

Agro-Industry**Latin America, Caribbean Joint Venture Projects**

Deloitte & Touche Management Consultants and the International Institute for Cooperation on Agriculture (IIAC) are conducting a project to develop joint venture opportunities for Latin American agro-industrial firms in North America.

With Canadian International Development Agency and Agriculture Canada financial backing (initial contacts and start-up costs), this pilot program will focus on development of joint ventures among export firms from Ecuador, Costa Rica, Jamaica, Trinidad and Tobago, Uruguay and Canada.

The project has identified approximately 50 Latin American and Caribbean (LAC) agro-industrial firms interested in developing long-term associations with potential North American partners.

In Canada, the potential partners could include firms that can identify a benefit from working in the long term with an LAC firm.

Several companies screened recently by Latin American trade and investment organizations for quality and resources (technical and human), have been identified as being interested in long-term supply relations (market expansion) and/or joint ventures (technical development) with Canadian agro-industrial firms. They are:

Costa Rica:

- Producer of all natural dried bananas — Seeks Canadian partner to manage operations.
- Banana juice producer — Seeks Canadian market distribution and working capital.
- Valencia and Pina oranges grower — Seeks capital to establish processing plant for on-site production of orange concentrate.
- Banana pulp and papaya puree intermediates producer — Would like to share financing of new equipment and processing line expansion. The firm also seeks Canadian commercialization of its products under established brands.
- Guava snacks manufacturer — Seeks shared capital investment to establish new processing plant, markets and brands.
- Cocoa and chocolate products company — Would like to establish turnkey operation for industrial coconuts production. The firm would also like to share management, plant facilities, technology, and production systems.
- Producer of fresh chilled tropical fruit salad (institution pack) and frozen tropical fruit pieces (industrial pack) — Seeks a market development and sales partner for profit sharing in North America. The company also seeks shared in-

vestment in IQF (instant quick frozen) processing equipment and will provide support for North American firm wishing product introduction in Costa Rica.

Ecuador:

- Producer of baby foods line (based on tropical fruits and vegetables) — Seeks a North American marketing distributor, a supplier of template material for product expansion, and technical assistance in managing the new lines.

Trinidad & Tobago:

- Producer of guava pulp and guava jelly — Seeks to expand operations. The firm requires an equipment supplier or equity partner for a turnkey facility and North American market penetration.
- Manufacturer of long shelf-life products (fruit-flavoured crystals, peanut butter, canned tropical fruits, juices, jams, jellies, snack bars) — Seeks capital to upgrade operations. The firm also desires North American market distribution, using established brands.
- Producer of exotic preserved fruits — Requires limited capital to decrease debt-to-equity ratio. The company also seeks marketing expertise and assistance in North American market penetration. This firm can provide a limited Latin American market for introduction of North American firm's products.
- Cocoa and nutmeg intermediate products manufacturer — Requires technology and limited capital to expand operations. The firm would like to penetrate the North American market.

For information contact Emilio Portocarrero, Deloitte & Touche Management Consultants, 386 Woolwich Street, Guelph, Ontario N1H 3W7. Tel.: (519) 822-2000. Fax: (519) 822-0247.

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Editor-in-Chief:

Sylvie Bédard

Editor: Don Wight

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