EXECUTIVE SUMMARY

BRAC and GNO, Inc. Trade Study

Strategy to optimize the international trade potential of Southeast Louisiana

New Orleans, LA
June 10, 2009

Table Of Contents

The study followed a three-phase approach to assess both qualitative and quantitative information to develop potential strategies for Southeast Louisiana

1 Data Gathering

- Review studies
- Conduct interviews
- Collect and normalize data

2 Analysis

- Develop transportation cost model
- Assess trade data
- Assess market factors
- Assess infrastructure factors
- Evaluate competing ports on relative position within the market

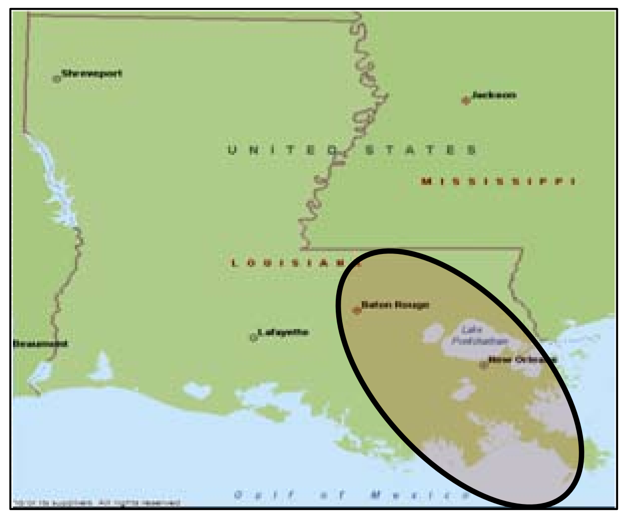
3 Recommendations

- Develop near-term, mid-term, long-term strategies for increasing economic growth considering existing regional assets

Study Objectives

- Determine the best international trade strategy for the region considering all infrastructure assets including, but not limited to: air, rail, ground transportation, ports and inland waterways
- Provide a fact based assessment and offer recommendations on near-term, mid-term, and long term strategies to improve and optimize international trade activities for the maximum economic benefit to Louisiana

Southeast Louisiana



Booz | Allen | Hamilton

DRAFT

The project team conducted over 50 interviews and gained critical insights from stakeholders and market participants…

Individuals and Organizations Providing Input [1]

- George Knost, Arkel
- John Spain, BRAF
- Edwin Blair, Citrus Lands
- Elizabeth Jackson, Coastal Cargo Company
- Larry Rase, Consolidated Terminals and Logistics
- Mark West, CRC
- Bill Myers, Dow Chemical
- Arne Hook, Eden Enterprises
- Steve Blume, Exxon Mobil
- Charles Allen, Holy Cross Neighborhood
- Josh Lewis, Holy Cross Neighborhood
- Bruce Lambert, Institute for International Trade and Transportation Studies
- Erik F. Johnsen, International Shipholding Inc.
- Eugene Ji, Iron Stone
- John Kallenborn, JP Morgan Chase
- David Schulingkamp, MBLX Resources, LLC
- Ned Peak, Millennium Port
- Mike Bush, Mississippi River Bank
- Jim Bridger, New Orleans Public Belt Railroad
- George Duffy, NSA Agencies, Inc.
- John Hallmark, Osprey Lines
- Joseph Accardo, Port Association of Louisiana
- Jay Hardman, Port of Greater Baton Rouge
- Gary LaGrange, Port of New Orleans
- Robert Landry, Port of New Orleans
- Joel Chaisson, Port of South Louisiana
- Pres. Bill Nungesser, Plaquemines Parish
- Karen Parsons, Regional Planning Commission
- Lynn Dupont, Regional Planning Commission
- Jonathan Red, Sea Point
- Lucien Cutrera, Shaw Group
- James Baldwin, Jr., Southern Sails of LA, LLC
- Secretary William Ankner, State of Louisiana
- Senator A.G. Crowe, State of Louisiana
- David Kearney, The Kearney Companies
- Greg Rusovich, Transoceanic Trading and Development Company
- Pam Dashiell, Tulane University
- Eugene Schreiber, World Trade Center
- Thomas Sands, MG (Ret.) USA
- W.J. Amos – Sea Point

Select Organizations

- 2 - Fortune 100 consumer goods companies
- International third party logistics provider
- Terminal operators LA/LB
- Maersk, Inc.
- Hapag Lloyd
- Mediterranean Shipping Company (MSC)
- Ports America
- Mobile Chamber of Commerce
- Savannah Economic Development Authority
- US Maritime Administration

…with the primary themes of cost, service, and unified governance emerging

(1) List not exhaustive

DRAFT

Booz | Allen | Hamilton

The key learnings from the study focus on opportunities related to governance, marketing, and infrastructure; all with the intent of driving economic growth

Governance

- The region lacks a unified vision on the trade and transportation industry
  - No clear view on which markets to pursue; no strategic focus
  - Too many local competing projects with no mechanism to determine what's best for the region as a whole

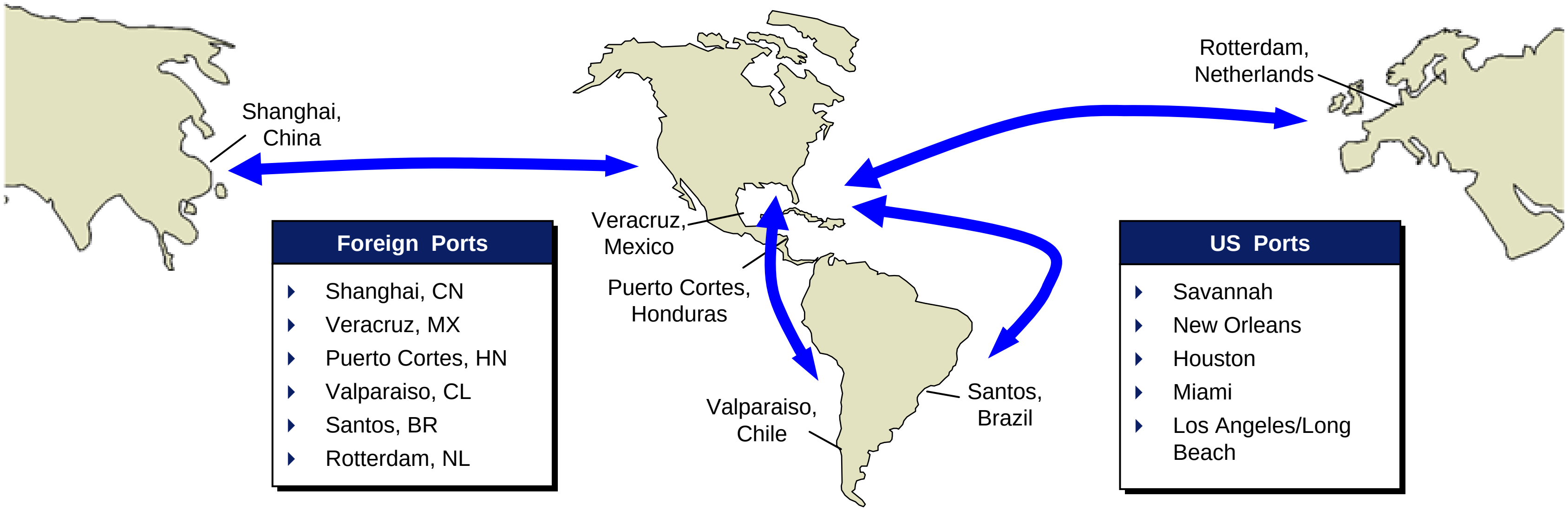
Marketing

- The region lacks a cohesive marketing strategy focused on select commodities, countries, and industry segments that can provide growth opportunities and direct economic impact; no tactical focus
- Southeast Louisiana is cost and service competitive on North - South (Latin America) trade, and therefore should be the primary focus
- East – West trade can be pursued on an opportunistic basis, potentially around specific global commodities (petrochemical, agriculture products, etc.)
  - Sizeable market, but highly competitive
  - The region's cost and service is less competitive

Infrastructure

- The existing port infrastructure is inadequate for potential container growth
- Current warehouse space is inadequate to support industrial or trade related growth

A cost model was developed to run three scenarios to identify natural logistical advantages and better understand Southeast Louisiana's position relative to competing regions



Foreign Ports

- Shanghai, CN
- Veracruz, MX
- Puerto Cortes, HN
- Valparaiso, CL
- Santos, BR
- Rotterdam, NL

US Ports

- Savannah
- New Orleans
- Houston
- Miami
- Los Angeles/Long Beach

---

1 Level Playing Field

Description: All link costs by mode were set as being equal

2 Normalized Market Rates

Description: Normalized published transportation rates for import/export by link

3 Impact of External Factors

Description: Determine the level of advantage/disadvantage per forty foot unit (FFE) unit for a given route

Global nautical rate per mile by mode → Average nautical rate by mode **and lane** → Southeast Louisiana $200 per FFE discount

Note: FFE – Forty foot equivalent

DRAFT

Booz | Allen | Hamilton

In a level playing field scenario, Southeast Louisiana has a cost advantage mainly in the lower Mississippi River corridor

Percent Cost Difference Between Southeast Louisiana and the Competitive Field – Scenario 1

	Puerto Cortes, Honduras	Rotterdam, Netherlands	Santos, Brazil	Shanghai, China	Valparaiso, Chile	Veracruz, Mexico
Atlanta	-21.5%	-20.4%	-31.3%	-4.7%	-11.6%	-11.1%
Birmingham	6.6%	-6.0%	-15.0%	1.5%	1.1%	14.8%
Chicago	3.1%	-5.6%	-12.8%	-14.4%	0.1%	8.8%
Cincinnati	-15.2%	-17.0%	-25.8%	-10.6%	-9.8%	-7.9%
Columbus GA	-19.8%	-19.6%	-29.8%	-4.7%	-11.3%	-10.7%
Dallas	-67.5%	-27.7%	-8.1%	-13.6%	-27.4%	-85.1%
Kansas City	-39.3%	-19.8%	-10.9%	-37.2%	-19.7%	-47.9%
Lexington	-7.1%	-11.5%	-20.3%	-2.1%	-5.6%	-0.6%
Little Rock	6.6%	4.4%	-2.1%	0.0%	4.2%	1.3%
Louisville	-9.9%	-13.8%	-22.0%	-13.0%	-7.1%	-3.2%
Memphis	15.7%	2.2%	-5.5%	-1.5%	8.0%	11.6%
Nashville	0.8%	-7.3%	-16.5%	-1.8%	-1.4%	7.9%
Peoria	10.7%	1.8%	-4.5%	-13.2%	6.7%	7.5%
Shreveport	-48.9%	-18.2%	-5.0%	-8.7%	-18.1%	-66.0%
St. Louis	12.4%	2.0%	-4.9%	-13.9%	7.3%	8.8%

Positive numbers indicate a Southeast Louisiana advantage

Note: Competitive field is defined as the ports of LA/LB, Savannah, Miami, and Houston

With normalized market rates, Southeast Louisiana is disadvantaged with respect to East - West trade

Percent Cost Difference Between Southeast Louisiana and the Competitive Field – Scenario 2

	Puerto Cortes, Honduras	Rotterdam, Netherlands	Santos, Brazil	Shanghai, China	Valparaiso, Chile	Veracruz, Mexico
Atlanta	5.4%	-33.5%	-7.6%	-34.9%	-13.5%	14.9%
Birmingham	19.5%	-15.8%	4.9%	-25.9%	0.6%	27.9%
Chicago	3.1%	-17.8%	-0.1%	-70.0%	-4.0%	-3.6%
Cincinnati	4.4%	-27.2%	-6.4%	-63.4%	-11.2%	-1.9%
Columbus GA	8.8%	-23.9%	-2.2%	-43.3%	-7.0%	2.1%
Dallas	-76.8%	-30.8%	-11.8%	-79.7%	-57.0%	-104.1%
Kansas City	-29.0%	-15.7%	-0.1%	-100.6%	-23.2%	-41.9%
Lexington	3.9%	-19.6%	-4.8%	-40.7%	-9.0%	-2.1%
Little Rock	9.8%	-12.2%	5.3%	-49.2%	1.6%	3.5%
Louisville	3.8%	-23.6%	-4.3%	-63.3%	-8.7%	-2.7%
Memphis	9.9%	-5.5%	11.5%	-46.2%	6.9%	2.4%
Nashville	4.7%	-5.5%	7.3%	-45.6%	3.1%	-2.6%
Peoria	3.7%	-4.2%	9.3%	-62.0%	2.5%	-2.6%
Shreveport	-31.0%	-5.1%	10.9%	-44.2%	-22.8%	-51.1%
St. Louis	4.3%	-4.9%	10.4%	-69.4%	2.8%	-3.1%

Positive numbers indicate a Southeast Louisiana advantage

Note: Competitive field is defined as the ports of LA/LB, Savannah, Miami, and Houston

A per FFE advantage of $200 would increase Southeast Louisiana's competitiveness in Latin America and with the Rotterdam trade

Percent Advantage/Disadvantage per FFE for Southeast Louisiana – Scenario 3

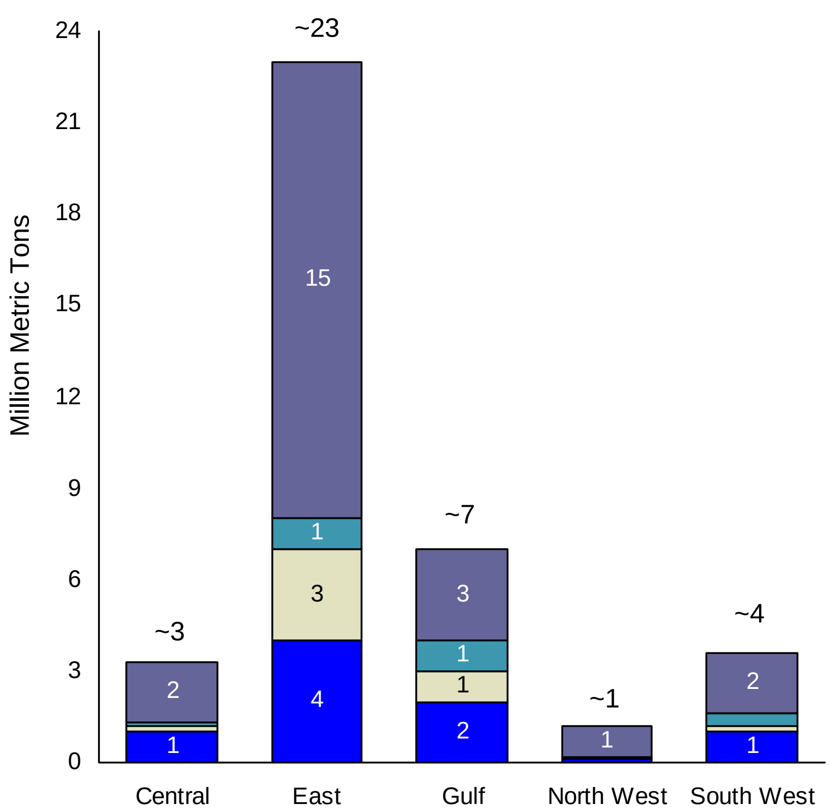
	Puerto Cortes, Honduras	Rotterdam, Netherlands	Santos, Brazil	Shanghai, China	Valparaiso, Chile	Veracruz, Mexico
Atlanta	11.8%	-26.7%	-2.3%	-31.6%	-7.6%	21.1%
Birmingham	25.5%	-9.5%	9.9%	-22.8%	6.1%	33.7%
Chicago	8.4%	-12.7%	4.1%	-66.3%	0.5%	2.4%
Cincinnati	9.7%	-21.7%	-2.0%	-59.8%	-6.4%	4.1%
Columbus GA	14.7%	-17.9%	2.6%	-39.9%	-1.8%	8.9%
Dallas	-69.0%	-26.1%	-7.9%	-76.1%	-51.2%	-94.6%
Kansas City	-22.9%	-11.2%	3.7%	-96.4%	-18.4%	-34.9%
Lexington	8.7%	-14.7%	-0.7%	-37.7%	-4.6%	3.3%
Little Rock	15.4%	-6.9%	9.7%	-45.7%	6.3%	10.0%
Louisville	9.0%	-18.3%	0.0%	-59.7%	-4.0%	3.2%
Memphis	16.4%	0.1%	16.1%	-42.6%	12.0%	10.1%
Nashville	10.5%	-0.4%	11.5%	-42.2%	7.7%	4.1%
Peoria	8.7%	0.1%	12.9%	-58.5%	6.6%	3.1%
Shreveport	-22.2%	0.1%	15.2%	-40.7%	-16.6%	-40.3%
St. Louis	10.3%	0.1%	14.5%	-65.4%	7.5%	3.7%

Note: Competitive field is defined as the ports of LA/LB, Savannah, Miami, and Houston
FFE – Forty foot equivalent

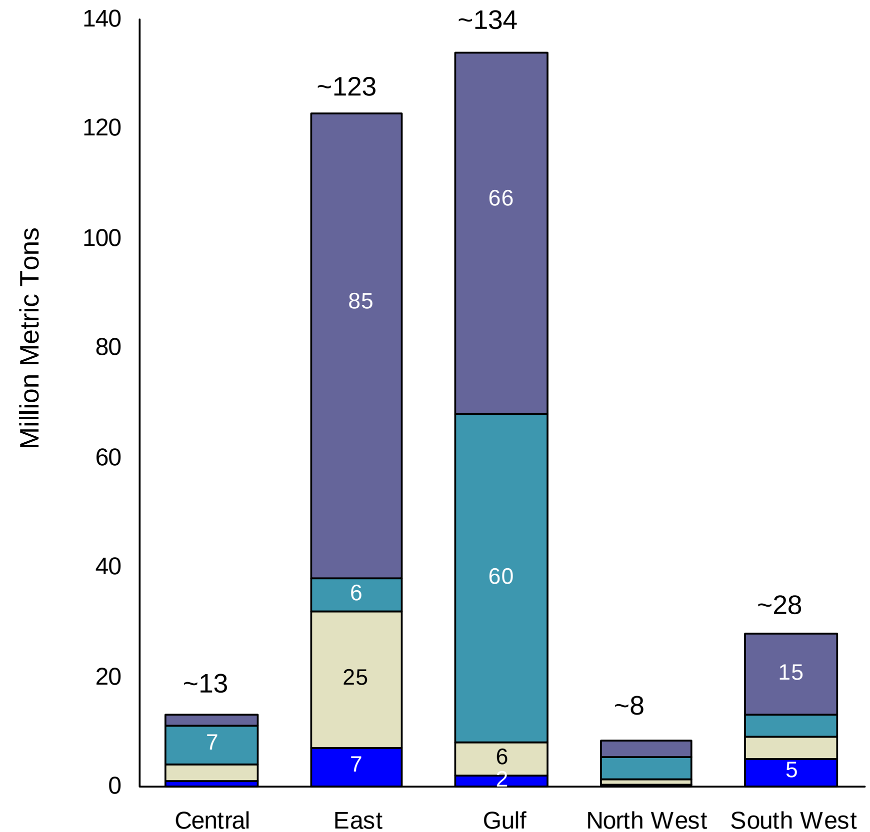
Positive numbers indicate a Southeast Louisiana advantage

Trade with Latin America and Mexico presents a sizeable opportunity with ~141 million metric tons of containerized and non-containerized freight coming through competing gulf ports

Latin America and Mexico
***Container Trade* Opportunity by Region**
(Million Metric Tons - 2008)



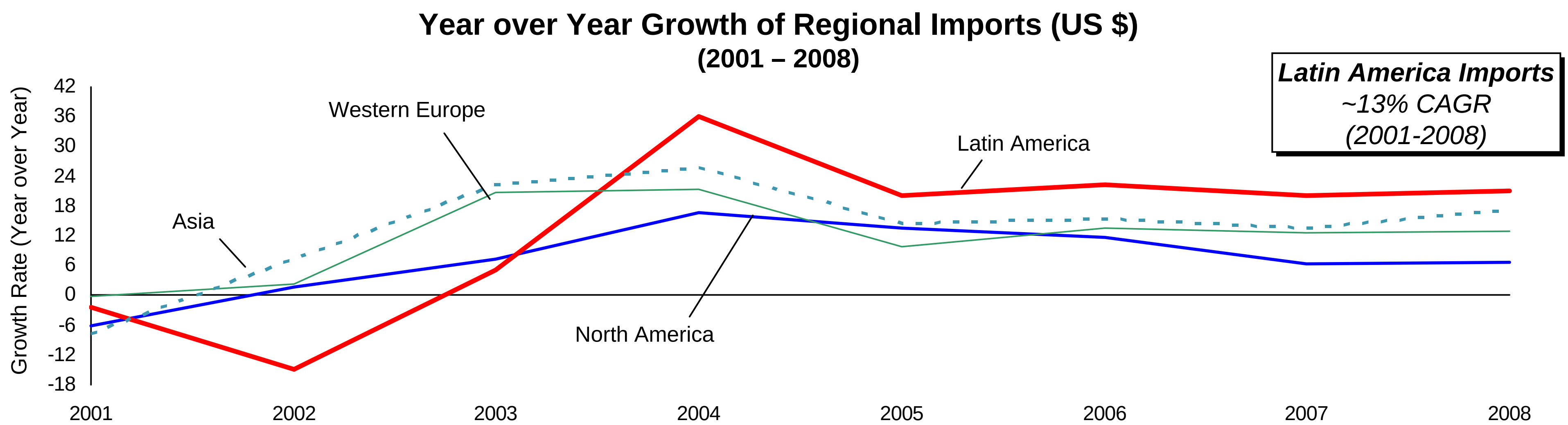
Latin America and Mexico
***Non-Container Trade* Opportunity by Region**
(Million Metric Tons - 2008)

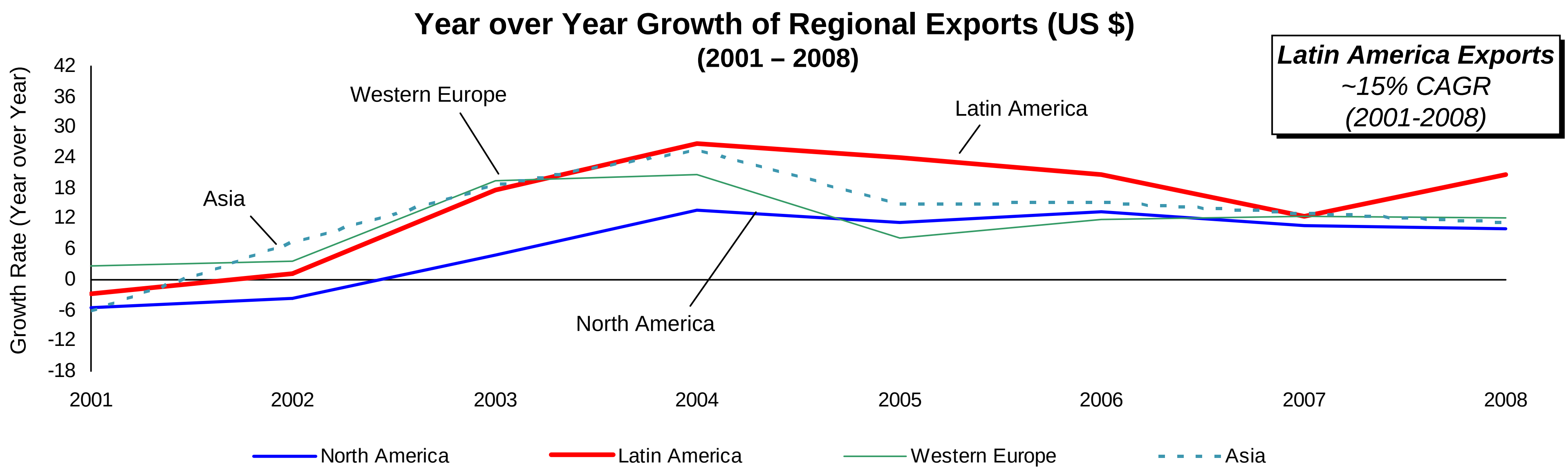


Central America | Caribbean | Mexico | South America

(1) US Census Foreign Trade Statistics, 2008
(2) Southeast Louisiana volumes excluded from graphs

Latin America's growth in trade has exceeded that of Asia, Western Europe, and North America in recent years



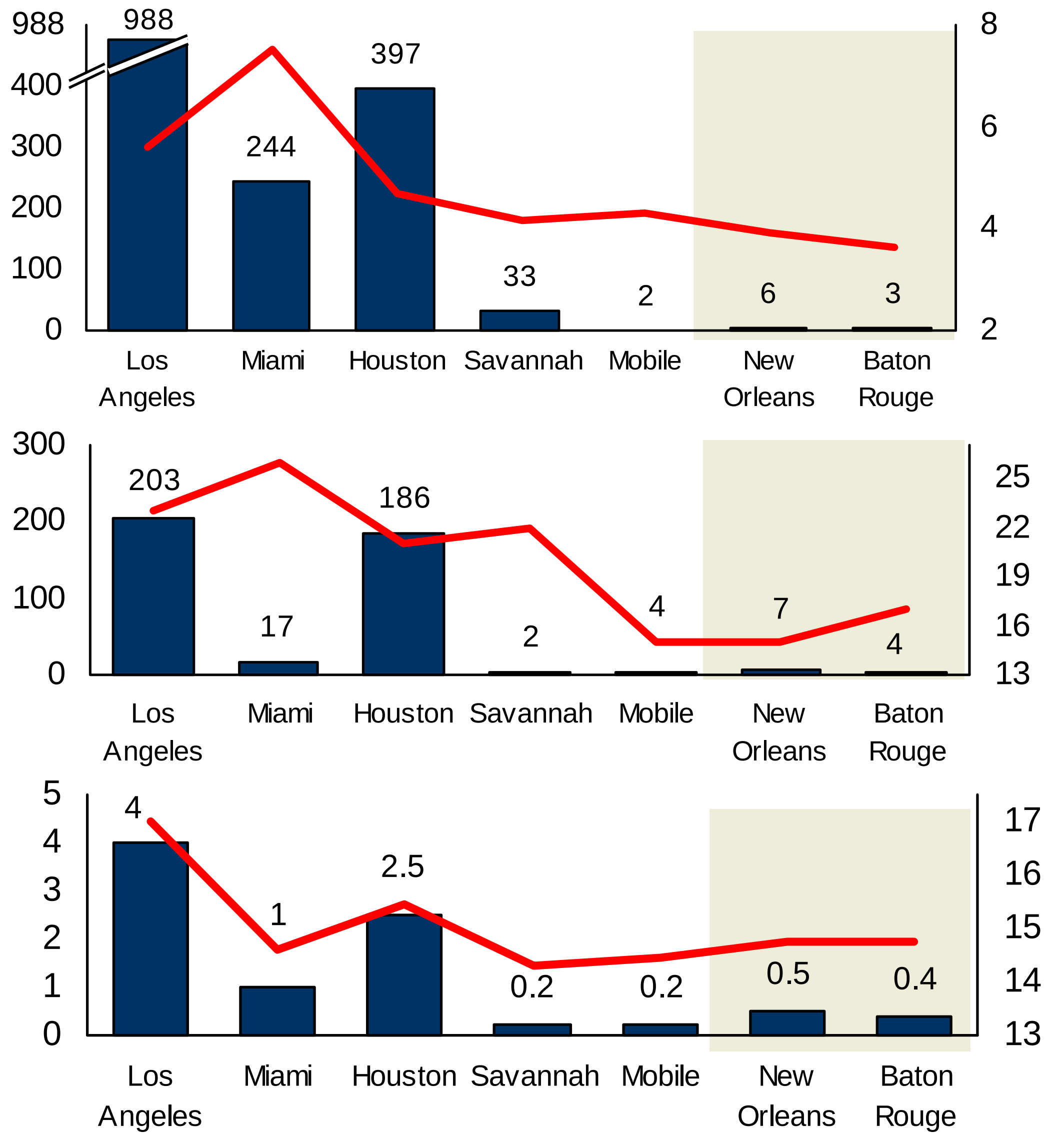


(1) IHS Global Insight World Industry Forecasts, January 2009

DRAFT

Booz | Allen | Hamilton

Southeast Louisiana is well positioned in the average hourly wage category, but is lacking in industrial space to support near-term growth



Across all metrics, the region lacks scale, but is competitive on a cost per unit basis

Source: Cushman & Wakefield, Grubb & Ellis, CB Richard Ellis, US Bureau of Labor and Statistics

DRAFT

Booz | Allen | Hamilton

When compared to its peers, Southeast Louisiana's assets are adequate: exports are a strength, while the river is both a strength and a limiting factor

Comparative Assessment of Regional Infrastructure

Category	SE Louisiana	LA/LB	Houston	Mobile	Miami	Savannah
Container traffic scale	• 290,000	• 14 million	• 1.4 million	• 114 thousand	• 670 thousand	• 3 million
Container traffic balance	• 65% exports	• 68% import	• 58% export	• 74% import	• 53% import	• 53% export
Non-container scale	• ~90 MMT	• ~90.3 MMT	• ~77.9 MMT	• ~32 MMT	• ~1.4 MMT	• ~14 MMT
Non-container balance	• 56% exports	• 72% import	• 65% import	• 61% import	• 66% export	• 70% import
Management	• Local, landlord	• Local, landlord	• Local, operator	• State-owned, landlord	• Private, landlord	• State-owned, operator
Primary markets	• Latin America	• Asia	• Latin America, Europe	• Latin America, Asia	• Latin America, Asia	• Asia, Europe
Key commodities	• Petroleum • Chemical • Agriculture	• Finished goods • Petroleum • Vehicles	• Petroleum • Plastics • Chemical	• Petroleum • Forest products • Auto	• Vehicles • Machinery • Finished goods	• Finished goods • Forest products • Salt
Inland Markets	• Baton Rouge	• Southwest • Chicago	• Texas, OK	• Alabama • Nashville	• Florida	• Atlanta
Highway connections	• Minor bottlenecks	• Major bottlenecks	• Bottlenecks	• No bottlenecks	• Bottlenecks	• No bottlenecks
Railroads served	• 6	• 2	• 2	• 5	• 1	• 2
Rail connectivity to hinterlands	• Limited bottlenecks	• Major bottlenecks	• Minor bottlenecks (to/from Mexico)	• No bottlenecks	• Limited bottlenecks	• Limited bottlenecks
Local markets	• Small	• Mega	• Large	• Small	• Large	• Large (Atlanta)
Advantages	• River for bulks • Local petro industry • Strong exports	• Mega local market • Rail connectivity • Imbalance toward imports	• Local market • Petro business • Exports	• Growing industry • Expansion	• Local market • Established Latin American trade network	• Integrated marketing • Nearby distribution centers
Disadvantages	• River transit • Limited local demand	• Congestion	• Ship channel	• Small local markets	• Cruise congestion	• Limited local demand
Foreign Sales/Reps	• None	• 9 (LB), 8 (LA)	• 2	• None	• None	• 16
Airport	• MSY (Small)	• LAX (Major Hub)	• IAH (Major Hub)	• MOB (Small)	• MIA (Hub)	• ATL (Hub) + SAV

Source: Port authorities, BAH analysis, interviews

DRAFT

Booz | Allen | Hamilton

Southeast Louisiana's key strength rests with non-containerized trade, while a lack of industrial and consumer demand is the leading weakness

Southeast Louisiana Strengths, Weaknesses, Opportunities, and Threats

Strengths	Weaknesses
‣ Bulk and break bulk freight markets – agriculture, coal, petroleum, chemicals – good base of export tonnage ‣ Mississippi River connectivity to inland US and international locations – bulk goods movement ‣ PNO Napoleon Avenue Terminal receives 10 container calls per week – primarily from Latin America ‣ SE Louisiana is closer than Houston when coming into the Gulf ‣ Inland transportation infrastructure - Six Class I railroads interstate highway connectivity ‣ Historical trade ties with Latin America	‣ Lack of regional demand – consumer and industrial ‣ Lack of a unified goods movement strategy focused on driving economic growth based upon the interconnectivity of regional assets ‣ Lack of a unified regional marketing strategy ‣ Lack of unified port governance from Baton Rouge through to Gulf of Mexico ‣ Limited near term container capacity ‣ Lack of inland infrastructure found in competing regions – i.e., centralized intermodal transfer facilities and warehousing ‣ Negative perceptions by the market

Opportunities	Threats
‣ Near-term and long-term diversion opportunities oriented toward Latin America and Mexico with containerized cargo ‣ Well positioned to focus on select industries/commodities with a niche differentiation strategy rather than focusing on a broad market scope strategy ‣ Possible beneficiary of increased trade with Caribbean transshipment strategies and or rise of smaller/mid-sized ports based upon the anticipated congestion at larger ports	‣ Continued expansion of Gulf coast ports ‣ West Coast ports such as Prince Rupert, Seattle/Tacoma, Oakland, and Mexican ports such as Puerto Colonet and Lazaro Cardenas could continue to capture East-West traffic from Asia to Central US ‣ East Coast ports such as NY/NJ, Norfolk, and Savannah could continue to capture East-West traffic from Europe to Central US ‣ Loss of existing trade related business to rising regional competitors

Based on our analysis, we believe Southeast Louisiana needs to adopt a clear strategy for marketing, physical infrastructure, and regional coordination

Recommendations

- Marketing efforts should focus on North-South trades – it is your strength, it minimizes investment risks, it is a more balanced trade
  - Strategy should focus on regional shippers with Latin America and Mexico trade
  - East-West can follow, but should be pursued opportunistically
- Region needs a unified “go-to-market” strategy for coordinated investment and unified marketing
  - Clear trade vision and mission for Southeast Louisiana
  - Region should work with the State to build overseas trade presence
- Near term infrastructure decisions should enable tactical efficiency and be built to scale for anticipated growth
- Region should evaluate new projects on:
  - Their ability to reduce cost and improve service within and through the region
  - Their ability to provide significant economic benefit for the region
- Region needs coordinated governance around an infrastructure strategy – trade and non-trade infrastructure
- Create global commodity groups to ensure alignment of trade and non-trade infrastructure to market opportunities

We believe these three strategies will enable Southeast Louisiana to best leverage its assets to increase international trade

Strategy	Near-Term	Medium-Term	Long-Term
1 **Go-to-Market Strategy** *Focus on cargo that is aligned with regional strengths and which produces significant economic benefit to the region*	‣ Target Latin America and Mexico traffic at the onset ‣ Develop and execute a go-to-market strategy based upon select commodities/industries identified ‣ Define Key Performance Indicators to measure strategy effectiveness ‣ Create global commodity focus groups around key global exports / imports – Petrochemical, Rubber, Agriculture	‣ Build overseas marketing presence in priority target markets (Latin America and Mexico) ‣ Develop and execute against marketing plans for selected target markets ‣ Conduct periodic reviews of functional strategies to ensure competitive positioning is maintained – refine where necessary	‣ Continue to expand and refine regional/commodity focus ‣ Opportunistically pursue other trades (e.g. Europe, Asia)
2 **Physical Infrastructure Strategy** *Provide modern, efficient trade, and trade support infrastructure, suited to the region's key trading markets*	‣ Evaluate near term infrastructure improvements against mid-term infrastructure needs – Capacity expansion – Intermodal yard – IT initiatives (KC Smart port) ‣ Ensure near-term investments are aligned with regional strategies - go-to-market and goods movement ‣ Develop infrastructure strategy for non-transportation infrastructure (office, warehousing, and Free Trade Zones)	‣ Identify long-term container handling capacity based on vision for the region – PNO – Alternative sites ‣ Ensure adequate transportation infrastructure for key global commodities ‣ Execute non-transportation infrastructure strategy	‣ Build/expand incremental container capacity
3 **Regional Coordination Strategy** *Ensure all stakeholders are aligned to execute the marketing and infrastructure objectives of the SE Louisiana*	‣ Identify and assess institutional structures for coordinated governance ‣ Identify, or create, institution to oversee regional coordination ‣ Develop a goods movement strategy among the various stakeholders with specific mission, vision, and goals	‣ Implement changes in governance ‣ Perform independent evaluation of regional coordination effort – Goods movement strategy ‣ Make necessary refinements to strategy	‣ Monitor and measure effectiveness of goods movement strategy

A detailed go-to-Market strategy focused on Latin America and Mexico will identify opportunities for increased freight volumes

Key Near-Term Steps in Developing a Go-to-Market Strategy

Step 1

- Develop regional trade vision statement
- Develop regional trade mission statement

Step 2

- Perform market scan of domestic companies
- Segment addressable market
- Identify Free Trade Zone (FTZ) development opportunities
- Evaluate potential subsidies, incentives, value add activities

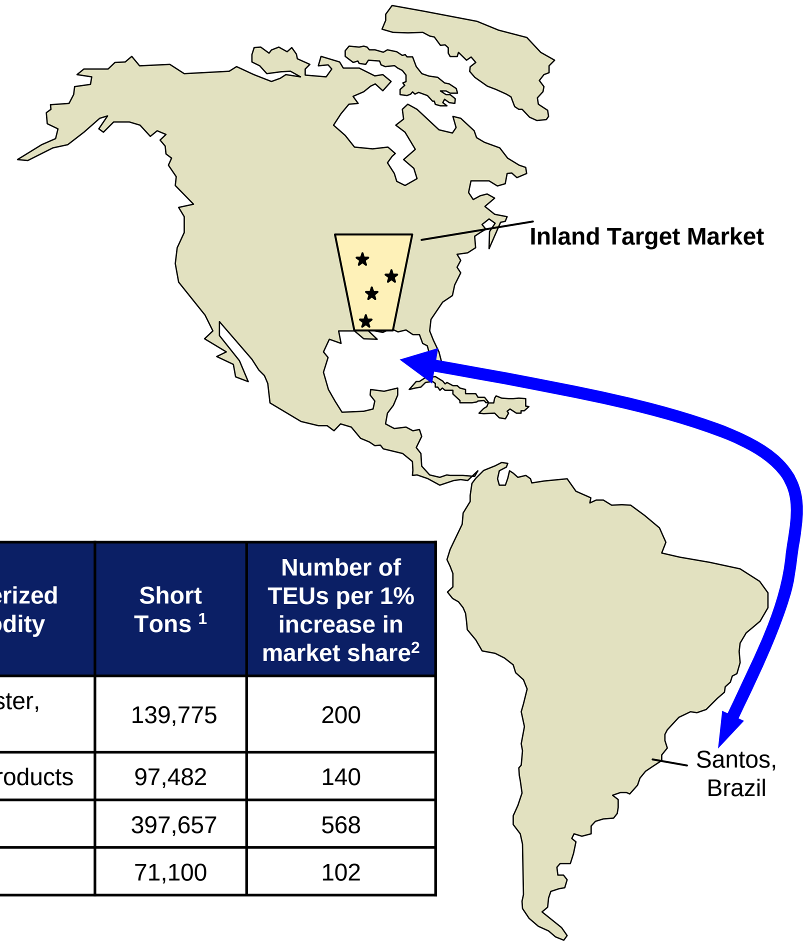
Step 3

- Identify functional strategies for the
- Identify capabilities required to fulfill strategies
- Identify gaps in the capabilities
- Develop plan to fill capability gaps
- Develop domestic strategic communications plan

Step 4

- Establish overseas presence serving prioritized trade lanes
- Segment select overseas markets
- Develop overseas strategic communications plan

Potential Import/Export Diversion Opportunities between Brazil and Mobile/Houston



	Containerized Commodity	Short Tons [1]	Number of TEUs per 1% increase in market share[2]
Imports	Stone, Plaster, Cement	139,775	200
	Ceramic Products	97,482	140
Exports	Plastics	397,657	568
	Rubber	71,100	102

(1) US Census Foreign Trade Statistics, 2008

(2) Assumes 7 short tons per TEU

Note: Detailed breakout of Gulf coast, commodity, and country trade data is contained in the supplemental data workbook

We believe these are the key infrastructure attributes that should be in place for future projects

Key Infrastructure Attributes for Consideration

- River transit <4 hours
- Ample space to support long term terminal expansion goals
- Ample space to support inland infrastructure expansion goals – industrial/warehousing space, transload capability, rail yards, roads, and trucking terminals
- On dock rail or barge connectivity – i.e., Intermodal Container Transfer Facility
- Support annualized terminal efficiency of >4,000 TEUs per acre
- Terminals to accommodate post-panamax vessels
- Enable green port operations – e.g., cold ironing of vessels
- Synergies with bulk and break-bulk
- Inter-terminal competition
- Rail competition

The decision to expand PNO or build a new port comes down to timing, cost, and the ability of one project to satisfy the key attributes

Qualitative Assessment of Build versus Expand

Attribute	Expand Existing Port	Build New Port	Comment
Reduced river transit	▸ No opportunity	▸ Only if build downriver from PNO	▸ New project must improve ▸ Must balance added inland cost
Space for terminal expansion	▸ Limited, only up to 1.36 M TEUs (Napoleon Ave Phase 3)	▸ Timing is critical ▸ Must be more efficient than Phase 3 project	▸ Need available capacity to go after markets in all stages – currently not enough available
Inland infrastructure availability	▸ Some warehousing at Napoleon Ave ▸ Region needs more	▸ Region needs more	▸ Regional problem, not a port problem with regards to availability
Inland infrastructure proximity	▸ No opportunity to locate near port	▸ Opportunity to locate adjacent to port	▸ Some advantages with being adjacent to port, but not essential
Inland connectivity	▸ Rail, barge, and road in place, but need upgrading	▸ None in place, will be costly	▸ Barge competitiveness with rail is unproven, but has potential
Modern, efficient terminal	▸ Needs modernization, more difficult as retrofit	▸ Build from scratch is easier to better design for efficiency	▸ Environmental considerations also growing in importance (e.g. vessels idle at berth)
Vessel size	▸ Limited	▸ Can build for larger vessels	▸ Depends on trade routes pursued
Synergies with other port traffic (bulk, break-bulk)	▸ All within a relative close proximity, but separate terminals	▸ Container traffic will be isolated from non-container	▸ Uncertain whether gulf services will be on larger vessels
Competition	▸ Competing terminal operators ▸ Multiple railroads through belt, CN currently favored	▸ Can plan competition in new terminal ▸ Multiple railroads through belt	

Strategy Implications

1 Pursue Napoleon Avenue Phase 2 to ensure near-term capacity in order to go after new markets (lock-in traffic before Gulfport builds, Mobile expands)

↓

2 Using attribute list (previous slide), determine best alternative location (focus on one project)
- Downriver from PNO
- Efficient $/acre incremental capacity (includes inland costs)
- Area for adjacent logistics activities
- Effective connectivity (barge, rail, road)

Focus on economic benefit, not just efficiency

↓

3 Determine whether new port or Napoleon Avenue Phase 3 for mid to long term, and consider timing
- Most efficient project for incremental capacity
- Same or better service
- Ability to handle larger vessels

↓

4 Consider alternative strategies for Napoleon Avenue if new port is built (examples)
- Niche container (e.g. rubber, petrochemical)
- Revert to bulk, break-bulk with added warehousing (on-site value add)

Regional coordination requires a balanced approach between establishing decision rights, adequate information flows, institutional structure, and motivators

- Poor regional coordination leads to an “unhealthy” alignment among stakeholders
  - Lack of accountability
  - Lack of action
  - Redundancy of in structures and plans

- Stronger regional coordination leads to a “healthy” alignment among stakeholders
  - Decision rights: clear decision rights and accountability related to trade and transportation strategies
  - Information: Efficient information flows promote effective decision-making
  - Structure: Lean institutional structures enable the efficient implementation of plans
  - Motivators: Aligned motivators encourage stakeholder to pursue the right goals

- The focus region must be unified behind its core strategies to see the maximum economic benefit associated with trade and transportation