



Welcome to the WTCA Membership Overview



**WORLD TRADE CENTERS
ASSOCIATION**





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INTRODUCTION

Welcome to the World Trade Centers Association (WTCA)!

As an association, we strive to connect our Members with other global WTCs to nurture opportunities for international trade and investment. The key to the success of these efforts is our Members themselves—independent, first-class organizations that work to enrich their local communities by engaging and working with each other.

This overview is intended to be a starter guide—a general overview of the organization, what comprises a successful WTC, and what the WTCA can do to help its Members succeed. WTCA leadership, Headquarters staff, and Regional staff exist to assist and empower Members with the resources and help they need to thrive in their communities.

So please, take a moment to explore this guide and what it might offer. We are delighted to welcome new Members to our one-of-a-kind network and look forward to many years of working together.



As stated in its Constitution and Bylaws, the specific purposes of the WTCA are:

1. To encourage the expansion of world trade and investment
2. To promote international business relationships and understanding
3. To foster the increased participation in world trade by businesses in emerging markets
4. To create and encourage mutual assistance and cooperation among members
5. To promote and further the “World Trade Center” concept worldwide

THE WTCA ORGANIZATION

The WTCA is a not-for-profit corporation interested in promoting and assisting world trade. Its mission is to support the establishment and successful operation of individual World Trade Centers (WTCs) as part of a worldwide alliance which enhances world trade and development, leading to economic growth and stability.

WTCA GOVERNANCE AND OPERATION

Under its Constitution and Bylaws, the WTCA is governed by a Board of Directors not to exceed 24 persons. Following each Board election, the directors elect a Chairperson and two Vice Chairs from among the directors. These officers serve two-year terms. WTCA directors are elected by the Association’s Regular Members. Elections are held every two years, and those elected serve overlapping terms of four years each.





Candidates for director must represent an existing Regular Member who is accredited, and every effort is made to nominate candidates that will preserve a broad international representation on the Board.

WTCA MEMBERSHIP

Regular Membership

This category is available to organizations currently involved or interested in becoming involved in the planning, development and operation of a World Trade Center, which is defined by the WTCA Constitution and Bylaws as one or more buildings providing for the centralized accommodation of activities and services devoted to the promotion and expansion of world trade.

Under the WTCA's Constitution and Bylaws, there can be only one Regular WTCA Member in a single city or economic region at one time.

Satellite Membership

Regular Membership also includes Satellite World Trade Centers. To be eligible for Regular Membership as a Satellite, an organization must meet all the criteria pertinent to Regular Membership, must be located totally within the economic region of an existing Regular Member, must be sponsored by the Regular Member in that region with an operating facility, and is subject to a relationship with that Regular Member that has been approved by the WTCA Board.

BENEFITS OF WTCA MEMBERSHIP

In keeping with its mission of facilitating and promoting international trade through WTCs, the Association strives to aid the growth and success of its Members in many ways. Here are some of them:



THE WTCA ORGANIZATION

Training: WTCA Members are eligible to participate in periodic World Trade Center Development Seminars and in frequent workshops and similar orientation programs that take place throughout the year at WTCA meetings.

Individual consultations: Individualized assistance is readily available from Regional staff located in each of the Association's geographic regions, as well as staff at WTCA headquarters in New York.

Networking: WTCA Members are part of a global network with many common objectives. Learning from and helping one another is a common practice among WTCA Members and it is one of WTCA's biggest strengths.

Reciprocity: Many WTCA Members offer reciprocal facilities and services at no cost, or at a discounted cost, to local Members of other global WTCs.

Global programs: WTCA Members benefit from participation in the global programs created by the WTCA. These programs depend on multi-WTC cooperation, made possible through multiple platforms—both on- and offline—which connect Members.

Participation in regular meetings: WTCA Members are encouraged to attend all meetings of the Association. These meetings enable Members to learn about current programs and to participate in new program development. The meetings also promote informal discussions among delegates that lead to useful inter-WTC cooperation.

Use of World Trade Center designation: The WTCA has registered the World Trade Center, WTC and map-design logo service marks in jurisdictions throughout the world. Through a rigorous application and approval process, regular Members obtain the right to use the marks to brand a facility in their respective geographic area. Use of the service marks is a valuable marketing advantage and links a Member with the worldwide network of WTCs.

A voice in world affairs: WTCA Members participate in discussions about timely world trade policy and practice issues, leading to WTCA resolutions that are forwarded to appropriate international organizations and media for consideration.

MEMBERSHIP MEETINGS

The WTCA holds a number of gatherings throughout the year that enable WTCs to connect with each other and share ideas which strengthen the entire WTC network. These meetings are held in various Member locations around the world and include:

- **The General Assembly** – which is the principal annual gathering of the membership – is held every year in a different global location. These locations are selected through a bidding process whereby Members hoping to host such an event offer proposals for the Board's consideration.
- **WTCA's Member Seminar** is conducted by WTCA headquarters yearly in New York to serve as a new member orientation, as well as the Association's learning-and-development event. With presentations by headquarters staff, keynote speakers, panelists and structured, interactive workshops, this event is a chance to enrich WTC operations, and hear from Champions both in and out of the organization.
- **Regional Meetings** are smaller gatherings held on a regional basis (for example, Europe or Latin America) which focus on the specific needs, challenges and opportunities for WTCs in their respective parts of the globe. Unlike the annual General Assembly or Member Seminar, these events are not organized solely by headquarters, but are primarily coordinated by the Members and Regional staff in the regions themselves.

TRADEMARK USE AND PROTECTION

The World Trade Center and WTC marks, and tri-globe map design logo are the internationally recognized symbols of the World Trade Center concept and are essential components of the WTC brand. As a result, the WTCA carefully guards the use of the marks, and has obtained protection for them in countries around the world. WTCs are encouraged to prominently display the marks on their buildings, stationery, business cards and marketing materials. It is the responsibility of the individual WTCA Members to



WORLD TRADE CENTERS
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ensure that their use of the marks is done so correctly, and that they adhere to the guidelines spelled out in the brand style guide. Note that the rights and obligations for using these brand identifiers are spelled out in the license agreement signed by each Member, and as such, are enforceable by WTCA.

BRAND PROMOTION

At the heart of the WTCA is the “World Trade Center” brand. While it is a name that is instantly recognizable around the world, it is also a brand that makes a promise to its Members and the communities where they thrive. Accordingly, the WTCA has dedicated a great deal of resources on brand protection, brand promotion and positioning. Through a series of programs and initiatives, headquarters in New York works with Regional staff and Members to build the brand both at the grass-roots and local level, as well as globally. However, as an Association, the WTCA is only as great as its Members, who are and remain the focus of our brand promotion efforts. It is only through Member-staff collaboration that the brand can continue to grow and flourish.



WORLD TRADE CENTER®
CITY NAME



WORLD TRADE CENTER®
CITY NAME



WORLD TRADE CENTER®
CITY NAME



WORLD TRADE CENTER®
CITY NAME

WORLD TRADE CENTER BENGALURU



WORLD TRADE CENTER CONCEPT

A World Trade Center-branded operation provides companies and organizations with access to a diverse array of international trade services and facilities, enabling them to increase their international business. WTCs create a “critical mass” of international business expertise that attracts leading companies and stimulates economic growth in their community.

A WTC does not compete with businesses and organizations already involved in world trade. Instead, it cooperates with them and enhances their offerings by differentiating and offering programs not available elsewhere. In this setting, WTCs and other trade organizations complement each other, and the WTCA is a resource to these potential partners as the only organization of its kind that is apolitical and transcends borders.

The primary mission of a WTC is to support the world trade objectives of the region it serves, and the local business community that avails itself of the WTC’s services. Thus, there is no single formula for a successful WTC. Instead, each WTC must be carefully tailored to the specific needs, objectives, opportunities and obstacles of its own region. This applies to every aspect of a WTC, including its size, location, organization, facilities and services.

While each WTC is unique, there are two common components of a fully operational and successful World Trade Center:

- **Trade-related services offered to the tenants and the business community at large.**
- **A physical facility with tenants, most usually office or mixed-use development**

TRADE SERVICES

The key requirement for a WTC is trade services. The services may be provided by the WTC’s management group, by a WTC tenant or by another organization under contract with the WTC. The most important thing is that services are available to WTC tenants, members and the region’s business community in general.

Below are some of the major services WTCs provide:

- **Trade Information**
- **Trade Education**
- **Trade Missions**
- **Trade Shows/Exhibitions**
- **Translation Services**
- **Market Research**
- **Business Services**
- **Networking Events**
- **B2B Matchmaking**

As mentioned, some of these services can be provided by WTC tenants or other organizations. In this case, the WTC management must ensure that the best level of quality is maintained to reflect the WTC’s reputation. The use of another organization to provide a given service has the advantage of freeing the WTC’s management to concentrate on other WTC functions.

REAL ESTATE

Iconic and prestigious, a World Trade Center-branded facility offers an internationally-recognized address suited for any company seeking to enhance their profile and trade globally. WTCs provide flexible, modern office accommodations, including co-working and hot-desk space, as well as conference, meeting and exhibition facilities.

These two components—the physical facility and trade services—work closely together and produce the best results for a successful, unique and effective WTC.



TRADE SERVICES

Trade education and trade information services can be incredibly attractive to potential members or tenants who do not have these in-house capacities. By offering information on the latest issues that face companies globally, along with in-depth training on how to enter the international marketplace, a WTC can differentiate itself from other buildings or similar organizations.

There are many possible subjects on which to offer education and information services programs, and a few possible areas include:

- **Import / Export**
- **Trade Finance**

- **Cultural Orientation**
- **Regional or Country Market Overviews**
- **Market Research**
- **Taxes**
- **Marketing**
- **Shipping and Freight**
- **Regulatory Issues**

These subjects will vary from region-to-region and from WTC-to-WTC. Most important is to establish an educational program that reflects the most pressing issues in the local market.

WORLD TRADE CENTER CHINA (BEIJING)



TRADE MISSIONS

A trade mission program is an ideal World Trade Center-branded service. It utilizes all the services within a WTC, and benefits from the vast international network of services offered by other WTCs worldwide.

Trade mission programs provide a useful and effective method of promoting the regional and local business of the WTC. Missions can be outbound, where participants are venturing to another country to sell their goods or services, or inbound, where a WTC receives foreign delegations who are seeking to find business partners.

OUTBOUND SELLING MISSIONS

A trade mission is focused on small and medium enterprises (SMEs), which do not have the in-house expertise or the resources to conduct their own unaided export campaigns.

Market research: Careful market research must be carried out to select a target market including a detailed analysis of the economic and political stability of a country, an evaluation of market opportunities, the growth potential of the market, the suitability of the market for the type of goods or services available in the WTC's region, the existence of a WTC in the proposed target country and the participants' ability to export to the target market.

The potential sources of information within the target country may consist of local trade associations, embassies, commercial trade offices, chambers of commerce and banks.

Choosing the type of mission: Trade missions are usually "vertical," meaning they are focused on a specific line of complementary products and services, or "horizontal," which covers multiple products and services. Missions can be independently arranged or timed to coincide with trade fairs or other major international gatherings like the WTCA General Assembly. Trade missions led by dignitaries, such as ambassadors, heads of state, governors, etc. also prove to be powerful ways to secure top-level meetings.

An active WTC that conducts multiple trade missions has the opportunity to consider these different types of missions and determine which is most suited to its membership and other local potential participants.

Finding an organizing partner: It is essential that WTCs have a reliable partner in the target market to work with in arranging a successful trade mission. That partner will be responsible for publicizing the mission and setting up business appointments, providing local logistics, and serving as host.

The local WTC, which shares an understanding and commitment to trade and client service, with access to the local membership to find appropriate matches, should be able to help in this respect. If there is no WTC in the target market, or if the local WTC is unable to assist, other partners can include trade associations, chambers of commerce and government/embassy offices.

Partners may charge the organizing WTC an appropriate fee for their services, which can be included into the fee paid by participants.

Matchmaking: The heart of any trade mission is the matchmaking sessions, where participants can sit down individually with prospective partners. To maximize the chances of successful meetings, a WTC should take the following steps:

1. Trade mission participants should provide information on what they are selling and what they are looking for in a potential partner
2. This information is relayed to the WTC's partner in the target market which is cross referenced with the local matches
3. All meetings are organized for the visit

Matchmaking tends to be easier in vertical trade missions, because of the concentration of companies in similar industries. For horizontal trade missions, more advance work must be done to assure that the time of participating companies is well spent.

INBOUND TRADE MISSIONS

A WTC expects outstanding service from its partner when arranging an inbound trade mission, and must have good contacts with local conference facilities (if there are none in the WTC's building), hotels, translators, etc. in order to supply these services for inbound missions. When notified of a prospective inbound mission, a WTC must also quickly respond with its own assessment of potential matchmaking partners.



THE REAL ESTATE COMPONENT

A World Trade Center-branded facility needs to be an iconic building which provides Grade-A accommodation which is suitable for occupiers in the respective sub market. Each WTC is an independent commercially viable project that is supported by the local investment and occupier market.

In assessing the suitability for a WTC in the market, the Member should be aware of the following aspects which need to be satisfied prior to progressing the development process as follows:

- Funding sources and cost of finance
- Location, both micro and macro considerations
- Rental levels
- Take up in the sub market
- Supply in the sub market
- Supply pipeline in the sub market
- Vacancy rates
- Investment yield
- Potential pre-lets

- Size (suitable to local sub market)
- Design/layout
- Specification
- Build costs
- Mix of business office units/services/ hotel/ retail complex

Market Analysis: A sound analysis of the market determines the viability of any specific office building. The office sub market and the broader supply and demand metrics need to support an office development.

The office needs to be designed and specified to a Grade-A level to attract high quality international tenants. The specification and amenity of a building need to be sufficient to attract and retain tenants in the respective sub market.

Feasibility and Sensitivity Analysis: A development appraisal and sensitivity analysis will determine the feasibility of a project on the site. Key issues in mixed-use projects relate to the identity of the office space within the overall scheme, the compatibility and supporting



nature of the other uses, the maintenance of a strong office / corporate environment, and the amenities that will be most suited for targeted office tenants.

Construction Finance: The developer must have access to sufficient funding (debt and equity) to complete the construction of the project, and the developer is expected to demonstrate this availability.

Location: The WTC designation recognizes the intention of the building to be focused on international business activity in the particular region. Among the factors to consider when selecting a site for the WTC are:

- Accessibility to transportation
- Proximity to major international businesses
- Established office sub market
- Convenient hotels and parking facilities
- Adjacent or close to convention/exhibition centers

Design: The initial design is driven by many site factors, the master plan and urban design. A WTC-branded office building, whether freestanding or in a mixed-use project, should have a distinct identity through prominent placement, good architecture, height and strong entrance features to achieve its maximum potential.

A good WTC design is therefore one that makes a distinctive statement, drawing attention as a landmark and becoming a defining feature of its home-city.

TENANT SERVICES

A World Trade Center-branded facility should provide Grade A tenant services, in line with the best assets in the local sub market. This amenity should reinforce the exclusivity of the WTC address, with a view to attracting and retaining good companies to take space in the asset. While tenant services vary from country-to-country and project-to-project depending on market and cultural conditions, the components of a successful tenant services program include:





- Building amenities
- Special events
- Concierge services
- Special marketing/publicity/promoting the brand locally

Building amenities: The building should provide amenities which are supported by the local occupational market. Common areas and signage must be kept clean and decorated in line with WTCA standards.

Special events: The WTC can host tenant-focused events to help enhance the value of the WTC address. Events can include cultural offerings like art exhibits, concerts, short plays and book fairs, or international-themed events like international food and wine tastings, lectures, and of course, trade education, workshops and seminars.

Concierge services: WTCs can also offer concierge services that can assist tenants in arranging aspects of their lives outside the walls of the WTC. Appropriate fees should, of course, be charged for these services.

Special marketing/publicity: WTCs should consider offering tenants added visibility for their products and services through the WTC's own marketing and publicity efforts. Large-scale cooperative marketing programs can also be explored with tenants, deepening their ties to the WTC.

BUSINESS CENTER SERVICES AND COWORKING

A World Trade Center-branded facility can enhance its revenue and position within the local and international business community by offering a range of business services to companies and visitors. These services may include but are not limited to the following:

- Short-term, flexible, office space
- Long-term office accommodation
- Incubator business center
- Telecommunications and internet services
- Secretarial services
- Domiciliation services
- Copy/graphics capabilities



WORLD TRADE CENTER AMSTERDAM

- Translation/Interpretation
- Use of conference rooms

WORLD TRADE CENTER CLUB

A World Trade Center Club is the ideal focal point for many World Trade Centers. It is a comfortable meeting place for business people and helps bring together business executives, WTC members, tenants and international visitors, thereby facilitating relationships.

The primary aim of a WTC Club is to foster and promote the expansion of international business by encouraging communication among key executives.

A WTC club should consider the following variables:

- Membership
- Location
- Amenities

Membership: The membership structure gives the WTC Club its distinctive character. Membership can either be restricted to tenants in the building or can be open to external companies.

Various categories for membership can be offered – corporate membership, individual membership, or external membership – with different levels of benefits and preferential rates. WTC Club membership can also be granted automatically to WTC tenants (for example).

Location: The WTC Club should be in a prominent position to help establish the club's exclusivity. Whether by altitude or attitude, the location of these facilities should demonstrate the value of membership. If a WTC is only a trade operation, the club may be located within prominent hotels or restaurants in the vicinity of the WTC's offices.

Amenities: A WTC Club should offer the following amenities:

- A catering operation
- Meeting rooms
- Marketing and communication tools for members (newsletters, etc.)
- Special events
- Wi-Fi and other relevant technical amenities
- Coworking desks





MARKETING THE WORLD TRADE CENTER

As with any product or service, active marketing is essential to a sustainable World Trade Center-branded operation. Good marketing will firmly establish the WTC's role in the community, attract tenants into a WTC-branded building, increase WTC membership, and increase attendance at WTC sponsored programs.

There are two types of marketing campaigns for WTCs: brand marketing and marketing that generates traffic. Brand marketing helps convey the essence and benefits of being a member of a WTC, while marketing that generates traffic is designed to immediately attract tenants, members or attendance at events. A long-term marketing program will continuously balance these two elements.

Some of the following points should be considered when developing a marketing program:

- Identifying the target audience
- Public relations (PR)
- Media relations
- Opinion/Thought Leadership
- Social Media
- Content Marketing
- Advertising
- Email
- Marketing collateral
- Networking
- Internal/employee/member communications

Identify the target audience: Before any marketing program begins, it is essential that the campaign's target be clearly identified. Knowing the characteristics of an audience enables the creation of specific messages that are most likely to resonate with them. In general, the following audiences should be made aware of the WTC and its programs and operations:

- International businesses in the community, including prospective tenants and members
- The local business community at large
- Real Estate media and audiences

- Opinion makers within the community, including media and government
- The general public
- Academic institutions
- Other trade organizations and Chambers of Commerce

Public relations: PR is vital for a World Trade Center, and especially for a new project. A WTC needs to generate awareness of its mission, policies, programs and performance. PR works best when it is a by-product of useful work. This means that the WTC's activities must be genuine "news." A WTC should aim to stress its practical achievements and how they benefit the WTC's clients and the community. It should also stress, by timely example, the value of belonging to the WTCA and its network of cooperating WTCs.

News is a noteworthy event affecting a number of people outside the WTC. News is only news for a very brief period, so timing is crucial. And perhaps most importantly, crafting a story that speaks to the specific audience one wishes to reach—and the needs of that group—is essential to attracting the attention of editors and reporters who write for those readers, listeners or viewers.

Media relations: The heart of any public relations program is gaining visibility for a WTC through the local media. Coverage of the WTC and its events in local newspapers, magazines, television and radio is the best way for the entire community to become aware of a WTC's goals and programs.

Opinion/Thought Leadership: It is essential for a WTC to establish itself as the authoritative voice for international trade in the community. This is what is popularly referred to as "Opinion" or "Thought Leadership." A principal objective will be to get media and community leaders to contact the WTC for its opinion on current trade issues or local economic trends. WTCs can encourage this through the placement of opinion articles and letters to the editor in the local newspaper, as well as the release of custom-crafted, relevant research output. Additionally, the WTC president or executive director may want to consider offering comments on current trade issues. One word

of caution: always remember to carefully consider those who may be adversely affected by these opinions.

Social Media: In today's media environment, social media (Facebook, Twitter, LinkedIn, Weibo, etc.) is often the first place readers will get information. The power of social media is that it leverages networks of individuals who share news, thereby offering not only information, but a built-in credibility that traditional media may not be able to replicate. It is therefore critical to build social media channels and followers by becoming—and remaining—active on these networks, as well as sharing and staying engaged with those whom a WTC follows itself. While this aspect may be commonly understood, what is less so is the realization that this takes a tremendous amount of time and energy. Make sure the proper resources are in place, otherwise traction will be hard to come by. It is a constant and ongoing effort to build and maintain a social presence.

Content Marketing: The media landscape has changed a great deal in just the last 10-20 years, and today most readers and news consumers get their information through a mix of search engines (Google, primarily, as well as other search engines) and social media (Facebook, Twitter, Weibo, etc.). While this has had a drastic impact on traditional news brands, and may constitute a tenuous situation where issues such as so-called “fake news” are concerned, it does present brands with an opportunity to

go direct to consumers, bypassing traditional gatekeepers of information. This is what is referred to as “content marketing,” or more simply put, crafting content that is valuable to consumers in an effort to market your brand. This may take the form of opinion or thought leadership pieces on social media, video, or custom-commissioned research. But as with social media, this requires a great deal of resources and focus, so ensure these are in place, otherwise it may prove extremely hard to make inroads using content marketing.

Advertising: A WTC can also raise its profile through strategic advertising. While often expensive, targeted advertising can be an effective tool to attract participants at WTC programs and events, as well as tenants to WTC-branded buildings. Advertising is a less effective tool to attract WTC members than more meaningful methods that build trust and confidence in a brand.

Email Marketing: Email marketing remains an important part of a marketing mix, but because of the sheer volume consumers and potential customers receive, the market is incredibly saturated, and using only this method can make it difficult to break through the “noise.” Email marketing is most effective when a member of an audience has already engaged and created a connection with a marketer. When a brand has built trust or credibility with an audience member, then delivering messages via this channel becomes easier. Best practice dictates that email



marketing remains part of a WTC's overall marketing efforts but should not be relied upon as the only means by which to connect with potential customers or tenants.

Marketing collateral materials: Effective marketing requires a range of materials that present a brief overview of the WTC and the benefits of membership or tenancy. This type of collateral can include websites, brochures, membership directories, newsletters, annual reports, etc. The right mix is determined by the specific needs of the individual WTC.

Networking: Even with all of the new channels, media and mobile opportunities in the marketing mix, there is still tremendous value in face-to-face meetings and networking that cannot be replicated virtually. It is one of the most valuable propositions of becoming a Member of the WTCA and should be one of the hallmarks of membership or tenancy in a local WTC. While all channels are crucial, creating ways for members and tenants to connect with others both in and outside of the network should always be a priority.

Internal/employee/member communications: The key constituents of any communications plan are a WTC's internal employees or members. Often the most important touchpoints of any brand, these key players must be brought into the fold, kept informed and engaged so they carry the right messages and tone

throughout their own interactions with customers or external parties. If done correctly, internal audiences can be turned into the most effective and powerful evangelists for any brand positioning effort.

CONCLUSION

Belonging to the WTCA is a special position. In choosing to apply and join, Members embrace the concept that our unique network can connect the business world around the globe to foster important opportunities that lift the cities and regions where they are located. Those who belong to the network also understand that their individual actions have an effect on the entire roster, in addition to their own value proposition. As such, Members should lean in to the responsibility of being steadfast, accountable stewards of the collective brand.

In not only joining the WTCA, but becoming active and engaged, WTCs make great strides to building their own connections, both for themselves and their local members and tenants. But the key to leveraging this inherent value lies with Members themselves as they consider their level of engagement. The strength of the network relies on the robust nature of its Membership, and their engagement with both WTCA, and more importantly, with each other.





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