

**GUATEMALA CRAFT SECTOR EXPORT INITIATIVE
SEMI-ANNUAL REPORT
JULY 1 – DECEMBER 31, 2004**



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July 1 – December 31, 2004**

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I. Summary of Main Activities

The Guatemala Craft Sector Export Initiative (GCSEI) project (Cooperative Agreement #GEG-A-00-02-00008-00) completed its second year of implementation in September 2004 and is well-positioned to leave behind lasting benefits to both the artisans and greater handcraft sector of Guatemala. In this semester, the project continued its focus on cultivating international market linkages, while implementing additional product development, local marketing, and training activities. In particular, a new group of exporters was brought into the intensive product development-marketing-training program, while the past core group pursued ever more independent marketing opportunities. As the project entered its final year, AGEXPRONT and its growing understanding of sector needs has increasingly driven project priorities and continues to emerge as a key facilitating agency in future sector growth.

Product Development Trips

In October, Patti Carpenter returned to Guatemala to initiate a first round of product development with the most recently selected group of exporters (and the artisans whose work they market), Modiane, Aj Quen and De Colores. While all three groups produce and market textiles, their product offerings and techniques are notably different, allowing for three unique new collections. Ms. Carpenter worked with Modiane, a company which has targeted the fashion and fashion accessories market, to develop a new home furnishings and accessories collection highlighting the group's high-end, sophisticated finishing techniques. With Aj Quen, new product designs drew upon the groups loose weave technique that can be produced across many color palettes and at a relatively low cost. (Note that the GCSEI project has worked with Aj Quen in the past, but with another producer group; furthermore, ATA and AGEXPRONT believe Aj Quen, a non-profit representing approximately 750 producers in different locations, has untapped potential as an export and marketing entity.) De Colores' distinctive line of embroidered bags prompted new designs for pillow and complementary home accessories,



New product developed during Patti Carpenter's consultancy.

adapting the group's traditional design motifs for US market trends and preferences. During her visit, Ms. Carpenter was accompanied by three local designers—one per artisan group/exporter—whom she mentored throughout the process. These local designers were also responsible for follow up regarding sample production and delivery to AGEXPRONT, completed in December. *A copy of Patti Carpenter's report from this Product Development Consultancy is included in the attachments to this report.*



Guatemalan products displayed at the New York International Gift Fair.



Trade Show Participation and Training

In August 2004, ATA featured products from the previous rounds of product development in its exhibit at both the Los Angeles and New York International Gift Fair events. Combined sales from these international trade shows totaled US\$12,099.58, while offering yet another opportunity for ongoing market feedback and experience in fulfillment and customer service. *Detailed product and price sheets featuring Guatemala product developed by ATA and used during these show events, as well as the Fall 2004 show report presented to the four GCSEI exporters featured in the show, are included in the attachments to this report.*

As noted above, this reporting period also included significant activities to support preparation for the upcoming Spring trade shows, held in January and February of 2005. This included the completion of samples, plus accompanying price, product and artisan information to be included in all marketing efforts. Also in this period, the four exporters who had most recently been featured by ATA and been the focus of the GCSEI's intense product development, marketing and training efforts, continued to pursue marketing opportunities outside direct project support. For example, three of these exporters participated in the Mexican AMFAR/FIDAR combined trade show for the first time in September, yielding approximately US\$6,800.00 in sales and numerous new client contacts, a notable first experience at an international event. Two exporters, Casa de los Gigantes and



Crafts/Pilandros, applied for and were selected to participate in a new AGEXPRONT booth at the NYIGF; while their participation will be with assistance from ATA and AGEXPRONT (via AGEXPRONT facilitating the booth procurement with GLM and ATA furnishing available samples and acting as a US-based fulfillment house), this is an important step in the continued growth of these businesses and serves as yet another option for project support of export businesses that could yield high returns from a relatively small investment.

Training-related activities this period included seeking and reviewing applications for the upcoming Market Readiness Program (MRP), held January 29-February 2 in conjunction with the NYIGF. Participants will include principals from the three export entities currently receiving core project support—Modiane, Aj Quen and De Colores—as well as two local “junior” designers who have participated in the project’s international design consultancies to date. In addition, AGEXPRONT facilitated two local trainings this period: one with small shop owners within the Guatemala City

Craft Market (where AGEXPRONT is working to assist merchants to increase sales via improved merchandising and customer service, for example) and another in Antigua with a group of artisan organization leaders and small exporters.

Subsidized Product Design Consulting Services

As noted above, local designers were critical during the recent international product design activities led by international design consultant, Patti Carpenter. Local designers Jorge López, María Teresa Estrada and María Elizabeth Pineda accompanied Ms. Carpenter throughout her visit, also participating in an initial group workshop to cover expectations, design trends, and the general PD process, as well as an end-of-trip debriefing and summary to set expectations of Ms. Carpenter and the exporters going forward. All three of these designers' participation was coordinated through the AGEXPRONT-Universidad Rafael Landívar partnership initiated last period. Also beginning this period, local Guatemalan exporters involved in the PD aspects of the GCSEI project have initiated independent relationships with several of these local designers, hiring them for follow-on design work beyond the scope of work included in the project. For example, Casa de los Gigantes and El Puente continued working with local designers Jorge López and Enma Gutierrez, respectively, based on relationships established as part of the GCSEI project. As part of this collaboration, El Puente developed a collection that will be shown in FIDAR (Mexico), which Ms. Carpenter reviewed on her visit to Guatemala in October 2004.

Matchmaking Ruedas

During the reporting period and in conjunction with its ongoing INGUAT-coordinated project, AGEXPRONT facilitated one Craft Exhibition in Quetzaltenango, attended by many cooperatives and producers of the region as well as retailers who sell in the Craft Market in Guatemala City, who attended with the interest of making new local buyer-supplier linkages.

Buyer Visits, Importer Interest and Local Sales Efforts

In this period, US\$299,011 additional sales were completed as a result of support from the GCSEI project; of this, US\$124,346 were to US or European buyers (including ATA sales written at international trade shows) while US\$174,667 were sales facilitated through local market channels.

As part of an ongoing effort to establish sustainable market links, international buyer visits continued this period, with visits from Joel Pain (Up and Up/France, US\$800 sales this period), Frederik Bailey (Alta Mundi/France, US\$1,700 sales this period) and Enrico Bressan (Arteknika / Italy). Additional orders included those from Cost Plus (US\$8,000), Oxfam Australia (US\$39,256), San Diego Zoo (US\$3,689), CEIS (US\$32,000), Swahili Imports (US\$7,300) and Storehouse (US\$1,944), plus ATA-imported orders (totaling US\$12,100).

The buyer visit from Arteknika is particularly noteworthy in that this buyer trip was coordinated by the project, and although a short two-day trip, the partnership between buyer Mr. Bressan and exporter La Casa has the potential to yield substantial orders in handmade glass. For example, following

ATA-AGEXPRONT has facilitated buyer trips from the US and Europe, a proven method of obtaining sales and establishing long-term market links.



his trip to Guatemala, this buyer has already invested in raw materials and machinery (and shipped them to Guatemala) to establish a new production center, anticipating an initial order of approximately 9,500 units. Through joint investment by the importer, exporter and with additional assistance from USAID's GDA project (also implemented by AGEXPRONT), the GCSEI project team hopes this market link will grow to represent a significant income opportunity for the artisans involved. Buyers from the US and Europe, including Home Goods, Storehouse, Jill Schwartz, Cost Plus, Boston Warehouse Trading and Comercio Alternativo continue to work with ATA's sales staff and AGEXPRONT's Craft Commission for current and future sales opportunities.

This semester also included trips by ATA's newest sales representatives—John Adams, Senior Sales Representative (US) and Pilar Popadopalo (Spain and Italy)—to Guatemala to visit with exporters, AGEXPRONT staff, and gain an increased understanding of product offerings as well as producer and exporter capabilities.



The 2004 Guatemala Nuestra event held by Cemaco included products designed through the GCSEI project and resulted in nearly \$125,000 in sales.



Results from local and regional marketing events/venues increased in this period, including sales through CEMACO's annual Guatemala Nuestra (US\$124,625). Additional direct sales events coordinated by AGEXPRONT, such as the Christmas Bazaar and Festival Guatemala Mágica, yielded an additional US\$27,000.

To support these international and local sales efforts, AGEXPRONT's Craft Commission established a permanent exhibit in its offices this period, to date yielding an additional US\$11,500 in direct sales, and completed its craft catalog as described in the last report (presented in August 2004) and featuring 16 exporter-producer businesses. *A printed copy of the catalog is included in the attachments to this report.*

Library and Information Services, AGEXPRONT Capacity-Building, Sector Coordination and Information Sharing

AGEXPRONT continued to facilitate key project activities and is increasingly offering direct services to the exporters it serves. For example, this period saw the introduction of a 2.5% commission on all export sales that AGEXPRONT coordinates and consolidates, as approved by the Craft Commission Board of Directors. A growing number of exporters and buyers alike are recognizing both the value of these services and AGEXPRONT's ability to deliver them, as a critical part of accessing and successfully competing in the international market.

Additional sector coordination activities included the receipt of the draft report outlining observations and findings from the sector focus groups and workshop held in March, presented by Aragon & Asociados, research consultants. Although incomplete upon initial drafting (e.g. the producer focus group data was absent), findings from this report will serve as an important basis for the development of ongoing project activities, and AGEXPRONT's strategic plan for further sector development. In December, Silvia Moreira traveled to ATA's home office in Connecticut to review the findings of this report, continue project planning for the final year of activities, and coordinate with both Aid to Artisans and USAID's Office of Microenterprise Development. *Aragon & Asociados' draft report as well as Ms. Moreira's trip report are included in the attachments to this document.*

BDS Market Development Training

In October, Lane Pollack, ATA's Program Director for the Americas, participated in the SEEP Annual Conference, including serving on a panel to discuss the role of facilitator in BDS market development. Ms. Pollack and Mary Cockram, ATA's Program Director for Africa & Europe, also participated in the two-day pre-conference workshop on BDS Market Research, and in December, Program Officer Alden Smith (who serves as secondary Program manager for the GCSEI project on behalf of ATA) participated in Action for Enterprise's one-week workshop on sector value chain analysis. Moreover, in September, Silvia Moreira traveled to Spain to participate in the Spanish Cooperation's annual craft conference, where she had the opportunity to share information and learning experiences with colleagues representing artisan enterprise development institutions from throughout Latin America.

Performance Assessment

As outlined above, Aragon & Asociados presented its pending report from the craft sector focus groups and workshops held in March, which highlighted both the differing perspectives of the market players, as well as the constraints they perceive in further sector development. Also this period, planning continued with respect to the remaining impact assessment activities associated with the GCSEI, including both qualitative and quantitative research and the final project evaluation. And although not formally connected with the GCSEI project, it should be noted that Silvia Moreira assisted with the pending value chain/sector mapping study that USAID's Office of Microenterprise Development is conducting, and looks forward to integrating the findings presented in that report into future project planning.

Key Activities for the Coming Period

- Exhibition of Guatemala products in the California Gift Show in Los Angeles (January 22-25, 2005) and New York International Gift Fair (January 29 to February 2, 2005); in New

York, AGEXPRONT's new standalone/non-ATA booth will feature three project exporters: Crafts, El Puente and Casa de los Gigantes (represented during the show by the principles of Crafts and Casa de los Gigantes), while La Casa will have products featured in the New World Imports booth; the Guatemalan product and producer capacities will also be included in the new ATA Resource Center and all pre- and post-show marketing efforts led by ATA and its sales and marketing staff.

- Follow up on orders placed as a result of show events and ongoing evaluation of and coaching for producer and exporter performance with respect to international customers.
- Attendance by Craft Commission Executive Coordinator Silvia Moreira at the New York International Gift Fair, to facilitate exporter and designer participation in fair events.
- Product development trips by new ATA international design consultant, Seema Krish to work with newest exporter group. *Ms. Krish's CV is included in the attachments to this report.*
- An initial design conference and contest (scheduled for May 2005), intended to increase awareness of the need for design innovation among the Guatemalan design and exporter community, while further establishing links between international and local, "junior" and "senior" designers, as well as between designers and the exporters who would hire them.
- Upcoming/potential buyer trips and coordination of purchase orders, following on ongoing cultivation and previous trips/orders.
- Increased emphasis/pursuit of regional markets, including scheduled participation in regional fairs such as the Feria Internacional del Diseño Artesanía y Regalo (FIDAR) in Mexico and ExpoArtesanías de Colombia in Bogotá.
- Participation of three exporters and two designers in the January Market Readiness Program, held in conjunction with the Spring New York International Gift Fair.
- ATA business consultant/trainer to provide post trade show evaluation and preparation for upcoming US and regional trade shows.
- Assessment of technical needs/capacity-building required to expand production capacity of Guatemalan producers and appropriate activities to support, while maintaining BDS market development approach (e.g. kiln-builder/teacher).
- Hiring AGEXPRONT Marketing Manager to further develop AGEXPRONT's ability to pursue international and local marketing opportunities on behalf of the exporters and producers it represents.
- Planning completed for final project activities including impact assessment (quantitative and qualitative) and integrating findings from March 2004 focus group/sector workshops.
- ATA participation in Johannesburg-based BDS IGP event in March-April 2005.

II. Progress on Performance Targets and Indicators

Table 1, below, summarizes the progress of the GCSEI with respect to pre-established performance indicators.

Annex C: ATA & AGEXPRONT Table 1, Performance Indicators										
		1999	2000	2001	Y1	Y1	Y2	Y2	Y3	
Artisan sector-specific					Target	Actual	Target	Actual	Target	
Market level, Guatemala										
1.	Annual value of sales in US\$ millions	Total Guatemalan craft exports. In 1992, at its peak, exports were US\$19 million. 9/11/01 expected to depress market as a whole. Decline continuing in early 2002.	\$ 12.8	\$ 10.7	\$ 7.6	\$ 7.6	\$ 4.1	\$ 8.0	\$ 4.4	\$ 8.8
		Domestic sales of Guatemalan crafts at Cemaco store. National figure for domestic sales is not collected by any known source.	\$ 100,000	\$ 137,500	\$ 150,000	\$ 175,000	\$ 130,000	\$ 200,000	\$ 285,305	\$ 235,000
Program level										
2.	Annual value of sales in US\$	Total increase in craft exports by AGEXPRONT affiliates expected to participate in program, plus local sales from new products developed or new linkages made as a result of program activities				110,000	88,260	200,000	583,072	325,000
		Historic data based on 12 companies expected to participate in the program, in US\$ millions.	1.59	1.61	not available		0.073			
Market level										
3.	Total number of BDS providers	Includes embedded providers; same as c. above. Some providers (mostly exporters, some NGOs, and a few retailers) do both product development and marketing, which is why line 3 is less than 3a +3b.		approx 200	205	205	205	205	205	205
a.	Product development	All exporters do some degree of product development; all designers; approximately 12 retail shops that design product; and about half of the NGOs. At the micro level, this service is always embedded.		approx 100	100	100	100	105	100	110
b.	Market linkages	Exporters, retailers, and NGOs operating in the craft sector.		approx 190	190	190	190	190	190	190
Program level										
4.	Number of BDS providers participating in program									
a.	Product development	Participating exporters, designers, and the NGOs with whom the project develops new product.		20	20	35	12	41	17	47
	% private, for-profit providers	All exporters who participate. Designers are currently paid with donor funds and not counted. NGOs not included.		0%	0%	57%	42%	63%	65%	70%
b.	Market linkages	Participating exporters, retail shops, and NGOs with whom the project makes market links.		30	30	40	47	50	82	60
	% private, for-profit providers	All exporters; shops that participate in local market links; Cemaco		75%	75%	85%	69%	87%	65%	90%
5.	Total number of firms acquiring BDS from program-supported providers	Exporters plus artisans getting PD from exporters and NGOs		1900	1900	2,520	7,108	3,025	8,970	4,030
a.	Product development	Exporters plus artisans getting PD from exporters and NGOs				1,895	2,456	2,275	2,576	3,530
b.	Market linkages	Exporters plus artisans selling to exporters, shops and NGOs.				2,520	7,108	3,025	8,970	4,030
6.	Total number of microenterprises (1-10 employees) acquiring BDS from program supported providers			1900	2250	2,500	7,061	3,000	8,316	4,000
a.	Product development					1,875	2,444	2,250	2,429	3,500
b.	Market linkages					2,500	7,061	3,000	8,316	4,000
7.	Microenterprises as % of total firms (#5/#5)					99%	99%	99%	93%	99%
8.	Number of women-owned microenterprises acquiring BDS from program-supported providers	Estimated based on gender of artisans in Guatemala				1,875	4,701	2,250	6,244	3,000
a.	Product development					1,406	1,638	1,688	1,713	2,625
b.	Market linkages					1,875	4,701	2,250	6,244	3,000
9.	Woman-owned microenterprises as % of total micros (#8/#8)		75%	75%		75%	67%	75%	75%	75%
10.	Total program costs					248,000	227,729	231,000	435,800	271,000
11.	Cost/enterprise served (#10/#5)					\$ 98	\$ 32	\$ 76	\$ 49	\$ 67
BDS providers										
12.	Total earned revenues	All fees paid to AGEXPRONT Craft Commission, including fees paid for marketing and product development services and those paid for with donor funds. 2001 numbers are for Jan-Nov, projections based on no new funding and are estimates.		\$ 85,500	\$ 97,936	\$ 84,119	\$ 102,833	\$ 40,975	\$ 107,975	
13.	Total expenses	Budget of Craft Commission, this is based on what the organization is hired to do.		\$ 85,000	\$ 97,364	\$ 98,696	\$ 102,232	\$ 108,514	\$ 107,343	
14.	Return on operations (#12/#13)			101%	101%	85%	101%	38%	101%	
15.	BDS providers' profitability									
a.	# new product lines, and # of those developed locally with market acceptance	2001 number are lines accepted in local market only. 40 lines developed during project are developed locally.			29	25	57	50	48	65
b.	# designers who have sold their services to exporters or retailers			0	0	0	0	1	4	3
c.	Exporter growth in sales	Historic data based on 12 companies expected to participate in the program. Percentage is average among the companies	2%	1%	not available	3%	n/a	5%	n/a	5%
d.	Fees paid for outsourced design	Fees are modest because designers must prove themselves by creating product that sells, which takes time.					0	\$ 500	n/a	\$ 1,500
16.	Annual sales by participating micros	Calculated from new FOB sales, #2 above				\$ 95,652	\$ 76,748	\$ 173,913	\$ 670,533	\$ 282,609
17.	Microenterprise client satisfaction	% repeat clients does not measure client satisfaction in this case					n/a		n/a	
Other										
18.	Exchange rate used to calculate US\$				08		08		08	
19.	Estimated % of micros (#6) who have poverty loans (\$400 or less) from any source				10-20%	10-20%		10-20%		10-20%
20.	Provider-level satisfaction with service	Change in number of Agexpront affiliates	70	73	92	92	100	96	95	100

III. Implementation Issues

GCSEI Project Team Resources & Timeline

As noted in previous reports, the 3-year project timeline and resource allocation allows for only an initiation of what could be a larger transformation of the Guatemalan craft sector. While the project team is pleased with the results of the project so far, it also realizes the limitation the project scope puts onto potential results. In addition, new related projects – such as the INGUAT-AGEXPRONT project that the Craft Commission has recently undertaken – draws upon the same project team resources key to the implementation of the GCSEI project. Thus, this coming reporting period will include key project planning and resource allocation of the project's final months, including the hiring of a Marketing Manager to work within AGEXPRONT to 1) share the project implementation responsibilities with Silvia Moreira and 2) devote resources specifically to building the capacity of AGEXPRONT to expand the markets of its exporter members and fulfill its role of sector facilitator going forward. In the meantime, ATA plans to pursue a no-cost extension to the GCSEI project, based upon extending activities and strategies that are already included in the project scope for as long as the project budget will allow. Finally, ATA and AGEXPRONT are actively seeking funding for continued collaboration in Guatemala, through an extension and/or expansion of the GCSEI project methodology, in cooperation with USAID and/or other institutional and private funders.

International Markets and Competitiveness

Also as mentioned before, Guatemala continues to face significant competition from countries such as China and India, in terms of high-volume, low-price craft production. Guatemala's limited-volume production capacity translates into the necessity to pursue certain market niches where these producers can adequately compete in the global market. This means a continued focus on high-end niche markets with high value-price relationship, while still offering Guatemalan exporters and producers with market links to a variety of market players that fit their business strategies and capacities. In addition, the GCSEI project will continue to seek ways in which to support expansions in production capacity through appropriate technology and enhanced production management skills as appropriate.

IV. Progress on Learning Agenda

Exporter Coordination and Commitment

As noted in the previous project report, exporter commitment and investment in the GCSEI project (through direct investment and AGEXPRONT counterpart contribution) continues to represent a substantial portion of the overall project investment, to date estimated at US\$127,492. This investment includes costs associated with trade show participation (GCSEI-sponsored and AGEXPRONT-facilitated local and regional events), time and direct costs involved in new product development and design, as well as ongoing marketing expenses. In many cases, AGEXPRONT has served as a coordinating institution for this investment (e.g. NYIGF participation), but the project team notes that over time, the exporters are both investing more and taking an increased leadership in pursuing these opportunities.

Need for Increased Focus on Sustainable Design Innovation

As demonstrated by the sales and international buyer interest in the product collections and exporter/producer capacities that have already emerged from the GCSEI project, there is tremendous potential for sales growth and subsequent increase in producer incomes in Guatemala, as these market links are strengthened and continue to expand. One key will continue to be design innovation such that exporters can attract new buyers, expanding their client portfolios and entering yet untapped market segments. Although exporters are beginning to invest in hiring local and international design talent, this remains a weakness in the Guatemalan craft sector overall, especially in regards to attracting local designers and assuring they can and do access market information that will adequately prepare them to design for the international marketplace.

To address this need, the project has: engaged local designers in dialogue about the importance of their role and constraints to further participation; established a local resource library at AGEXPRONT which can be accessed by exporters, designers and producers alike; introduced both international and local designers to exporter and producers to show the value of their involvement in pursuing new business opportunities; conducted a specialized designer training (July 2003) to address market research and client management techniques; preparing US market trend information to be presented to Guatemalan designers, exporters and producers as part of past and upcoming international product development consultancies. However, the project team realizes that there is more needed on this front, and thus is proposing a design conference to be held in May 2005, which would include a design contest (raising the visibility of the value of this discipline within the craft sector), and coordinated interaction between exporters, international designer(s) and local designers, both junior and senior. The project team also plans to explore ideas such as promoting Guatemalan designers for other design work elsewhere in Latin America (perhaps demonstrating the overall value of these designers to the Guatemalan craft sector, while building the design aspect of their businesses), and encouraging the development of designer brands within the local industry (again, raising the perceived value of their services).

Continuing Evolution of AGEXPRONT as a Sector Facilitator and Service Provider

As the GCSEI project continues, the project team notes that AGEXPRONT faces several opportunities in terms of the role it plays in the sector, including a demand for increased services (e.g. consolidation, marketing) while sector participants also relay a continued need for a facilitating institution that assists in coordinating such services (although not necessarily providing them). To respond to these needs, AGEXPRONT has increasingly sought to provide sustainable, fee-for-service options including shipment consolidation and local marketing event coordination, more or less inserting itself into the market value chain and strengthening its own capacity in these areas (hiring a Marketing Manager in the coming period). On the other hand, AGEXPRONT also recognizes that in the BDS market development approach, it is important to ensure that as many sector development services are offered through commercial/private vendors as possible, and that as an export association, it may have inherent limitations as a service provider in the long term. Although it is too early in the demand and supply side of the market development process at this time, AGEXPRONT will likely need to address this dichotomy/potential split in roles in the future.

Benefits of Regional Coordination

Also as noted in previous reports, the GCSEI project has demonstrated the opportunities that regional markets offer as yet another market channel for the Guatemalan craft sector. Although

limited funds were specifically allocated as part of this project, sales events such as those coordinated with Simán and La Fragua (reported in the last semester/report) could be an important part of expanded, future project design to more fully access these market opportunities. In addition, as the exporters involved in the project have shown, AGEXPRONT exporter members may also have the ability to work together to invest in these markets, slowly building client bases in countries such as Mexico and Costa Rica. Although somewhat outside the scope of the GCSEI project, it would be interesting to analyze both the investment required and benefits to both producers and exporters achieved through these market channels, as some have theorized that the per labor unit return on investment may be both higher and more sustainable.

A t t a c h m e n t s

- A. Patti Carpenter Design Consultancy Trip Report and Product Photos
- B. Guatemala Product & Price Sheets, Fall 2004 international trade shows
- C. Guatemala Exporters Show Reports, Fall 2004 international trade shows
- D. **AGEXPRONT Guatemala Craft Catalog**
- E. Market Readiness Program Agenda, August, 2004
- F. ATA Importer Contact Update
- G. Aragon & Asociados Focus Group Report Draft
- H. Silvia Moreira Trip Report, ATA Home Office Visit, December 6-9, 2004
- I. **Seema Krish, International Designer, Curriculum Vitae**