



# FTA & Supply Chain Strategy

## Leveraging Free Trade Agreements to Optimize Global Supply Chains

Hundreds of bilateral and regional free trade agreements (FTAs) are in force around the world, and new FTAs are always under negotiation. These FTAs are the primary drivers of trade liberalization in international markets, creating opportunities for global companies to achieve significant duty-savings and enhance their supply chain flexibility, while also posing potential competitive risks. They remain key to global business planning in times of trade policy-related political and economic turbulence. But only businesses that integrate FTA monitoring and analysis into their business strategies can truly reap the benefits—and mitigate any risks—from the global network of agreements.

*FTAs are in our DNA.* C&M International was founded by the chief negotiator of the United States' first free trade agreement, and our team has been involved in shaping nearly every U.S. FTA negotiation since. And we don't stop at the border – we help clients understand and leverage FTAs around the world, including in Europe, Asia, Latin America, the Middle East and Africa. As trade policy and advocacy experts, we provide a full spectrum of services for general counsels, heads of international government affairs and supply chain managers to help them understand and leverage existing FTAs and shape emerging FTA negotiations.

### How We Work

**We do a deep dive into your supply chains.** We map your manufacturing locations, input sources and key sales markets, and how your inputs and finished goods are classified for customs purposes. This creates the baseline for a comprehensive FTA analysis.

**We analyze global FTAs to find opportunities to support your commercial goals.** By understanding your supply chains, we can analyze the world's network of FTAs based on your product portfolio. Whether you are looking to create duty-savings opportunities, evaluate potential input sources, expand or rationalize your manufacturing footprint, leverage a new acquisition, or enter a new market, we can help you fully leverage the benefits of existing FTAs.

**We track FTA negotiations so you know the opportunities and risks before the competition.** As new bilateral and regional negotiations are launched, and other talks advance, we proactively analyze potential opportunities and risks for your supply chains and help determine your preferred policy positions for the negotiations on issues such as tariffs and rules of origin.

**We integrate our extensive understanding of how regulatory and other non-tariff barriers interact with FTAs.** It's not just about tariffs—non-tariff barriers can dictate whether trade agreements are actually meaningful. We utilize our deep expertise on regulatory and tax matters to assess how NTBs affect business planning and how they interact with trade rules.

**We proactively advocate to shape FTAs to maximize your competitiveness.** Once you know what you want to achieve in a proposed FTA, we help you understand the negotiating dynamics, map out key stakeholders, develop compelling messaging and advocacy materials, engage with negotiators and develop coalitions of allies to advance your priorities.

## FOR INQUIRIES



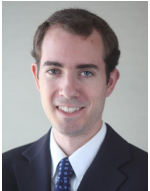
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## Our Results

**Identified Significant Cost Savings:** C&M International developed comprehensive trade policy impact assessments and strategic recommendations for a multinational consumer packaged goods company, including regular supply chain impact analyses for its sales and manufacturing in the Asia-Pacific, Europe, MENA and Latin America. These analyses identified 50+ potential opportunities under ongoing FTA negotiations to achieve duty or cost savings, as well as competitive risks and opportunities to address non-tariff market access issues.

**Shaped FTA Outcomes:** During the Trans-Pacific Partnership (TPP) negotiations, we analyzed how a client's competitors might benefit from increased market access under the proposed agreement, based on the location of their existing production facilities, to inform advocacy efforts and business planning. We also organized road shows in six cities in the Asia-Pacific for a coalition of industry executives to engage negotiators and shape TPP talks.

**Fostered Cross-Functional Coordination on Trade Issues:** We helped a multinational develop and implement a new cross-functional trade policy committee for their business. This committee met quarterly, bringing together relevant functions across the enterprise for the first time to jointly analyze trade negotiations and align on corporate positions. We also developed a complementary education program to upskill the company's workforce on trade policy engagement.

**Created Innovative Supply Chain Tools:** C&M International developed a searchable database of 60 markets, which included all existing or proposed FTAs as well as information on the company's factory locations. This tool was used by the client to quickly address supply chain questions and optimize its sourcing, develop FTA positions and identify competitor risks.

### Ambassador Robert Holleyman

*President & CEO, C&M International (former Deputy U.S. Trade Representative)*

“Trade policy can have a substantial commercial impact on an international company's bottom line. Sophisticated multinationals don't just follow the headlines – they dig deep and leverage the details of various trade agreements to optimize their sourcing, manage risk, and save money.”

## Our Resources

We work seamlessly with our attorney colleagues in the International Trade Group of our affiliate organization, **Crowell & Moring LLP**, who bring to bear decades of legal experience advising clients on issues related to export control, trade litigation matters (including antidumping, countervailing/antisubsidy, and safeguard matters), and customs. CMI also has a team of Singapore based consultants who provide on-the-ground advice to clients on international trade and customs matters.