

we are never going to know all there is before we get into it but we need to define an area that is important to us. We need to simplify it as much as possible, we need to develop an understanding of what trading is and how it relates to our business or how it differs from our business. We need to set up a business plan that has well defined financial objectives, products and other aspects and most important we need to get into the business and try it. And as part of trying it that also includes setting well-defined limits as to how far we are going to go, what we are going to trade in, what kind of financial exposure we are going to have and build a trading business more from the stand point of getting in and trying something rather than continually analyzing or wondering what to do about it.

So again, in summary, two things: the basic business that they get into on a successful basis, is an extension of what their company normally does combined with what the goals and objectives of that company, particularly on an international basis, and then they move ahead quickly to define, understand, implement, limit exposure but basically try it. In connection with the second area, I will cover it in the last three sections of my comments which will have to do with how does a company understand what a trading company is, how it relates to their company, how they put that into a business plan and then finally how they get the proper people to run and effectively make it work within a corporate organization rather than within a trading company. And those are two very different styles of business operations as many of you would appreciate.