players. Very little can take the place of a personal visit to the market. You should arrange appointments with the officer responsible for the agri-food sector in the local Canadian Consulate General. These individuals represent a wealth of knowledge and are ready to be of assistance to you.

2. Develop an overall marketing plan with geographic and sectoral priorities. Only the largest of companies is capable of mounting a marketing blitz that encompasses more than one market. Each market requires commitments of money and personnel. Once you have secured a specific market and supply/service channels have been established, you may then move to the next market.

3. Do a marketing survey. Why will the product sell in this market? Is it unique? __less expensive? ___better quality? Remember that retail shelf space is at a premium and fixed in quantity. Since only an established amount of shelf space is allotted to a given category, for every product that is added, a competing product must be removed.

4. Develop a marketing strategy. Brokers are real experts, so draw upon their expertise to develop the best strategy on selection of trade shows, sampling, couponing, in-store demonstration, etc.

5. When you have decided that your product is marketable, investigate the local packaging requirements and bring your product into conformity.

6. Develop a C.I.F. duty paid price in U.S. funds. In addition, investigate the particular sector which you plan to penetrate. Discuss with your broker what quantities, discounts, terms, promotional allowances, etc. will be required. Some customers may want an inflated price with all the trimmings, while others may want a "rock bottom" price without the "frills".

7. Interview and appoint a broker. The U.S. market uses brokers almost exclusively. Buyers want that local contact, service and assurance. Remember, this will actually be your first "sales presentation" in the market and you will be scrutinized as well. If you fail to excite the broker about your product, your line will either be refused, or he/she will have little success in establishing listings.

   See the bibliography at the end of this handbook for information on publications dealing with choosing a broker.

8. Support your local broker. Now that you have appointed a broker, your work is not over. In fact, it has just begun. Reinforce your broker's efforts with follow-up visits to the market and joint presentations to key accounts. No one can sell your product like you can. You have to try to instill the same enthusiasm you have for your product into your broker and his sales staff.

A market evaluation or field trip is not sightseeing expedition, so it is important to go prepared to do business. The trip should be used to collect information on all matters raised in the market research, and to select an agent if one is to be used. Take along business cards and literature. Remember that no matter how well-known the product is at home, it is unknown in the American market, so brochures should be informative. It is also a good idea to have airline schedules and freight rates so that you can quote delivery dates and prices. It is recommended that you quote landed prices in American dollars.

If you have not already established whether you can be competitive in this market, a quick calculation can be done on the spot to answer this question. Determine the selling price of your product, then deduct freight, duty,