

make it very clear that the trading company is not there to duplicate what they are doing, not there to replace them, but essentially in a corporate environment only, to enhance, supplement or compliment their capabilities.

In some instances, to be a catalyst to help them make sales where they would not be able to make sales. In other regards, a way of becoming more competitive in their basic production either through sourcing or knowledge of the cost of production of similar type products in different markets around the world. So that you have to start out with the perspective that a trading company is not a threat to the current organization, but you have to build the case very, very clearly within your organization and divisions as to why it's not. That it has a narrow area, that it has a very well defined area of expertise and that area of expertise is really only used in the divisions when the divisions can't do something by themselves.

Now, you still run into the problem where divisions say we can do everything by ourselves, we market internationally, we really don't need that, that's when trading companies have to give in to the more complex issues of - do you know what other divisions in the company are doing in producing that could be packaged together in an overall transaction that would make your division's sale possible where it otherwise might not be. Or do you really know the cost of production of products that are similar to yours in different markets around the world. So that you are supplying a service to your production unit or your purchasing unit. You're supplying a service for being a catalyst to your marketing unit. So it's basically that distinction and delineation that at least allows you to get to the point of a trading company being viewed internally as something that enhances your divisions or your corporate staff functions capabilities rather than fight for turf.