

**PROGRAM SUMMARY FOR MICHAEL TRAIN  
PRESIDENT, ROSEMOUNT MEASUREMENT  
EMERSON PROCESS MANAGEMENT  
2008 EISENHOWER FELLOW TO SAUDI ARABIA & TURKEY**

---

Mike Train traveled to Saudi Arabia and Turkey to gain perspectives from key leaders on the future of regional and global economic development and exchange thoughts in specific areas such as strategic planning and leadership development; to understand the impact of regional and global economic development on public policy and business practices; and explore opportunities for collaboration between Saudi Arabian and Turkish businesses and universities located in the St. Louis area.

In Saudi Arabia, Mr. Train visited three key regions of development and innovation, and was struck by the focus on competitiveness and commitment to strategic planning. Mr. Train states that King Abdullah has personally led the initiative to enhance the competitiveness of Saudi Arabia and the country has achieved remarkable progress in a short period of time. The Saudi Arabia General Investment Authority (SAGIA) was formed eight years ago to help enhance the investment climate of Saudi Arabia to attract foreign investment. SAGIA has worked with a number of government ministries to streamline the approvals process and provide government support to foreign investors. Mr. Train visited two of the new economic cities that SAGIA is helping to create. The four cities are organized around varying themes and are being planned in different regions of the Kingdom to stimulate broader economic platforms for the long term.

Major initiatives such as these present a strategic challenge in developing the depth and quantity of talent required to effectively implement all of these investment plans. In his conversations with academic and business leaders the topic of skilled manpower was raised as a key concern. To address this, the economic cities are being designed to attract and accommodate both citizens and expatriate residents. Mr. Train noted that the universities in Saudi Arabia are being restructured to generate more people with the technical skill sets required to solve these talent needs. He posits that the change in focus toward science and technology at the universities will mark a departure with the past and will assist with major progress in all of the new investments occurring in the Kingdom.

While in Turkey, Mr. Train explored the role of energy use and development in the country. He found that Turkey, unlike Saudi Arabia, does not have significant deposits of energy resources and must trade for their needs; Turkey serves as a pipeline host for both energy resources flowing to Europe and resources for their own use. Mr. Train noted that a challenge for Turkey is to develop more energy resources and establish new electricity generation investments. According to Mr. Train, one of the key strategies to accomplish this was the passing of an electricity market law in 2001 which opened the sector to private investment and has resulted in investments in electricity generation capabilities. Mr. Train also examined energy efficiency efforts in Turkey, and found that there are some initial efforts in this area. There are recommendations for standards for building construction and insulation, as well as energy conversion efficiency of electrical devices but significant regulations and commitment needs to be made to this process. Mr. Train concluded that the issue of energy in the region is often the centerpiece of international relations and politics and it seems multiple countries are trying to work to address this challenge.

Mr. Train observed that Turkey still has challenges as a nation, but that its economy has progressed due to the educated populace and entrepreneurial business environment. He states that the education system is well developed and is generating significant talent to support the development of the country. Several universities and local communities have formed technology parks near universities to help incubate businesses.

In Saudi Arabia and Turkey, Mr. Train had the opportunity to meet with leaders in the fields of business, academia, and the not for profit sector. He greatly appreciated the kindness and hospitality extended to him by Eisenhower Fellows and the doors that they were able to open for him in both countries. Mr. Train has used his contacts to extend Emerson's business to the country of Saudi Arabia and has plans to cooperate with several cities in Turkey.