

Honeywell. And Honeywell set up a trading company a couple of years ago that was going to be two basic things: It was going to manage a number of small markets for Honeywell that they had around the world that were getting lost in their big product divisions. These small markets in small countries have very little or small amount of sales in comparison to the world wide product groups that they had and they got little attention paid to them and there was no way of evaluating whether it was good, bad or indifferent. All of these were put within the trading company so that essentially you were looking at all the small markets of the world and be able to evaluate them more clearly and have them stand out more effectively in terms of management attention as to whether they were doing well in comparison to the world wide product groups which were so dwarfed by the OECD markets. So, here was an issue where they used a trading company as a vehicle to essentially focus management attention on a series of countries that were important countries from the stand point of potential business but really small in comparison to the mainlines of business.

Representation of Other Products:

5) Honeywell also did another thing and that was making better use of existing international networks. The second part of what they wanted to do was to be the representative for products that were similar to theirs overseas. Other companies, of course, have tried this strategy. General Electric was the best known in the US in terms of saying: we have an enormous international network that we have operated internationally for many years and we know that other companies have products similar to ours which can benefit from our expertise and our overseas contacts to market them more effectively overseas. And this had a lot to do, what we would call middle markets or smaller manufacturing companies who had a great deal of potential for exporting but for some reason or other never did. It was the GEs and the Honeywells and a