

## Think about working with a larger, established Canadian exporter

### “Try teamwork”

Being small or new to exporting can present problems.

*“My problem is that I see the (exporting) difficulties that we have with the Litton resources. To be successful without that, I think, is so hard, it's absolutely incredible.”*

*Tom McGuigan  
Vice-president, Marketing  
Litton Systems Canada  
Limited*

While the lack of resources and inexperience of small and new exporters aren't insurmountable barriers to export success, they can certainly get in the way. In view of this, several of the larger award winners recommend a teamwork approach to winning overseas business. In fact, several companies themselves operate in this way, and have found that the arrangement works well.

Dow Chemical Canada Inc., for example, actively seeks out Canadian firms that are interested in exporting and that would produce specialty items based on Dow input

materials. Once identified, Dow spends time working with the smaller company to develop effective export strategies. Both companies benefit: the smaller firm by becoming a better exporter and Dow by securing a larger market for its own products.

In the large projects field, teamwork may be the best way to secure foreign business. In the consulting engineering industry, SNC Inc. feels two options face Canadian firms: (1) seek out business through Canadian International Development Agency projects (which limit competition to Canadian firms), or (2) enter into supply arrangements with large firms like SNC Inc. For firms starting out, the second approach presents more opportunities for business since SNC Inc. bids on many kinds of contracts, not just Canadian-financed projects.

In the field of technology and military contracts, similar advice was given by award winners. Litton Systems Canada Limited suggests that the easiest way for small and new companies to get started in exporting is through selling to larger Canadian companies. In other words, become a components supplier to a company that is exporting a system or package to the final user. This arrangement provides some initial exposure to exporting for the small or new firm, without much risk.