Firms should be aware that professional liability costs are very high in the U.S.

Another commercial constraint of which firms should be aware is the high costs of professional liability insurance in the U.S. Fewer companies are insuring architects and those that are often charge up to 400% more than they did several years ago. Most of these costs, which of course competing American firms must also account for, can be borne by higher charges to clients.

4.3 Planning

Firms must have time, energy and dollars for export.

A prerequisite to export is having the funds, time and energy required to penetrate a new market. Should the firm have these resources - backed up by commitment at senior managerial levels - careful planning is required.

Firms are cautioned against looking at the U.S. market to fill a temporary slack in domestic work. Export is a distinct business thrust that requires a long-term commitment if marketing efforts are to succeed.

First look at nearby markets...

A basic tenet of market planning is to first analyse market potentials in nearby market territories. Adjacent areas often require less financial commitment, time and effort than territories that are distant and perhaps less familiar to the exporter. There may be projects in Portland, Buffalo, Duluth, Great Falls and Seattle that firms could access quicker than those in Georgia or California.

...and then commit resources.

Resources are required for four distinct marketing activities: choosing the most appropriate market niche for the firm; preparing promotional materials (American firms tend to have glossy brochures, slides and videos); building networks by attending conferences, workshops, exhibitions etc.; and travelling to touch base with potential clients on a regular basis.

There are four ways of working in the U.S.

Firms can follow one of four principal organizational modes in practicing in the U.S.:

● Consulting

Consulting is the simplest form of export.

Firms can market their services to American practices as project planning and design consultants. Particularly in specialized