

into the market. While one manufacturer may want to serve the entire area, another may have less ambitious goals and strive for only a small piece of the total pie. Nevertheless, planning and some change in thinking and company policies are needed to be successful in exporting--regardless of the size of the market or the volume of the exports. Adherence to the following recommendations will enable the Canadian manufacturer to gain an increased share of the U.S. market.

A. Marketing Plan

An effective marketing plan must be formulated and implemented. Since this subject was covered in greater detail earlier in the report, it should suffice at this point to merely reemphasize the importance of the marketing plan. However, some elements of the marketing plan--sales representation, sales inducements, and showing product--are so vital to the exporting success of the Canadian manufacturer that these elements are included as separate recommendations below:

1. Sales Representation

Good sales representation is an absolute must. U.S. retailers have become accustomed to the many functions provided by a sales rep, and it is unlikely that they will buy from a firm that does not have good representation.

2. Sales Inducements

Canadian firms should review their current policies on sales