

# Greater Seattle's Secrets of the Trade

*Bill Stafford and Sam Kaplan*

"World class companies require world class cities." This was the comment of Doug Beighle, former senior vice president of the Boeing Company, after the Greater Seattle region's 1989 Intercity Visit to the Kansai region of Japan (Osaka/Kobe/Kyoto). In this context, a city is the brand name for a region. Boeing's facilities and 90,000 workers are located throughout the entire Puget Sound region. However, when people say where Boeing is located, they say Seattle, not some subdivision of it. The bottom line is that corporate success and regional success, jobs and prosperity, are all intertwined.

Many years ago the Carnation Dairy, located in a nearby namesake town, served our area. The business grew, as did the region, West Coast and nation. The headquarters moved to Los Angeles. Carnation is now owned by a Swiss company. A few cows remain in the town, Carnation, that is the dairy's namesake. The United States has rapidly become part of a global economy and while this has affected our businesses dramatically, the country's civic and local public leaderships have been slow to understand the ramifications to our cities and regions. The economic game has changed dramatically for America and this will force adjustments in the way we govern our regions.

The Greater Seattle region is an excellent case study for the globalization of the

American economy. This article will focus on three tools that have been developed to help our region coordinate among its institutions, educate our civic leadership, and better participate in the global economy. The Trade Development Alliance of Greater Seattle, the intercity study mission and trade and business mission programs, and the Regional Economic Strategy project are the focus of our attention. These efforts in education, infrastructure, and civic leadership building are important to the success of our regional economy.

## **Changing World and Changing Seattle Create Need for New Vision**

The Puget Sound region—we call it Greater Seattle in international marketing—is the most trade-oriented region in the United States. One out of four jobs in Greater Seattle is directly dependent on trade and this is expected to rise to one in three in the next decade. The change toward an international economy has come quickly and our systems and organizations are adjusting slowly to the new circumstances.

In the 1970s, Seattle saw itself as the last frontier and the Gateway to Alaska. Three significant trends changed our circumstances. First was the growth of Asian trade. The port complex of Seattle, Tacoma, and Everett is now the second largest in the

United States as a container-load center. We are a significant center of Asian maritime trade because of our location (our marine ports are closer to Asia than other continental U.S. ports), and our deep draft harbors.

Second, the development of new airplanes which could fly over the poles brought us closer to European aviation markets. We no longer were forced to fly to the East Coast to make our way to Europe. These changes and the changes in the nation's economy changed the nature of the Greater Seattle region.

Third, America's economy became a center of high technology, where investment is made in people and not in manufacturing facilities. Companies could locate anywhere. Quality of life became a major factor in attracting and retaining the top minds in a field. Our location on the Pacific Rim, with access to Europe and the Russian Far East, along with our mountains, lakes, and bays, became an advantage.

These changes were taking place at the same time the American economy was changing. Our nation ended World War II with our current competitors' and customers' economies in shambles. Two world wars strengthened the American economy while destroying others. The United States accounted for 75 percent of the world's GNP immediately after World War II. The reemergence of other nations can be illustrated by our current 25 percent share of the world's GDP (gross domestic product).

The United States entered the 1960s as a self-contained economy. Domestic regions bought and sold to each other. Over 90 percent of what we produced stayed at home. Now almost one quarter of the American economy is based on exports. The United States was dominant in banking in the 1970s with six of the world's 10 largest banks American. In 1994, the largest American bank was ranked 23rd.

The game has changed for America and its metropolitan regions. Our nation's institutions have responded slowly. Although Greater Seattle is the most trade-dependent region in the United States, we don't have all the answers. We have made trips to other cities around the country and world in an attempt to learn from other regions' successes and failures.

Seattle is not just a central city, but is the brand name of the region. The Boeing 777 plant is north of the city and Microsoft is to the east. International marketing traditionally uses the name of the central city to refer to the entire region or as the Greeks and syndicated columnist Neal Peirce say, city-states. Our regions must now be competitive internationally. We have been forced by the world's economic forces to put aside local turf battles. We can no longer afford the luxury of adversarial relations. Working partnerships must be established within a metropolitan region between government, business, and labor.

When you are in Mumbai or Munich, it is not surprising that business people have not heard of Seattle. They know Boeing and they probably have heard of Microsoft, but they may not know they are located in the Seattle area. They don't know that Seattle's boundaries end at 145th street to the north or that the border between Snohomish County and King County is at 205th Street. Local governments care about these boundaries. However, as regions around the world—from South America to Europe—promote themselves internationally, a region is fortunate just to be known at all. If five different entities in a region (be they counties or cities) all vie to establish different identities—well, good luck.

Large businesses transcend a region. Large banks, law firms, and companies such as Boeing and Microsoft, have little patience with local infighting. They understand that in international markets it is a metropoli-

tan region that is known. They also understand that, in international marketing, it is the name of the central city that is the brand name. After all, can you name the region that Osaka is located in or the administrative district surrounding Amsterdam?

## **Formation of the Trade Alliance**

George Duff, then president of the Greater Seattle Chamber of Commerce, came to this realization in the late 1980s. He commissioned a study that found the Greater Seattle area was fragmented—many different organizations and governmental structures were involved in international activities. None were promoting the region. This was similar to the scene found in most metropolitan areas. Duff used a sports metaphor to assess Greater Seattle's situation and opportunity: "Only a few American cities will be awarded an international franchise and Seattle has the opportunity to be one of them."

The idea for a partnership to promote Greater Seattle internationally developed out of two ideas. First was the arrival in Seattle, via the Netherlands, of the new Port of Seattle executive director, Zeger van Asch van Wijek. He was surprised by the lack of local coordination in Seattle. Rotterdam has a promotion council which was established in the 1930s. Amsterdam has AMPRO (Amsterdam Promotion), which was established in the 1960s and became the model for the Trade Alliance. The Chamber of Commerce and the Port of Seattle began talking about forming an organization like those in the Netherlands to help establish the Greater Seattle area internationally. The concept caught the attention of business and civic leaders of the area, who then began planning such an organization.

Second, in the late 1980s, in a coffee shop in the Guam airport, a small group of

business and civic leaders sketched out some ideas for better partnerships on the back of a paper napkin. Gary Severson, chairman of First Interstate Bank; Jim Dwyer, a partner at Bogle and Gates Law Firm; Pat Davis, a Port of Seattle commissioner; and others began the outline for what became the Trade Alliance. George Duff and the Port director met for lunch in 1989 and the Port/Chamber partnership began. The Port and Chamber asked the City of Seattle, King County, and labor to join the partnership. They did and the Trade Alliance began operating in 1991. In 1994, Snohomish County, located just to the north of Seattle and home to Boeing's 777 plant, joined the Trade Alliance. The organization became more regional in its nature.

The Trade Alliance's Executive Board is made up of 19 representatives of its partner organizations. The mayor of Seattle and the executives of King and Snohomish Counties are both members of the board, as are council members from the two counties and the city. Selected commissioners of the Port of Seattle, which are elected positions, are also members of the board. The president of the Chamber is a member and the Chamber selects four other business people to be on the board. Similarly, the leaders of organized labor in the region select three people to participate on the board.

In addition, companies and organizations around the region can join the Trade Alliance as members for a small annual fee (\$150 for corporate members, \$100 for nonprofits and \$500 for patron membership). The Trade Alliance has attracted a wide range of direct members who support the organization. These range from manufacturers such as Boeing and Fluke to software companies such as Microsoft and Attachmate. There are trade service companies, hospitals, educational institutions, and nonprofits, such as our Pacific Science Center, that conduct international program-

ming. Members range from one-person operations to the largest company in the region.

In the early days of the Trade Alliance, the organization focused on developing a strategic promotion plan and deciding on which markets to target with its limited resources. The first step was to forge agreement among the partners on what we were marketing, where we should be targeting our energy, and how we would implement our efforts. In its first two years, the Trade Alliance consisted of three staff members and could not take on the whole world.

Through months of research, analysis, and writing, the Trade Alliance produced the 1992 International Market Report, which documented Greater Seattle's current international markets and analyzed possible opportunity markets for the future. The report looked at purchasers of King County exports, investors in King County, Port of Seattle marine customers, Seattle-Tacoma International Airport air cargo customers, and the countries which generate the largest number of tourists to the region. The Trade Alliance Executive Board used the report to select "target markets," those international economies on which the Trade Alliance would concentrate its efforts. Among the markets targeted by the Trade Alliance in 1992 were Japan, the United Kingdom, and South Korea. The Trade Alliance produced updated reports in 1994 and 1996, and continues to reexamine its target markets every two years.

## **Tools of the Trade**

### **Intercity Study Mission**

In 1992, the Trade Alliance organized its first overseas trade mission traveling to Taiwan, Hong Kong, and Shenzhen in China. The delegation was comprised of more than 20 businesses with a focus on aerospace, environmental, and capital works projects.

In addition, the Trade Alliance worked with the Chamber and City of Seattle to organize an intercity study mission to the cities of Rotterdam, Amsterdam, and Stuttgart.

Since that time, intercity visits to international regions have become part of the annual routine of the Trade Alliance. Now cosponsored by the Chamber, the city, Port, and King and Snohomish county governments, the Trade Alliance arranges the agenda of the trips. The most recent and 18th intercity study mission was to the United Kingdom last spring. The region's business and government leaders will travel to Singapore next March. These missions are a recognition by our region's civic leadership that the lessons learned from other cities throughout our nation and world will benefit our citizens and illustrate that the Greater Seattle area is now part of a competitive international economy. Greater Seattle and Washington state's special dependence on international trade requires us to understand our competitors' strategies and our customers' needs around the world.

The United Kingdom mission was the fifth intercity study mission with an international focus, following Germany and the Netherlands in 1992, the Kansai region of Japan in 1994, and Hong Kong in 1996. In 1991, our region traveled to a U.S. city—Atlanta—to begin our international understanding by examining a region which was beginning to market itself internationally. Our civic leadership was impressed with Atlanta's international marketing efforts under the leadership of former mayor Andrew Young. From Atlanta, we expanded our trips to include successful overseas trading nations with decades, and in some cases centuries, of experience in international trade and promotion.

"The Competitive Region in a Global Economy" was the theme of the 10th anniversary intercity study mission to Europe in

1992. This trip allowed the delegation to examine the two organizations that were the model for the Trade Alliance—AMPRO and the Rotterdam Promotion Council. The visit to the Netherlands and Germany examined the components of a region's competitiveness: strategy, organization, infrastructure, and education. We rode Amsterdam's public transit, studied German vocational training programs and explored the Port of Rotterdam. We heard and saw what the Dutch and Germans thought was important to their economic vitality and were impressed with local officials' understanding of their region's economies.

The mission to the Kansai region of Japan built upon the study of a region's competitiveness. This trip provided participants with an understanding of how a region's governments and business organizations made decisions on major projects in Japan, including airports, technology centers, rail systems, and educational systems. The mission explored the assertive role of the Japanese government in business and in funding major projects in Japan, such as Science City. We also examined third sector corporations in Japan, entities in which business and government have joint ownership. Japan's emphasis on worker training and the extensive collaboration between public and private programs were similar to what we found in the 1992 intercity study mission to Europe.

The mission to Hong Kong in 1996 provided our delegation an understanding of one of the world's great trading cities—one that was selected in 1995 by *Fortune Magazine* as the best city in the world for international business. Hong Kong is also one of our region's most important trading partners. The delegates heard the commitment Hong Kong makes to its air and marine port and ground transportation system exceeding \$20 billion; how over \$160 million is spent by the Hong Kong Trade Development

Council on promotion; and about how the Hong Kong Housing Authority houses 53 percent of the population. The Tourism Board has a 10-year capital and promotional plan. Delegates found a city that thinks strategically about its future and invests to remain competitive.

The London/Bristol mission built upon the lessons learned on the previous trips. The port cities of London and Bristol have a long history of competition and international trade. In addition, the UK is Washington state's seventh-largest trading partner and number one European partner. On this trip, the delegation focused on the two cities' economic development strategies, partnerships, and business organizations.

The 1998 intercity study mission is already planned to Singapore in March with the same focus on what makes that city-state successful and what we can learn for our region. The 1999 trip is tentatively planned for Sydney, with a special focus on their preparations for the Olympics since Seattle is making an Olympic bid of its own for the year 2012.

The study missions have helped our region develop one of the most sophisticated civic leaderships in the United States on international issues. Because of these trips, we also have a leadership group whose members know each other. There's nothing like living on the road together to bond people. The study mission to the Netherlands and Germany presented our delegation with examples of business and government leaders who clearly talked to each other and had reached agreement on economic strategy. Local political leaders understood what made their regional economies work and how events, such as trends in world shipping, would impact their economy. It was impressive that city governments, business leaders, universities, and port leadership were talking to each other.

## Regional Economic Strategies Project

Out of one of the intercity study missions the Chamber of Commerce, the Port of Seattle, the Puget Sound Council of Governments, and the Economic Development Councils began a project, "Foundation of the Future." The first phase was an economic profile of the regional economy. It came as a surprise to local leaders that no one had done an economic profile of the region.

The second phase of the report reviewed the leading sectors and the economic development capacity. This report summarizes information in six areas:

- the views of several of the leading economic thinkers about what causes an economy to prosper;
- economic analyses of our region's leading sectors;
- the barriers to growth identified by business leaders;
- a framework for thinking about our strategic opportunities;
- lessons from other U.S. regions; and
- an assessment of our region's institutional capacity to address our economic needs and opportunities.

The report also was premised on four key findings:

- city-regions play a central role in economic vitality;
- business clusters that achieve world-class competitiveness are often geographically concentrated in city-regions;
- a skilled work force is increasingly key to economic success; and innovation and collaboration in business, government, and community are essential elements of economic growth and prosperity.

The final piece of work is an action plan. Two of the counties, Snohomish and Pierce, have developed a strategy for their counties. The Greater Seattle Chamber of Commerce and the King County Economic Develop-

ment Council are working on a strategy for King County. The development of a consensus between business, government, labor, and a variety of citizen and single-issue interests will be a daunting effort. The process of just understanding what is happening in the economy is valuable.

One outcome of this effort has been the Trade Alliance building its marketing effort based on sectors of the economy, an idea originated by Don Lorentz of the Port of Seattle. Marketing materials on the software, health, outdoor recreation equipment, agriculture, and environmental industries have been completed. The key is working with sector associations when they exist, such as the Washington State Software and Digital Media Alliance.

## Overseas Trade and Business Mission

The intercity study mission is one of two missions the Trade Alliance organizes each year. The other is the overseas trade and business mission. Intercity study missions generally go to places where the Trade Alliance has taken trade and business missions or focused considerable trade promotion activities. Each year, the Trade Alliance organizes a trade and business mission to one of our targeted markets. In the past, the Trade Alliance has taken such missions to Japan, New Zealand, Greater China, Vietnam, Southeast Asia (Indonesia, Singapore, and Malaysia), the United Kingdom, India, and this year to South America (Chile, Argentina, and Brazil).

In Brazil, our trip coincided with President Clinton's visit. The delegation was seated on the stage with Clinton during his major speech on "Partnership for the 21st Century." The president acknowledged the delegation during his speech, calling it a "first rate" trade mission from Seattle. The leaders of our delegation met with the presi-



## President Visits Brazil

**From left: U.S. Representative Jim McDermott, D-7th District, Washington; Robert Drewel, county executive, Snohomish County, Washington; President Bill Clinton; Joseph Masterson, director, Boeing Enterprises; Stanley D. Savage, vice chairman, Seafirst Bank, and chair of Executive Board, Trade Development Alliance of Greater Seattle.**

dent at a reception following the speech. These three delegation leaders, along with U.S. Rep. Jim McDermott (D-WA), held a 10-minute conversation with the president about the trade mission, fast track legislation, and South America. The reception was a unique opportunity of access to high-level leaders of both the United States and Brazil.

These missions are a significant way to promote our partners' adopted messages to targeted international markets, build relationships, fulfill other promotional objectives, and assist small and medium-sized companies in their export initiatives by providing a vehicle for companies to investigate markets.

Missions invariably differ in form and complexity based on the country visited, timing, delegation composition, and several other factors. Types of missions range from primarily trade and business development missions to promotional missions. The Trade Alliance incorporates individual business appointments and matchmaking opportunities into certain mission itineraries (e.g., as in the Taiwan, Hong Kong, and China trips). Focused presentations, briefings, and key relationship-building visits with public and private sector leaders (e.g., as in Vietnam) have been important elements in mission agendas. Each type of mission has its value and all promote the Greater Seattle region and our business interests. The Trade Alliance prepares fol-

low-up plans for each mission undertaken to continue relationship building and promotional activities in each market.

In certain cases, the Trade Alliance has been a trailblazer in its trade missions. In 1993, we organized the first mission from the United States to Vietnam. Since this was even before the trade embargo had been lifted, the mission was exploratory in its nature. The Trade Alliance returned with a second mission after the lifting of the embargo in 1994. We assisted the governor of Washington state when he went to Vietnam in 1995. Although Vietnam was and is an evolving market, through early and consistent work there Greater Seattle has positioned itself well to take advantage of opportunities in this large and potentially rich market. Last year, the Trade Alliance organized one of the first missions from the U.S. West Coast to India, the second-most populated country in the world. Again, this is a developing country, but one which offers enormous potential. We have found it is important to establish brand recognition in these markets when they are on their way up.

But we do not ignore already established markets. For example, the 1995 trade mission to the United Kingdom, our most significant European trading partner, proved that new business relations are still to be discovered in what we assume are familiar markets. George Duff's famous words still

echo most poignantly: "Remember you are telling your message not to an audience but to a constantly-moving parade of people." Greater Seattle cannot assume that, just because it has been trading with the United Kingdom for over a century, our continuously-evolving economies have nothing more to learn from or trade with one another. It also became very apparent that making an impact in London, one of world's top three cities for international business and trade, requires the best of our business, civic, and government leadership showing them how important this trading relationship is to our region; telling them face to face about the great opportunities that continue to evolve in our respective corners of the world; and explaining how important what we learn from them is to us.

To these ends, the Trade Alliance's 1995 trade and business mission, followed by the intercity study mission to London and Bristol in 1997, is a wonderful example of how well these two types of mission complement each other in fulfilling the multiple objectives of strengthening our business and trade relations, learning from our global competition, and placing this region more prominently on the global map. Through the Trade Alliance efforts since 1995 and reciprocated efforts in the United Kingdom, new key relationships were formed with Britain's aerospace, education, legal, financial, software, biomedical, pharmaceutical, health care, and biotechnology industries.

## **Inbound International Delegations**

The Trade Alliance also works with and recruits inbound international delegations. We have hosted delegations from every corner of the world. From South Africa to South America, and from Poland to Pakistan, we have worked with inbound business delegations, ambassadors, prime ministers, and

commercial counselors. Often, when a high-level official from a country comes to Seattle, we will work to put together a program where they present business opportunities in their region to the business community of Greater Seattle. Some examples include the ambassador of India, the ambassador of Singapore, and the Malaysian minister of health. Sometimes, the delegation wants to meet with certain companies or organizations in the region. Or, the delegation is centered around a particular sector, such as software or aerospace. When possible, the Trade Alliance matches Greater Seattle companies with the delegation's companies.

The Trade Alliance is also often called upon to help organize large events or visits of heads of state. In 1993, the Asia Pacific Economic Cooperation (APEC) Leadership Meetings were held in Seattle. This conference, for the first time, brought together the 13 heads of state then comprising APEC, including the presidents of China, Malaysia, the Philippines, and the United States. The Trade Alliance worked on media logistics for APEC and created marketing materials to be used by the various visiting delegations. In fact, the Trade Alliance created marketing brochures translated into all of the APEC economies' languages—from Thai to Tagalog. Our organization was also involved with the visit of Russian President Boris Yeltsin, the annual "Quad" meeting of the trade ministers of Canada, Japan, the European Union, and the United States, as well as a host of other large events and high-level visits.

The existence of a Trade Alliance-type organization provides our community with institutional knowledge on how to deal with such events and visits. The unique partnership of the Trade Alliance provides the community with an organization that can pull together the diverse resources needed to make such events and visits happen. As a region like Seattle becomes international, a number of organizations will evolve, includ-

ing sister city committees, a World Affairs Council, country-specific organizations, and federal or state offices. The key for a community is to work together. Having a system of coordination is essential so that when a significant event occurs, the team can be assembled to deliver the event.

## Marketing Materials

Since the Trade Alliance is a marketing agency whose product is a region, it was necessary to create materials promoting the Greater Seattle area. In 1992, the organization created a marketing kit consisting of an elegant folder and a 24-page glossy, color brochure. The folder incorporated the work of a local native American artist, thus setting the theme for all Trade Alliance marketing materials and, as the years went by, an increasing number of other organizations' marketing materials. As any marketer knows, successful marketing requires that a consistent theme be presented to your potential customers. By incorporating the native American artwork (a very Seattle image) into all brochures, folders, videos, and other materials, the Trade Alliance did just that.

The folder does not include the name of the Trade Alliance anywhere on it. In fact, the only words on the folder are Greater Seattle. In this way, the Trade Alliance can place our brochures and other materials into the folder (which do have our name and address on it) or other companies can use the folder as their own. If a company takes one of our basic kits abroad, it can put its own materials in the folder and we are still getting Seattle's theme out to the world. Often, companies will place their company's own materials in the folder along with the Trade Alliance's Greater Seattle brochure; this provides their customers with information on the company as well as the region the company is from. It is a win-win situation for both the company and the region.

In addition to the basic marketing kit, the Trade Alliance also was commissioned by King County to do a brochure focused solely on the county. This brochure, although highlighting King County, incorporated the images and themes used in our other marketing materials. In addition, as the Trade Alliance gained more experience and more resources, it became clear that we needed to market important sectors of the local economy. Industry sector brochures, usually produced in partnership with other organizations, have been some of our most successful and most used marketing pieces. When traveling overseas or working with an inbound delegation, it is helpful and impressive—when your customer asks about, for example, the outdoor recreational equipment industry—to be able to pull out an eight-page brochure describing that industry and the companies which make up the industry.

Befitting a region based on a high-tech economy, the Trade Alliance uses high-tech means to market the region. The Trade Alliance was early on the Internet with a web site full of information and links on the region (URL: <http://www.ci.seattle.wa.us/business/tda/tda.htm>). The APEC-language brochures were placed on the web site allowing cyber visitors to read about the region in their own language. The web site also contains a section called Greater Seattle International News. Each week, we post three or four stories of things happening in the Greater Seattle area of international note. This feature receives some of the highest number of page views on the web site and allows people around the world the opportunity to keep up with what is happening in the region.

During certain trade missions, we have kept a cyber journal of the trip that people can read on our web site. Using a digital camera and a laptop, we download photos and updates on the trade mission as it is happening. This way people back home, and

all over the world, can keep up with the progress of missions via the Internet. When traveling to developing countries with limited telecommunications infrastructure, this is not possible. However, it is a tool we are increasingly building into our missions.

The web site also contains a searchable data base of Trade Alliance members. For example, visitors can look up and see all the software companies that are members of the Trade Alliance and link directly to these companies' web sites. In conjunction with other international organizations in the area, we placed an International Calendar of Events on the web site. This lists all the international programs and events taking place in the Greater Seattle area. The online calendar can be searched by date, type of program, country of program, and sponsoring organization. For example, if you are interested in programs on Korea taking place in the month of January, with a few keystrokes the calendar will display them in chronological order.

The Trade Alliance also produced two videos marketing the region. The video contains the themes and messages found in our written materials and also allows us to depict visually the natural beauty of the area—the mountains and water and high quality of life our region enjoys. The video is used extensively with inbound delegations and on overseas trade missions.

## **A Working Partnership**

Other regions have looked at the Trade Alliance model and adapted it to their local circumstances—Bay Area Trade Development Alliance, Cleveland, Spokane, Orlando, and others. A recent column by Neal Peirce on the Trade Alliance has stimulated additional calls for information from Florida to Hawaii. The internationalization of the American economy will require all regions to develop their own institutions.

The National League of Cities prepared a report a few years ago that portrayed our country as a series of local economies, forming a common market of North America. This report has just been published as a book written by William R. Barnes and Larry C. Ledebur (*The New Regional Economics: The U.S. Common Market and the Global Economy*. 1998. Thousand Oaks, California: Sage Publications.). If you accept, as the book posits, that our country is formed by a series of regional economies, the obvious question is: what makes a region successful? The health of each region is partly determined by the quality of education, infrastructure, and civic institutions. A region must work together to succeed in the new global climate.

The change that has come to the Seattle region has been dramatic and fast paced. Local leaders: Mic Dinsmore, executive director of the Port of Seattle; Bob Watt, president of the Greater Seattle Chamber of Commerce; Bob Drewell, Snohomish County executive; Norm Rice, mayor of Seattle; Ron Sims, King County executive; Ron Judd of the King County Labor Council; and many others have shown that our region will only move forward by working together.

As many companies have discovered, the old ways of doing business are no longer good enough. Regions are finding this out as well and are reinventing themselves. A partnership bringing together labor, business, and government to promote Greater Seattle internationally has worked for our community. It can work in other regions as well. ■

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Visit the Trade Alliance web site at: <http://www.ci.seattle.wa.us/business/tda/tda.htm>