

that he wanted to start a joint venture with a U.S. company, the supplier put him in touch with the company that eventually became Auty, U.S.A..

#### *4. Bi-National Companies*

Another networking route is to establish ties with a Canadian subsidiary of a U.S. parent company or with a Canadian company that has a U.S. subsidiary. This method has been extremely effective for both MM&T and Lowe Martin. Don Griffin established strong ties with the president of Xerox, Canada who later became the president of Xerox, U.S.A.. When the Xerox executive moved, the business moved with him.

### **III. HOW TO STAY IN THE U.S. MARKETPLACE**

#### **Service**

To stay in the U.S. market, excellent service is essential. As previously mentioned, an "800" line can be established to reduce the perceived distance and increase communication. Customers usually find an "800" number convenient for answering questions. Mike Colinge of Webcom best summed up the service philosophy of an exporter: "Our objective from day one is to make it seem that Webcom is the printer down the street. Webcom takes care of all the issues . . . we do not use metric measurement, pricing is all in U.S. dollars, and we take care of all required export documentation." The objective is to minimize any unforeseen obstacles for the customer.

Service can also win new accounts. Auty won a U.S. account because it was willing to provide extra customer service. The prospective customer needed the final product shipped to 100 destinations instead of one, and this required special packaging that U.S. printers would not do. Auty stepped in, provided the necessary service, and won the account.

#### **Shipping**

Minimizing shipping costs is crucial to prolonged exporting success. The shipping costs for Webcom have averaged less than 5% of total costs, which often is less than its U.S. competition. To keep shipping costs low, Webcom ships regularly, allowing for possible negotiations with major independent carriers for better rates.

Auty Printing does not create the volume of cross border shipping that Webcom does.