

# THE PORTAL

VOLUME XXXVII The Journal of the Household Goods Forwarders Association of America, Inc. SEPTEMBER/OCTOBER 2005

## HHGFAA's 43rd Annual Meeting In Washington, DC: A Capital Idea!

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A Look at Globalization



2004–2005  
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VOLUME XXXVII

SEPTEMBER/OCTOBER 2005

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**About our cover:** This issue spotlights HHGFAA's Annual Meeting Headquarters city, Washington, DC. Coverage begins on page 5. Cover photo by Peter Galletta.

**THE PORTAL** is published bimonthly by the Household Goods Forwarders Association of America, Inc. (HHGFAA), 5904 Richmond Hwy., Suite 404, Alexandria, VA 22303. Phone: (703) 317-9950. Fax: (703) 317-9960. E-mail: [hfgfaa@aol.com](mailto:hfgfaa@aol.com). Website: [www.HHGFAA.org](http://www.HHGFAA.org). Send subscriptions, advertising and editorial material, and changes of address to: Household Goods Forwarders Association of America, Inc. (HHGFAA), 5904 Richmond Hwy., Suite 404, Alexandria, VA 22303.



## THE PORTAL

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By Terry R. Head  
HHGFAA President

## Globalization: One Man's Pleasure, Another Man's Pain

**B**efore I started the research on the subject of Globalization as the focus for this issue of **The Portal**, I thought I had a good understanding of what the term meant. It turns out to mean different things to different people in different countries in their respective stages of economic well-being.

So what exactly is globalization? At a basic level it involves the integration of markets, production, and distribution networks across national and regional boundaries, although even that basic definition needs clarification.

Distribution includes not only transportation networks and the bureaucratic infrastructures that support them, but also advertising marketing strategies and the retail outlets that help to create and sustain consumer markets for products and services. In terms of transportation, improvements in both aeronautics and shipping have stimulated global integration. The invention of the jet engine produced faster and more efficient air travel and transportation. The creation of supertankers and other advances in shipbuilding also resulted in cheaper, faster and more efficient surface transportation. Communications technology advanced rapidly after World War II as well. Satellites lowered the cost and increased the availability of long-distance telephone phone calls. The proliferation of radio and television enabled wider marketing campaigns. The growth of computer use and availability also increased the ability to store and transport data and information. Most recently, the Internet has revolutionized access to information and further enhanced communication. Thus, by the 21st century, the ability to move goods and services around the world, to convene meetings, and to share information among far-flung groups of people increased many times over.

It's fairly obvious to anyone who reads or monitors the media that there are many people and organizations whose primary function is to spread capitalism and economic development through globalization. Conversely, there are other individuals and entities fervently opposed to globalization and its specific effects upon the world's economies, environment, and citizens, particularly those in the developing or Third World nations.

Globalization is perhaps one of the most misused, misunderstood and ill-defined terms in the lexicon of public discourse today. Everyone agrees that it is happening, but few people can actually get a handle on it. There are few moderates among either defenders or opponents of globalization.

Depending on one's perspective, globalization either represents the dawn of a new age of rising living standards, technological diffusion, and world peace that will be brought about through economic harmony; or it means a future in which the world is dominated by gigantic corporations that rape the environment, suppress wages, and subvert sovereign governments at will.

Personally, I am not sure which of these views is correct. Nor am I sure that there is room for middle ground on the topic of globalization. These questions are exactly what we aim to explore in this issue. Moreover, we hope to provoke thought and generate discussion as to the positive or negative impacts of globalization, not just on the world but on the relocation and international moving industry.

Various perspectives and opinion articles are presented in this issue. I invite you to read them with an open mind and then decide whether in the future you can anticipate the pleasures brought about by the globalization of the world (and our industry) or suffer the pain that others expect.

One thing is certain: This is just another chapter in a long story of global trade and the inevitable integration of economies and cultures, which I do not believe anyone can stop. People will always reach out to other people. That's the way of the world. ■

## ABOUT THIS ISSUE

This edition of **The Portal** expands on the focus of the July/August issue, which examined multilateral development organizations. In an issue that is timed to coincide with HHGFAA's 43rd Annual Meeting, it is fitting that we continue the international orientation by examining globalization. The world grows smaller by the day, thanks to stronger ties between and among nations, as well as technology and communications advances that keep the world's citizens in closer touch than ever before.

In addition, you will find a wealth of information about the city chosen for this year's Annual Meeting: Washington, DC. The Nation's Capital is always a lively and fascinating place and the problem is never finding enough to do, but finding the time to experience the breadth and full flavor of this Federal city.

In addition to the Schedule of Events (page 41), this issue includes a look at the candidates for this year's Active Member elections (page 37) and two items to be considered and approved by HHGFAA members: An amendment to the Association's By-Laws (page 39) and a proposed Code of Ethics (page 40).

A list of the 43rd Annual Meeting Exhibitors (as of press time) appears on page 42, and the fine companies who have signed on as sponsors for this year's gathering are recognized on page 44. Also, this year's Keynote Speaker is profiled on page 43.

Finally, for thumbnail sketches of a selected list of Washington's most popular attractions turn to page 45. Enjoy your visit! ■

# PORTAL FOCUS: GLOBALIZATION

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## Globalization: Friend or Foe? What Does It Mean for the International Moving Industry?

*By Peter Williams*

### **What is globalization?**

During the past 10 years or so, it has become a buzzword, in political, economic and commercial parlance. Depending on individual points of view it is either a Good Thing or a Bad Thing. In the political arena it has acquired something of a tawdry reputation, with the main issue being the outsourcing of manufacturing processes to cheaper labor markets overseas. In pure economic terms, globalization is promoted by the International Monetary Fund and the World Bank, as a way to create much-needed labor opportunities in poorer countries. In the world of commerce globalization offers opportunities to garner greater profits and to remain competitive in the marketplace at the same time.

### **Is globalization new?**

The concept of globalization, in fact, is not new. It has been around for 2,000 years, in one form or another. As always, there is nothing new under the sun, but some things appear to be new as a result of the way in which they are presented or because they have remained hidden for some time. In order to place any discussion in a proper perspective, it is worthwhile to delve a little into history.

### **The origins of globalization**

Europeans, beginning with the Romans and the Vikings, and followed later and especially by Britain, France, Spain, Portugal and Holland, had been exploring beyond their shores for many hundreds of years before the 20th century. They had established wide-ranging empires that encompassed the known world, which were firmly based on military policies of suppression, domination and indoctrination of the indigent populations. To cement the foothold gained by conquest, settlers followed. Thanks to the largely primitive societies in which the indigenous peoples lived, the immigrants were able to establish ascendancy. The governments in the home countries founded trading companies, charged with exploring and developing the new territories. Occupying armies were instructed to exploit the land for treasure and bounty — for example, the Spanish obsession with the search for El Dorado and gold took the form of a military campaign that lasted for hundreds of years. We must not overlook the fact that all of this was under the patronage of and at the behest of the rulers at home. Commercial undertakings came into the picture much later. But the seeds were sown.

### **The decline of globalization**

Inevitably the colonies began to resent the control exerted over them by governments in which they had no voice, or by the cruel oppression of occupying armies. The American Revolution toward the end of the 18th century and the uprisings across the South American continent in the 19th century, followed by the crumbling of the European empires in the 20th century, prepared the ground for dramatic shifts in political and commercial life. This would result in a permanent realignment of nations all over the world by the end of the 20th century. The centuries-old European domination of the world, still in place at the end of the 19th century, dissolved in a matter of half a century in the 20th. Apart from a few survivors, foreign ownership of businesses disappeared for a while as trade was negotiated between the old and the new countries. That early form of globalization gradually all but disappeared.

### **Focus on the home market**

It is fair to say that, prior to the Second World War, the world's marketplaces were almost entirely nationalistic and inward-looking. The vision of the captains of industry was focused on the demands of their compatriots. Products were designed to satiate the appetites of the home consumer, with very little regard, if any at all, for the consumer in a neighboring country, let alone overseas. Exploring foreign markets meant long and expensive trips, which were complicated by language barriers, with the sales pitch often meeting with xenophobia. It was much easier, safer and far more profitable to concentrate on the home market.

The reasons for this were varied: cultural, historical, political, linguistic, monetary. In Europe, centuries of conflict with and mistrust of neighboring countries, coupled with different languages, currencies and customs, not to mention age-old, traditional rivalries between Europeans, made the "foreign marketplace" an undesirable and

unfriendly place in which to ply trade. In the second half of the 20th century this attitude was irreversibly altered by one factor above all others: technology.

### **Advances in technology**

Rapid and far-reaching developments in technology, some as a consequence of war effort, have brought about a sea change in the way that industries now view their potential markets. There have been two revolutionary technological advances that have created this environment. We now take both for granted.

**Transportation.** The first was in transportation. It occurred in two phases. The arrival of jet air travel at the beginning of the 1960s meant that, suddenly, the world was smaller. It no longer took a week to travel between Europe and USA by ocean liner. The Far East and Australasia were no longer beyond the scope and reach of sales for companies in North America and Europe; and North America and Europe were fertile soil for the burgeoning industries of Asia.

Then, in the 1960s and 1970s, the arrival of the containership transformed ocean transportation, enabling delivery of goods to overseas destinations more quickly, efficiently and eventually at a lower cost. As international business grew, executives were posted in or close to the overseas market to promote and oversee their companies' interests and expansion.

And the international moving industry was only too ready, willing and able to participate in this lucrative market!

**Computerization.** The second also occurred in two phases, the first paving the way for the second, which has propelled globalization forward.

The invention and proliferation of computers means that virtually every business, including the small retail store on Main Street, now computerizes all of its activities — sales, operations and accounting — to the extent that, in order to function properly, businesses are now completely dependent on their computerized systems.

However, it is the creation of the Internet that took the Computer Age to a higher level and had a key role in the growth of globalization. Consumers around the world can now access a company's web site during their own business hours, even though that company's offices may be closed. Product information can be acquired without viva voce conversation with a company's sales office — and that office no longer has to be located in the same city or country as the inquirer. The need to send representative staff from headquarters into the foreign market can be considerably reduced, if not eliminated altogether. A small company in a small town can now enjoy a virtual presence in a desired marketplace, continents away. Even though there might still be a need for an in-country manager, the remaining staff requirement can be filled by a local labor force.

### **All that glitters is not gold**

While globalization has been of great benefit to corporations and their shareholders, it is not always viewed favorably in other walks of life. The most contentious aspect of globalization is the outsourcing of manufacturing to foreign markets, where labor costs are a fraction of those in the United States and Europe; the US garment industry, for instance, has come under considerable fire for this approach. Similarly, service industries have outsourced some aspects of their business activities; for example, credit card companies have transferred their customer service functions to overseas locations but, thanks to the high quality achieved by the telecommunications industry, the customer may never be aware of this.

### **How is the moving industry affected by globalization?**

There is no clear answer to this question. A generation ago, for the international mover, globalization meant that its client companies were eager to expand into foreign markets and, in order to do so effectively, needed to transfer staff to the new locations to establish, manage and promote the company in the new marketplace. From my own experience in international moving, in London in the mid-1960s, a major US food retailer expanded into the UK market, setting up the first nationwide chain of supermarkets. Senior managers were transferred from the United States to launch the enterprise, train the managers, and promote this new approach to a nation of shopkeepers. We were delighted to move them in and, later, move them back to USA. This one account provided us with a steady stream of executive moves, inbound and outbound, for several years. We saw a benefit from globalization by a US company. However, this enterprise marked the beginning of the end for the family-owned grocery on the British High Street.

One form of globalization entails the acquisition of a company by foreign interests. There is no need to list here the companies that have engaged in this method of corporate expansion - the automobile industry alone is rife with examples. The foreign shareholders can enjoy the fruits of an acquisition but without the need to transfer staff to run the company. Under such a scenario there is no opportunity for the mover to participate. Three decades after the arrival of the supermarket concept in the UK, a major European food retailer acquired a controlling interest in a major supermarket chain in the Eastern United States — as far as I know not one international move resulted from that event.

There is one category of corporate account in international moving that will likely never be affected by global-

ization: organizations in the public sector, such as government diplomatic and military services and the United Nations agencies. Governments rotate the staff of their diplomatic missions on a regular basis. International military relocations, which are now primarily of the US armed services, are gradually shrinking in volume as a result of policy decisions, but there remains a substantial volume of moving business. In the public international sector, the UN agencies, World Bank, IMF and similar organizations, are required to recruit their professional and executive staff internationally; in addition they rotate staff through their offices in the field. Unfortunately, access to this business is difficult for many companies because the points of origin and destination tend to be capital cities or major cities such as New York and Geneva.

As far as the future is concerned, it is very difficult to form projections with any degree of confidence. Given the changes wrought by the advent of the high technology revolution of the past quarter century and the speed with which those changes have taken place, the forecast tends more to the gloomy than the bright. Industries will bend and adapt technological advances to their pursuit of expanded markets and greater profits. It can be safely predicted that much of this effort will be undertaken without the relocation of staff to overseas workplaces. ■

*Peter Williams, now retired from full-time employment, spent his career in both the public and private sectors. He is a former Travel & Shipping consultant for the Food & Agriculture Organization (FAO), UN, and later chief of the FAO's Travel & Shipping Group in Rome, Italy; chief, Shipping Section, World Bank, Washington DC; director, Victory Van International, Alexandria, Va.; manager, Overseas Division, Security Storage Co., Washington, DC; and shipping manager, Michael Gerson Ltd. London, England.*

# Globalizing the Warehouse

*By William Hoffman*

When one small distributor of specialty books was looking to upgrade its warehouse capabilities in the Southeast, it found the answer in Hong Kong.

That's where this distributor said a prospective US warehouse provider could solve a nagging logistics problem in overseas reach by combining multi-tenant capabilities in Asia with basic warehousing operations in the United States.

It also suggests why the country's largest developers of logistics facilities are seeing their greatest growth prospects in the areas where shippers and logistics companies are pressing globalization and extending their supply chains.

"There's a shortage of high quality, functional space in most markets," said Jeffrey Schwartz, CEO of ProLogis, the world's largest developer of distribution facilities and services. As globalization stretches supply chains ever longer, boosting transportation costs, "Our facilities become a bargain, he said.

In July alone, ProLogis started 2.6 million square feet of development in Guangzhou and Tianjin, China. Its largest rival, AMB Property, announced more than 1.1 million square feet acquired or under construction in Toronto, Mexico City, Amsterdam, and Lyons, France.

For both companies, the expansion is a response to growing shipper demand for more and larger distribution space to accommodate increasingly dispersed but interconnected supply chains.

ProLogis says as much as 70% of its development starts are overseas.

San Francisco-based AMB Property has also pushed aggressively into global markets, said Frank Wade, senior vice president, international business development.

Since 2002, AMB has established air cargo offices or operations in Amsterdam, Frankfurt, and Madrid, and it recently moved into Singapore and Tokyo and opened an office in Shanghai to explore expansion into the Pearl River Delta cities of Shenzhen and Hong Kong.

The company also has branched out beyond what it calls "high-throughput" sites focused on air shipping by making investments in major sea freight ports, including Rotterdam, Hamburg, and Tokyo.

The companies say they are driving overseas not just to follow the big retailers and their logistics providers but also because smaller firms want space closer to their customers - whatever it takes to make the supply chain more efficient.

Another factor is the relative size of US developers compared with their foreign competitors. There are some regional and local developers, but Wade notes the market is very fragmented.

Thus while simple overseas DC deals attract more competition than a couple of years ago, he said, more complex demands for integrated logistics services in facilities require expertise only the big developers have.

# A Toxic Trade-off

By Daphne Eviatar

Pressing for passage of the Central American Free Trade Agreement at a White House news conference in May, President Bush made the case that a vote for CAFTA was a vote for democracy: “By transforming our hemisphere into a powerful free trade area, we will promote democratic governance, human rights and economic liberty for everyone,” he said.

But lawmakers who voted to pass CAFTA in late July may not have realized that a part of the trade agreement threatens to do just the opposite. That’s because of a little-understood legal clause included in CAFTA, the North American Free Trade Agreement (NAFTA), and other, already existing bilateral investment treaties. Designed to protect foreign investors against unfair treatment by a signatory state, these “investor-state arbitration” provisions actually hand foreign businesses powerful rights that trump the interests or desires of local citizens.

Take the example of the current bid by US-Canadian corporation Glamis Gold Ltd. to mine the ore in Guatemala’s Western highlands. Local community and church leaders have vigorously protested the company’s plans to dig an open-pit gold and silver mine in the department of San Marcos. They contend that the mining process, which uses cyanide to extract gold from ore, could leach deadly toxins into the surrounding water supply. After construction began in 2004, the indigenous poor — who make up most of the region’s population and depend on scarce local water — began protesting the mine. They continued for months into this year, even though the government dispatched the military to quell the protests and local leaders reportedly received death threats.

In response to these health and safety concerns, the government of Guatemala could decide either to ban the cyanide process or to require the company to compensate surrounding communities for their risk. The vice president has said that the government wouldn’t do anything the people don’t want. But stopping the Glamis project now could be costly: Under CAFTA, the government of Guatemala could be liable for tens of millions of dollars.

How can a multinational corporation that objects to local environmental, health or safety regulations sue a national government? That license is provided under NAFTA. Once CAFTA is signed, it will provide the same right. In each case, a provision of the agreement allows a foreign corporation to sue a national government for money damages if it believes that the actions of the federal, state or local government in a given country are discriminatory, violate international law or can be considered — directly or indirectly — an expropriation of the company’s investment. If complying with an environmental regulation makes a project no longer worth the cost, a company can claim that its investment has been expropriated by the state.

Whether the company is in the right won’t be decided by an independent judge, however. Rather, it will be decided by a panel of three private international arbitrators chosen by the parties involved. These arbitrators are often corporate lawyers, who, in another suit, could be representing the investor. Affected citizens are not parties to the case. The government’s right to protect the water supply in Guatemala, then, could be decided by British or American lawyers, for instance.

And it’s not just a matter of a powerful multinational corporation challenging a struggling Central American country. In fact, Glamis, the company that’s digging the mine in Guatemala, has already brought a similar legal action against the United States. In 2003, Glamis filed for arbitration under NAFTA, claiming that environmental and historic preservation regulations passed in California after the company had received a federal permit to dig there amount to an expropriation. The regulations, championed by then-governor Gray Davis in response to strong local protests, require that open-pit gold mines be backfilled and returned to their pre-mined condition after the ore has been depleted. Claiming that the cost of backfilling would destroy the future economic value of its project, Glamis brought a \$50 million claim against the United States. (The matter hasn’t been resolved yet.)

Defenders of arbitration provisions claim that critics’ concerns are overblown, and emphasize that, unlike Canada and Mexico, the United States has yet to lose one of these cases. Still, many legal experts argue that the provisions violate state and national sovereignty: They allow foreign investors to make an end-run around the federal courts, which usually rule on the legitimacy of public laws. As Justice Sandra Day O’Connor wrote after NAFTA’s adoption: “Article III of our Constitution reserves to federal courts the power to decide cases and controversies, and the U.S. Congress may not delegate to another tribunal ‘the essential attributes of judicial power.’ Whether our Congress has done so with respect to tribunals created by different treaties and agreements is a critical question.” John Echeverria, executive director of Georgetown University’s Environmental Law and Policy Institute, puts it more starkly: “Congress is virtually sleepwalking through a revolutionary, and likely highly destructive, alteration of the American constitutional system of government.”

The debate over these sorts of agreements isn’t over whether or not to have “free trade.” All trade is regulated — just a quick glance at the 22 chapters of CAFTA alone makes that plain. The conflict is over which rules will make the liberalization of trade benefit both foreign investors and local villagers. A trade agreement that binds the hands of local governments for the benefit of foreign corporations will only undermine democracy — and in the long run, global development itself.

SOURCE: *washingtonpost.com*

# Economic Democracy: The Political Struggle of the 21st Century

*By J.W. Smith*

Capital accumulation advantage increases or decreases exponentially with the differential in pay for equally productive labor: An equally productive worker in the poorly paid Third World produces a unique model car, is paid \$1 an hour, and produces one model car an hour. An equally productive worker in the developed world produces another unique model car, is paid \$10 an hour, and also produces one model car per hour. Each equally productive worker likes, and purchases, the other's model cars. (All true costs are labor costs [capital is stored labor] so we ignore monopoly capital costs, which go to the developed world anyway and calculate the cost of those model cars at the labor cost of production.) The \$1 an hour worker must work 10 hours to buy one of the model cars of the \$10 an hour worker but, with the money earned in the same 10 hours, the \$10 an hour worker can buy 100 of the model cars of the \$1 an hour worker. While in a homogenized market of many producers there is a 10 times differential in buying power, in direct trades between each other there is an exponential 100 times differential in retained wealth.

If the pay differential is 5 (\$10 to \$2), the wealth accumulation advantage is 25 to 1. If the pay differential is 2 (\$10 to \$5), the wealth accumulation advantage is 4 to 1. When all have access to technology and markets and pay is equal for equally productive work, the wealth retained (and available for accumulation or consumption) by each nation is equal.

All wealth comes from resources and resources are in the countryside. Thus for 800 years the cities of the Middle Ages raided the countryside to destroy their primitive industrial capital, forcing the countryside to sell their natural resources to the city. City-states fought city states over those same resources. The imperial city-states evolved into imperial nations that continued to fight control of resources and trade, the source of their wealth. The imperial nations of Europe colonized the entire world and continued to battle over who would control the wealth producing process.

Military forces of the wealthy world spread all over the world are there for the same purpose as those raiding parties from the imperial cities of Europe, control resources, monopolize industrial technology and control markets—in short, controlling the rules of unequal trade.

Where are Japan's resources? Where are South Korea's resources? Where are Singapore's resources? Where are Hong Kong's resources? Where are Taiwan's resources? Where are the resources of the old imperial nations of Europe who consume roughly 14 times the resources as lie within their borders? America, with 5% of the world's people, consumes 28% of the world's resources. The resources from which all wealth comes are primarily in the undeveloped world, the "countryside" of the developed world.

After World War II, the entire world was breaking free. Africa's new leaders were planning to build a regional economy and emulating the United States. This is why potentially wealthy countries of Africa and Latin America were destabilized. If they had been permitted to develop, the wealth of the world would be in those countries, not in Europe.

Virtually every nation which developed did so under the opposite development philosophies being forced upon the developing world. This creates dependent nations trapped in debt and are the legal structures which—through the formula described above—lay claim to the natural wealth and labors of the impoverished world. Any nation which attempts to break out will be immediately ostracized, embargoed, quickly impoverished, and forced back within the fold. Like the raiding parties of the Middle Ages, the IMF/World Bank/GATT/NAFTA/WTO/MAI structural adjustments are enforcing arms of imperial capital maintaining the impoverished world in dependency.

Where would America be if a powerful nation undersold their farmers? American farmers would go broke, farm equipment dealers would go broke, and businesses dependent upon the wages of those workers would go broke, simply because they imported their food instead of raising their own. The same principle works for all industry. If a country is unable to protect their internal markets and imports their needs, there is no buying power within the country to support local industries and they will stay impoverished.

Through organizing into trading regions and receiving full value for their resources and labor, the impoverished world can quickly break out of poverty.

If only 14% of the industry producing arms for the suppression of the world's break for freedom were turned to producing industry for the impoverished world, the entire world could be developed to a sustainable level and poverty largely eliminated in only 45 years. And Capital destroying Capital in trade wars wastes even more capital than that wasted on wars.

The wealthy world gained the support of their citizens for the violence they imposed upon the world through propagandizing them that these people were dangerous enemies. Only by educating impoverished populations on every aspect of why and how they were kept in dependency for centuries can governments gain the support of their citizens for reorganizing into efficient production and trading regions.

Intellectuals in the wealthy world are moral, honest, and want to alleviate poverty. But they have never been taught how the impoverished world was kept dependent and thus they cannot honestly address those causes. Only by this full understanding of economic history can the impoverished world gain their freedom. Wealthy world intellectuals would not push their nonsense when they know that their audience knows a lot better.

Through abandoning control of the world through covert and overt violence and sharing both the world's resources and the wealth those resources produce, world poverty can be quickly eliminated. ■

*The Institute for Economic Democracy, founded by Dr. J.W. Smith, is a 501C3 nonprofit/educational foundation researching the causes and cures of world poverty and promotes sustainable world development and elimination of world poverty through economic democracy and democratic cooperative capitalism.*

## Cooperative Relationships with Other Countries

**B**ilateral cooperation almost always involves sharing of intelligence information and analysis on topics of mutual interest. Beyond this, cooperative arrangements may take any of several forms:

- another country may agree to undertake collection and/or analysis in one area and share it with the United States in return for the US's reciprocating in another area;
- another country may permit the United States to use its territory for collection operations in return for the US's sharing the results of such collection;
- the US may help another country acquire a collection capability for its own purposes with the understanding that the US will be permitted to share in the results;
- joint collection operations may be undertaken with US intelligence officers working side-by-side with their foreign counterparts;
- exchanges of analysts or technicians between the United States and other services may occur; or
- the United States may provide training in return for services rendered by the foreign service (e.g., translations of particular foreign languages, where a foreign service brings unique skills to the endeavor).

In general, the United States is deriving great benefit from these cooperative relationships. Although other countries are not always able to bring to the table technical capabilities to match those of the United States, they reciprocate in other ways. In some cases, they provide geographic access that would not otherwise be available. In others, they provide skills and expertise the United States would otherwise have to develop. In a few cases, other governments have financed capabilities that have spared US taxpayers considerable costs. By and large, these relationships have remained confidential.

The United States and most other cooperating countries are extremely conscious of the need to "pull their share of the load" within the limits of their respective resources. Most of these nations have smaller populations, a smaller tax base, and a smaller military. Generally, compared to the United States, they have a smaller role in world affairs and worry principally about threats closer to home. While a few actually spend a greater percentage of their defense budget on intelligence than does the United States, it is unreasonable for the United States to expect quantitative comparability in these relationships. Quite apart from the access and capabilities they provide, there is great benefit for this country in having close and enduring friends who can be counted upon in times of trouble. Intelligence provides tangible "cement" for these security relationships.

Nevertheless, bilateral relationships can be problematic. US intelligence maintains with countries liaison relationships that sometimes times necessarily involve relationships with governments or individuals who do not measure up to our moral or ethical standards. Such relationships may, nonetheless, benefit the United States by providing valuable information that serves broader US national security interests. In addition, liaison relationships provide insight into the activities of other intelligence services, as well as provide important contacts that may be essential to the ability of the United States to influence events during a crisis.

By maintaining such relationships, however, US intelligence agencies risk becoming associated with their misdeeds. There are no easy answers for these situations. Obviously, where such concerns are present, the intelligence liaison relationship must be carefully and frequently assessed by senior policymakers to ensure that the benefits of the relationship outweigh the inherent risks in the continuing association. But even where this balancing of interests occurs, problems may still arise beyond the ability of US intelligence agencies to control. ■

# Multinational Corporations in the Third World: Predators or Allies in Economic Development?

*By James C. W. Ahikpor*

Multinational corporations (MNCs) engage in very useful and morally defensible activities in Third World countries for which they frequently have received little credit. Significant among these activities are their extension of opportunities for earning higher incomes as well as the consumption of improved quality goods and services to people in poorer regions of the world. Instead, these firms have been misrepresented by ugly or fearful images by Marxists and “dependency theory” advocates. Because many of these firms originate in the industrialized countries, including the United States, the U.K., Canada, Germany, France, and Italy, they have been viewed as instruments for the imposition of Western cultural values on Third World countries, rather than allies in their economic development. Thus, some proponents of these views urge the expulsion of these firms, while others less hostile have argued for their close supervision or regulation by Third World governments.

Incidents such as the improper use in the Third World of baby milk formula manufactured by Nestle, the gas leak from a Union Carbide plant in Bhopal, India, and the alleged involvement of foreign firms in the overthrow of President Allende of Chile have been used to perpetuate the ugly image of MNCs. The fact that some MNCs command assets worth more than the national income of their host countries also reinforces their fearful image. And indeed, there is evidence that some MNCs have paid bribes to government officials in order to get around obstacles erected against profitable operations of their enterprises.

Several governments, especially in Latin America and Africa, have been receptive to the negative images and have adopted hostile policies towards MNCs. However, a careful examination of the nature of MNCs and their operations in the Third World reveals a positive image of them, especially as the allies in the development process of these countries. For the greater well-being of the majority of the world’s poor who live in the Third World, it is important that the positive contributions of these firms to their economies become more widely known. Even as MNCs may be motivated primarily by profits to invest in the Third World, the morality of their activities in improving the material lives of many in these countries should not be obscured through misperceptions.

The first point to recognize about MNCs is that, besides operating under more than one sovereign jurisdiction, they are in nature very similar to local or non-multinational firms producing in more than one state or plant. We may call such multi-plant firms uninational corporations (UNCs). Thus, a UNC with branch plants in Alaska as well as some other parts of the U. S. would have been known as an MNC had Alaska continued to be a non-U.S. territory. Indeed, the experience of European countries soon to become more unified economically or the former Soviet Union now breaking up into several sovereign or quasi-sovereign states should impress us of the fact that the United States or Canada easily could have been several independent countries, and some present UNCs would have been MNCs.

Like UNCs, MNCs are owned by shareholders who expect annual returns or dividends in compensation for funds they make available for the firm’s production and sales activities. It is to enable MNCs to pay such dividends that their managers seek out the most efficient workers for the wages they pay, buy materials at the cheapest costs possible, seek to produce in countries levying the lowest profit taxes, and sell in markets where they can earn the highest revenues after costs. (This is no different from anyone seeking employment at the highest wage for the least amount of tedium, the most congenial work environment and location, and the highest employment benefits.) Perhaps the main difference between uninational and multinational corporations is that the latter have been more successful than the former, and as a result have expanded their activities to many more regions and sovereign states.

Many do recognize UNCs or local firms as helpful agents in the development of the communities in which they operate. Primary in this recognition is the employment they create and the (higher) incomes earned because of their having established in the region. These firms also rent buildings and land, or sometimes buy them, thus generating higher incomes for their owners. For example, in the absence of the present Japanese owners having bid for the Rockefeller Center in New York, the price its American owners would have gotten for it would have been lower. The same applies to the income prospects of owners of the Seattle Mariners should the sale of this club to the Japanese buyers go through. It is precisely in similar ways that MNCs enrich labor and other resource owners in the Third World. In their absence, the people would have had fewer or much lower paying jobs, and the demand for land and other local resources would have been lower. Without the operators of such hotels as the Holiday Inn, the Sheraton, the Hyatt, Four Seasons, and the Hilton having leased or bought beach-front properties in several of the popular tourist resorts in the Third World, their owners (individuals or government) might have received much less for their sale. Such purchases also release the capital of resource owners for investment in other enterprises.

Some of those who recognize little positive contributions from MNCs to the economics development of the Third World countries might, however, acknowledge that these firms pay higher wages to local employees than they typically would receive elsewhere, and higher rents for land and buildings. But they often argue that the wages in

Third World countries are lower than those paid by MNCs in the more developed countries, and the working conditions are not of the same standard. However, the comparison misses several key points. For example, the skill or educational levels of workers in the Third World and those of the more developed countries are not the same. The amount of machinery and equipment handled by workers in the two locations are also different. In short, the amount of output generated by a worker in the Third World is typically smaller than that produced in the more developed world. Indeed, if MNCs could hire enough of higher skilled workers in the more developed countries at the wages workers are paid in the Third World, they would gladly do so. They would thus earn higher profits while selling their goods and services at lower prices. But the fact is that the voluntary exchange system in which MNCs operate would not permit them. Besides those working for charity, few others would for long accept wages they consider to be less than their contribution to an enterprise.

The same explanation applies to wages paid by MNCs in the Third World. Unless workers find it most profitable to work for MNCs at the wages they offer, they would choose employment elsewhere. Similarly, unless MNCs can make as much profit as they can at home, as well as compensation for the additional risks taken to invest in the Third World, including the risk of asset confiscation by a hostile future government, they would not venture into those parts of the world. Thus, there have to be net benefits for both parties in a transaction (here workers and multinational corporations) for the transaction to take place, and on a continuous basis.

It may also be worthwhile to point out that research has not confirmed the frequent assertion that foreign firms, including MNCs, make excessive or higher profits per dollar invested than their local counterparts. On the contrary, private local firms on average earn higher rates of profits before taxes than foreign firms (as revealed by research in India, Brazil, Columbia, Guatemala, Ghana, and Kenya). And the simple explanation is that many Third World governments tax the profits of their local firms at a higher rate than they do those of foreign firms. Thus, the after-tax rates of profit are similar for foreign and private local firms in the Third World. Furthermore, new wealth created by any firm has to cover the wages, interest, equipment, and the rental costs of land and buildings incurred in production before profits are paid. And much of such payments stay within the host Third World economy.

It may also be worthwhile to point out that research has not confirmed the frequent assertion that foreign firms, including MNCs, make excessive or higher profits per dollar invested than their local counterparts. On the contrary, private local firms on average earn higher rates of profits before taxes than foreign firms (as revealed by research in India, Brazil, Columbia, Guatemala, Ghana, and Kenya). And the simple explanation is that many Third World governments tax the profits of their local firms than they do those of foreign firms. Thus, the after-tax rates of profit are similar for foreign and private local firms in the Third World. Furthermore, new wealth created by any firm has to cover the wages, interest, equipment, and the rental costs of land and buildings incurred in production before profits are paid. And much of such payments stay within the host Third World economy.

If we withhold our paternalistic instincts toward poorer people in the Third World, we would also respect their judgement to purchase products manufactured there by MNCs rather than accuse the firms of selling inappropriate products to them. Being poor does not make one's choice of products less defensible or moral than the choices of the rich. And without sufficient demand for the products, MNCs would not make profits from selling them in the Third World. In a free trading regime, the same products might have been imported had they not been produced by MNCs. There is thus no valid reason why Third World governments should require that MNCs manufacture and sell only second- or third-rate quality products in those countries, as some analysts from the more developed countries have suggested. Is there anything legitimate that Third World governments can do about the activities of multinational corporations in their countries? Yes; but nothing more than they legitimately and reasonably would do about local firms, bearing in mind that excessive taxation of profits or environmental regulations reduce total investments by both types of firms. Perhaps, MNCs may be able to offer bigger bribes than local firms to escape restrictions imposed on them by Third World governments. If so, such restrictions mainly work against the development of local firms. The solution ought to be a loosening of restrictions on businesses so they may create more wealth and in the process facilitate the development of local enterprise and lessen the incidence of corruption in government.

Adam Smith, who was also a moral philosopher, long observed that an individual "by directing ... industry in such a manner as its produce may be of the greatest value, ... intends only his own gain, and he is in this, as in many other cases, led by an invisible hand to promote an end which was no part of it. By pursuing his own interest he frequently promotes that of the society more effectually than when he really intends to promote it." These observations apply with equal force to the investment activities of multinational corporations in Third World countries. And it is no accident that people in those Third World countries whose governments have been more open to the presence of multinational corporations have experienced significant improvements in their standard of living (e.g., Bermuda, the Bahamas, Hong Kong, South Korea, Singapore, and Taiwan) while many in countries hostile to these firms continue to be mired in poverty. It may not be the intent of Third World governments, but perpetuating poverty in the name of protecting their people from alleged exploitation by MNCs has little moral justification. ■

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## World Publics Approve Increased International Trade But Express Concern for Problems of Global Economy

Though controversy is likely to continue to surround the world trade ministers' and multilateral trade agreements, as well as entities like The World Bank and IMF, increased trade is widely supported by the world's people. Both the rich and the poor embrace international commerce, saying it is good for their countries and good for their families, according to results from the Pew Global Attitudes Project's surveys of 38,000 people in 44 nations. And contrary to widespread perception, the public thinks positively of both international organizations, such as the World Trade Organization, and multinational corporations, both the target of violent protests at the WTO meeting in Seattle in 1999 and likely to come under fire again in Cancun.

Anti-globalization protesters, on the other hand, are held in low esteem worldwide—even though the public thinks many of the problems the protestors rail against, including the availability of jobs and the gap between the rich and the poor, are worsening. And Pew's global surveying found that popular support for trade is more muted than enthusiastic, especially among less affluent people in most countries.

**Overall, large majorities in 38 of 44 nations surveyed by Pew in Summer, 2002 thought growing global trade and business ties were good rather than bad for their country.** This was particularly the case in Vietnam (98%), Nigeria (95%), Germany (91%), China (90%), Mexico (79%) and the United States (78%). There was also strong support for global commerce in France (88%), Brazil (73%) and India (69%), countries that have been critical of the current Doha negotiations and will be pivotal players in the debates in Cancun.

Enthusiasm for trade was particularly strong in Africa, the poorest continent, where majorities in 6 of the 10 countries surveyed said trade was very good for their nations. As might be expected, international commerce was also popular among upper income people, who in Brazil, France, Mexico and the United States, were twice as likely as the poor to think trade was very beneficial. Nevertheless, for most of the world's people, their support for trade was guarded. The public was more likely to see international commerce as somewhat good, not very good for their country in nations as disparate as Brazil, China and Great Britain.

Multinational corporations — the engines of world trade that have long been vilified by globalization's critics — were, nevertheless, widely supported around the world. In 33 of 44 countries — including every nation surveyed in Africa — majorities think foreign companies have a generally positive influence. International firms were particularly popular in developing nations, such as South Africa (78%), China (76%) and Mexico (64%). By contrast, just half of those surveyed in industrial economies such as the United States (50%) and France (50%) gave global corporations good marks. And most people everywhere said such firms had a somewhat good influence on their nations, not a very good influence.

International organizations, such as the WTO, were rated even higher by the world's public. Two in three people in Great Britain, France and South Africa said such bodies are a good influence. Three in five people in the United States and Mexico agreed.

But despite high visibility demonstrations in the last few years, globalization critics have simply failed to register on the public's consciousness. Majorities or pluralities in most of Africa, Asia, Latin America, the Middle East and Eastern Europe said they did not know enough about protesters to have an opinion or they declined to offer one. In the United States and much of Western Europe, the sites of numerous past protests, critics' support was limited: 27% in Italy, 30% in the United States, 34% in Germany. Only in the Philippines (54%), France (44%), South Africa (44%), Bolivia (47%), Guatemala (44%) and Honduras (46%) did large portions of the public think protesters were a positive influence.

Public support for trade and multinational corporations and the lack of enthusiasm for protesters does not mean that people necessarily reject critics' concerns. Majorities, in most cases strong majorities, in 34 of 44 nations thought the availability of good paying jobs had gotten worse in the last 5 years. And substantial majorities — 82% in France, 67% in the United States, 63% in Mexico — thought the gap between the rich and the poor had worsened. But unlike trade's critics, the public did not blame globalization for these problems. People attributed such difficulties to domestic factors.

In an effort to avoid one likely confrontation in Cancun, the WTO agreed in late August to ease poor countries' access to medicines for diseases such as AIDS. The WTO's initiative reflected widespread public concern. The Pew survey showed that most people believed that diseases now spread more rapidly than they did half a decade ago. And more than 8 in 10 people in Africa and more than seven-in-ten in most of Latin America rated infectious diseases such as AIDS as "very big" national problems. By contrast, only 3 in 10 Americans agreed. Americans' lack of urgency about this issue may provide one explanation for the Bush Administration's delay in resolving the dilemma.

*These results are drawn from polls conducted by the Pew Global Attitudes Project, a series of worldwide public opinion surveys conducted over the past 18 months. The project has issued two major reports, "What the World Thinks in 2002," based upon 38,000 interviews in 44 nations, and "Views of a Changing World, June 2003," based on an additional 16,000 interviews in 20 nations and the Palestinian Authority. Full details about the surveys, and the project more generally, are available at [www.people-press.org](http://www.people-press.org).*

# A Global Generation Gap Adapting to a New World

Generational differences fuel much of current social and political tension in Western Europe and the United States over globalization, nationalism and immigration, according to an in-depth analysis of results from the Pew Global Attitudes surveys. Older Americans and Western Europeans are more likely than their grandchildren to have reservations about growing global interconnectedness, to worry that their way of life is threatened, to feel that their culture is superior to others and to support restrictions on immigration. This generation gap is less pronounced in Eastern Europe and is virtually nonexistent in Asia, Africa and the Middle East. Nevertheless, Americans and Western Europeans of all ages are less likely than people in other parts of the world to tout their own cultural superiority and are less wary of foreign influence. These findings are based on the Pew Global Attitudes Project's surveys conducted during 2002 and 2003 among more than 66,000 people in 49 nations plus the Palestinian Authority.

Throughout the world, there is a tension in opinion brought on by the push and pull of globalization. Strong majorities in all regions believe that increased global interconnectedness is a good thing. But globalization is more popular among the youth of the world. Everywhere but Latin America, young people are more likely than their elders to see advantages in increased global trade and communication, and they are more likely to embrace "globalization" per se<sup>1</sup>. This hesitation among some older citizens to embrace the movement toward globalization may be due in part to latent nationalism. Trend data from the World Values Survey<sup>2</sup>, in successive surveys over the past 20 years, show that for the last two decades older people in the United States and throughout Western Europe have consistently expressed more national pride than a generation of older citizens.

## Whose culture is best?

The Global Attitudes survey shows that people all over the world and of all ages are proud of their cultures. Yet it is only in the West (North America and Western Europe) where that pride is markedly stronger among the older generations, while younger people tend to be less wedded to their cultural identities.

In the United States, 68% of those ages 65 and older agree with the statement "our people are not perfect, but our culture is superior," while only 49% of those ages 18–29 agree. The generation gap in Western Europe is similar.

<sup>1</sup>This also is true in the Asian countries surveyed by the Global Attitudes Project but not aggregated for the accompanying table or for this analysis.

<sup>2</sup>The World Values Survey, run out of University of Michigan's Institute for Social Research, can be found online at [www.worldvaluessurvey.org](http://www.worldvaluessurvey.org).

### Mixed Support for Globalization

	Age			
	18-29	30-49	50-64	65+
	%	%	%	%
North America	43	35	35	27
Western Europe	41	37	40	36
Eastern Europe	39	30	30	7
Latin America	36	36	44	45
West Africa	75	66	58	61
East/South Africa	59	51	48	31
Conflict area*	50	50	45	39

Percent responding "very good" to "How do you feel about the world becoming more connected through greater economic trade and faster communication?"

\*Countries included in the Middle East/Conflict area are Egypt, Jordan, Lebanon, Pakistan, Turkey, and Uzbekistan.

### Older Citizens See Culture As Superior

	Age			
	18-29	30-49	50-64	65+
	%	%	%	%
North America	49	56	71	68
Western Europe	32	32	43	53
France	21	22	50	56
Germany	33	36	45	46
Italy	46	57	55	64
Britain	36	31	39	51
Eastern Europe	57	62	60	58
Bulgaria	75	75	75	78
Czech Rep.	47	47	53	68
Poland	53	49	68	60
Russia	58	63	62	59
Slovak Rep.	53	47	51	65
Ukraine	49	52	54	50

Percent who agree "Our people are not perfect, but our culture is superior."

More than half of older Western Europeans (53%) are culturally chauvinistic, compared with only 1 in 3 (32%) of their younger counterparts. The difference between generations is particularly apparent in France, where only 21% of those under age 30 support the notion of cultural superiority while 56% of those aged 65 and older say French culture is superior.

Eastern Europeans overall are more likely than their Western counterparts to say that their culture is superior. However, generational differences are not as sharp or as consistent as those seen in the United States and Western Europe. In Bulgaria, Russia and Ukraine, citizens of all ages agree about the superiority of their respective cultures. In the Czech Republic, Poland and Slovak Republic, there are differences in perspective across age groups.

In Africa and Latin America, strong majorities, cutting across almost all ages, believe their culture is superior. In Asia, feelings of cultural superiority are even more intense. There are no major generation gaps in the region, except in Japan, where 84% of older people think that their culture is superior, compared with only 56% of those under age 30 who hold that view.

### Protecting “our way of life”

Despite the general attraction of globalization and possibly, as a reflection of their sense of cultural superiority, solid majorities everywhere think that their way of life needs to be protected against foreign influence. In most parts of the world, that desire cuts across all age groups. However, in the United States, Western Europe and parts of Eastern Europe, older people are much more worried than the young about defending their country’s way of life.

In the United States, 7 in 10 (71%) people ages 65 and older want to shield their way of life from foreign influence, while just over half (55%) of those ages 18 to 29 agree. This generation gap is even greater in France, Germany and Britain, where older people are twice as likely as young people to be worried about erosion of their way of life. Generational differences are less consistent in Eastern Europe. Concern is greatest among older people in Russia and Ukraine, while young Czechs are more worried than their elders about foreign influence.

Africans, Asians, Latin Americans and people living in the Middle East are generally even more worried than Americans and Europeans about a pernicious foreign influence on their way of life, but that concern is broadly shared across generations, with little significant difference between age groups.

	Intensity of Support for Restricting Immigration			
	Age			
	18-29	30-49	50-64	65+
	%	%	%	%
North America	40	43	35	43
• United States	40	45	49	50
• Canada	29	30	37	36
Western Europe	31	39	47	50
• France	24	33	54	53
• Germany	21	26	33	36
• Italy	41	47	45	58
• Britain	37	47	49	52
Eastern Europe	31	32	35	36
• Bulgaria	14	15	19	12
• Czech Rep.	48	47	50	50
• Poland	17	13	16	22
• Russia	32	34	34	35
• Slovak Rep.	29	38	36	43
• Ukraine	26	22	27	51

Percent who completely agree with the statement, “We should restrict and control entry of people into our country more than we do now.”

	English a Must-Learn Around the World			
	Age			
	18-29	30-49	50-64	65+
	%	%	%	%
North America	30	30	35	29
• United States**	29	30	35	42
• Canada**	42	44	47	43
Western Europe	42	50	56	61
• France	44	59	65	68
• Germany	62	71	76	74
• Italy	49	46	50	53
• Britain**	27	30	41	51
Eastern Europe	53	52	45	29
• Bulgaria	53	52	37	30
• Czech Rep.	68	69	78	74
• Poland	50	50	53	35
• Russia	52	50	41	26
• Slovak Rep.	68	73	72	70
• Ukraine	62	67	73	62

Percent who completely agree that “Children need to learn English to succeed in the world today.”

\*\*U.S. and British respondents were asked, “Children need to learn a foreign language to succeed in the world today.” Canadian respondents were asked, “...need to learn a second language.”

## Putting the brakes on immigration

Skepticism about foreign influence is evident in widespread, intense antipathy toward immigration. Majorities in nearly every country surveyed support tougher restrictions on people entering their countries. Immigrants are particularly unpopular across Europe, especially among the older generation, where half of those surveyed completely agree with the need for additional immigration controls. The anti-immigrant generation gap is widest in France, where more than half (53%) of those ages 65 and older completely agree that immigration should be restricted. Only a quarter (24%) of younger French men and women shared such strong views.

Anti-immigrant sentiment also runs high in the United States, especially among older Americans. Half (50%) of those ages 65 and older strongly support new controls on entry of people into the country. Only 4 in 10 (40%) young people share that intensity of sentiment.

Support for greater immigration controls also is widespread in Africa, Asia and Latin America, without the generational differences seen in Europe and the United States. The principal exception is Japan, where older people are much more vehement than younger people that foreigners should face restrictions for entering their country. Fully 64% of Japanese ages 65 and older say there should be more control over foreign immigration. Only 12% of those aged 18-29 agree.

## Most agree English is important

While most citizens of the world long to preserve their own national identities and to protect their cultures from foreign influence, majorities everywhere agree on the importance of children learning English or, in the case of the United States and Britain, on the necessity for children to learn a foreign language.

Generational differences on language training suggest that, while older Americans and Western Europeans are quite worried about foreign threats to their way of life, they still place great value on developing the language skills necessary to cope with the broader world. Fully 42% of US senior citizens completely agree that children need to learn a foreign language. Only 29% of those under the age of 30 feel that strongly about language training. In France, 68% of those ages 65 and older completely agree that kids need to learn English to succeed in the world today. Only 44% of those aged 18-29 feel that strongly. The age gap is equally wide in Britain and less pronounced in Germany and Italy.

In Eastern Europe, the generational difference on this issue runs in the opposite direction. Young people are much more strongly committed to the idea of learning English than the older generation. Overall, 53% of Eastern Europeans under the age of 30 completely agree that children need to learn English to succeed in the world today. Only 29% of those ages 65 and older feel the same way.

In Latin America, overwhelming majorities of all ages agree about the importance of learning English. Only in Mexico do young people place much greater value on language training than do their elders. In Asia, there is similarly widespread agreement among all age groups about the need to learn English. The lone exception is Japan, where 75% of those aged 65 and older completely agree that it is important for kids to learn English, while only 45% of those aged 18-29 completely agree.

### It's a Fact ...

FedEx began the expansion of its Miami facility in 2003—anticipating more volume from South America over the next 5 to 10 years. The passing of CAFTA simply fulfills part of their strategic planning efforts in this area and its eventuality (passing CAFTA) came as no surprise to many in the field.

# Happy Birthday, WTO?

*By Elizabeth Wasserman*

People weren't clamoring to celebrate the World Trade Organization's 10th birthday in August. Since the WTO came into being on Jan. 1, 1995, tear gas — not balloons — has accompanied its gatherings. The Geneva-based group, which is modeled on the United Nations and has 148 member states, was set up as a forum for governments to negotiate trade agreements, settle disputes, and hash out a system of trade rules. The hoped-for result: economic development in both rich and poor countries.

Over the past decade, however, the WTO has found itself embroiled in one controversy after another. Its honeymoon was cut short when the Clinton administration threatened to double tariffs on Japanese luxury cars, prompting a trade war only a few months after the group's creation. Four years later, the WTO's annual meeting in Seattle was eclipsed by riots outside the convention hall and gripes within that the group put corporate interests ahead of health, labor, and environmental concerns. Last year at a summit in Cancun, a group of developing nations banded together to blast the United States and the Europeans for hypocritically pouring billions into farm subsidies for cotton, sugar, and other crops. More generally, the group is criticized for promoting policies that lead to the outsourcing of jobs to the developing world.

As the WTO marks its first decade, observers will surely rehash these failures — and mention America's record trade deficit, for good measure. But it should also be noted that American entrepreneurs have directly benefited from the WTO's tariff-reducing agreements. US exports of goods and services topped \$1 trillion starting in 2001.

Between 1992 and 2001, the number of small and midsize companies exporting grew nearly twice as fast as the number of large exporters, according to the U.S. Department of Commerce. Small and midsize companies now represent 97% of all firms that export goods and services, and they account for about a third of all goods the US exports.

The case that the WTO is responsible for this expansion of trade is a pretty good one. While big multinationals rely on money, political access, and armies of lawyers to protect their interests on a global scale, the WTO's efforts help the average firm. "When we cut tariffs, it directly helps small businesses," says Chris Padilla, the assistant US trade representative for public liaison. "They usually cannot invest overseas to get around the tariff laws the way an IBM invests in Brazil and gets behind tariff protections in Brazil."

To be sure, there is still work to be done. Tariffs remain high in many countries. While two-thirds of all goods imported into the United States are duty-free — and our average industrial tariff falls below 2% — many nonindustrial nations maintain tariffs that are 12 times as high.

This situation persists in part because, like the U.N., the WTO struggles to forge consensus on the most basic issues among its 148 members. For example, simplifying customs rules has ranked among the priorities of US negotiators in the talks that started at the WTO's Fourth Ministerial Conference in Qatar, back in 2001. Nevertheless, customs procedures are often so antiquated that Padilla says some countries don't post rules on the Internet, can't rush approval for express deliveries, and maintain different rules and fee structures in different ports in the same country.

Another problem with the WTO, from an American perspective at least, is that other nations seem to be more aggressive than we are when it comes to getting what they want. The Chinese, who joined the WTO in 2001, have masterfully exploited current agreements that do not prohibit currency manipulation. Beijing has maintained its currency at its 1994 level against the dollar, thus artificially increasing the prices of our exports and lowering the prices of theirs, enabling them to flood the international markets with cheap goods.

Some Americans have found a way around this trap. For a while, Tony Raimondo, CEO of Behlen Manufacturing Co. of Columbus, Neb., had suspended exports to China. His company — which manufactures agricultural grain bins, drying systems, and metal-frame building systems — had suffered because Chinese copycats could manufacture these materials cheaper, owing to the unfair currency valuation. Later on, Raimondo stumbled on the idea of setting up a joint venture in Beijing that would also benefit from the cheap currency. "In order for us to sustain market share, we had to be on the inside," he says. He now does \$10 million a year overseas, or 10% of his annual revenue.

Like China, the Europeans often seem to be more astute when it comes to trade diplomacy. Jerry Smith, the owner of Transcom Trading, a 15-person company in Irmo, S.C., saw this firsthand. His company, which exports equine, pet, and livestock products to Europe and Asia, used to benefit from tax advantages under which the US government allowed small businesses to shelter some export income in foreign sales corporations. A few years ago, the European Union brought a complaint against the United States before the WTO, arguing that those incentives amounted to subsidies. The Europeans won.

But then, in a move that still irks Smith, the WTO ruled that the E.U. countries were allowed to keep tax breaks for their small businesses. "There are all sorts of subsidies other governments find to duck the regulations," he grouses. "I'm confident that our competitors overseas will find ways to help their exports."

Such disappointments aside, the WTO's efforts have removed some of the cost from exporting. The group has also generated more interest in overseas markets. "A major part of the reason that small and midsize exporters grew in the last 20 years is the WTO," says Jim Morrison, of the Small Business Exporters Association in Washington, D.C. "In some cases, if someone is just making a sale to Canada or Mexico, it's incremental change. But others are opening their minds to possibilities that might not have been there before."

Randy Tofteland is emblematic of the entrepreneurs who have stepped up their international sales efforts in recent years. He's the president and CEO of SoftBrands, a 500-person Minneapolis firm that sells software to the hospitality and manufacturing industries. The company now has clients in 60 different countries. International sales account for almost half of its \$70 million in annual revenue. "Trade is now seamless and global," he says, "and those that take advantage of it are going to be the long-term winners." One can imagine the founding fathers of the WTO making the same bold prediction a decade ago. ■

## Most of the World Still Does Without

The United States may pride itself as the land of plenty. But the portion of Americans who occasionally go hungry for lack of money to pay for food has not decreased in three decades. And America may have the best trained doctors and most advanced hospitals in the world. But the portion of Americans who periodically can't afford medical care each year has actually increased since the mid 1970s. By comparison, Canadians, Europeans and Japanese are far less likely to go hungry. But they, too, face a growing challenge in finding the means to pay for a doctor. Meanwhile, widespread basic deprivation — the lack of resources to pay for food and medical care — remains a daily challenge in most of the rest of the world, especially among the poor, according to 38,000 interviews in 44 countries by the Pew Global Attitudes Project.

### Hunger widespread

As most Americans gather for Thanksgiving — traditionally a time for festive overeating and self-indulgence — about 1 in 7 of their fellow citizens say they occasionally can't afford to put food on their tables. And the problem is not getting any better.

As many as 15% of Americans said there have been times in the last year when they did not have enough money to buy food for their families. In contrast, only one-in-eleven Western Europeans (9%) and 1 in 25 (4%) Japanese said they periodically go hungry. These proportions have not changed significantly between 1974-1975 and 2002, when compared with data collected by Gallup International. Only in Japan, notwithstanding a decade-long economic stagnation, has the proportion of people reporting they occasionally can't pay for food declined significantly, by 10% since 1974-1975.

In other, poorer parts of the world, putting food on the table is much tougher. Majorities in 7 of 10 African countries surveyed — including 59% of South Africans and 56% of Nigerians — said they went without food at some point because of the lack of money. And hunger is not simply a function of absolute poverty. Half of Russians (50%) and Ukrainians (55%) also complained they occasionally could not pay to feed their families. Moreover, it has become more difficult to regularly put food on the family table in parts of Latin America. In 2002, nearly half (45%) of Brazilians reported that they skipped meals because of a lack of cash. In 1974-1975, only 26% of Brazilians occasionally went hungry.

The good news: for people fortunate enough to live in poor regions that have prospered in the last generation, hunger, while still disturbingly widespread, has declined; 2 in 3 (66%) Indians said they periodically went without food in 1974-1975. By last year, 44% claimed such deprivation.

While an overwhelming number of people in the United States, Canada and Europe said they have enough to eat, 2 in 5 low-income Americans at times go hungry, the highest such proportion in the industrial world. Only 1 in 4 low-income Canadians and Britons are so deprived. The young in the United States are also twice as likely as the old to be unable to pay for a meal — 21% of those aged 18-29 complained that they occasionally can't buy food, compared with only 9% of those age 65 or older. US women (19%) also were more likely than men (11%) to not be able to afford the occasional meal.

In most of the rest of the world, overwhelming portions of the poor occasionally went hungry: 71% of low-income people in Brazil, 66% of low-income people in Russia, 65% of low income people in India. Notably, however, a third (36%) of people who have a middle-class income by Brazilian standards also reported not having enough money for food at times, and half (52%) of middle-class Russians and a quarter (25%) of middle-class Indians faced similar deprivation. Brazilian and Mexican women, like their sisters in the United States, are much more likely than men in their societies to have faced challenges feeding their families. But elsewhere in the developing world, women were not much more likely than men to complain about not being able to put food on the table regularly.

## Access to medical care worsening

Access to affordable medical care is often an even tougher challenge than putting food on the table in much of the world, rich and poor. One in 4 (26%) Americans said that there had been times in the last year that they did not have enough money to pay for medical and health care that their family needed. This was twice the percentage of Canadians (13%) and Italians (12%) and five times the percentage of French (5%) who had such complaints.

Moreover, the affordability of medical care is a growing problem in much of the industrial world. In 1974–75, 15% of Americans said they periodically couldn't afford to see a doctor. In 2002, the percentage had grown to 26%. There was a similar increase in such complaints in Canada (from 4% in 1974–75 to 13% in 2002) in Britain (from 1% to 11%) and in Italy from 9% to 12%. Access to affordable health care also became a more widespread problem in Brazil (36% to 51%) and Mexico (39% to 45%).

In a sign that government health insurance for older Americans has improved their access to care, only 1 in 5 (20%) Americans age 65 and older reported they had to go without medical care at some time over the past year because of a lack of funds. Without a comparably large government program for the young, 1 in 3 (33%) people age 18–29 had to forego health care because they could not afford it.

Overall, there was a stark difference in people's experience with the American market-oriented health care system and the state-funded medical care provided in Canada and Western Europe. As many as 55% of low-income Americans occasionally could not afford to pay for care, only 25% of low-income Canadians, 17% of low-income Germans and 8% of low-income Japanese faced that problem. The United States lacks a universal health care system; Canada, Germany and Japan each have such a safety net.

Women are relatively disadvantaged by the U.S. medical care system. Nearly 1 in 3 (31%) American women said they had occasional trouble paying for health care, but 1 in 5 (22%) American men had the same complaint. There was no such gender gap in Canada or Western Europe.

As might be expected, the poor almost everywhere have trouble paying for medical care: nearly 2 in 3 (64%) Nigerians said they had at times lacked the funds to pay for the care their families needed, as did more than half of Indonesians (56%) and 3 in 5 (61%) Mexicans. Half of Russians (54%) and Ukrainians (56%) had similar complaints. ■

*These findings are drawn from the Pew Global Attitudes Project's surveys of 38,000 people in 44 nations, conducted during the summer/fall 2002 under the direction of Princeton Survey Research Associates International.*

*The Pew Global Attitudes Project is a series of worldwide public opinion surveys. The project has issued two major reports, "What the World Thinks in 2002"—based upon 38,000 interviews in 44 nations—and "Views of a Changing World, June 2003"—based on 16,000 interviews in 20 nations and the Palestinian Authority. Surveys were conducted by local organizations under the direction of Princeton Survey Research Associates. The Gallup trends from 1974-1975 are drawn from the "Human Needs and Satisfaction" survey published by Kettering and Gallup International in 1977. Full details about the surveys, and the project more generally, are available at [www.people-press.org](http://www.people-press.org)*

## CBP Standardizes Container Seals

US customs inspectors will start sealing containerized cargo that is physically inspected afterward with a standard bolt seal.

Customs and Border Protection Commissioner Robert Bonner has made “smart boxes” using sophisticated seals one of his priorities heading the agency. The new seal plan for inspected cargo doesn’t go as far as Bonner envisions, but it is one step in that direction.

CBP said starting Aug. 9, inspectors would use ISO-standard seals with unique serial numbers to close containers they had opened for inspection. CBP now gives shippers the serial numbers of the seals used on their containers.

Prior to the change, customs officials used a variety of seals to close containers they had opened.

Containers that are inspected using only non-intrusive technology will not receive the new seals.

*SOURCE: Traffic World*

## FMC to Expand NVO Contract Rule

In a major boost for non-vessel-operating common carriers, the Federal Maritime Commission moved to allow shippers' associations with NVO members to enter into confidential service contracts.

The five-member panel voted unanimously to begin the legal steps that would lift the prohibition on shippers' groups.

Shippers' associations have chafed under the restriction since the commission issued rules in December allowing ocean forwarders to enter into negotiated service agreements, and two groups have challenged the FMC's authority in federal court.

The FMC also voted to seek industry comments on another NVO restriction — a portion of the NVO rule that prohibits two unrelated NVOs from jointly offering contracts to customers. Chairman Steven R. Blust said a US Court of Appeals decision in June paved the way for the decision. The federal appeals panel in Richmond, Va., ruled two NVOs could not claim antitrust immunity as a defense for fixing prices to ship military household goods from Europe to the United States.

In another case, the US Court of Appeals in San Francisco ruled freight forwarders in the Philippines could fix prices for land transport of US military household goods within that country. Amy Larson, FMC general counsel, said the notice to change the shippers' association ban includes the commission's formal disagreement with the San Francisco court's decision.

Commission officials said it was difficult to say when the rule change would finally take effect. Blust said, "No one is expecting to drag their feet on this one."

*SOURCE: Traffic World*

## CAFTA Will Allow Port of New Orleans To Expand Hemispheric Trade

The Port of New Orleans applauded the decision to approve the Central American Free Trade Agreement as a victory for free trade and an opportunity to grow Louisiana's transportation sector.

This agreement will create new markets for Louisiana Exports. A study by Louisiana State University economist Jim Richardson shows that passage of the free trade agreement will result in 1,385 to 2,769 new jobs. The study says DR-CAFTA will create new business sales of \$169 million to \$339 million and additional household earnings of \$39 million to \$77 million.

The Richardson study identified several Louisiana industries that export to Central America and stand to profit from the passage of CAFTA: poultry production, cotton farming, rice farming, soybean farming, paper products manufacturing, chemical manufacturing, plastics manufacturing, and machinery manufacturing.

Louisiana ranks first among the states in agricultural exports and fourth in total merchandise exports to the CAFTA countries in 2004. CAFTA countries purchased more than \$1.1 billion worth of products from Louisiana companies.

## Hapag-Lloyd CP Ships Merger

The CP Ships board voted unanimously to accept a \$2 billion cash buyout offer from the parent of liner company Hapag-Lloyd that would create the world's fifth-largest container shipping company.

Merged with Hapag-Lloyd, the business would have 139 container ships, 17 more on order, and some 400,000 TEUs of capacity on more than 100 routes worldwide. The two businesses had about \$7 billion in revenue and \$731 million in operating profit in 2004.

"The combination of Hapag-Lloyd and CP Ships will create a company with the strength and scale to compete effectively in an industry where consolidation is changing the landscape," said Hapag-Lloyd CEO Michael Behrendt.

*SOURCE: Traffic World*

## Overseas Deployments Hinder Guard Hurricane Presence

*By Pete Yost, Associated Press*

Some 6,000 National Guard personnel in Louisiana and Mississippi who would be available to help deal with the aftermath of Hurricane Katrina are in Iraq, highlighting the changing role of America's part-time soldiers.

"The juxtaposition of the mission to Iraq and the response to Katrina really demonstrates the new and changing character of the National Guard," said Daniel Goure, a military analyst at the private Lexington Institute.

The war has forced the Guard into becoming an operational force, a far cry from its historic role as a strategic reserve primarily available to governors for disasters and other duties in their home states.

At 1.2 million soldiers, the active duty military is simply too small to carry the load by itself when there is a large sustained deployment like Iraq. Nationally, 78,000 of the 437,000 members of the Guard force are serving overseas.

As part of the transformation during the war effort, the National Guard has promised governors that at least 50% of soldiers and airmen will be available for stateside duty at all times. In most cases, the rate is well above 50%.

Pentagon spokesman Lawrence Di Rita said the Gulf states have adequate National Guard units to handle the hurricane needs, with at least 60% of the Guard available in each state.

In Louisiana, which took the brunt of Katrina, some 3,000 members of the 256th Combat Brigade are in Iraq, while 3,500 members of the Guard were deployed to help hurricane victims and another 3,000 were on standby.

In neighboring Mississippi, the Guard had 853 troops on hurricane duty — a small slice of the more than 7,000 Guard troops in the state's ground and air components. Some 3,000 National Guard troops from Mississippi are in Iraq, another 300 in Afghanistan.

The states in the hurricane's path have relatively large Guard forces. But some states with smaller Guard forces and a high percentage of soldiers in Iraq have expressed concern that they may be stretched too thin.

For example, about 1,800 of Idaho's 4,400 Guard troops are serving overseas, a somewhat worrisome figure for officials facing a high risk of forest fires in the middle of a drought — fires that Guardsmen would help fight by providing logistical support to front-line firefighters.

Mark Allen, spokesman at the national headquarters for the National Guard, said officials are confident the Guard can serve its dual roles.

"We've always done both. It's just on a bigger scale today," he said. ■

## Tim-berr! 8,000 Trees Fall to Asian Longhorned Beetle

One reason for the new rules requiring heat treatment or fumigation of wood packing materials is the Asian longhorned beetle, which eats maples, poplars, and other trees common in North America. In recent years there have been several infestations of the bug in and around Chicago and New York. In New Jersey, nearly 8,000 trees were cut down this year to contain the beetle. The new rules requiring treatment of pallets, dunnage, and other wood-packing material will take effect on Sept. 16. ■

## Forwarder Indicted on Security Violations

An air forwarder based near New York's Kennedy International Airport faces criminal charges in the first case in which federal prosecutors have gone after a forwarder for allegedly violating Transportation Security Administration regulations.

The US Attorney for the Eastern District of New York returned a six-count indictment against Roshan Ali Ahmad, owner of Sea and Air Service of the Big Apple, charging him with conspiracy and making false statements during TSA inspections.

Ahmad, known within Kennedy Airport's cargo community as Ray, was arrested June 23 and released on \$150,000 bond. According to the indictment, Ahmad told inspectors he had gone through TSA's "known shipper" process with customers but "had not verified their identities as required by the aviation security program."

The known shipper program is a key part of air cargo anti-terror regulations and requires that forwarders inspect, and verify as legitimate, shipping customers as part of a certified security program.

"I am terribly disappointed. We need to do a better job of vetting our indirect air carriers," said Airforwarders Association Executive Director David Wirsing.

The company is not a member of the association but is one of "a great number of air forwarders out there that stay under the radar."

"The known shipper program is very clear ... there is very little room for interpretation," said Wirsing. "It is very explicit about what needs to be done and what constitutes a known (shipper) and what doesn't."

*SOURCE: Traffic World*

## In Case of Emergency, Use ICE

Following the London bombing in July, an English Ambulance Service has launched an international "In Case of Emergency (ICE)" campaign, as it was discovered that at almost every accident scene there is a working mobile/cell phone on the victim(s).

The idea is that you store the word "ICE" in your mobile/cell phone address book, and against it enter the number of the person you would want to be contacted "In Case of Emergency."

In an emergency situation ambulance, paramedic, police and/or hospital staff will then be able to quickly find and be able to contact your next of kin. It's so simple that everyone can do it.

Please will you also email this to everybody in your address book, it won't take too many 'forwards' before everybody will know about this. It really could save your life, or put a loved one's mind at rest.

For more than one contact name ICE 1, ICE 2, ICE 3 etc.

# Traveler's Resources

## INTERNET TRAVEL TIPS

<http://home.netcom.com/~rcowen/>

Travel Tips (<http://home.netcom.com/~rcowen/>), by travel guru Bob Cowen, is a gateway to tons of free travel information on the Internet, and it has tips and comparisons to help you find the best site for your needs. Click on “Comparisons” at the top of the page, and you’ll be able to compare prices for booking hotels, airfare, and car rentals. Click on “100 Most Useful Travel Sites” and you’ll get a list of the best sites for air travel, restaurants, maps, cruises, long- distance phone connections, car rentals, discount deals, and much more. The “Travel Tips” section has lots of inside information about airline ticket pricing, hotel rates, and more.

## SIDESTEP

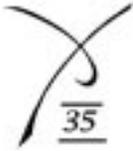
[www.sidestep.com](http://www.sidestep.com)

This flight search engine pulls information from other sites such as Orbitz as well as individual carriers, and compares them all at once to give you the best price. When the site cannot guarantee its prices are the best out there, SideStep gives a reliable overview of what is available in order to help you make a wallet-friendly choice. When visitors choose a flight they wish to book, SideStep hands them over to the appropriate party (for example, Continental, JetBlue, or Orbitz). The advantage of booking through the carrier is that users retain the ability to accumulate frequent flyer miles and other incentives provided by brands with which users are already familiar and comfortable. SideStep also offers a toolbar that shows side-by-side comparisons from different sources and has recently beta-launched a vacation package search. In addition to flights, SideStep can provide hotel, car rental, cruise, and last-minute travel information and also offers an e-mail newsletter called TravelFinds Spotlight that is more thematic or destination-focused.

*The above are copied from the newsletter Really Useful Sites for International Trade Professionals, a free, biweekly e-mail publication of FITA — The Federation of International Trade Associations.*

## Air Freight, Express Rebounded in '04

The US domestic air freight and express industry generated record revenue in 2004 signaling the end of a 3-year downturn, according to a recent study. The revenue for the US air freight and express market totaled \$29.9 billion last year, up 7.5% from 2003 and about \$600 million better than the previous peak in 2000, according to the annual *U.S. Domestic Air Freight and Express Industry Performance Analysis* from Seattle-based Air Cargo Management Group.



# Young Professionals

*"Leadership Through Innovation"*

## IT'S THAT TIME AGAIN!

### HHGFAA 43rd Annual Meeting

Washington, DC  
October 22–25, 2005

### YP-35 MEMBERS MEETING

Sunday, October 23, 2005  
2:00 p.m. - 3:00 p.m.

#### YP-35 MIXER

Monday, October 24 • 9:00 p.m.–11:30 p.m.

(YP-35 members only)

At the TABAQ DC

[www.tabaqdc.com](http://www.tabaqdc.com)

We will be hosting the party  
in the Glass Terrace.

#### VOLUNTEERS NEEDED

We need YP-35 members to volunteer a few  
hours of their time to help run the YP-35  
table. Please contact

[ruby@euro-america.net](mailto:ruby@euro-america.net)  
if you would like to volunteer.

### FUNDRAISING FOR THE ALAN F. WOHLSTETTER SCHOLARSHIP FUND

The YP-35 members will host a Wheel of Chance at the Opening Reception to help raise funds for the scholarship. All HHGFAA members will have the opportunity to win great prizes!

We also need volunteers to help run the Wheel of Chance  
between 7:30 p.m. and 10:30 p.m. on October 22 during the Opening Reception.

If you would like to volunteer, please e-mail [ruby@euro-america.net](mailto:ruby@euro-america.net)

We will also be selling the 50/50 raffle tickets. Please visit the YP-35 table to purchase tickets!

### CONGRATULATIONS!

Congratulations are in order. Our very own YP-35 Chairman, Michael Gilbert, and his wife, Erin, are expecting their first baby. The baby, whose name will be Caleb Michael Gilbert, is due on October 24.

We are sad to say Michael will not be attending the Annual Meeting this year, as he will be anxiously awaiting the arrival of the newest member of his family. Congratulations, Michael and Erin!

To those HHGFAA members 35 years of age and younger who have not yet joined YP-35

**JOIN TODAY AT [WWW.YP-35.ORG](http://WWW.YP-35.ORG)**

Don't miss out!

If you are not able to join today, please visit the YP-35 table at the HHGFAA Annual Meeting and join.

**Membership only US\$100.00 annually.**

## ALAN F. WOHLSTETTER SCHOLARSHIP UPDATE

The Alan F. Wohlstetter Scholarship Fund is the cornerstone for the HHGFAA Scholastic Assistance Program, which is aimed at promoting and supporting individuals engaged in higher education involved in the areas of transportation and logistics. Donations (by major annual giving levels) to the Alan F. Wohlstetter Scholarship Fund received to date are as follows:

### Platinum (\$5,000 or more)

Household Goods Forwarders Association of America, Inc.  
Joyce Wohlstetter  
Manchester Grand Hyatt Hotel, San Diego

### Gold (\$2,500–\$4,999)

Deseret Forwarding International, Inc.  
Tri-Star Freight Systems

### Silver (\$1,000–\$2,499)

Abba International Inc.  
All American Moving Group, LLC  
Approved Forwarders  
Apollo Transportation Companies  
Axis International  
\*Blonde International, Inc.  
Covan International Inc.  
Denali Group Companies  
Dewitt Transportation Services of Guam  
Evergreen Forwarding, Inc.  
Gosselin World Wide Moving NV

Hayden-Boettcher & Co.  
Han & Ella Helders  
Jet Forwarding Inc.  
Jack Kagan  
National Van Lines, Inc.  
Orca Moving Systems  
Pac Global Insurance Brokerage, Inc.  
The Pasha Group  
Royal Hawaiian Movers

### Bronze (\$500–\$999)

7M Transport, Inc.  
A & P Shipping Corp..  
American Red Ball International  
American Vanpac Carriers Inc.  
Arpin International  
Cartwright International Van Lines, Inc.  
Great American Forwarders  
Terry R. Head  
Interstate Worldwide Relocation  
Paul Arpin Van Lines, Inc.  
Phoenix Transport Services  
R. J. Hudson Associates

The Community Foundation, Inc.  
The Day Companies, Inc.  
The Suddath Companies  
True North Relocation

### In Kind or Other

AAA Heartland Express  
Jackie & George Agner  
American Moving & Storage Association  
American World Forwarders, Inc.  
Belvian and Gloria Carrington  
Bridgete R. Galbreath  
Dell Forwarding, Inc.  
Gateways International, Inc.  
Mr. & Mrs. Stanley Goldman  
HC & D Forwarders International, Inc.  
Terry R. Head  
National Forwarding Co., Inc.  
Ocean-Air International, Inc.  
Pearl Forwarding, Inc. S & E Transportation  
The Day Companies, Inc.  
Vanpac Carriers, Inc.

*NOTE:* \*Denotes contribution received since the July/August issue of **The Portal** was published.

Join this prestigious list of contributors by sending your contribution TODAY! For more information on how to donate, please go to [www.hhgfaa.org](http://www.hhgfaa.org) or [www.yp-35.org](http://www.yp-35.org). Make checks payable to **Alan F. Wohlstetter Scholarship Fund**.

### Alan F. Wohlstetter Scholarship Fund

5904 Richmond Highway, Suite 404 • Alexandria, VA 22303  
703/317-9950 • Fax 703/317-9960

## In Memory of Mrs. Joyce Wohlstetter

**M**rs. Joyce Wohlstetter, wife of HHGFAA General Counsel Alan F. Wohlstetter, passed away at her home in Bethesda, Maryland, on April 14 after a long illness.

Mrs. Wohlstetter was very pleased when the the Alan F. Wohlstetter Scholarship Assistance Program was established in her husband's name, and was the very first — and to date still the largest — individual contributor to this fund. HHGFAA members and friends who wish to honor Mrs. Wohlstetter's memory may wish to consider contributing to the scholarship fund. For more information, please refer to the information above.

The Community Foundation, Inc. (\$500)  
Dell Forwarding, Inc. (\$200)  
Bridgete R. Galbreath (\$50)  
Ocean-Air International, Inc. (\$100)

## Share of Federal Contract Dollars Awarded to Small Businesses Falls Slightly

By Amelia Gruber

The percentage of prime federal contract dollars captured by small companies fell slightly between fiscal 2003 and fiscal 2004, figures released recently by the Small Business Administration show.

Agencies awarded 23.1% of about \$300 billion in fiscal 2004 prime contract dollars, or \$69 billion, to small companies, according to an SBA report. This exceeds the statutory goal of 23%, but is below the 23.6% reported in fiscal 2003.

“It’s a slight decrease,” said Raul Cisneros, an SBA spokesman. “We can do better. We’re certainly going to keep working with our partner agencies.”

## New Report Analyzes Employee Benefits In Large, Small Firms

A new report released by the Office of Advocacy of the US Small Business Administration (SBA) details the cost of employee benefits by firm size. The report specifically looks at the cost of health insurance, pension plans, paid vacation, and sick leave.

The report finds that the offering of benefits and their associated costs can vary dramatically with firm size. For instance, the latest data show that the per-participant administrative costs of defined-contribution pension plans (such as 401(k) plans) are as much as 14 times more for the smallest firms than for their largest counterparts.

The authors also examined the share of all private industry employees eligible to enroll in health insurance plans. They found that about 40% of employees in the smallest firms were eligible for health insurance coverage while slightly more than 77% of the largest firms’ employees were eligible for health care coverage.

Joel Popkin and Company wrote the study, *Cost of Employee Benefits in Small and Large Businesses*, with funding from the Office of Advocacy.

For more information and a complete copy of the report, visit the Office of Advocacy website at [www.sba.gov/advo](http://www.sba.gov/advo).

## Health Care Expenses: Pass ‘Em On

Small businesses have come up with an ingenious way to deal with higher health care costs: Pass them on to other companies. Salary.com, a provider of compensation information in Needham, Mass., conducted a survey of small businesses (companies with up to 200 employees) and their struggles to deal with rising costs. Nearly 90% of the 304 companies that participated in the Small Business Basic Medical Coverage Survey said that their health care costs were higher in 2005 than in the previous year.

To deal with those higher costs, many companies are using familiar stopgaps such as raising premiums or reducing coverage. But 14% of respondents reported a relatively new strategy: paying employees incentives not to participate. These incentives take the form of lump-sum salary increases, cash rebates and contributions to other employee-benefit accounts. Companies reported that they are encouraging employees to get medical coverage through their spouses’ plans or other plans.

“When you pay someone an incentive not to participate, all you’re doing is giving employees a reason to ask if they really need health care coverage,” says Richard Cellini, head of research at Salary.com. Cellini cited the number of employees who were on their parents’ coverage or enrolled in a university program that offers coverage.

Calling the practice a way for smaller companies to pass some of their costs on to bigger companies, Cellini suggests that this practice will probably become more common, because most companies have already tried obvious strategies such as asking employees to pay more for their coverage. He also believes the practice might catch on at bigger companies as well. But rising premiums won’t stop, either; according to the survey, 21% of respondents have increased employee premiums or co-payments in their current plan, and almost 27% said they would do so in their next plan.

## AMR Research: Mainstream Adoption of RFID to Begin in 2008

**R** RFID, despite all the recent retail and government mandates, is still in its formative years, with only 8% of companies recently surveyed in full deployment of the technology. That's according to a recent survey by AMR Research of 500 companies it conducted in conjunction with **RFID Journal**. About a quarter of the respondents (23%) did say they are currently involved in pilot implementations using RFID, but pilots can often only involve a few products at a limited number of facilities. Twelve percent each plan to implement RFID for the first time in 2005 or evaluate it in 2006. Eighteen percent said they have no plans for RFID, and 26% intend to evaluate RFID in 2005.

AMR Research also pegs the average RFID budget in 2005 at \$548,000, which is expected to increase to \$771,000 in 2007. Compliance remains the key driver for most respondents. The majority said challenges in determining Return on Investment (ROI) make it difficult to justify an IT spend on RFID: 28% said lack of ROI was the single most important obstacle in adopting RFID. Only 29% said they believe RFID standards have reached an appropriate level of maturity.

### New Tools for Storage Management

*By Andrea Fischer*

Most warehouse management systems depend on barcode scanning to track inventory serial numbers, but some have adopted another technology.

"We're experimenting with radio frequency identification technology," said Chuck Langsbury, senior vice president of supply chain management for Ryder System. Ryder ranks No. 3 on the TT Logistics 50.

RFID tags on products provide data that can be picked up with a wireless device. The technology works in conjunction with a company's existing warehouse management system, Langsbury said.

Ryder opened an RFID test lab April 12 in its 192,000-square-foot Dallas warehouse. The technology would be used to receive, store, inventory, ship and monitor products for its customers.

"It's the next generation bar code," said Langsbury. "It holds more information and it doesn't have to be scanned." He said more advanced information-management technology such as RFID would be necessary to manage warehouse operations as they become more and more complicated.

### Globalization, According to the Web

*(From Wikipedia, the free encyclopedia)*

**Globalization** is a term used to describe the changes in societies and the world economy that result from dramatically increased international trade (<http://en.wikipedia.org/wiki/Trade>) and cultural exchange. In specifically economic contexts, it is often understood to refer almost exclusively to the effects of trade, particularly trade liberalization (<http://en.wikipedia.org/wiki/Liberalization>) or "free trade" ([http://en.wikipedia.org/wiki/Free\\_trade](http://en.wikipedia.org/wiki/Free_trade)). Between 1910 (<http://en.wikipedia.org/wiki/1910>) and 1950 (<http://en.wikipedia.org/wiki/1950>), a series of political and economic upheavals dramatically reduced the volume and importance of international trade flows. But starting with WWI and continuing through WWII, when the Bretton Woods institutions ([http://en.wikipedia.org/wiki/Bretton\\_Woods](http://en.wikipedia.org/wiki/Bretton_Woods)) were created (i.e. the IMF (<http://en.wikipedia.org/wiki/IMF>) and the GATT (<http://en.wikipedia.org/wiki/GATT>)), globalization trends reversed. In the post-World War II ([http://en.wikipedia.org/wiki/Second\\_World\\_War](http://en.wikipedia.org/wiki/Second_World_War)) environment, fostered by international economic institutions and rebuilding programs, international trade dramatically expanded. With the 1970s (<http://en.wikipedia.org/wiki/1970s>), the effects of this trade became increasingly visible.

Although all three aspects are closely intertwined, it is useful to distinguish economic, political and cultural aspects of globalization. The other key aspect of globalization is changes in technology, particularly in transport (<http://en.wikipedia.org/wiki/Transport>) and communications (<http://en.wikipedia.org/wiki/Communications>), which

it is claimed are creating a global village

## Anti-globalization

Various aspects of globalization are seen as harmful by public-interest ([http://en.wikipedia.org/wiki/Public\\_interest](http://en.wikipedia.org/wiki/Public_interest)) activists (<http://en.wikipedia.org/wiki/Activism>) as well as strong state nationalists (<http://en.wikipedia.org/wiki/Nationalists>). This movement has no unified name. The term “anti-globalization” can lead to some confusion, as activists typically oppose certain aspects or forms of globalization, not globalization per se. Many activists themselves have said that this name is meaningless as the aim of the movement is to globalize justice. Indeed, “the global justice movement” is a common name. Another slogan, “Another world is possible,” has given rise to names such as altermondialisme (<http://en.wikipedia.org/wiki/Altermondialism>) in French.

There are many different kinds of “anti-globalization.” In general, critics claim that the results of globalization have not been what was predicted when the attempt to increase free trade began, and that many institutions involved in the system of globalization have not taken the interests of poorer nations and the working class into account.

Economic arguments by fair trade theorists claim that unrestricted free trade ([http://en.wikipedia.org/wiki/Free\\_trade](http://en.wikipedia.org/wiki/Free_trade)) benefits those with more financial leverage ([http://en.wikipedia.org/wiki/Financial\\_leverage](http://en.wikipedia.org/wiki/Financial_leverage)) at the expense of the poor.

Many “anti-globalization” activists see globalization as the promotion of a corporatist (<http://en.wikipedia.org/wiki/Corporatist>) agenda, which is intent on constricting the freedoms of individuals in the name of profit. They also claim that increasing autonomy and strength of corporate entities ([http://en.wikipedia.org/wiki/Corporate\\_entity](http://en.wikipedia.org/wiki/Corporate_entity)) increasingly shape the political policy of nation-states.

Some “anti-globalization” groups argue that globalization is necessarily imperialistic (<http://en.wikipedia.org/wiki/Imperialistic>), is one of the driving reasons behind the Iraq war ([http://en.wikipedia.org/wiki/Iraq\\_war](http://en.wikipedia.org/wiki/Iraq_war)) and that it has forced savings to flow into the United States rather than developing nations ([http://en.wikipedia.org/wiki/Developing\\_nations](http://en.wikipedia.org/wiki/Developing_nations)).

Some argue that globalization imposes credit-based economics ([http://en.wikipedia.org/w/index.php?title=Credit-based\\_economics&action=edit](http://en.wikipedia.org/w/index.php?title=Credit-based_economics&action=edit)), resulting in unsustainable growth of debt ([http://en.wikipedia.org/wiki/Government\\_debt](http://en.wikipedia.org/wiki/Government_debt)).

Another conservative group opposing globalization are state-centric nationalists

(<http://en.wikipedia.org/wiki/Nationalists>) that fear globalization is displacing the role of nations in global politics and point to NGOs ([http://en.wikipedia.org/wiki/Non-governmental\\_organization](http://en.wikipedia.org/wiki/Non-governmental_organization)) as impeding upon the power of individual nations. Some advocates of this position are Pat Buchanan ([http://en.wikipedia.org/wiki/Pat\\_Buchanan](http://en.wikipedia.org/wiki/Pat_Buchanan)) and Jean-Marie Le Pen ([http://en.wikipedia.org/wiki/Jean-Marie\\_Le\\_Pen](http://en.wikipedia.org/wiki/Jean-Marie_Le_Pen)). Some critics contend that much of the discourse of anti-globalization is a thinly veiled anti-Americanism (<http://en.wikipedia.org/wiki/Anti-Americanism>), whereby US economic, political and cultural elements are objected to, not globalization per se. For example, US corporations, they contend, are often targeted for special criticism—e.g., Nike ([http://en.wikipedia.org/wiki/Nike%2C\\_Inc.](http://en.wikipedia.org/wiki/Nike%2C_Inc.)) is protested more than Germany’s Adidas (<http://en.wikipedia.org/wiki/Adidas>). The same critique applies to French wine, Chinese tea ([http://en.wikipedia.org/wiki/Chinese\\_tea](http://en.wikipedia.org/wiki/Chinese_tea)), Japanese manga (<http://en.wikipedia.org/wiki/Manga>), which are not considered “dangerous” in any way, yet Coca Cola ([http://en.wikipedia.org/wiki/Coca\\_Cola](http://en.wikipedia.org/wiki/Coca_Cola)) or Hollywood (<http://en.wikipedia.org/wiki/Hollywood>) are routinely villainized. However, there may also be a correlation between the level of perceived “danger” and the intensity of advertising (<http://en.wikipedia.org/wiki/Advertising>) of a given brand (<http://en.wikipedia.org/wiki/Brand>) or product (<http://en.wikipedia.org/wiki/Product>).

The main opposition is to unfettered globalization (neoliberal (<http://en.wikipedia.org/wiki/Neoliberal>); laissez-faire capitalism ([http://en.wikipedia.org/wiki/Laissez-faire\\_capitalism](http://en.wikipedia.org/wiki/Laissez-faire_capitalism))), guided by governments and what are “quasi-governments” (such as the International Monetary Fund ([http://en.wikipedia.org/wiki/International\\_Monetary\\_Fund](http://en.wikipedia.org/wiki/International_Monetary_Fund)) and the World Bank ([http://en.wikipedia.org/wiki/World\\_Bank](http://en.wikipedia.org/wiki/World_Bank))) that are supposedly not held responsible to those they govern and instead respond mostly to the interests of corporations. Many conferences between trade and finance ministers of the core globalizing nations have been met with large, and occasionally violent, protests from opponents of “corporate globalism ([http://en.wikipedia.org/w/index.php?title=Corporate\\_globalism&action=edit](http://en.wikipedia.org/w/index.php?title=Corporate_globalism&action=edit)).”

The movement is very broad, including church groups, national liberation factions, left-wing (<http://en.wikipedia.org/wiki/Left-wing>) parties, environmentalists (<http://en.wikipedia.org/wiki/Environmentalist>), peasant (<http://en.wikipedia.org/wiki/Peasant>) unionists, anti-racism (<http://en.wikipedia.org/wiki/Anti-racism>) groups, libertarian socialists ([http://en.wikipedia.org/wiki/Libertarian\\_socialist](http://en.wikipedia.org/wiki/Libertarian_socialist)) and others. Most are reformist (<http://en.wikipedia.org/wiki/Reformist>) (arguing for a more humane form of capitalism) and a strong minority is revolutionary (<http://en.wikipedia.org/wiki/Revolutionary>) (arguing for a more humane system than capitalism). Many have decried the lack of unity and direction in the movement, but some such as Noam Chomsky ([http://en.wikipedia.org/wiki/Noam\\_Chomsky](http://en.wikipedia.org/wiki/Noam_Chomsky)) have claimed that this lack of centralization may in fact be a strength.

Protests by the global justice movement (<http://en.wikipedia.org/w/>

[index.php?title=Global\\_justice\\_movement&action=edit](#)) have now forced high-level international meetings away from the major cities where they used to be held, and into remote locations where protest is impractical.

Some “anti-globalization” activists object to the fact that the current “globalization” globalizes money and corporations and at the same time refuses to globalize people and unions ([http://en.wikipedia.org/wiki/Trade\\_Union](http://en.wikipedia.org/wiki/Trade_Union)). This can be seen in the strict immigration (<http://en.wikipedia.org/wiki/Immigration>) controls that exist in nearly all countries and the lack of labor ([http://en.wikipedia.org/wiki/Labor\\_%28economics%29](http://en.wikipedia.org/wiki/Labor_%28economics%29)) rights in many countries in the developing world ([http://en.wikipedia.org/wiki/Developing\\_world](http://en.wikipedia.org/wiki/Developing_world)).

## **Pro-globalization (globalism)**

Supporters of democratic globalization ([http://en.wikipedia.org/wiki/Democratic\\_globalization](http://en.wikipedia.org/wiki/Democratic_globalization)) can be labeled pro-globalists. They consider that the first phase of globalization, which was market-oriented, should be completed by a phase of building global political institutions representing the will of World citizens ([http://en.wikipedia.org/wiki/World\\_citizen](http://en.wikipedia.org/wiki/World_citizen)). The difference with other globalists is that they do not define in advance any ideology to orient this will, which should be left to the free choice of those citizens via a democratic process.

Supporters of free trade ([http://en.wikipedia.org/wiki/Free\\_trade](http://en.wikipedia.org/wiki/Free_trade)) point out that economic theories of comparative advantage ([http://en.wikipedia.org/wiki/Comparative\\_advantage](http://en.wikipedia.org/wiki/Comparative_advantage)) suggest that free trade leads to a more efficient allocation of resources, with all countries involved in the trade benefiting. In general, they claim that this leads to lower prices, more employment and higher output.

Libertarians (<http://en.wikipedia.org/wiki/Libertarians>) and other proponents of laissez-faire capitalism ([http://en.wikipedia.org/wiki/Laissez-faire\\_capitalism](http://en.wikipedia.org/wiki/Laissez-faire_capitalism)) say higher degrees of political and economic freedom in the form of democracy (<http://en.wikipedia.org/wiki/Democracy>) and capitalism (<http://en.wikipedia.org/wiki/Capitalism>) in the developed world produce higher levels of material wealth. They see globalization as the beneficial spread of democracy and capitalism.

Critics argue that the anti-globalization movement uses anecdotal evidence ([http://en.wikipedia.org/wiki/Anecdotal\\_evidence](http://en.wikipedia.org/wiki/Anecdotal_evidence)) to support their view and that worldwide statistics instead strongly support globalization:

- The percentage of people in developing countries living below \$1 (adjusted for inflation and purchasing power) per day has halved in only 20 years (<http://iresearch.worldbank.org/PovcalNet/jsp/index.jsp>), although some critics argue that more detailed variables measuring poverty should instead be studied ([www.transnational.org/features/chossu\\_worldbank.html](http://www.transnational.org/features/chossu_worldbank.html)).
- Life expectancy has almost doubled in the developing world since WWII and is starting to close the gap to the developed world, where the improvement has been smaller. Child mortality has decreased in every developing region of the world ([www.theglobalist.com/DBWeb/StoryId.aspx?StoryId=2429](http://www.theglobalist.com/DBWeb/StoryId.aspx?StoryId=2429)). Income inequality for the world as a whole is diminishing ([www.columbia.edu/~xs23/papers/worlddistribution/NYT\\_november\\_27.htm](http://www.columbia.edu/~xs23/papers/worlddistribution/NYT_november_27.htm)).
- Democracy has increased dramatically from no nation with universal suffrage ([http://en.wikipedia.org/wiki/Universal\\_suffrage](http://en.wikipedia.org/wiki/Universal_suffrage)) in 1900 to 62.5% of all nations in 2000 ([www.freedomhouse.org/reports/century.html](http://www.freedomhouse.org/reports/century.html)).
- Worldwide, the proportion of the world’s population living in countries where per capita food supplies are under 2,200 [calories per day] was 56% in the mid-1960s, compared to below 10% by the 1990s.
- Between 1950 and 1999, global literacy increased from 52% to 81% of the world, and women have made up much of the gap: Female literacy as a percentage of male literacy increased from 59% in 1970 to 80% in 2000.
- There are similar trends for electric power, cars, radios, and telephones per capita as well as the percentage of the population with access to clean water. ■

# Accenture Survey: IT's Not What You Spend, but How

You can be penny wise and pound foolish even when spending millions on information technology. That's according to a recent survey by Accenture of CIOs at more than 300 Fortune 1000 companies that found that many companies that try to contain IT costs actually end up spending more on maintenance, repairs, and other unproductive practices. But it wasn't necessarily that high-performing companies spent more on IT than low performers. It was how they spent the money that made the difference for the high performers. For example:

- High-performing IT organizations spend an average of 5% of their time fixing applications, but low performers spend an average of 16%.
- High performers spend 40% more of their IT budget on building and integrating new applications than do low performers.
- High performers focus 43% of their new projects on business productivity, compared to 30% by average performers and 23% by low performers.
- Recruiting is a priority for 85% of high performers, versus 58% of low performers.
- Of high performers, 77% said they will lead or will be early adopters of IT innovation, compared to 23% of the low performers.

The study found a correlation between the use of metrics and performance. Almost half (46%) of high performers have access to critical IT performance metrics, compared to 3% of the low performing IT organizations.

## A Mickey Mouse Approach to Globalization

By Jeffrey N. Wasserstrom

From Buenos Aires to Berlin, people around the world are looking more and more American. They're wearing Levi's, watching CNN, buying coffee at interchangeable Starbucks outlets, and generally experiencing life in "very American" ways. Looking only at the surface of this phenomenon, one might erroneously conclude that US cultural products are creating a homogenized global community of consumers. But the cultural aspects of the globalization story are far more complex than might be assumed from looking at just consumer behavior. Even when the same shirt, song, soda, or store is found on all five continents, it tends to mean different things depending on who is doing the wearing, singing, drinking, or shopping. The "strange" fate of global products in China illustrates these points.

Consider, first of all, the Chinese meaning of Big Macs. In *The Lexus and the Olive Tree*, Thomas Friedman says he has eaten McDonald's burgers in more countries than he can count and is well qualified to state that they "really do all taste the same." What he actually means, though, is they all taste the same to him. Nearly identical Big Macs may be sold in Boston and Beijing, but as anthropologist Yan Yunxiang has convincingly argued, the experiences of eating them and even the meaning of going to McDonald's in these two locales was very different in the 1990s. In Beijing, but not in Boston, a Big Mac was classified as a snack, not a meal, and university students thought of McDonald's as a good place to go for a romantic night out. To bite into a Big Mac thinking that you are about to do something pleasantly familiar or shamefully plebian - two common American experiences — is one thing. To bite into one imagining you are on the brink of discovering what modernity tastes like — a common Chinese experience - is another thing altogether.

The cultural aspects of globalization are extremely complex. Even when the same products are found around the world, they may mean different things in different countries. Or take the curious arrival of Mickey Mouse in China, which I witnessed firsthand. While living in Shanghai in the mid-1980s, two things I remember seeing are sweatshirts for sale on the streets emblazoned with the face of Disney's most famous creation, and a wall poster showing a stake being driven through Mickey's heart. Were these signs that a big American corporation was extracting profits from a new market and that local people were angered by cultural imperialism? Hardly. Yes, Disney was trying to make money, offering Chinese state television free cartoons to show in the hope that viewers would rush out and buy authorized products. But the plan went astray: The sweatshirts I saw were all knock-offs. The only people making money from them were Chinese entrepreneurs. And the wall poster was, of all things, part of a Communist Party health campaign. A call had just gone out for all citizens to work hard to rid their cities of rats, which are called "laoshu," the same term used for mice. It wasn't long before enterprising local residents put up posters showing various forms of violence being directed at "Mi Laoshu," as Mickey is known in Chinese, not because they hated America but simply because he was the most famous rodent in China.

Flash forward to the year 2000, when Starbucks first opened in both the American town I live in (Bloomington, Indiana) and the Chinese city I study (Shanghai), and we see further evidence of the divergent local meanings of globally familiar icons. In Bloomington, Starbucks triggered mixed reactions. Some locals welcomed its arrival. Others staged non-violent protests or smashed its windows, complaining that the chain's record on environmental and labor issues was abysmal and that Starbucks would drive local coffee shops out of business. In Shanghai, by contrast, there were no demonstrations. The chain's arrival was seen as contributing to, rather than putting a check upon, the proliferation of new independently run coffeehouses.

The local meanings of Shanghai Starbucks do not stop there. For example, when outlets open in Europe, they are typically seen, for understandable reasons, as symbols of creeping - or steam-rolling - Americanization. In Shanghai, though, guidebooks sometimes classify Starbucks as a "European-style" (as opposed to "Japanese-style") foreign coffeehouse. To further complicate things, the management company that operates the dozens of Shanghai Starbucks outlets is based not in Seattle but in Taiwan.

And it makes a difference whether the people watch a Lexus whiz by as they are walking the streets of Toledo or whether they see it crawl by as they sit on a Tokyo-bound Bullet Train. These examples of American products taking on distinctly new cultural meanings when moved from the US to China are useful in undermining superficial assertions equating globalization with "Americanization." But it is important not to stop there. The same thing has happened — and continues to happen — with the global meanings of Asian icons in America. Here, again, a Chinese illustration seems apt, that of a Middle Kingdom figure, Chairman Mao, whose face nearly rivals Mickey Mouse's in terms of global recognition.

One indication of the fame and varied meanings of Mao's visage is that in 2002 news stories appeared that told of the simultaneous appearance of the Chairman's image in three totally different national contexts. Representations

of Mao showed up in the huts of Nepalese guerrillas; on posters carried by protesting laid-off workers in Northeast China; and in a London art exhibit. In Nepal, Mao was invoked because he endorsed peasant revolt. In Northeast China, his link to the days when Chinese workers had iron rice bowls for life was what mattered. And in London, it was his status as a favorite subject of a pop art pioneer that counted: the exhibit was a Warhol retrospective.

There is, in sum, more to keep in mind about globalization than Friedman's divide between the worlds of mass-produced Lexus cars and individuated olive trees. One reason is simply that a Lexus can mean myriad things, depending on where it is. Whether one first encounters it in the showroom or working the assembly line matters. And it makes a difference whether the people who watch it are seeing it whiz by as they walk the streets of Toledo or seeing it crawl as they sit on a Tokyo-bound Bullet Train. It is not just in physics, after all, but also in cultural analysis that the complex workings of relativity need to be kept in mind. ■

## Center for Creative Leadership: Managers Need Strategic Capabilities

According to the authors of *Becoming a Strategic Leader* (Jossey-Bass), a just-released book on strategic leadership, the typical manager often has difficulty leading in ways that contribute to the organization's long-range success.

The authors, Rich Hughes and Kate Beatty, base their conclusions on eight years of work with nearly a thousand executives and leaders who participated in the Center for Creative Leadership's Developing the Strategic Leader training program. Hughes and Beatty are both employees of the center, a nonprofit leadership training organization in Greensboro, N.C. During their work in the Developing the Strategic Leader program, both observed that many managers do not lead teams with strategic concerns in mind. Instead, they focus primarily on what must be accomplished daily.

Hughes and Beatty suggest that the skills needed for more strategic leadership can be developed by any employee, not just managers, and that a company will be better for it. "Strategic leaders should come from all functions and work at all levels in an organization," says Hughes. "It's not just the job of top executives. All employees can develop a strategic outlook and should accept the responsibility of strategic leadership. The process of creating and sustaining a competitive business advantage is too complex for any one person — even the CEO — to develop and carry out."

### In Brief ...

The National Association of Professional Background Screeners (NAPBS) has identified one surprising source of information that it asserts employers should avoid when conducting criminal background checks: the Federal Bureau of Investigation (FBI) Criminal Database. In response to proposed federal legislation that would allow employers direct access to the FBI's database, NAPBS commissioned a study ([www.magnetmail.net/ls.cfm?r=19819658&sid=653407](http://www.magnetmail.net/ls.cfm?r=19819658&sid=653407)

[&u=ASAE\\_gwsae&s=http://www.napbs.com/](http://www.napbs.com/)) to evaluate the database's accuracy and completeness. The study, conducted by Assistant Professor Craig Winston of Sonoma State University, found that, in many searches, the FBI database returned erroneous or incomplete information. Among the problems were large numbers of missed criminal records (almost 12% in Florida alone) and false positives (5.5% in Florida). The Fair Credit Reporting Act requires employers to use the most updated, accurate information when screening applicants for employment.

# European and US Approaches to Lobbying

**Editor's note:** *The following is excerpted from the reference dossier "EU and US approaches to lobbying" located in EurActiv.com's Public Affairs section. Access the complete dossier for additional information, including positions, related news, and resource links.*

*Although lobbying techniques in Brussels and Washington, D.C., are often considered similar, public affairs professionals on both sides of the Atlantic are convinced that differences in style and substance will remain between the two capitals. Language and national cultures are only part of the explanation. The traditional, consensus-based approach to European policy making and lobbying will probably continue to contrast with the highly professionalized and more aggressive US style for many years to come. Above all, political institutions in Brussels and Washington are different animals, which must be approached in quite distinct ways.*

## Political frameworks

To be successful, lobbyists need to adjust to the political system in which they operate. Trying to draw comparisons between European and US lobbying therefore presupposes a look at the institutional and political framework in Brussels and Washington.

Fundamental differences quickly emerge. The United States is a nation state with a federal structure while the European Union is a collection of nation states with only partial limitations to sovereignty. While the institutional setting in Washington has been stable for decades, the European Union is in constant flux over whether to expand or even roll back Brussels' powers.

The long American tradition of lobbying means the practice is largely accepted, drawing a wider variety of interest groups—including nongovernmental organizations (NGO) and citizen's groups—to fight for the attention of politicians. Europeans are more skeptical toward lobbying as a legitimate part of the political process and have turned to it in fewer, yet growing proportions.

Current estimations point to a total of 20,000 lobbyists in Washington. About half this number can be identified in Brussels.

## Lobbying differences

In Europe, the general presumption is that European Union institutions welcome and indeed need input from civil society organizations. This is mainly explained by insufficient staffing in the European Commission and, to a lesser extent, in the European Parliament. According to research, the Commission administration is only 2% the size of the US federal government and is even smaller than the local government of the city of Rotterdam, Netherlands. The total European Union budget is about the same as that of Belgium.

As a consequence, the Commission naturally welcomes outside input at the drafting stage of policy making, giving consulted interest groups privileged access at a defining moment in the legislative process. This introduces the first of six main differences between lobbying in Brussels and Washington:

1. **Public funding.** Only in rare circumstances does the US government fund nonprofit organizations. The opposite is true in the European Union where the Commission has tried to balance corporate lobbying by supporting and even setting up nonprofit organizations.
2. **Revolving doors.** The degree of permeability between the executive power and civil society organizations (whether corporations or civic NGOs) is higher in Washington than in Brussels. Officials moving from public functions to business/pressure groups and vice versa is less frequent in Brussels, whereas it is a fact of political life in Washington.
3. **Representation system.** The US democratic system makes members of Congress seeking re-election particularly attentive to the voices coming from their constituencies. In the European Parliament, the representation system is defined at a national level on often contrasting criteria. Lack of knowledge about Brussels politics make members of the European Parliament (MEP) generally perceived as more distant from their voters. The absence of true European parties also makes the European Union representative system less readable. As a result, constituencies in Europe are clearly less influential than in the United States. Lobbying tactics in Washington are therefore heavily defined along local issues, which can influence re-election. By contrast, Brussels tactics will seek to build a broader consensus to influence a wide variety of politicians on a particular outcome.
4. **Money.** In the United States, corporations routinely support politicians' (re)election campaigns through political action committees. Although the practice is regulated and the sums capped, corporate funding of politics is still a central element in US political life. Such practices are not recognized or regulated in the European Union and are generally seen as unethical. In Europe, money has a bigger tendency to flow the other way, from the public sector to civil society in the form of state aids, grants, subsidies, and contracts.
5. **Transparency.** In the United States, lobbying is regarded as being capable of exerting undue influence and is

therefore circumscribed by transparency requirements. The Lobbying Disclosure Act obliges public relations firms and lobby groups to list their clients, the issues they deal with, and the money they get to perform these tasks. By contrast, the Commission has only developed minimal and less formalized standards on the consultation of interested parties, which are set out in a communication published in December 2002. However, the Commission has so far resisted calls to force consultants and lobbyists to list their clients and budgets, as is currently required in the US Lobbying Disclosure Act. Instead, it recommends that lobby groups, consulting companies, and interest representations sign the voluntary code of conduct developed by the Society of European Affairs Professionals and Public Affairs Practitioners.

- 6. Media influence.** In few other countries has the media reached the fourth power status that it enjoys in the United States. Combined with the adversarial nature of American politics, (positive) media exposure, particularly at the state level, is an important element to consider in every professional public affairs campaign.s

Of course, the wider cultural context also plays its part in shaping policies, with language being one crucial differentiating factor between both sides of the Atlantic. Washington does not have to grapple with 20 different languages as Brussels does. Although English is increasingly imposing itself as the lingua franca in Brussels, significantly, many MEPs still value being approached in their native language. Internal political cultures are starkly different too. While US-style politics tend to be polarized around bipartisanship and are highly adversarial, Brussels politics draw on a wider array of parties and specific national issues, which are often deeply rooted in a country's governance culture (e.g., British laissez faire versus French command and control).

Overall, the United States remains the most highly professionalized place in the world for lobbying. But as the single market develops and the European Union gains political might, professionals say the gap with Brussels is gradually closing.

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# HHGFAA 43RD ANNUAL MEETING

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## Meet the Candidates



**Angell**



**Cobb**



**Groger**



**Moore**



**Richardson**



**Rizzo**

**Georgia Angell** is President of Dell Forwarding located in Monroe, Washington, where she has worked since 1997. During her 25 years of experience in this industry, she has held key management positions with Shoreline International, United Van Lines, and American Ensign. She has been responsible for all facets of freight forwarding and also has experience in local agency and port management.

Angell is currently the Chair of the HHGFAA Executive Committee. She previously chaired both the Accessorial Services Committee and the Claims Committee. She has been extremely involved in the military's development of the Families First program and the issues within the current program. During the past 2 years as HHGFAA Chair, she has also been engaged in all aspects of the association.

"SDDC is clearly committed to change the method of procurement for the movement of personal property," said Angell. "I support a quality driven program with proper rules that will allow a fair playing field and proper compensation for all participants. Although the success of Families First program is paramount, we also face other challenges in the fields of security, US Bank/Powertrack/CWA payments, customer survey and the reduction of bases and military members to name a few. I will continue to pursue ways to ensure the success of our industry and our members.

"Our Associate members are a vital part of the HHGFAA. Additional value-added benefits are reviewed frequently by the HHGFAA staff and Executive Committee. The association consistently looks for opportunities to expand electronically which facilitates better communication and quickly disseminates information for our membership. I look forward to participating with additional plans during the next year to ensure all members continue to enjoy a quality and successful association."



**Michael Cobb** has over 33 years' experience in the household goods industry. He began with a small international forwarder in 1972 before joining American Red Ball International of Seattle, Wash., in 1975 as dispatcher for their flatbed linehaul division. He later was promoted to manager of their flatbed division and subsequently manager of the military operations department. In 1988 Cobb was named vice president of Red Ball with primary duties of overseeing all aspects of shipments moving for the Department of Defense, both international and domestic.

"My experience with a large international forwarder handling military, government agency, and commercial moves worldwide has provided me a tremendous opportunity to work with and exchange ideas with people throughout the world," says Cobb. "This exposure will provide a solid foundation to work with the Executive Committee of the HHGFAA, as it represents members, large or small, domestic or international, in matters that impact our industry now and in the future.

Under Cobb's direction, Red Ball was an active participant in the DoD's Re-Engineering and Full Service Move text programs, as well as the SAM program of the Navy through a subsidiary company. As a result of this involvement, he is familiar with the factors that contributed to both the successes and the failures of those programs. This knowledge can be applied to helping to ensure that the Families First Program is fair for the industry as well as the military.

He currently serves on the HHGFAA Government and Congressional Affairs Committee as well as on the Transit Times Task Force, a collaboration of SDDC and industry representatives reviewing transit times for all international channels based on segmented elements derived from shipment history.

As a member of Red Ball's executive committee, Cobb is actively involved in setting corporate policy and in strategic planning. "Thinking outside the box with an eye toward the big picture, present and future, are strengths that I will bring to the HHGFAA," he said.



**Randall Groger** has over 30 years' experience in the transportation field, including 5 years of military service as an officer in the Army Transportation Corps serving in Europe, the Far East, and CONUS. He began his career in the moving industry in 1983 with Suddath Van lines affiliate Airland Forwarders Inc., where he was operations manager, general manager, and vice president. He currently is vice president and general manager of Airland International Relocations with overall responsibility for the management and administration of several companies serving our industry. They include Airland Forwarders Inc., a domestic and international forwarder; Suddath Container Service, a flatbed trucking fleet specializing in hauling containerized household goods; Military Relocation Services, an ocean freight forwarder; and Relocation Assurance Corporation, a financial and claims service.

"Over the years," says Groger, "I have been fortunate to have had the opportunity to meet and work with many fine people in our industry, including the professional staffs of HHGFAA, AMSA, and DoD, who have worked hard to improve the delivery of our services to the military through discussion groups, program reviews, and problem resolution activities. I have also participated in Washington Week rallies, where we expressed our industry positions to congressional and Administration leaders."

As vice chairman of HHGFAA, Groger — who also chairs the Association's Government and Congressional Affairs Committee — served on MTMC's Task Force Fix Committee, consisting of industry and service representatives tasked with assisting in the development of a more effective DoD Personal Property Program.

"I believe the HHGFAA board must provide the leadership necessary to maintain DoD's focus on an international program that rewards quality at a fair price," says Groger, "a system that is capable of accurately evaluating carrier service; and then cost-effectively applying that evaluation to a quality-based shipment distribution system. At the same time, we must maintain the same traditional opportunity for small businesses to fully participate in all DoD Personal Property Programs."



**Jan Moore**, President of BINL, Incorporated has been in the transportation industry for 35 years. With the exception of a short stint at Pacific Van Lines and a little over a year spent painting tractors and trailers, her entire career has been with BINL (formerly Bekins International Lines).

She has served on several HHGFAA committees and currently serves on the Executive Committee as a Member at Large and is the Chairperson of the Claims Committee.

Having grown up in the military and moving so often, attending 10 schools in 12 years, she understands the trauma, frustration and anxiety that each family experiences. "I make sure that everyone in my office understands that we are not just moving household goods, we are moving people's homes; their every possession," she says.

"Being a part of the Board and the Claims Committee makes me feel like I'm doing something to ensure that each service member receives the type of move that they deserve.

"Serving on the Board, meeting so many people who give so much of their time to the HHGFAA to make sure that our Association is strong and well respected has been very exciting and fulfilling and I hope to continue to serve both the Active and Associate membership."



**Mike Richardson** began his career in the moving and storage industry 14 years ago in the United Van Lines system at the local agency level working in both sales and operations. During this time he relocated to several markets including New York, Atlanta, Pensacola and Jacksonville, Fla., servicing corporate and government business.

He is the vice president and general manager at Senate Forwarding and is in his fifth year at the company. Over that period, Senate participated in all the SDDC test programs with Richardson's guidance. He currently oversees all day to day operations including shipment management, rate filing, claims/customer service and billing as Senate continues to be an active participant in both domestic and international DoD traffic.

"I believe my experience in the industry from the 'trenches' on the local level to servicing government/military business will be a benefit to the Executive Committee and the membership if re-elected," says Richardson. "I am committed to our industry for the long haul and wish to continue to help strengthen the relationship between our members and the Executive Committee. I have gained valuable experience the last two years by chairing the Accessorial Services Committee and I hope my energy will continue to serve our Association well if re-elected."



**Mario Rizzo** is the vice president of the Gateways office in Lombard, Ill., which provides international moving services for military and government, as well as door-to-door full move management for international corporate and private transferees. He has served for the past year as chairman of HHGFAA's Carrier Relations Committee.

Rizzo has over 33 years' experience in the international household goods moving industry and currently is a member of the Executive Committee. Prior to joining Gateways, he had served in various executive capacities with Allied International. Rizzo is a Viet Nam veteran who served 3 years in the US Army infantry and graduated from the Infantry Officer Candidate School at Ft. Benning, Ga.

## Active Member Elections Slate of Candidates

The elections for Active Members to serve on the 2005/06 HHGFAA Executive Committee will take place during the Active Members' Meeting scheduled for Tuesday, October 25, 2005, from 9:00 a.m. to 11:30 a.m.

Shown below is the official Slate of Candidates as presented by the 2005 Nominations Committee. (*Note:* There will be four Member At Large positions to fill.)

### **Chair**

**Georgia Angell**  
Dell Forwarding Inc.

### **Members at Large**

**Michael Cobb**  
American Red Ball International

### **Vice Chairman**

**Randy Groger**  
Air Land Forwarders, Inc.

### **Jan Moore**

BINL, Inc.

**Michael Richardson**  
Senate Forwarding Inc.

### **Mario Rizzo**

Gateways International, Inc.

The HHGFAA Bylaws provide for nominations from the floor, as long as the candidates nominated meet all criteria for election and service on the Executive Committee, as detailed in the Association's Bylaws under Articles VII, VIII, and IX, which can be found at the back of your HHGFAA Membership Directory.

*Note:* The two Associate Member and YP-35 representatives on the Executive Committee serve 2-year terms, which will be up for election next year.

## **Notice of Proposed By-Law Revision/Amendment Associate Member Addendum (Article VI) Allowing for Electronic Voting**

Pursuant to the recommendation and approval of the HHGFAA Executive Committee and the Associate Members' Management Board:

Official Notice is provided herein that the Associate Membership will entertain during the upcoming Annual Meeting a proposed revision to the By-Laws. It has been proposed that the Associate Membership Addendum, ARTICLE VI, be modified as follows:

- (1) The heading which now reads "MAIL VOTE" shall be changed to "MAIL OR ELECTRONIC VOTING."
- (2) There will be a paragraph added between the first two paragraphs of this Article which reads: "The requirements for mail voting set forth in this Article may be discharged by electronic transmissions."

*Note:* Proposed amendments and/or revisions to the Associate Membership By-Laws require 30 days' notice and a two-thirds vote of approval from the Associate Members present at the Annual Meeting.

# Code of Ethics Proposed for Adoption by HHGFAA Members

Pursuant to the desire and actions of the HHGFAA Executive Committee and the Associate Members' Management Board, the following **Code of Ethics** is being presented for consideration and adoption by the HHGFAA Membership during the upcoming Annual Meeting.

This Code of Ethics is generally meant to identify the Association's expectations of its member companies and their employees; and to offer guidance on addressing or handling some of the more common ethical problems that might arise in the course of doing business.

It is hoped that having such a policy will lead to greater ethical awareness, consistency in application, and the avoidance of ethical issues between the members.

If approved and adopted — the Code of Ethics will become a part of the Bylaws and adherence to the Code of Ethics will become a prerequisite for maintaining a HHGFAA membership in good standing.



The Household Goods Forwarders Association of America, Inc. has adopted the following **Code of Ethics** to promote acceptable performance and behavior standards for all members of the Association. Our purpose in establishing this Code of Ethics is not to police the activities of the membership but to communicate the level of professionalism and ethical behavior by which future members shall agree to abide by.

Our goal in adopting a Code of Ethics is:

- To further the interests of the Association.
- To promote and maintain a professional level of service in the forwarding industry.
- To promote ethical business practices for Association members.

It is expected that all members will agree to uphold these standards.

## Household Goods Association of America

### CODE OF ETHICS

- I. Members shall acknowledge and respect the cultural similarities and differences among all members.
- II. Members shall conduct business in a responsible and professional manner.
- III. Members shall deal fairly with all customers, Association members and other business entities.
- IV. Members shall adhere to a policy of honesty and integrity in accordance with generally accepted principles of professional conduct.
- V. Members shall be forthright and truthful in their professional communications.
- VI. Members shall abide by all lawful agreements to which they are a party, including agreements with customers, the Association and Association members.
- VII. Members shall pay their just obligations.
- VIII. Members shall strive to comply with all applicable laws and governmental regulations.
- IX. A member shall not compete unfairly with other members.
- X. Members shall refrain from engaging in any activity which discredits the Association or any of its members.

HHGFAA 43rd Annual Meeting  
October 22–25, 2005  
Washington, DC

SCHEDULE AT-A-GLANCE

Saturday October 22	Sunday October 23	Monday October 24	Tuesday October 25
8:30–6:00 p.m. Registration	7:00 a.m.–5:00 p.m. Registration	7:30 a.m.–5:00 p.m. Registration	7:30 a.m.–1:00 p.m. Registration
9:00 a.m.–5:00 a.m. Exhibit Set-up	7:30 a.m.–9:30 a.m. Buffet Breakfast	7:30 a.m.–9:30 a.m. Buffet Breakfast	7:30 a.m.–9:30 a.m. Breakfast and Bloody Mary Mixer with Exhibitors
9:00 a.m.–11:00 a.m. AMMB/Executive Committee Breakfast Meeting	9:00 a.m. Network Central Ribbon Cutting and Grand Opening	9:00 a.m.–12:30 p.m. Network Central and Exhibits	7:30 a.m.–11:00 a.m. Network Central and Exhibits
11:00 a.m.–4:30 p.m. Executive Committee Meeting	9:00 a.m.–5:00 p.m. Network Central and Exhibits Open	9:30 a.m.–11:30 a.m. Military and Government Affairs Workshop	9:00 a.m.–11:30 a.m. Active Membership Meeting
1:00 p.m.–2:00 p.m. Executive Committee Lunch	9:30 a.m.–11:30 a.m. Claims Workshop	11:30 a.m.–1:00 p.m. Cocktail Reception	11:00 a.m.–12:00 p.m. Exhibits Hall Teardown
5:30 p.m.–6:30 p.m. New Members' Reception	11:30 a.m.–1:00 p.m. Exhibitors Reception	11:00 a.m.–2:30 p.m. Presidents Luncheon	11:30 a.m.–1:30 p.m. Lunch on Your Own
6:30 p.m.–10:00 p.m. Opening Reception	12:00 p.m.–2:00 p.m. ISA Board Luncheon and Meeting	3:00 p.m.–5:00 p.m. Network Central and Exhibits Reopens	1:30 p.m.–4:00 p.m. Partnership in “Families First”
9:00 p.m.–11:00 p.m. Dancing and Entertainment	1:00 p.m.–2:00 p.m. YP-35 Board Meeting	3:00 p.m.–5:00 p.m. General Membership Meeting with Keynote Speaker Barry Wishner	6:30 p.m.–7:30 p.m. Reception
<p><b>Reserve a Table for the Closing Dinner</b></p> <p>If your company would like to purchase a reserved table for 10 guests at the Closing Dinner, please visit the Registration Desk.</p>	2:00 p.m.–3:00 p.m. YP-35 Members Meeting	9:00 p.m.–11:30 p.m. YP-35 Mixer (YP-35 Members Only)	7:30 p.m.–10:30 p.m. Closing Dinner and Entertainment
	2:00 p.m.–4:00 p.m. ISA Members Meeting		10:30 p.m.–12:30 a.m. Post-Banquet Entertainment
	4:00 p.m.–4:30 p.m. ISA Board Meeting		
		<p><b>For Annual Meeting schedule updates, visit</b></p> <p style="text-align: center;"><a href="http://www.hhgfaameetings.org">www.hhgfaameetings.org</a></p>	

## HHGFAA 43rd ANNUAL MEETING EXHIBITORS

As this issue goes to press, the following companies are signed up to exhibit at HHGFAA's 43rd Annual meeting in Washington, D.C.

21st Century Relocations • AE Worldwide • AGS Worldwide Movers • Appliances & Video Overseas, Inc. • Asia-Pacific Worldwide Movers Ltd. • Atlas International Service, S.A. • Baker & Company • BALtrans Int'l Moving Limited • Cartwright International Van Lines Inc. • Combitrans, Inc. • Conroy Removals Ltd. • Contour Logistics, Inc. • Corstjens Worldwide Movers Group • Cosmopolitan Canine Carriers Inc. • Covan International Inc. • Davidson Forwarding Company • De Haan Removals • Executive Insurance Services Inc. • F & N Worldwide Moving • Global Transportation Systems, Inc. • Globe Moving & Storage Co. Pvt. Ltd. • Grupo Amygo, S.A. • Hasenkamp Internationale Transporte • High Relocation Worldwide, Inc. • Hi-Line Forwarders Inc. • Intermove Egypt • Intermove Limited • International Wood Industries Inc. • Interport Executive Movers (S) Pte Ltd. • Interstate International Inc. • ITO Moebeltransport GmbH • Jordanian Coast Cargo Services • King's Mover International • L.A.C.M.A. • La Rosa Del Monte • Leader Freight Forwarders • Matson Navigation Co. • McGimpsey Brothers (Removals) Ltd. • Mirliss Auto Relocation Services • Movers Specialty Service Inc. • MoversPOE • Moveware Pty Ltd • Moveworx • Omega Shipping Co., Inc. • O'Neil Software, Inc. • Orient International Freight Forwarding • Orphee Beinoglou International Forwarders S.A. • P.M. Packers & Movers (Pvt) Ltd • Pacific Island Movers Inc. • Pan American International Movers Association (PAIMA) • Penbroke Marine Services, Inc. • PowerTrack, U.S. Bank • Prime Transport Customs Broker • Prism International • Raffles Movers International Pte. Ltd. • Rainier Overseas Movers Inc. • RE Transportation, Inc. • Reindeer Auto Relocation • Rex Service Co., Ltd • Roadway Express, Inc. • Speedy Moving SRL • Subalipack (M) Sdn Bhd • TG International Insurance Brokerage, Inc. • Transmove • Transport Management Int'l Ltd • Victory Van International • Voxme Software Inc. •

## Meet Our Keynote Speaker

**B**arry Wishner is an expert on business execution. He has been referred to as the “Down-to-Earth business leader who has the passion of Tom Peters and content of Jim Collins.” A seasoned business leader, Wishner is a trusted adviser and confidant who served small, medium, and Fortune 500 companies as a catalyst for turning their ideas into actions.

His ongoing interviews of over 1,000 top business executives and entrepreneurs provide a behind-the-scenes look at what really makes them tick. This guarantees his audiences timely, relevant, and cutting-edge information. As founder and CEO of Performance, a management consulting firm that generated \$50 million in revenues, Wishner knows how to get the job done.

“Execution Is Everything” is the cornerstone of his message. His high-energy, charismatic style come from his early show business career with his father and Shari Lewis and Lamb Chop on NBC.

Wishner is often quoted in *USA Today*, the *Los Angeles Times*, *San Francisco Chronicle*, and *CNN Financial News*. He has been an adjunct professor at Golden Gate University School of Business Management and served as a captain in the US Air Force.

Website: [www.wishner.com](http://www.wishner.com). E-mail: [info@wishner.com](mailto:info@wishner.com).



**Barry Wishner**

On Monday, Oct. 24, Keynote Speaker Barry Wishner will speak briefly during the President's Luncheon and invites the audience to join him for his full presentation during the General Membership Meeting to immediately follow the luncheon.

# HHGFAA 43rd ANNUAL MEETING SPONSORS

As this issue went to press, the following HHGFAA member companies have signed on as sponsors for the Association's Annual Meeting in Washington, DC

## **GOLD SPONSORS**

DAS Global Services  
MyM International  
Varoda Packaging B.V.

## **SILVER SPONSORS**

Globalink  
National Van Lines Inc.  
Woodfree Crating Systems, Inc.  
AGS Frasers International Removals  
Gateways International Inc.  
Goodrich Forest Products, Inc.  
International AutoSource  
TechMate International  
The Pasha Group  
Victory Packaging Inc.  
Willis Relocation Risk Group  
Interem (International Removals Div. of  
Freight Systems Co. Ltd.)

## **BRONZE SPONSORS**

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Container Systems Inc.  
Crystal International  
Euromovers Netherlands B.V.  
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Garcia Trucking Services, Inc.  
Glenscare Africa, Ltd.  
Hyundai Shipping Co. Ltd  
InternationalMovers.com  
Inters & R  
Isaac's Relocation Service  
KHZ Worldwide Movers B.V.  
Moving Insurance, LLC  
New Haven Moving Equipment Corp.  
Tri Star Freight System Inc.  
Zuhai Pack



# Places to Go, Things to Do, People to See in Washington, DC

When Pierre Charles L'Enfant gazed northward along the banks of the Potomac River in 1791, he envisioned a "pedestal waiting for a monument." Since that day, Washington, DC, has evolved into a fascinating, lively city combining grand, neoclassical government buildings, monuments, memorials, museums and the National Mall with colorful neighborhoods, art, theater, music and culture.

Washington, DC, is a powerful symbol not only of our nation but also of democracy and freedom. The District of Columbia's neighborhoods, people, history and culture truly embody the American Experience — from Duke Ellington to John Phillip Sousa and from the Civil War to civil rights. Only in Washington can visitors be inspired by touring the magnificent Capitol Building and Washington Monument by day and be moved by taking in magical performances by the National Symphony Orchestra and world-class opera by night.

During your stay in the nation's capital, we encourage you to discover Washington, DC, as more than just a tourist. Become a part of the American Experience. Marvel at the Lincoln Memorial. Show your children "The Star-Spangled Banner." Stop in at Eastern Market, an amazing European-style gathering of food vendors and artisans. Explore Jacqueline Kennedy's Washington through a citywide celebration and discover how her love of the arts and the city transformed the Washington.

Visit [www.washington.org](http://www.washington.org) to find many more exciting ideas to make your own American Experience here in Washington, DC.



## GEOGRAPHY

Located midway along the eastern seaboard of the United States, south of Maryland, north of Virginia and 233 miles south of New York City, the Washington, DC metropolitan area refers to the District of Columbia, plus 7 Maryland counties, 5 Virginia counties, and 6 Virginia cities (Arlington, Alexandria, Fairfax City, Falls Church, Manassas and Manassas Park).

The District of Columbia is 67 square miles and divided into 4 quadrants: Northwest, Southwest, Northeast and Southeast. The US Capitol building marks the center where the quadrants meet. Numbered streets run north and south. Lettered streets run east and west (there are no J, X, Y or Z streets), becoming two-syllable names, then three-syllable names as you travel farther out from the center. Avenues named for US states run diagonally, often meeting at traffic circles and squares.

## ELEVATION

Highest is 420 feet; lowest is sea level.

## POPULATION

The population is approximately 572,000 in DC proper and 5.4 million for the entire metro area.

## INDUSTRY

Washington DC's primary industry after the federal government is tourism. Other important industries include trade associations, as Washington, DC is home to more associations than any other US city; law; higher education; medicine/medical research; government-related research and publishing. The Washington, DC metropolitan area is also world headquarters for corporations such as USAirways, Marriott, Amtrak, Gannett News, Mobil Oil, MCI Telecommunications and the International Monetary Fund.

## CLIMATE

Experience the glory of all four seasons here in Washington, DC. Warm weather usually prevails from April until as late as October. Winters are short here, with more rain than snow. Monthly high and low average temperatures in October are 68F (20C) and 50F (20C).

## PARKING

Parking is restricted during rush hours and some weekend hours (check posted hours on street signs). If your vehicle is towed Friday after 7 p.m., or any time on weekends, you won't be able to retrieve it until Monday after 9 a.m. For details, call (202) 727-5000.

## SALES TAX

- **Washington, DC:** 5.75%. Total hotel tax including sales tax is 14.5%. Food and beverage tax is 10%.
- **Maryland:** 5%. Hotel tax varies by county with most counties averaging between 5% and 8%.
- **Virginia:** 4.5%. Hotel tax varies by county with most counties averaging between 9.5% and 10%.

## DISABLED TRAVELERS

Washington, DC is one of the most accessible cities in the world for physically challenged visitors. For information on resources, visit **Disabilityguide.org**, which contains detailed accessibility information for many attractions, restaurants and bars. For information on public transportation for the disabled, visit **www.wmata.com**.

## INFORMATION FOR INTERNATIONAL TRAVELERS

Washington is more than just the nation's capital — it is also home to more than 150 embassies, chancelleries and diplomatic residences where colors, cultures and languages mix like nowhere else. The following sections contain some tips and information to make international visitors feel more at home.

### New Passport Requirements

- As of Oct. 26, 2005, all countries must issue passports with digital photos or the required chip (e-passport) containing biometric information about the individual.
- However, anyone issued a machine-readable passport prior to Oct. 26, 2005, will be “grandfathered in” and allowed to visit the United States until the passport expires.
- International visitors who need a visa to travel to the US must apply for one at an American embassy or consulate. For more information visit **travel.state.gov**.

### Embassies

Many embassies offer guided tours with prior notification. Arrangements can also be made by some embassies to host meeting functions and private parties, offering an unmatched asset for any meeting planner. Embassy phone numbers are available by calling directory assistance at (202) 555-1212. A comprehensive listing of embassies is also available online at **www.embassy.org**.

### Tipping

Tipping is voluntary; gratuities are not automatically added to the bill. Here are a few tipping guidelines: Servers are usually given 15% of the bill. For outstanding service, tip 20%. Taxi drivers usually receive 15% of the fare, and doormen, skycaps and porters are usually tipped \$1 per bag.

### Electricity

The electricity used in Washington, DC is standard electricity, which is 110 volts. European appliances will require a voltage transformer.

## WHAT TO DO

**N**ever before has Washington, DC, provided so much to do in so many places—and at such an appropriate time. Culture, heritage, nationally acclaimed theater, FREE musical concerts, festivals, world-renowned shopping and — oh, yes — all the inspiring monuments and museums you expect, offer ideal touring choices. The list of performances is constantly changing in Washington, DC, thanks to an active cultural community and special exhibits spanning the arts, history and science. Not only are Washington, DC's sightseeing options large in number, nearly all of them offer free admission. For a comprehensive list, visit **www.washington.org/**.

Ideally situated between Maryland and Virginia, DC offers the perfect base for excursions to these nearby attractions. Fun and excitement coexist with the fancy and refined in Washington, DC; a morning browsing high-brow art at the elegant Phillips Collection or the hip design district on Seventh Street might be followed by an afternoon of casual fun exploring the funky shops in Adams Morgan or Eastern Market in Capitol Hill — with the evening reserved for the Kennedy Center. The wealth of activities in the Nation's Capital are far too numerous to list here, but following are some suggestions and resources to get you started.

## **Cultural Tourism DC**

1250 H St. NW, Ste. 1000

Washington DC 20005

Phone: (202) 661-7581

Web: [www.culturaltourismdc.org](http://www.culturaltourismdc.org)

Discover a different Washington! This Website is your gateway to Washington's historic neighborhoods where museums, historic houses, parks and gardens, art galleries, theaters, guided tours, and self guided walking trails await you.

## **National Mall**

Constitution & Independence Aves. SW

Washington DC

Phone: (202) 485-9880

Web: [www.nps.gov/nama](http://www.nps.gov/nama)

A splendid, world-famous green park area extending approximately two miles from the US Capitol to the Lincoln Memorial. Lining either side of the park near the Capitol are 200-year-old American elm trees, several of the Smithsonian Institution museums, National Archives, National Gallery of Art and US Botanic Gardens.

## **PERFORMING ARTS AND ENTERTAINMENT**

Second only to New York City in number of theatre seats, Washington, DC, annually hosts some of the greatest stage productions.

### **Ford's Theatre**

511 10th St. NW

Washington DC 20004

Phone: (202) 347-4833

Web: [www.fordstheatre.org](http://www.fordstheatre.org)

As a living tribute to Abraham Lincoln's love of the performing arts, Ford's Theatre presents plays and musicals underscoring multiculturalism and highlighting the eclectic character of American life. With productions from September-June, Ford's Theatre is both a working theatre and a historical monument open to the public.

### **John F. Kennedy Center for the Performing Arts**

2700 F St. NW

Washington DC 20566

Phone: (202) 467-4600

Web: [www.kennedy-center.org](http://www.kennedy-center.org)

Independent, privately supported national performing arts center with six magnificent theatres.



**The John F. Kennedy Center for the Performing Arts**

### **National Theatre**

1321 Pennsylvania Ave. NW

Washington DC 20004

Phone: (202) 628-6161

Web: [www.nationaltheatre.org](http://www.nationaltheatre.org)

One of America's oldest continually operating theatres features national tours of Broadway favorites, pre-Broadway shows and American premieres. Tickets and group rates vary with attraction and according to availability; advance reservation required (minimum 20). Hearing amplification available; narrated and ASL performances.

## ART AND GALLERIES

The area known as Dupont Circle is internationally known for its eclectic array of fine art galleries.

Here are some other attractions:

### The Awakening

Hains Point in East Potomac Park SW

Washington DC 20042

The most dramatic feature of the park is this larger-than-life fine piece sculpture called the Awakening. Tourists love to pose for pictures at this sculpture, created by J. Seward Johnson Jr.



**This statue of Albert Einstein sits on Constitution Avenue, near the Vietnam Memorial.**

### Corcoran Gallery of Art

500 17th St. NW

Washington DC 20006

Phone: (202) 639-1700

Web: [www.corcoran.org](http://www.corcoran.org)

Washington, DC's oldest art museum presents, interprets and preserves the art of our times and of times past. The museum is known internationally for its distinguished collection of historical and modern American art as well as European painting, sculpture and decorative arts. Open Wed.—Mon. 10 a.m.-5 p.m. (to 9 p.m. Thursday). Closed Tuesday. Admission: \$6.75 adults, \$4.75 seniors, \$12 families, free for members and children 12 and under. Pay as you wish admission Mondays (all day) and Thursdays (after 5 p.m.). Group tours by appointment only.

### The Phillips Collection

1600 21st St. NW

Washington DC 20009

Phone: (202) 387-2151

Web: [www.phillipscollection.org](http://www.phillipscollection.org)

America's first museum of modern art features works by Cezanne, Diebenkorn, Dove, Eakins, Klee, Picasso, Matisse, Degas, Diebenkorn, Rothko and more. Classical music program every Sunday (Sept.—May). Artful Evenings program of gallery talks Thursdays through out the year. Open Tues.—Sat. 10 a.m.-5 p.m.; Thur. till 8:30 p.m.; Sun. noon—7 p.m. (Summer Sunday hours 12-5). Closed Monday. Weekend admission will vary with cost of special exhibitions. Weekday admission to permanent collection by contribution. Under 18 free. Guided group tours by appointment.

### The Textile Museum

2320 S St. NW

Washington DC 20008

Phone: (202) 667-0441

Web: [www.textilemuseum.org](http://www.textilemuseum.org)

The Textile Museum features rotating exhibitions of historical and contemporary textiles and a Textile Learning Center that explores textile techniques, makers and their cultures. Open Mon.—Sat. 10am -5p.m.; Sun. 1p.m.—5p.m. Suggested donation \$5.

## SMITHSONIAN

The Smithsonian Institution is actually the largest cluster of museums in the world, each worth a day's visit.

### Smithsonian Institution Information Center

SI Bldg. 153 MRC 010

Washington DC 20013

Phone: (202) 633-1000

Web: [www.si.edu/visit](http://www.si.edu/visit)

Known as the Castle, the oldest of the 15 Smithsonian museums in Washington houses the crypt of founder James Smithson, an orientation theater, scale models of Washington's monumental core, interactive touch-screen program in 6 languages, 2 electronic wall maps, plus multilingual information and assistance. Cafe dining. Open daily 8:30 a.m.-5:30 p.m. except Dec. 25. Free admission. Walk-in tours Fri-Mon, call for times. Group tours also available by appointment; call (202) 633-1000.

**Freer Gallery of Art and  
Arthur M. Sackler Gallery**

12th St. & Jefferson Dr. SW  
Washington DC 20013  
Phone: (202) 633-1000  
Web: [www.asia.si.edu](http://www.asia.si.edu)

Two outstanding collections of Asian art, plus works by 19th- and 20th-century American artists. The opulent Peacock Room is the only surviving example of American expatriate James McNeill Whistler's interior design. Open daily 10 a.m.-5:30 p.m., except Dec. 25; extended summer hours determined annually. Free admission. Group tours by appointment. Call (202) 633-0445 or (202) 786-2374 (TTY), Mon.–Fri.

**Hirshhorn Museum and Sculpture Garden**

7th St. & Independence Ave. SW  
Washington DC 20013  
Phone: (202) 633-1000  
Web: [www.hirshhorn.si.edu/](http://www.hirshhorn.si.edu/)

Collection of 19th- and 20th-century paintings and sculpture in a striking cylindrical museum and adjoining outdoor garden. Changing exhibitions explore the newest trends in modern art. Open daily 10 a.m.-5:30 p.m.; extended summer hours determined annually.

**National Air and Space Museum**

6th St. & Independence Ave. SW  
Washington DC 20013  
Phone: (202) 633-1000  
Web: [www.nasm.si.edu](http://www.nasm.si.edu)

The world's most visited museum houses the Wright Brothers' 1903 Flyer, Lindbergh's Spirit of St. Louis, Apollo 11 lunar command module and an incredible collection of aviation and space technology treasures. Lockheed Martin IMAX theater shows spectacular films daily (admission). Albert Einstein Planetarium presents several programs daily (admission). Open daily 10 a.m.-5:30 p.m., except Dec. 25, extended summer hours determined annually. Free admission.



**National Air and Space Museum Steven F. Udvar-Hazy Center**

14390 Air & Space Museum Pkwy.  
Chantilly VA 20151  
Phone: (202) 633-1000  
Web: [www.nasm.si.edu](http://www.nasm.si.edu)

The new major companion facility to the National Air and Space Museum in Chantilly, Virginia near Dulles Airport, designed to display and preserve its collection of historic aviation and space artifacts. Enjoy a simulator ride, an IMAX theater presentation, and a light snack. Parking: \$12 for private vehicles; free of charge after 4 p.m. Hours: 10 a.m.-5:30 p.m. daily. Free admission.



**National Gallery of Art**

6th St. & Constitution Ave. NW  
Washington DC 20565  
Phone: (202) 737-4215  
Web: [www.nga.gov](http://www.nga.gov)

Permanent collection of European and American paintings, sculpture, decorative arts and works on paper, plus changing exhibitions of art from around the world. Open Mon.—Sat. 10 a.m. -5 p.m., Sun. 11 a.m.-6 p.m. Free admission. Group tours by appointment.

## **National Museum of American History**

14th St. & Constitution Ave.

PO Box 37012

Washington DC 20013

Phone: (202) 633-1000

Web: [www.americanhistory.si.edu](http://www.americanhistory.si.edu)

Among the wealth of Americana: the flag that inspired “The Star-Spangled Banner,” now being restored, selected first ladies inaugural gowns and quilts. Popular exhibitions include The Price of Freedom: Americans at War, Field to Factory, American Presidency: A Glorious Burden, and America on the Move. Tours for groups and for individuals with visual and hearing impairments by appointment: call (202) 633-3717 or (202) 357-1563 (TTY). Open 10a.m.-5:30 p.m. daily. Extended summer hours determined annually. Free admission. Food court.

## **National Museum of the American Indian**

4th St. & Independence Ave. SW

Washington DC 20013

Phone: (202) 633-1000

Web: [www.americanindian.si.edu](http://www.americanindian.si.edu)

Centerpiece for preservation, study and exhibition of the life, arts, culture and history of the native peoples of the Western Hemisphere. Also features educational and public programs, including ceremonies and performances. Free, but timed passes may be required if visitation is heavy; call for details (202) 633-1000. Open daily 10 a.m.-5:30 p.m.

## **National Museum of Natural History**

10th St. & Constitution Ave. NW

PO Box 37012

Washington DC 20013

Phone: (202) 633-1000

Web: [www.mnh.si.edu](http://www.mnh.si.edu)

Houses the 45.5-carat Hope Diamond, dinosaur fossils, insect zoo, the new mammals hall, and the world’s largest African bush elephant. The Samuel C. Johnson IMAX Theater shows spectacular films daily (admission). Jazz Cafe on Friday nights (cover charge). Food court available. Open daily 10 a.m.-5:30 p.m.; extended summer hours determined annually. Free admission.

## **Renwick Gallery of the Smithsonian American Art Museum**

17th St. & Pennsylvania Ave. NW

PO Box 37012

Washington DC 20013

Phone: (202) 633-1000

Web: [www.AmericanArt.si.edu](http://www.AmericanArt.si.edu)

Permanent collection and exhibitions of American crafts. This gem of a museum, located in a historic building near the White House, is dedicated to exhibiting American crafts from the 19th to the 21st century. Special exhibitions of American art are ongoing during the renovation of the museum’s main building. Open daily 10 a.m.-5:30 p.m. Free admission.

## **MONUMENTS AND MEMORIALS**

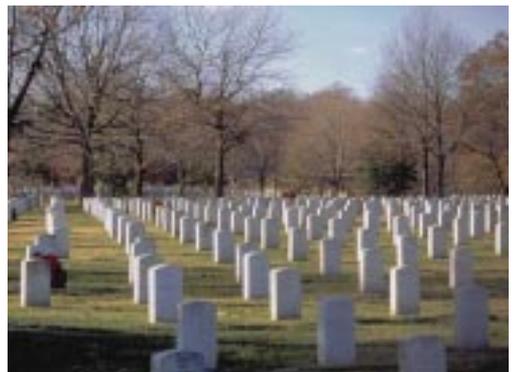
### **Arlington National Cemetery**

Arlington VA 22211

Phone: (703) 607-8000

Web: [www.arlingtoncemetery.org](http://www.arlingtoncemetery.org)

Arlington National Cemetery, this nation’s most treasured burial ground, is home to more than 285,000 honored dead. Among the thousands of white headstones are the graves of President John F. Kennedy, Supreme Court Justice Thurgood Marshall, world champion boxer Joe Louis and the Tomb of the Unknowns. Open daily 8 a.m.-5 p.m. Free admission.



### **FDR Memorial**

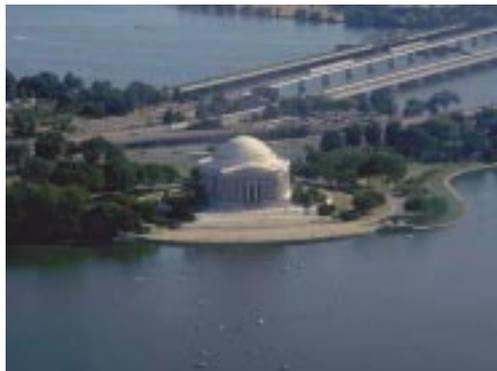
Ohio Dr. between the Tidal Basin and the Potomac River  
Washington DC 20024  
Phone: (202) 426-6841

A 7.5-acre site, the memorial depicts the 12 pivotal years of Franklin Delano Roosevelt's presidency through a series of four outdoor gallery rooms. The rooms feature ten bronze sculptures depicting President Roosevelt, Eleanor Roosevelt and events from the Great Depression and World War II. The park-like setting includes waterfalls and quiet pools amidst a meandering wall of reddish Dakota granite, where Roosevelt's inspiring words are carved. It is the first memorial in Washington, DC purposely designed to be totally wheelchair accessible. Open daily. Free.

### **Jefferson Memorial**

Tidal Basin South End  
Washington DC  
Phone: (202) 426-6841

Beneath the marble rotunda, the 19-foot statue of the third US president is surrounded by passages from the Declaration of Independence and other famous Jefferson writings. Open daily. Free.



**The Jefferson Memorial is a popular destination for visitors. It sits at the Tidal Basin, which is ringed with cherry trees given to the country by Japan.**

### **Korean War Veterans Memorial**

Independence Ave. at the Lincoln Memorial  
Washington DC  
Phone: (202) 426-6841

Web: [www.nps.gov/kwvm](http://www.nps.gov/kwvm)

Built by the Korean War Veterans Memorial Advisory at a cost of \$18 million in donated funds, this memorial, located on a 2.2-acre site adjacent to the Lincoln Memorial Reflecting Pool, features a sculptured column of 19-foot soldiers arrayed for combat with the American flag as their symbolic objective. A 164-foot mural wall is inscribed with the words, "Freedom Is Not Free" and is etched with 2,500 photographic images of nurses, chaplains, crew chiefs, mechanics, and other support personnel to symbolize the vast effort that sustained the military operation.

Open daily 8 a.m.-midnight. Free.



### **Lincoln Memorial**

Independence Ave. & 23rd St. NW  
Washington DC  
Phone: (202) 426-6841

Web: [www.nps.gov/linc](http://www.nps.gov/linc)

This grand monument overlooks the Reflecting Pool, the Washington Monument and the US Capitol. Inside, the 19-foot marble statue of the 16th president is flanked by inscriptions of his Second Inaugural Address and the famous Gettysburg Address. Open daily. Free.



### **Marine Corps Memorial Iwo Jima Statue**

Route 50 near Arlington  
National Cemetery  
Arlington VA 22101  
Phone: (703) 289-2500

One of the largest bronze statues ever cast, this memorial commemorates all the Marines who have died in battle since 1775. The 32-foot-high figures are shown erecting a 60-foot bronze flag pole from which a cloth flag flies 24 hrs. a day. Felix W. deWeldon created the monument from a famous photograph showing the flag being raised on Mount Suribachi during World War II. Open 24 hours. Free



### **National World War II Memorial**

17th St. & Independence Ave. NW  
Washington DC 20001  
Web: [www.wwiimemorial.com](http://www.wwiimemorial.com)

Located between the Washington Monument and Lincoln Memorial, this memorial honors the 16 million who served during WWII and those who supported the war effort from home. The memorial features two 43-foot arches, a 17-foot pillar for each state and territory from that period and a field of 4,000 gold stars honoring the more than 400,000 who died. A series of bronze sculpture panels depict Americans at war, at home and overseas. Open daily except Christmas. Free.

### **United States Holocaust Memorial Museum**

100 Raoul Wallenberg Pl. SW  
Washington DC 20024  
Phone: (202) 488-0400  
Web: [www.ushmm.org](http://www.ushmm.org)

Located between 14th St. and Raoul Wallenberg Pl. SW (formerly 15th St.), this internationally acclaimed museum tells the story of the Holocaust through artifacts, films, photos, and oral histories. Open daily 10 a.m.-5:30 p.m. Timed passes required to view the permanent exhibition. Passes are not required for entering the museum, ‘Remember the Children: Daniel’s Story’ or special exhibitions. Free-passes are given out daily on a first-come, first-serve basis. Advance passes may be purchased through tickets.com at (800) 400-9373 and [www.tickets.com](http://www.tickets.com). A service fee applies.

### **Vietnam Veterans Memorial**

Constitution Ave. & Henry Bacon Dr. NW  
Washington DC 20001  
Phone: (202) 634-1568  
Web: [www.nps.gov/vive](http://www.nps.gov/vive)

The black granite walls of this moving V-shaped memorial are inscribed with the names of more than 58,209 Americans missing or killed in the Vietnam conflict. Frederick Hart’s life-size bronze sculpture depicts three young servicemen. Open 24-hours.



### **Washington Monument**

15th St. & Constitution Ave. NW  
Washington DC 20001  
Phone: (202) 426-6841  
Web: [www.nps.gov/wamo](http://www.nps.gov/wamo)

Visitors wishing to reserve Washington Monument tickets should call 1-800-967-2283. There is a \$1.50 service charge and \$.50 shipping fee. Free-same day timed tickets are available beginning at 8:30am at the 15th street kiosk. The Monument is open daily 9am -5p.m.



## **Woodrow Wilson House Museum**

2340 S St. NW

Washington DC 20008

Phone: (202) 387-4062

Web: [www.woodrowwilsonhouse.org](http://www.woodrowwilsonhouse.org)

Washington, DC's only presidential museum. The former home of President Woodrow Wilson and Edith Wilson following their White House years features original furnishings, presidential memorabilia and changing special exhibits. Open Tues.—Sun. 10 a.m.-4 p.m. Admission: Adults \$5, students \$2.50. Groups: Adults \$4, students \$2.50.

## **FOR NATURE LOVERS**

### **Segs in the City**

1100 Pennsylvania Ave. NW

Old Post Office Pavillion

Washington DC 20004

Phone: (410) 263-2344

Web: [www.segsinthecity.net](http://www.segsinthecity.net)

Segs in the City offers daily Segway rentals and Segway safaris (Segway training) in Washington, DC, and Annapolis, MD. Segways are a fun and easy way to get around. Call or drop by the Old Post Office Pavilion opposite the Federal Triangle Metro stop to make your reservation.

### **C & O National Historic Park**

1850 Dual Hwy., #100

Hagerstown MD 21740

Phone: (301) 739-4200

Web: [www.nps.gov/choh](http://www.nps.gov/choh)

The Chesapeake and Ohio Canal stretches 184.5 miles from Georgetown to Cumberland, MD. Mule-drawn boat trips available (April-Oct.). Wide towpaths open to bikers, joggers, and hikers. Admission: \$5 per car. Contact park for additional fee admissions. Price can vary. Visitor Center open Wednesday-Sunday 9:30 a.m.-4:30 p.m.

### **Great Falls Park**

9200 Old Dominion Dr.

Great Falls VA 22066

Phone: (703) 285-2965

Park open dawn to dusk. Visitor center open 10 a.m.-5 p.m. Mon—Fri, 10 a.m.-6 p.m. weekends and winter hours 10 a.m.-4 p.m. Admission \$5 for noncommercial vehicles. Contact park for admission fees.

### **National Zoological Park**

3001 Connecticut Ave. NW

Washington DC 20008

Phone: (202) 673-0127

Web: [www.nationalzoo.si.edu](http://www.nationalzoo.si.edu)

Thousands of exotic animals, including two giant pandas and a new panda cub. Amazonia is a recreated microcosm of the world's largest rain forest. Open daily. Free.

## **FOR HISTORY BUFFS**

### **Folger Shakespeare Library**

201 E. Capitol St. SE

Washington DC 20003

Phone: (202) 675-0375

Web: [www.folger.edu](http://www.folger.edu)

Home to the world's largest Shakespeare collection, the Folger is a major international center for scholarly research and a lively venue for exhibitions, literary programs, and the performing arts. Open Mon.-Sat., 10 a.m.-4 p.m. Closed Sun. Free admission to tours and exhibitions. Guided 90-minute tour daily at 11 a.m. (plus 1 p.m. Sat. only).

### **Goethe Institut**

812 7th St. NW

Washington DC 20001

Phone: (202) 289-1200

Web: [www.goethe.de/washington](http://www.goethe.de/washington)

The German cultural center presents a wide variety of films, exhibits, discussions, media projects and language classes in a contemporary artistic setting. Up-to-date perspectives on Germany in the context of Europe. Mon.–Thurs. 9 a.m.-5 p.m.; Fri. 9 a.m.-3p.m.

### **International Spy Museum**

800 F St. NW

Washington DC 20004

Phone: (202) 393-7798

Web: [www.spymuseum.org](http://www.spymuseum.org)

Featuring the largest collection of international espionage-related artifacts open to the public, the museum chronicles the history of spying throughout the ages, across the globe, and today. Tours are self-guided, please allow 1.5–2 hours to complete the tour.

### **Library of Congress**

10 First St. SE

Washington DC 20540

Phone: (202) 707-8000

Web: [www.loc.gov](http://www.loc.gov)

Visit the Thomas Jefferson Building, known for its magnificent 19th Century architecture and decoration and changing historical exhibitions. Open Mon.—Sat. 10 a.m.-5 p.m.

### **Mount Vernon: George Washington's Estate & Gardens**

George Washington Pkwy.

Mount Vernon VA 22121

Phone: (703) 780-2000

Web: [www.mountvernon.org](http://www.mountvernon.org)

Explore George Washington's estate overlooking the Potomac River and discover 45 acres of family fun, including hands-on activities, special tours, river cruises, farm animals, shopping, dining, and more. Open every day!

### **National Archives & Records Administration**

Constitution Ave. NW between 7th & 9th Sts

Washington DC 20408

Phone: (202) 501-5000

Web: [www.archives.gov](http://www.archives.gov)

Houses the original Declaration of Independence, Constitution, Bill of Rights and more than 3 billion records. Open daily 10 a.m.-5:30 p.m. Free admission.

### **White House Visitor Center**

1450 Pennsylvania Ave. NW

U.S. Dept. of Commerce Bldg.

Washington DC 20230

Phone: (202) 208-1631

The Visitor Center is open seven days a week, from 7:30 a.m.–4:00 p.m. Allow between 20 minutes and 1-1/2 hour to explore the video and exhibits. The Center features many aspects of the White House, including its architecture, furnishings, first families, social events, and relations with the press and world leaders, as well as a 30-minute video. The White House Historical Association sponsors a sale area.



**The White House is open for tours, but call first, for information on restrictions and requirements.**

## **Woodrow Wilson House Museum**

2340 S St. NW • Washington DC 20008

Phone: (202) 387-4062

Web: [www.woodrowwilsonhouse.org](http://www.woodrowwilsonhouse.org)

Washington, DC's only presidential museum. The former home of President Woodrow Wilson and Edith Wilson following their White House years features original furnishings, presidential memorabilia and changing special exhibits. Open Tues.—Sun. 10 a.m.-4 p.m. Admission: Adults \$5, students \$2.50. Groups: Adults \$4, students \$2.50. Available for private functions.

## **SPORTING EVENTS**

### **MCI Center**

601 F St. NW • Washington DC 20005

Phone: (202) 628-3200

Web: [www.mcicenter.com](http://www.mcicenter.com)

Experience over 220 world-class sporting events, concerts and family shows at this 20,000-seat, state-of-the-art sports and entertainment complex that is home to the NBA's Washington Wizards, the NHL's Washington Capitals, the WNBA's Washington Mystics, and the Georgetown Hoyas.

## **MORE ATTRACTIONS**

### **National Geographic Society—Museum at Explorers Hall**

1145 17th St. NW • Washington DC 20036

Phone: (202) 857-7588

Web: [www.nationalgeographic.com](http://www.nationalgeographic.com)

National Geographic Society Museum at Explorers Hall offers free educational, interactive, and visually stimulating changing exhibits on a broad variety of topics. Browse the NGS Store. Open daily Mon.–Sat. 9 a.m.-5 p.m., Sun. 10 a.m.-5 p.m.

### **Union Station**

40 Massachusetts Ave. NE • Washington DC 20002

Phone: (202) 289-1908

Web: [www.unionstationdc.com](http://www.unionstationdc.com)

For nearly 100 years, Union Station has been the gateway to the nation's capital. Every year, 29 million visitors enjoy shopping, entertainment, and an international variety of food in this Beaux Arts transportation hub.

## FMCSA Requires Company Names on Trucks

**T**he Federal Motor Carrier Safety Administration said a rule requiring interstate motor carriers to display the name of the company that owns the vehicle, in addition to a DOT number, took effect in July.

FMCSA approved the marking rule in 2000, but allowed owners 5 years to put company names on their trucks. The rule eliminated the marking regulation of the former Interstate Commerce Commission.

*SOURCE: Transport Topics*

*A look at the people and events shaping HHGFAA member companies*

## APPOINTMENTS



Willy



Continental  
Movers &  
Transport  
principals  
Kamar Wahab  
and Thiagu  
Ramasamy.

**Reindeer Auto Relocation** of Indianapolis, Ind., has assigned **Brad Willy** to its Indianapolis World headquarters as vice president and general manager with responsibility for the day-to-day operations of the company. Willy will rely on his 15 years of transportation management experience to build upon Reindeer's strong presence in the auto relocation business.

Previously, Willy was a vice president and general manager with Atlantic Relocation Systems, an Atlas Van Lines agent in Indianapolis. Prior to his 11-year career with Atlantic, Willy had general manager responsibilities for Woodworth Moving & Storage, an Allied Van Lines agent.

Website: [www.reindeerauto.com](http://www.reindeerauto.com)



**Kamar Wahab** and **Thiagu Ramasamy** have acquired **Continental Movers & Transport**, Malaysia.

"Over the years, Malaysia has become a favorite among foreign investors due to its pro-investment policies and incentives, excellent infrastructure, a large and skilled workforce, as well as political stability. There are therefore great opportunities for an industry like ours in Malaysia," noted Kamar, who is chairman of the company.

Kamar previously was with multinational companies in the shipping/moving industry, having spent 12 years in shipping and later 20 years as managing directors for two such companies. His vast knowledge of the moving and shipping business has made him among the most respected in the industry in Malaysia. He is also very well known within the moving industry worldwide.

Thiago, Continental's managing director, was previously marketing manager of a multinational moving company. Having spent more than 7 years in sales and marketing in the moving business, Thiago's knowledge of the Malaysian and international moving markets is a great asset to the company.

Continental is owner-managed, which allows for a high level of service. As an independent service provider, Continental is able to make important decisions instantly and provide for a more personalized and customized service.

Continental operates from its own office and warehouse facility located just outside the capital city of Kuala Lumpur, and is able to provide moving services throughout Malaysia and Brunei. With highly trained and experienced staff, full-time packing crews and its own fleet of trucks, Continental is committed to be one of the leading players in the Malaysian market.

## Rock of Ages

An estimated 70,000 people gathered in Sarajevo to witness the return of Yugoslavia's original rock superstars, Bijelo Dugme. **Move One** and sister-company **AES Cargo** handled the import and export clearance for the massive show, continuing a tradition that dates back to U2's groundbreaking 1997 show in the Bosnian capital.

Any doubts over the enduring popularity of Bijelo Dugme, the iconoclastic band that defined 1970s rock music in the former Yugoslavia, were quickly dispelled earlier this summer when the band played to over 65,000 people at Sarajevo's Stadion Kosevo. It was a triumphant homecoming for a band the Bosnian capital can call its own, the group initially forming there in 1974.

# Stevens Worldwide Supports Charity in Michigan

**Stevens Worldwide Van Lines** recently participated in the Make-A-Wish Foundation of Michigan's 18th annual Wish-A-Mile 300 Bicycle Tour, a 3-day bicycle ride through 10 counties in Michigan, held July 29–31, 2005. Stevens' Waterford, Mich., branch, managed by Kirk Hensler, donated the use of over 450 moving pads, two trucks, and two drivers for the event. The pads were used to wrap bicycles, which were transported to Cheboygan, where volunteer riders met the bikes for the 300-mile trip downstate.

The Wish-A-Mile is an annual fundraising event joining volunteers of all ages in a tour spanning from Cheboygan south to the Heroes Hurrah ending celebration in metro Detroit. Last year the event raised more than \$600,000 in funds for the organization that is dedicated to making a difference in the lives of thousands of Michigan children battling life-threatening conditions.

## Crown Promotes Worldwide Corporate Citizenship

Hong Kong-based **Crown Relocations**, well known for its contributions to charities and local community events worldwide, has joined the United Nations' Global Compact.

Launched by UN Secretary General Kofi Annan in 2000, the Global Compact brings business worldwide together with UN agencies, labor, civil society and governments to advance universal principles in the areas of human rights, labor, environment and anti-corruption. Through the power of collective action, the Global Compact seeks to promote responsible corporate citizenship so that business can be part of the solution to the challenges of globalization. With over 2200 participating companies in more than 80 countries; including many Global 500 companies, it has become the world's largest voluntary initiative of its kind. For more information, please visit [www.unglobalcompact.org](http://www.unglobalcompact.org).

"As a truly global company, Crown is well aware of the issues that must be faced as we conduct our business in many diverse societies around the world," said Jim Thompson, chairman of the Crown Worldwide Group. We have expressed our full support for the principles of the Global Compact initiative because we feel these principles recognize the challenges of bringing the world closer in the key areas of concern that have been identified. We understand that this as a long term effort, but we want to be a part of that effort and assist in any way we can."

Website: [www.crownrelo.com](http://www.crownrelo.com)

## ISO News

Having originally obtained the ISO 9001:2000 certification in 1999, and being the first relocation company to do so, **Trans-Link Relocation** was once again awarded for fulfilling the requirements on 19th May 2005.

Trans-Link offers various certified services including International Relocation Services, Fine Art Packing, International Exhibitions Logistics, Integrated Logistics Services and International Airfreight and Seafreight Forwarding. As a leading global logistics provider Trans-Link has established and now applies a quality system for all its services. This ensures that customers and overseas agents worldwide can relax, safe in the knowledge Trans-Link are dedicated to continuously improving their service.

S. Teerawit, Director of Trans-Link Relocation, noted, "Just to be awarded a certificate is not our goal; to maintain and develop our excellence in people, operations, services, technologies and finance is more important and the key to our sustained growth for the past 20 years. This award just proves what we say."

In addition to the ISO9001:2000 Certificate, Trans-Link Relocation has also won the Achieving Competitive Excellency Award (ACE). This special event has made Trans-Link the first, and still only, relocation company in Thailand to gain this award. Its criteria is based on the USA's Malcolm Baldrige Award and is presented to those who are the most competitive in terms of highest quality and reasonable cost.

Website: [www.translink.co.th](http://www.translink.co.th)



**Translink employees display the ISO 9001:2000 certificate recently awarded to the company.**

# Arpin Program to Simplify Domestic Moves

**Arpin International Group** is promoting its unique relocation system designed to speed up and simplify the domestic moving process. The timing couldn't be better during this busiest season for the moving industry, when driving and trucks are in high demand. Arpin PAC presents companies with an alternative to traditional van lines.

Arpin PAC (Planned Arrival Containerization) is a program that applies the streamlined process of international moving to domestic moves by expertly packaging items into a steel-banded container for more secure transportation. Arpin PAC also shortens transit times and eliminates warehouse handling and redelivery charges for shipments placed into temporary storage, while providing customers with online quotes and delivery tracking. A sample delivery quote may be obtained at [www.arpinintl.com](http://www.arpinintl.com) by selecting "PAC Estimator" and entering user ID "aig" and password "pac."

"When you've hired a new executive from Boston and your business is located in Chicago, that transferee normally has to wait about three weeks before the items are delivered," said Bob Sullivan, commercial vice president of Arpin. "But if you could get your new hire established in about 10 days, your company would reduce expenditures on per diem, temporary living and other soft costs, which are impossible to quantify."

This has been an exceptional year for the industry, with shortages of both drivers and trucks, leaving many HR professionals unable to meet their hiring and relocation goals for the year. This program provides a high level and cost-effective solution for corporate HR departments. Many of AIG's marquis clients have been using this system for years with tremendous success; it makes the HR team look good and the employee will be more productive upon arrival in the new location.

## 'Monster' HHG Shipment Highlights Year for Senate Forwarding and Gosselin WWM

*By Mike Richardson*

**E**ver been involved in the packing and movement of a large, out-of-the-ordinary household goods shipment? Just imagine the challenge of servicing this one ...

It cannot be said for certain that this shipment is the largest ever to move under the ITGBL program, but it surely must rank up there. **Gosselin WWM** of Antwerp, Belgium, was assigned the booking and origin agent on behalf of **Senate Forwarding** for Carlton Nickerson (GS-11), who was retiring from the U.S. Army as a school teacher. The relocation from Thoricourt, Belgium, to Westport, Mass., required 7 days to pack out and complete way back in May of 2004. Total net weight was 67,417 pounds!

The Nickersons' household goods were routed through the port of Boston and arrived to Senate's agent of over 20 years, **RC Mason/Atlas**, in Peabody, Mass. The entire shipment cleared for SIT through the Transportation Office at Naval Station Newport, R.I., and remained in storage until the end of 2004. As you can imagine, the final delivery did not take place in one day — the goods were delivered on four separate dates from December 2004 through January 2005.

The professionalism of both the crews and staffs at Gosselin WWM and RC Mason resulted in zero damage (no filed claim), a remarkable accomplishment. "The only way to pull off a shipment of this size and deliver flawless service is to have the seasoned agents on each end that we did. Our hats off to Gosselin and RC Mason, who both provided the highest level of service to the Nickerson family," said Jeff Bell, president of Senate Forwarding.

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*Mike Richardson is vice president of Senate Forwarding, Inc.*

## Doree Bonner's Strong Links In the Southern Hemisphere

For over 75 years **Doree Bonner International** has enjoyed strong relationships with its counterparts around the globe. For years the company has worked with agents all over the world, helping move their customers from one country to another with ease and assurance that their clients' personal effects will get to their destination. One such relationship is that with **Grace Brothers Removals** in Australia.

Over 94 years, **Grace International Removals** has established itself as the largest removals company in Australia, with 50 branches across Australia and New Zealand. Doree Bonner International began working with Grace 40 years ago. Their clients' belongings are shipped in sea containers and Grace carries out the destination services, delivering and unpacking across Australia and New Zealand; similarly, Doree Bonner International does the same when the sea containers arrive in the UK.

Both companies believe that their relationships with their agents overseas are fundamental to the mutual success of their international businesses. Steven Brown, managing director of Grace Removals Group, in a recent letter to Geoff Watson, managing director of Doree Bonner International, recognized Doree Bonner as its highest volume shipper to Grace each year.

Website [www.doreebonner.co.uk](http://www.doreebonner.co.uk).

## Crown Promotes Higher Education

The **Crown Worldwide Group** recently announced its contribution to establish a scholarship fund to support Chinese language education in The Hong Kong Institute of Education.

The Scholarship will be designated "Crown Worldwide Group Chinese Language Education Scholarship" in English and in Chinese. Two scholarships of HK\$5,000 each will be awarded in each of the two academic years of 2004–05 and 2005–06.

"Crown, being a very good corporate citizen, is happy to contribute to this scholarship fund," said Billy Wong, managing director, Crown Greater China. "We at Crown believe in the strengthening of education for a brighter future."

Scholarships will be awarded to students who take Chinese language as a major subject for the 4-year, full-time Bachelor of Education (Honors; Language and Primary) Programme Selection Criteria. Candidates will be assessed primarily on the basis of academic merit, good conduct and commitment to Chinese language education, and should demonstrate excellence in teaching methods in the course of study and during their practicum.

Website: [www.crownrelo.com](http://www.crownrelo.com)

## HONORS AND AWARDS

The Fairfax County Chamber of Commerce in Northern Virginia recently presented its 2005 Chairman's Award to **Arthur E. "Bud" Morrisette IV**, executive vice president of **Interstate Worldwide Relocation**.

At the ceremony, with 500 business executives and political leaders in attendance, Richard Duvall of the Chamber Chairman recognized the outstanding support and valuable participation in the organization by Morrisette and the Interstate team.

An active member for over a decade, Morrisette was acknowledged for his personal commitment as well as that of his company. He has served on the Board of Directors since 1997, and on the Executive Committee since 2001. During that time he has represented the Chamber on the Fairfax County Board of Supervisors Revitalization Policy Review Committee, and chaired and co-chaired the "Innovations" Business Trade Exhibition, the "Valor" Golf Outing, and Membership Development committee. Today he remains a Trustee with the NoVABizPAC and is incoming Treasurer for the 2005/06 fiscal year.

The honor coincided with the annual meeting and luncheon of the Fairfax County Chamber, which featured the Pulitzer Prize-winning author and humorist Dave Barry. A private reception was held after the luncheon with Barry for key customers and business partners of Interstate.



**Interstate President Bud Morrisette and Fairfax Chamber of Commerce President Bill Lecos with award that had been presented by outgoing Chamber President George Cave.**

# South Africa Moves toward Economic Equality

Think of South Africa and you probably think of Nelson Mandela, the Big 5, and great weather. Or perhaps you think only of political and social turmoil. It is true that South Africa has generated many negative headlines in the past, but in the last ten years there has been a concerted effort to rise to the many challenges facing the country. One of the greatest of these has been the redistribution of economic wealth. To this end the ANC government instituted Black Economic Empowerment or BEE — a vital, and sometimes controversial, policy.

The policy, defined in The Broad Based Black Economic Empowerment Act of 2003, identifies “black people” as all “Africans, Coloureds and Indians.” The Act strives to empower all black people including women, workers, youth, people with disabilities and people living in rural areas. The primary objectives are to bring about change in the racial composition of ownership and management structures, increase access to economic activities and skills training, increase the roles and opportunities of black women, empower rural and local communities and promote access to finance for black economic entrepreneurs.

Companies such as **Magna International Movers** have recognised the need to be part of the transformation in South Africa. They acknowledge that the country’s economy as well as the emancipation of its people will depend on a cohesive effort by government and businesses. Although the road to BEE compliancy is fairly complex, it is an essential route to follow that makes social and economic sense. Critics feared that BEE was creating a black elite and was not actually helping to empower the masses that need it most. However, the government has taken note of the potential problems and is striving to make the policy broader based — allowing wealth to be spread more evenly thereby creating a proper “black” middle class. Businesses are required to internalise transformation in the company — not to merely chase the numbers with affirmative action appointments. Company shares may no longer be gifted to a front person but must be sold. Businesses currently implementing BEE policy are also being offered support structures to assist with the integration of “affirmative action” appointments.

Shareholders at Magna International, a privately owned company, have always taken the same good care of their staff as they do of their customers. They have now created a truly black empowered company called Magna Yehtu Movers, which is in turn completely black-owned viz an employee trust of which the members are black workers. This trust owns 49% of Magna Yehtu, a black executive 15% and the balance is held in trust for further black management. Yethu, a Xhosa word meaning “ours,” has truly encompassed the spirit of the policy in the eyes of the employees.

In addition, Magna will also ensure that they buy goods from more Black Owned companies, thus helping these companies to increase their sales. Similarly, South Africa’s large corporates are also supporting the policy by supporting BEE organisations wherever possible. In this way they make a substantial contribution to the broader implementation of BEE policy while at the same time maintaining or improving their own BEE ratings.

Dave Buchanan, managing director of Magna International, points out that generality speaking the first reason for becoming BEE compliant is purely economic, since a tremendous amount of money has been earmarked for BEE investment. But when an employer sees his staff’s response to more training and to the first small dividends, it makes the associated social responsibility very clear. He states that all companies, no matter how small, have a certain duty to facilitate an essential change. The fact that 95% of the country’s wealth lies within 5% of its population is an unhealthy situation that the government has recognized and is taking steps to address.

However, no one is naïve enough to believe that all businesses are going to feel an obligation to right the wrongs of the past. Businessmen who have worked tirelessly to build up their companies need a very good reason to sell off a percentage of their hard earned shares. One of these reasons is the prospect of winning South African Government contracts in the future. Companies that are not BEE compliant, or at least on the road to compliancy, will no longer be considered in the race. When tendering on a Government contract, a company that is fully BEE compliant will be awarded the job even if non-BEE compliant competitors offer lower prices. (Assuming the BEE competitor offers a product or service of equal quality.)

Website: [www.magna.co.za](http://www.magna.co.za).



**Dlamini, Paul Mondlane, Mandisa Ramotsho, Arlene Pinheiro, Sithole, Mondlane, and Dlamini are supervisors, Ramotsho is a corporate sales executive, and Pinheiro is import controller. Buchanan is managing director.**

# Pasha Hawaii Supports Lifeguard Training For National Championship

In the spirit of community support, Pasha Hawaii donated the transportation of a 20-foot dory from San Diego to Honolulu for use by Hawaii's lifeguard team. Also known as a surfboat, the dory is a small rowing vessel used by Team Hawaii in practice sessions leading up to the US Lifesaving Association's National Lifeguard Championship. This competition plays an active role in the international exchange of information and public education efforts to save people from injury and drowning.

During three days in August, close to 1,000 of the best US lifeguards descended on the shores of Virginia Beach for the 35th Annual Championship. About 40 teams competed in two divisions, based on the size of their group. Team Hawaii's chapter, Aloha Surf Lifesaving, placed fourth in the overall competition for their division.

In the championship's 12 competitive events, two of the most grueling involve the use of a dory. Individuals participate in the Iron Man and Iron Woman competition, which includes three different 300-meter segments — swim, rescue board paddle, and the dory —with 100-meter runs between each segment. The other dory event utilizes the surfboat with two persons to row in three 1,000-meter laps through the surf course. Between laps, one rower from each team runs to the beach flag, around it, and then returns to the dory.

“Without having a practice surfboat at home, Team Hawaii has been unable to participate in the dory events at nationals,” said Matt Dubrule, Captain of Team Hawaii. “Our goal is compete in every event. Because Pasha brought us the practice dory, we'll now be able to participate in everything the championship has to offer.”

Brian L. Black, managing director for The Pasha Group in Hawaii, said, “Individuals participating in lifesaving and rescue operations are essential, especially in Hawaii where we are so involved with ocean activities. We are confident Team Hawaii will convert their dory workouts into enhanced skills and greater lifesaving capabilities.”

Website: **[www.pashahawaii.com](http://www.pashahawaii.com)**.

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## The Politics Surrounding BRAC

Although the military base closing process was developed with the hopes of taking loaded political issues out of the effort, local communities and their representatives in Washington have used every political tactic — from heartfelt patriotic parades to high-priced lobbying — to avoid the axe during the 2005 round of base closings.

In many ways the most intense politicking unfolded before the Pentagon published its list of proposed base closings. In the two years since the Department of Defense outlined the criteria by which it would judge bases during the 2005 round of the Base Realignment and Closure procedure, communities have poured money into local efforts to keep off the dreaded list.

By March 2005, two months before the Pentagon published its list of proposed closures, states and local communities had already shelled out more than \$10 million to promote and defend their local bases.

For political leaders, it has been cast as a do-or-die fight. No elected official wants to be accused of not doing everything possible to keep a base open, and for those taking aim at ousting political leaders, the specter of the base closing bogeyman has made an effective weapon.

The 2004 South Dakota Senate race, where Capitol Hill's top Democrat, Tom Daschle, went down to defeat, illustrates the double-edged sword of BRAC politics. During the campaign, one group, the American Conservative Union, promoted the candidacy of Republican John Thune by warning, South Dakota's hope of saving Ellsworth Air Force Base rests not on electing the chief opponent of the president, but rather in electing John Thune. So, a vote for Tom Daschle may well be a vote to close Ellsworth.

Thune narrowly edged out the incumbent in the fall election, but just six months into his term, he faced the harsh reality of the base he had promised to protect being slated for closure.

Despite efforts by Congress, the Pentagon and the BRAC Commission to minimize the political influence on the process, there are clear cases where personal politics and professional lobbying have worked. In 1991, Seattle area leaders hired a consultant and former admiral to make the case that the Pentagon had wrongly slated the Whidbey Island Naval Air Station for closure. The community, with the admiral's help, convinced the BRAC Commission that the Department of Defense had wrongly interpreted the information about the base.

Four years later, Daschle, who would later be defeated partially on the defense question, personally called President Bush on the eve of the initial publication of the base closing list to make the case for Ellsworth. The critical time is that time just prior to the point when the list is released.

The nine-member BRAC Commission traveled to many of the locations slated for closure and/or downsizing and there they face communities that feel their future rests in the hands of BRAC. When the commission arrives, they are often met by hundreds of local residents, scores of local officials and many statewide leaders. These crowds are often accompanied by parades, rallies and massive local media coverage as the community makes its case to the commission. Although BRAC is set up to eliminate the personal side of the base closing decisions, these rallies make the commission face the towns most deeply impacted by their decision.

But regardless of community involvement and politically influential leaders, once a base is slated for closure, it is a long uphill struggle to get off the list. Fewer than 15 percent of the bases slated for closure have successfully lobbied their way off of the BRAC list. And once BRAC sends its list to the President, there is little chance of escaping the axe. President Bush could choose to send the entire list back to the BRAC commission for reconsideration or he could reject the entire list, but individual bases cannot be singled out for saving.

But communities, and their representatives in Congress, will keep fighting until the bitter end, even if the chances of saving any individual base seem remote.

And if a base is lost, the political fight over who to blame will continue well into the next election.

# Base Realignment and Closure (BRAC) Timeline

The National Defense Authorization Act for fiscal year 2002 authorized the Department of Defense (DoD) to pursue one base realignment and closure (BRAC) round in 2005. Ref 1.6 initiated the complex analysis and decision process involving virtually all levels of DoD management, from installation through major command and component/agency headquarters to Office of the Secretary of Defense, in which all bases were considered and treated equally. The independent BRAC Commission will review the SECDEF's realignment and closure recommendations through a public process. In turn, the Commission's recommendations will be reviewed by the President and Congress.

Congress has established the following BRAC 2005 timeline with the following no-later-than dates:

- **Dec. 31, 2003:** Publish draft selection criteria for a 30-day comment period; public comment period ensues.
- **Feb. 16, 2004:** Publish final selection criteria.
- **May 16, 2005:** Secretary of Defense recommendations. Not later than this date, the Secretary must publish in the *Federal Register* and transmit to the congressional defense committees and the Commission, a list of the military installations that the Secretary recommends for closure or realignment.
- **July 1, 2005:** Comptroller General analysis. Not later than this date, the Comptroller General shall transmit to the congressional defense committees, a report containing a detailed analysis of the Secretary's recommendations and selection process.
- **Sept. 8, 2005:** Commission's recommendations. Not later than this date, the Commission must transmit to the President "a report containing its findings and conclusions based on a review and analysis of the Secretary's recommendations."
- **Sept. 23, 2005:** President's approval or disapproval of Commission recommendations. Not later than this date, the President shall transmit to the Commission and to the Congress, "a report containing the President's approval or disapproval of the Commission's recommendations." If the President approves the recommendations, the recommendations are binding 45 "legislative" days after Presidential transmission or adjournment sine die, unless Congress enacts joint resolution of disapproval.
- **Oct. 20, 2005:** Commission's revised recommendations. If the President disapproves the Commission's initial recommendations, the Commission must submit revised recommendations to the President not later than this date.
- **Nov. 7, 2005:** President's approval or disapproval of revised recommendations. The President must approve the revised recommendations and transmit approval to Congress by this date or the process ends. The recommendations become binding 45 "legislative" days after Presidential transmission or adjournment sine die, unless Congress enacts joint resolution of disapproval.
- **April 15, 2006:** Commission terminates.

## BRAC Recommendations Fail to Include Impact on National Guardsmen and Reservists

The Department of Defense failed to include how its proposed recommendations on base realignments and closures (BRAC) would impact National Guardsmen and Reservists. While the Reserve Component makes up 50 percent of the Total Force, the absence of data indicating how many Guardsmen and Reservists could be displaced as a result of closings and realignments is of concern. Latest figures from the proposed moves could displace 6,500 Air Force Reservists and more than 12,000 Navy and Marine Corps Reservists, alone and the numbers keeps rising. In addition, DoD's recommendations come before Congress receives input from the Commission on the National Guard and Reserve, a study that will examine the roles and missions of the Reserve Component, and the Quadrennial Defense Review (QDR).

Without input from the Commission on the Guard and Reserve and the QDR, and looking at how many Reservists these (DoD) proposals can negatively impact, Congress would not have the essential information it needs to make the best decisions for national security.

Other concerns with BRAC 2005 include: the need for a Reserve Transition Incentives program to help Reservists meet increased expenses for traveling to monthly training assemblies and to help them avoid penalties for retiring or leaving the military early as a result of closures and realignments; and using BRAC to change the force structure of the nation's armed forces, a purpose Congress never intended for BRAC when it created the program.

# A Drop in the Global Bucket, CAFTA Is a Big Splash for Florida

The Central American Free Trade Agreement, or CAFTA, is expected to have a negligible impact on the overall US economy and those of the six other countries in the pact — the Dominican Republic, Guatemala, Honduras, El Salvador, Nicaragua and Costa Rica — which are small players in the global economy. Combined, the six had gross domestic product of about \$92 billion in 2004, roughly one-seventh the size of Mexico's \$676.5 billion economy. But for Florida, the fourth-largest state economy, the agreement is a big deal. International trade accounts for 13%, or about \$80 billion, of the state's economy and has been a leading engine of economic growth.

## Bush Signs CAFTA Agreement

President Bush signed a free trade agreement with six Latin American countries following a 2-vote victory in the House that passed the measure recently.

The Central American Free Trade Agreement, which the president had first approved more than a year ago, passed the House last week by a 217-215 vote. That vote came about only after the president and House Republican leaders made side promises to wavering lawmakers, according to the Associated Press.

The Senate voted 54-45 to approve the agreement, which eases trade restrictions between the United States and Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua.

“CAFTA is more than a trade bill,” the president said when signing the bill. “Strengthening our economic ties with our democratic neighbors is vital to America's economic and national security interests.”

The agreement eliminates tariffs and opens up the region to US goods and services. It also lowers obstacles to investment in the area and strengthens protections for intellectual property. ■

## IMPORTANT NEW INFORMATION CONCERNING PORTAL Advertising Rates and Dimensions

**Full Page**      \$ 2,550  
7-1/2" wide x 10" high

**1/2 Page**      \$ 1,350

- Horizontal format:      7-1/2" wide x 5" high
- Vertical format:      3-3/4" wide x 10" high

**1/3 Page**      \$ 950

- Horizontal format:      7-1/2" wide x 3-1/4" high
- Vertical format:      2-1/2" wide x 10" high
- Box format      4-1/2" wide x 5" high

**1/4 Page**      \$ 700

- Horizontal format:      4-1/2" wide x 3-3/4" high
- Vertical format:      3-3/4" wide x 5" high

**1/6 Page**      \$ 425

- Horizontal format:      4-1/2" wide x 2-1/2" high
- Vertical format:      2-1/4" wide x 3" high

**1/8 Page**      \$ 350

- Horizontal format only:      3-3/4" wide x 2-1/2" high

NOTE: Prices shown are the **total cost** for one year (six issues). For 2-color ad (black and burgundy or black and reflex blue only), add 10%. For 4-color ad (separations or electronic files must be supplied), add 25%.

### Deadlines to receive new artwork:

November/December Issue ..... November 10, 2005  
January/February 2005 Issue ..... January 20, 2006  
March/April Issue ..... March 15, 2006  
May/June Issue ..... May 20, 2006  
July/August Issue ..... July 15, 2006  
**September/October Issue ..... September 1, 2006**  
**(ANNUAL MEETING ISSUE)**

### IMPORTANT NOTICE ABOUT ELECTRONIC ADS

**The Portal** now accepts computer-generated files, graphics, and ads supplied on PC- or Mac-compatible floppy or Zip disks or CD-ROMs. **DO NOT SEND ADS BY E-MAIL.**

When providing electronically-generated advertisements, your disk **MUST** be accompanied by a printout showing what the ad should look like. **HHGFAA will not accept disks that arrive without a hard copy proof.**

In addition, advertisers must provide the following information along with the disk. Please use this checklist to ensure that you send everything that will be needed to accurately place your ad:

- Disk with ad (floppy, Zip, or CD-ROM)
- Printout or hard copy proof
- \_\_\_ 4-color \_\_\_ 2-color \_\_\_ black-and-white
- Note format: \_\_\_ PC \_\_\_ Mac
- Note program used to create the ad
  - \_\_\_ Quark: specify version \_\_\_\_\_
  - \_\_\_ PageMaker: specify version \_\_\_\_\_
  - \_\_\_ Corel: specify version \_\_\_\_\_
  - \_\_\_ Illustrator: specify version \_\_\_\_\_
  - \_\_\_ Other (specify): \_\_\_\_\_

PLEASE NOTE: **We do not accept ads created in Publisher.**



**For further information about Portal display advertising or classified ads,  
contact Belvian Carrington at HHGFAA:**

5904 Richmond Highway, Suite 404 • Alexandria, VA 22303

Phone: (703) 317-9950 • Fax: (703) 317-9960 • E-mail: bel.carrington@hhgfaa.org

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# Industry Calendar

**Sept. 10–14, 2005**

NDTA Forum 2005  
San Diego, California

**Sept. 11–25, 2005**

FIATA World Congress  
Moscow, Russia

**Sept. 19–20, 2005**

Military/Industry Meeting  
Alexandria, VA

**Sept. 19–20, 2005**

Canadian Association of Movers  
2005 Annual Conference and Golf  
Tournament  
Toronto, Canada

**Oct. 20–21, 2005**

PAIMA Convention  
Washington, DC

**Oct. 22–25, 2005**

**HHGFAA 43rd Annual Meeting**  
Washington, DC

**Nov. 1–3, 2005**

GSA Workshop on Travel, Transportation  
& Personal Property Programs  
Rosslyn, VA

**Nov. 3, 2005**

JPPSO Fall 2005 Carrier/Agent Meeting  
San Antonio, TX

**Feb. 22–24, 2006**

GSA Household Goods and  
Freight Forum  
Garden Grove (Anaheim), CA

**April 8–11, 2006**

AMSA Annual Convention & Trade Show  
Ponte Vedra Beach (Jacksonville), FL

**April 23–27, 2006**

FIDI Conference  
Beijing, China

**Oct. 9–12, 2006**

**HHGFAA 44th Annual Meeting**  
San Francisco, California

**Oct. 14–17, 2007**

**HHGFAA 45th Annual Meeting**  
New York, New York