Branded product promotions as above.
- C. Consumer and trade advertising featuring wild Alaska salmon.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

OIT - Seafood trade missions in Alaska (for countries not covered under ASMI's federal program). Because of budget reductions, these missions are not done at State expense. Participants in the missions pay their own way. ASMI and OIT coordinate the itineraries after direct communication with the participants.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities ? Please identify here and attach to your response.

A detailed activity plan for each targeted market is a requirement under MPP and such a report is produced each fiscal year. A full copy of the FY 95 activity plan is attached, along with abbreviated activity recaps for FY 94 and FY 93.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

- 1. USDA, Foreign Agricultural Service
- 2. NMFS
- 3. ADF&G
- 4. OIT
- 5. Tourism

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc.)

Yes - Executive Director Art Scheunemann is the Chairman of the Marketing Subcommittee, Seafood Sector, Marketing Alaska. ASMI also works very closely with the Office of International Trade.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

The ASMI export program is described in this questionnaire and the attachments. The benefit to Alaskans is the continued support of the state's second largest industry - commercial fishing.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

☐ Foreign investment

☒ Supporting the international activities of Alaskan businesses

☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

Contracted Trade Liaisons: Ted Motoyoshi (Japan), Andrew Brown (England), Nelly Masson (France), Gary Lees (Australia), J. K. Park (Korea). Annual cost is \$250,000 from federal monies (MPP) and \$120,000 from State of Alaska general fund cash match.

13. Does your organization send representatives abroad?

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

Each year, ASMI sends industry members and export staff overseas to numerous trade shows, conferences, business meetings, trade panels, and meetings with foreign seafood buyers. Attached is an overview of ASMI's Activity Plans for the last three years as well as a breakout of FY'94 foreign travel.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

ASMI-conducted trade missions and product promotions are too numerous to list. See activity plan outlines for the last three years that are included in this packet.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

An annual meeting of each department's personnel in charge of international programs to outline proposed activities. Once these individuals are identified, information could be shared in a more comprehensive and constructive manner to encourage joining forces where applicable to increase both cost and activity effectiveness.

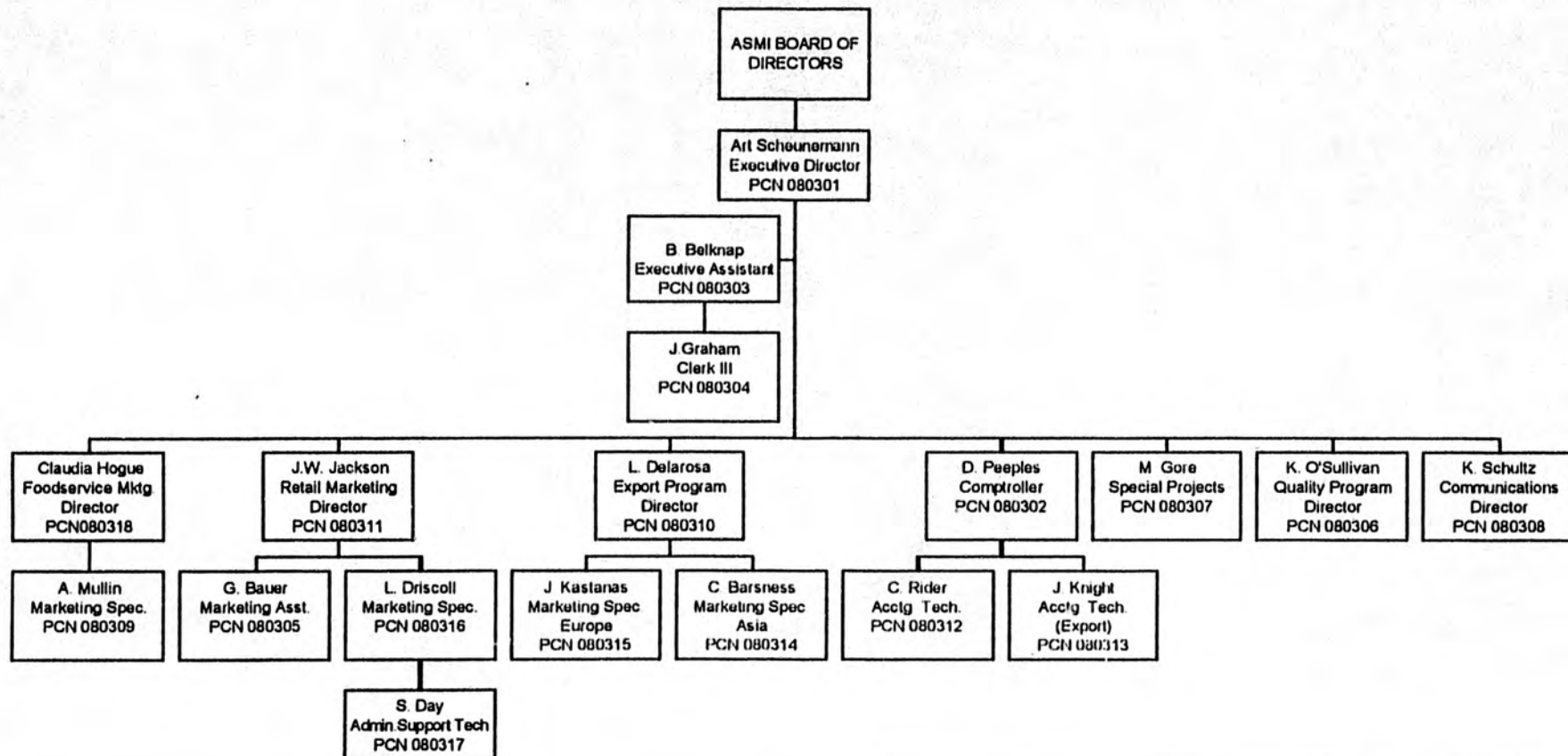
16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities.

Staff involved:

Name	Position
Art Scheunemann	Executive Director
Dwayne Peebles	Administrative Officer
Kevin O'Sullivan	Quality Program Director
Linda Delarosa	Export Program Director
John Kastanas	Marketing Specialist/Europe
Cheryl Barsness	Marketing Specialist/Asia
John Knight	Accounting Technician
Stephanie Day	Administrative Assistant
Mary Gore	Special Program Director
Barbara Belknap	Special Projects
Kristin Schultz	Communications Director

Organizational Chart attached.

ALASKA SEAFOOD MARKETING INSTITUTE
ORGANIZATIONAL CHART



17. Who are your clients and how do they benefit from your activities?

All fishermen and processors who pay an assessment to the State of Alaska. Benefits are defined in Questions 1 and 2 above.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.

If so, please describe here or attach to your response.

ASMI's international activities are directed by an industry Board of Directors and Export Promotion Committee. In addition, a needs assessment is conducted in country by the federal government trade officers to determine if markets are viable on an annual basis. By federal requirement, each activity is then evaluated for its effectiveness in meeting defined goals.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

ASMI's export program is audited annually by the federal government and by the State of Alaska. Copies of the most current audit findings are attached.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Staffing is sufficient and capable. An increase in the current percentage of cash match would allow ASMI to attract more federal dollars through MPP.

21. What are the barriers to achieving these enhancements?

State budget restrictions.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

A list of ASMI's Board of Directors and Export Promotion Committee is attached hereto.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

FY 1993	\$12,915,200.00
FY 1994	\$13,034,700.00
FY 1995	\$14,699,116.00

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

FY 1993: \$550,000

FY 1994: \$550,000

FY 1995: \$550,000

3. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993:

Amount: \$8,545,000

Source: Federal Market Promotion Program

Purpose: Promotion of Alaska seafood in designated markets

Sub-contractors hired: 5 trade liaisons, 3 advertising agencies, 5 research companies

FY 1994:

Amount: \$7,251,100

Source: Same as above

Purpose: Same as above

Sub-contractors hired: Same as above

FY 1995:

Amount: \$5,641,690

Source: Same as above

Purpose: Same as above

Sub-contractors hired: Same as above

4. How has your organization leveraged general fund dollars with other agencies for international activities?

ASMI works with Tourism and the Office of International Trade to coordinate all trade trips we bring to Alaska each summer. OIT provides prospective buyers direct contacts for specialty and traditional seafood products, something ASMI is prohibited by law from doing. Tourism provides information to the foreign press for publication internationally. The tourism information helps sell the image of Alaska as natural and pure, a place great seafood comes from.

5. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☐ Yes

☒ No

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies*.

See attached activity plan outlines.

2. List other organizations in Alaska that provide similar services.

OIT - Seafood trade missions in Alaska. However, these missions are not done at State expense. Participants in the missions pay their own way. ASMI and OIT coordinate the itineraries.

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

In 1992, ASMI was directed to expand its efforts beyond its established markets (Japan, the United Kingdom, France) and to begin to focus on market development. After successful application to the federal government (MPP), ASMI received authorization to begin marketing activities in Australia, Korea, and the Netherlands. To date, marketing efforts in those countries have resulted in increased volume exports of Alaska salmon that average 55%.

4. Define your targeted constituency for this activity.

Alaska fishermen and processors.

5. Is this activity part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how these activities reflect your original mandate.

Promotion of Alaska salmon in these three targeted markets achieve three important goals: increased trade and consumer awareness of Alaska as an origin of high quality wild salmon; increased exports and consumption of Alaska salmon; provide Alaska seafood industry with an effective tool to combat dramatically increased competition from both farmed and wild salmon producers whose industries are heavily subsidized.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

Bi-monthly newsletters
Public relations activities
Press releases
Media interviews
Industry meetings

2. List any similar activities conducted by other organizations in Alaska.

OIT through the State office in Japan produces a twice monthly newsletter that is the latest information on the Japanese market. The information is translated directly from the Japanese press. The newsletter also contains any trade leads that ASMI has received.

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

All activities aim to keep Alaskan fishermen and processors aware of ASMI's international program activities and to educate its constituents on opportunities as well as the realities of the international marketplace.

4. Define your targeted constituency for this activity.

Alaska fishermen and processors.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

Education of our constituents is of primary importance in arming them to face the challenges posed in the international marketplace by farmed and wild salmon competitors.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly* promote job creation in the state.

Promotions for Alaska seafood and trade trips. See answer #3 below.

2. List any similar activities conducted by other organizations in Alaska.

OIT - Seafood trade missions in Alaska. However, these missions are not done at State expense. Participants in the missions pay their own way. ASMI and OIT coordinate the itineraries.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

International marketing promotes the sale of Alaska seafood, improving demand and supporting the more than 12,000 commercial salmon fishermen in the state - 80% of which are Alaska residents. Trade trips bringing foreign buyers to the state create business opportunities for Alaska seafood processors, business for tourism oriented companies and brings revenues to the transportation industry. Sales of Alaska seafood increase business for Alaska shipping companies.

4. Define your targeted constituency for this activity.

Alaska fishermen and seafood processors.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes, when possible with OIT and Tourism.

6. Describe how this activity reflects your original mandate.

ASMI is charged with generically promoting Alaska seafood products.

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

The seafood industry includes over 600 processors and 12,000 fishermen. All benefit directly or indirectly.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

ASMI provides information on specific markets we have programs in to anyone who writes or calls our office. We also have information on sales opportunities we receive through trade shows and information on exporting in general.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

Both--ASMI provides information to anyone who needs it providing that we have it. The information is tailored to fit the individual company or individual's request.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

- 1. ☐ Yes
- 2. ☒ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

UNIV. OF ALASKA
SMALL BUSINESS
DEVELOPMENT
CENTER

PLEASE LIST YOUR ORGANIZATION'S NAME, ADDRESS, PHONE, FAX AND E-MAIL ADDRESS.

University of Alaska Small Business Development Center
430 W. 7th Avenue, Suite 110
Anchorage, Alaska 99501
(907) 274-7232, fax (907) 274-9524

SECTION I, Programmatic Review

1. What is your organization's international mission?

The UASBDC provides one-on-one counseling to business owners or prospective business owners. If a client is interested in doing business internationally or needs counsel relative to current exporting activities, the UASBDC counsels the client appropriately.

2. How does this mission benefit Alaskans?

Assists Alaskan businesses in expanding markets/increasing sales.

3. Is your organization established in statute or created administratively? Please list here or attach your enabling statute or administrative order or document establishing your organization?

The SBDC program was established by Federal statute under the Small Business Administration.

4. What is your parent organization? (Department of Commerce, University, etc.)

The University of Alaska Anchorage.

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

None

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees?

All positions within the organization are permanent term, funded with grant funds.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Individual counseling to small business owners or prospective small business owners.

B.

C.

7. Are there other organizations in the state which conduct similar international activities?
List all that apply.

No.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities? Please identify here and attach to your response.

No reports specific to international activities only have been filed. Regular semi-annual reports are filed with SBA and the Division of Economic Development. A copy of the most recent report is enclosed.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. N/A

2.

3.

4.

5.

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc)

No.

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

N/A

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

☐ Foreign investment

☒ Supporting the international activities of Alaskan businesses through business counseling

☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives?

No.

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

13. Does your organization send representatives abroad?

No.

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

None

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

Develop outcome, performance-based measures and an annual evaluation system for each organization involved.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities.

N/A

17. Who are your clients and how do they benefit from your activities?

Our clients are Alaskan small business owners or prospective Alaskan small business owners. Benefits to clients from our activities are manifested in a variety of ways: loans are received, businesses are opened/expanded/saved, jobs are created, Sales are increased, businesses are expanded. In certain cases, some individuals decide not to go into business when they discover in counseling that they have overlooked critical areas of planning for their business that would prevent them from being successful.

18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.
If so, please describe here or attach to your response.

N/A

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

Yes. The Alaska District office of the Small Business Administration conducts regular reviews. An extensive on-site review is performed by-annually by an external SBDC/SBA team.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Stabilized funding. Funding to expand services to rural areas.

21. What are the barriers to achieving these enhancements?

Annual budget cycles. Fiscal gap.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

Yes. See attachment.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

(NOTE: Fiscal year is October 1 - September 30)

FY 1993 - \$1,052,342

FY 1994 - \$1,593,693 (significant funding increase attributed to the addition of Alaska Technology Transfer Assistance Center funded through a TRP award at a level of \$440,000 for FY 1994.)

FY 1995 - \$1,767,400 (significant funding increase attributed to the addition of Kenai Subcenter funded by First National Bank at a level of \$98,000 per year for three years, and Juneau Microloan program Federally funded at \$125,000 per year.)

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

(NOTE: Fiscal year is October 1 - September 30)

FY 1993: 0

FY 1994: 0

FY 1995: 0

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993: N/A

Amount:

Source:

Purpose:

Sub-contractors hired:

FY 1994:

Amount: \$89,290.

Source: USAID

Purpose: Exchange of business women between Yakutsk to promote small business opportunities.

Sub-contractors hired: None

FY 1995: N/A

Amount:

Source:

Purpose:

Sub-contractors hired:

3. How has your organization leveraged general fund dollars with other agencies for international activities?

N/A

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☒ Yes

☐ No

At a minimum service level.

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies.*

None.

2. List other organizations in Alaska that provide similar services.

N/A

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

A client involved in selling high quality seafood to Far East markets was assisted in preparing a marketing brochure to be distributed during a U.S.-sponsored trade trip to China, Taiwan and Korea.

Clients in Barrow and Kiana were assisted in developing strategies to attract foreign visitors to those communities in the winter. Both clients sent text and pictures suitable for magazine publishing to editors in Japan and Germany.

The Fairbanks subcenter coordinated the exchange of business women from Fairbanks and Yakutsk. The Fairbanks women traveled to Yakutsk in order to establish contacts and resources for future exchanges; the Yakutian women travelled to Fairbanks for the purpose of receiving training in American culture, democracy and small business development in accordance with the special USIA grant proposal guidelines secured for this unique program.

The Fairbanks Director coordinated a series of meetings between local jewelry manufacturers and a buyer from JETRO (Japan External Trade Organization). A representative from JETRO met with five merchants and placed purchase orders with two of them, displaying the merchandise at a Japanese trade show. Directly resulting from this purchase, one of the Fairbanks merchants received a \$6500 purchase order from a private Japanese firm for gold and silver hand-made jewelry.

4. Define your targeted constituency for this activity.

N/A

5. Is this activity part of a coordinated effort to benefit Alaska.

N/A

6. Describe how these activities reflect your original mandate.

Provide one-on-one business counseling.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency*.

We offer, on average, 2-3 seminars per year relating to international trade. We typically co-sponsor these seminars with international trade service providers.

2. List any similar activities conducted by other organizations in Alaska.

Workshops
Conferences

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

Workshops provide educational information on doing business internationally. SBDC co-sponsorship expands exposure.

4. Define your targeted constituency for this activity.

All small businesses or prospective small business owners.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

Provide business education and training to small business owners or prospective small business owners.

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

All of our activities, whether internationally focused or not, promote the creation of jobs in Alaska.

2. List any similar activities conducted by other organizations in Alaska.

No other organization provides comprehensive statewide business counseling and training.

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

Increased business revenues, expansion of businesses provides additional jobs.

4. Define your targeted constituency for this activity.

All small businesses or prospective small business owners.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Yes.

6. Describe how this activity reflects your original mandate.

SBA requires economic impact data on new businesses started; jobs created; jobs retained; increase in sales; loans obtained for businesses.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

N/A

2. List any similar activities conducted by other organizations in Alaska.

N/A

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska.

N/A

4. Define your targeted constituency for this activity.

N/A

5. Is this activity is part of a coordinated effort to benefit Alaska.

N/A

6. Describe how this activity reflects your original mandate.

N/A

SECTION III, Question E: Other International Activities

1. Please briefly describe *any other international activities your organization conducts* (cultural, sports, etc).

N/A

2. List any similar activities conducted by other organizations in Alaska.

N/A

3. Briefly explain how each of these activities goes about benefiting Alaska.

N/A

4. Define your targeted constituency for this activity.

N/A

5. Is this activity is part of a coordinated effort to benefit Alaska.

N/A

6. Describe how this activity reflects your original mandate.

N/A

SECTION III, Question F

For organizations which offer or conduct personalized counseling or ad-hoc (unplanned) assistance to Alaskans.

1. Please estimate of the number of companies or individuals you would typically serve in a year.

The SBDC program typically serves over 3500 individuals per year.

2. Please list the types of services you would provide to companies (i.e., personalized counseling sessions on exporting in general, literature on specific markets or trade opportunities, referrals to other private or public sources, etc.)

Comprehensive business counseling to include business plan preparation, assistance with loan application completion, marketing assistance, procurement assistance, technical assistance, referrals to other private/public sources, etc. Training on a wide variety of business topics is offered regularly.

3. Do your counseling or ad-hoc activity efforts focus more on assisting companies which are already exporting (or experienced and knowledgeable in exporting fundamentals) or companies which have never exported before or have limited experience and knowledge in exporting? Explain.

We provide counseling assistance to businesses in all stages of export readiness.

Is personalized international counseling or ad-hoc international business assistance a direct part of your mission or mandate?

1. ☒ Yes
2. ☐ No

THANK YOU FOR YOUR COOPERATION IN RESPONDING TO THIS QUESTIONNAIRE.

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AEDC

SECTION I, Programmatic Review

1. What is your organization's international mission?

To market Anchorage business and investment opportunities to overseas companies. Generally speaking these opportunities are related to airport and light manufacturing industries.

2. How does this mission benefit Alaskans?

To the extent we are successful with the above the benefit to Alaska will be increased jobs, revenues and other economic benefits.

3. Is your organization established in statute or created administratively?

Please list here or attach your enabling statute or administrative order or document establishing your organization?

AEDC is a private, nonprofit corporation.

4. What is your parent organization? (Department of Commerce, University, etc.)

Not applicable.

5. Please describe any types of international activities your organization conducts which are not directly reflected in your mandate or mission.

None.

6. Which of your organization's employee positions are political or board appointments (exempt or PX) and which are classified (permanent) employees ?

Not applicable.

7. List the three most unique international activities your organization conducts which distinguishes it from other organizations in the state?

A. Regular marketing visits to key overseas cities, predominately in Asia.

B. To the extent possible our marketing materials are produced in the language of the country we have targeted our efforts.

C. In addition to generic marketing pieces, AEDC has developed expertise in producing company specific proposals.

7. Are there other organizations in the state which conduct similar international activities? List all that apply.

Unknown.

8. Has your organization, over the last five years, filed any type of official report detailing your international activities? Please identify here and attach to your response.

Yes, AEDC reports its international efforts to the municipality of Anchorage and when appropriate, to the Anchorage International Airport in the form of activity reports.

9. List the top five organizations (in order of importance) which your organization works with on a regular basis to promote the international goals of Alaska.

1. Office of International Trade
2. Anchorage International Airport
3. Division of Tourism
4. Division of Economic Development
5. Anchorage Convention and Visitor's Bureau

10. Is your organization a partner in a coordinated international trade effort aimed at benefiting Alaska? (e.g. Marketing Alaska, etc)

If yes, describe the program and its intended benefits to Alaskans. How is it being conducted in conjunction with other local, domestic, or international organizations?

Not applicable.

11. Does your organization concentrate more on attracting foreign investment to Alaska or supporting the international activities of Alaskans and Alaskan businesses?

- ☒ Foreign investment
☐ Supporting the international activities of Alaskan businesses
☐ Supporting other international activities of Alaskans (educational, cultural, etc.)

12. Does your organization operate international offices or employ overseas representatives

If yes, list the location of each office or representative, their purpose, and amount it cost to maintain them over the last three years.

No

13. Does your organization send representatives abroad?

If yes, list the travel destinations, what the purpose of each trip was, and what amount was spent on overseas travel for the last three years.

AEDC staff conducts regular trips to key Asian cities; to a lesser extent, to major European cities. The purpose of these trips is to market Anchorage business and investment opportunities.

14. List any trade missions or product promotion campaigns conducted over the last three years. Include where and what the purpose of the trade missions were. What were the benefits to Alaska from this trade mission or campaign?

Not applicable.

15. What recommendations does your organization have for formulating a coordinated international policy in Alaska?

In recent weeks the State has taken steps to coordinate the activities of Office of International Trade, the Division of Economic Development and the Division of Tourism. In the context of our international marketing efforts, we would like to see the overseas offices be given the resources, staffing and mandate to become more proactive in assisting organizations like ours. For example, our visits to cities where the state maintains offices could be even more productive if staff of the offices were empowered to provide expanded pre and post AEDC visit assistance.

16. Please attach or paste in here an organization chart for your organization. List each of your staff members directly involved in international activities

1. Overseas Projects Director, Greg Wolf
2. President, (currently Acting President, Greg Wolf)

17. Who are your clients and how do they benefit from your activities?

Our "clients" are the more than 160 Anchorage businesses who support AEDC, the Municipality of Anchorage, and the State of Alaska.

**18. Has your organization ever conducted a needs assessment of your constituent clients in order to confirm the usefulness of your international activities.
If so, please describe here or attach to your response.**

Not applicable.

19. Has there ever been an external or internal management audit of your organization? If so, please attach it to your response.

AEDC's financial records are routinely audited by independent auditors who make management recommendations when necessary.

20. Describe any ways your organization could be enhanced in order to serve Alaska better.

Continued funding and cooperative efforts with Municipal and State agencies.

21. What are the barriers to achieving these enhancements?

Success in this endeavor requires focused efforts to continue these cooperative relationships.

22. Do you have an advisory board, board of directors, or other committee which provided input on your activities? If so please list the members.

See attached list of board members.

SECTION II, FISCAL REVIEW

1. What is your organization's total budget?

AEDC is a private, nonprofit corporation and does receive a budget from the State of Alaska.

FY 1993

FY 1994

FY 1995

2. Estimate of the amount of state general fund dollars your organization has spent on international activities during the past three years.

AEDC has not received general fund dollars specifically earmarked for international activities.

FY 1993:

FY 1994:

FY 1995:

2. Estimate the amount of private or other public sector money your organization has spent on international activities during the past three years.

FY 1993: (AEDC operates on a calendar year basis)

Amount: approximately \$15,000

Source: Private (\$12,000) Public (\$3,000)

Purpose: Marketing trips and materials

Sub-contractors hired: not applicable

FY 1994: (AEDC operates on a calendar year basis)

Amount: approximately \$20,000

Source: Private (\$17,000) Public (\$3,000)

Purpose: Marketing trips and materials

Sub-contractors hired: not applicable

FY 1995: (AEDC operates on a calendar year basis)

Amount: approximately \$20,000

Source: Private (\$17,000) Public (\$3,000)

Purpose: Marketing trips and materials

Sub-contractors hired: not applicable

3. How has your organization leveraged general fund dollars with other agencies for international activities?

Not applicable

4. Is your organization sufficiently funded to meet all of its responsibilities and goals?

☒ Yes

☐ No

Our "yes" is based on the assumption that AEDC will continue receive funding support from the Municipality of Anchorage, the Division of Economic Development, the Division of Tourism, and the Anchorage International Airport. Also, our "Yes" answer assumes that funding from the private sector can be maintained, if not expanded.

SECTION III, Activity / Programs Review

INSTRUCTIONS:

- Each of the following questions have six parts.
- Please use examples of organizational activities or programs for completing this section. Include things like seminars, trade shows, special community events, etc.
- Use specific examples for clarity when necessary.
- Please skip any questions which do not apply to your organization.
- Question F of this section deals with organizations which offer or provide personalized counseling or other ad-hoc (unplanned) assistance to Alaskans. Make all responses concerning counseling and ad-hoc activities in Question F only.

SECTION III, Question A: International Trade Services

1. List and describe all activities your organization conducts to *promote international trade opportunities for Alaskan companies*.

AEDC is not in the trade promotion business per se. However, we have successfully negotiated an incentive back-haul rate with Sea-Land for South-bound containers shipments by Anchorage-area exporters.

2. List other organizations in Alaska that provide similar services.

None

3. Describe your organization's role in some specific international trade successes of Alaskan businesses.

AEDC is not in the trade promotion business; our efforts are geared mainly toward attracting foreign participation in Anchorage area business and investment projects.

4. Define your targeted constituency for this activity.

Not applicable

5. Is this activity part of a coordinated effort to benefit Alaska.

This activity benefits participating Anchorage-area businesses.

6. Describe how these activities reflect your original mandate.

The incentive back-haul rate is consistent with our goal of promoting local light manufacturing for export to domestic and overseas markets.

SECTION III, Question B: Education Component

1. List and describe all activities your organization conducts to *promote the international awareness or education level of the constituency.*

AEDC is not involved with international awareness or education programs. However, from time to time, in the course of our regular international marketing efforts, we are able to identify specific opportunities for Anchorage-area companies and share information with them.

2. List any similar activities conducted by other organizations in Alaska.

Unknown

3. Briefly explain how each of these activities contribute to promoting international educational opportunities for Alaskans.

Not applicable

4. Define your targeted constituency for this activity.

Not applicable

5. Is this activity is part of a coordinated effort to benefit Alaska.

Not applicable

6. Describe how this activity reflects your original mandate.

Not applicable

SECTION III, Question C: Creation of Jobs

1. Please list and describe all of your organization's international activities which *directly promote job creation in the state*.

A. Regular marketing visits to key overseas cities, predominately in Asia.

B. Conduct seminars and participate in overseas trade shows.

C. Produce industry-specific and generic brochures, videos and other marketing materials

D. In addition to these marketing materials, AEDC has developed expertise in producing company-specific proposals in connection with Anchorage-area business and investment projects.

Success with these and other efforts which leads to foreign investment in Anchorage will ultimately result in the creation of new jobs for the city and state.

2. List any similar activities conducted by other organizations in Alaska.

Unknown

3. Briefly explain how each of these activities contributes to promoting job opportunities for Alaskans.

Success with these activities will lead to greater job opportunities for Alaskans.

4. Define your targeted constituency for this activity.

Leading foreign companies involved with airport-related business and certain light manufacturing operations. In addition, local companies who would participate in or support such ventures in Alaska.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Unknown

6. Describe how this activity reflects your original mandate.

This activity is consistent with our goal of fostering expanded airport-related development as well as light manufacturing for domestic and overseas export.

SECTION III, Question D: Foreign Investment

1. Please list and describe all activities your organization conducts to *promote foreign investment in the state*.

- A. Regular marketing visits to key overseas cities, predominately in Asia.
- B. Conduct seminars and participate in overseas trade shows.
- C. Produce industry-specific and generic brochures, videos and other marketing materials
- D. In addition to these marketing materials, AEDC has developed expertise in producing company-specific proposals in connection with Anchorage-area business and investment projects.

2. List any similar activities conducted by other organizations in Alaska.

Unknown

3. Briefly explain how each of these activities contributes to promoting foreign investment in Alaska

By informing foreign companies of business and investment opportunities which exist in Anchorage and providing them with detailed analysis of how their company could benefit by an investment in Anchorage.

4. Define your targeted constituency for this activity.

Leading foreign companies involved with airport-related business and certain light manufacturing operations. In addition, local companies who would participate in or support such ventures in Alaska.

5. Is this activity is part of a coordinated effort to benefit Alaska.

Unknown

6. Describe how this activity reflects your original mandate.

This activity is consistent with our goal of fostering expanded investment in airport-related development as well as light manufacturing for domestic and overseas export