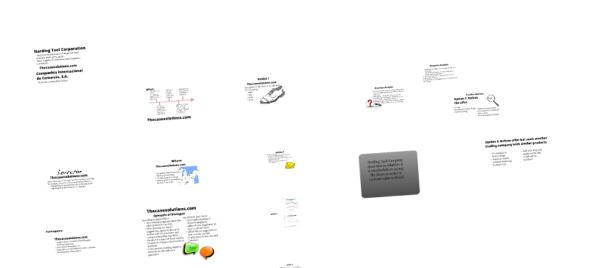
TenAlpina Tools: Product Expansion

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Option 5: Increase quantity of product countertraded

 More income if sale is good
 Closer relationship with CK: for future

leser relationship with brandi Linknown mark regariations

TenAlpina Tools: Product Expansion Thecasesolutions.com

Harding Tool Corporation

American manufacturer of large and small machine tools, parts, gears.

Major supplier to industries and companies worldwide.

Thecasesolutions.com Companhia Internacional de Comercio, S.A.

Brazilian commodities broker

Introduction Thecasesolutions.com

After a decrease in the sales faced by Harding Tool Corp., the company receives a unique proposition from CIC

- US\$ 400,000 in assorted gears from Harding to CIC
- US\$ 400,000 in shoes from CIC to Harding

Participants:



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- Lloyd Wilcox: Overseas Sales Manager, Harding Tool Corp.
- Jose Cabral: President, CIC
- Julia Peters: Commodities Broker, Overseas Development Corporation

When:

From 1988 to 1991: Harding experiences an increase of total gross sales in Latin America

Fall 1996: Harding receives a proposition from CIC

September 26, 1996: meeting of Harding's executives

From 1992 to 1995: Harding experiences a decrease of total gross sales in Latin America September 21, 1996: letter from Julia Peters to Llody Wilcox regarding the handling of the countertrade

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Where:

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 Cleveland, Ohio: location of Harding's head office

• CIC: Rio de Janerio, Brazil

• International Commodities

Brokers: New York



Thecasesolutions.com Synopsis of Dialogue.

According to Lloyd Wilcox

- He is initially perplexed about the offer: he fears it's to risky
- After listening to Cabral's suggestions, agrees to discuss it further with his associates and contact commodity specialists
- He asks for a specs of shoes and the breakdown of gears Cabral wants to purchase
- In his opinion, Harding might be reluctant to sell without a guarantee

Accoding to Jose Cabral

- He is understanding of Wilcox's perplexity
- Offers Wilcox suggestion on how to sell the shoes
- Offers Wilcox suggestion on how to make a profit
- Explanation on how the deal functions



Exhibit 1

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Description of the shoes to be sold from

CIC to Harding

- Style
- Size
- Color
- Price

