which was founded in 1975 with only one employee. "The first few years were very difficult as there were many feed suppliers servicing the market. At first it was hard to attract customers, but we kept plugging away," said Muhlenfeld. "Also, our Didsbury plant burned down in 1990. We rebuilt it in only seven months, because we knew that we had to stay in contact with our overseas customers or else we'd lose them to our competitors. In this business, it's essential to keep in touch, and to show that you're capable, honest and fair."

Muhlenfeld credits **Champion**'s overseas agents as crucial to the company's exporting accomplishments. "We've built up a number of agents who are very familiar with our products, and who really know the markets in their territories," he said. "It's difficult to enter a foreign market without product recognition. Our agents have helped to build this awareness."

Champion's exporting success is beneficial to Canada's agricultural industry as a whole, said Muhlenfeld. "Our strong reputation for customer satisfaction is not only good for us, it's also good for Alberta farmers."

EMERY INTERNATIONAL DEVELOPMENTS LTD.

Recycled paper products bring big returns, both financial and environmental.

You could put all of your eggs in John Emery's basket, and help clean up the environment at the same time.

Emery International Developments Ltd. of Markham, Ontario, designs and manufactures high-speed pulp moulding machines that can churn out as many as 375 million egg cartons made of recycled paper per year. They can also produce everything from waterproof flower pots, paper plates, berry containers and protective casing for audio-visual equipment, to name only a few products.

The manufacture of products made out of recycled paper is a booming business, especially in these environmentally sensitive times. With many countries discouraging the use of styrofoam products, the market for machines that make eco-friendly packaging is growing rapidly, says John Emery, President of **Emery International Developments Ltd.**

"**Emery** machines use less fuel, less electricity and are less labour intensive than our competitors' machines," he said. "And at the same time, they have a 50-percent higher production rate than other machines."

Though the process that the machine employs seems simple enough, it is a sophisticated product that was developed using Computer-Aided Design (CAD) technology and sheer hard work. First, waste paper, such as newsprint, waxed paper cups, fine paper and pulp slush, is broken down, or pulped, using recycled water. The pulp is then cleaned to remove bits of glass, plastic and other impurities. The clean pulp is sent to a special forming section and drawn through a wire mesh to form the desired product. The moulded product, which is about 75-percent water at this stage, is then dried in a 450-degree Fahrenheit oven.

These pulp moulding machines, which can cost between $170,000 and $20 million apiece, are almost legendary in the business.

"We've actually had one customer scrap three Japanese machines — literally break them into pieces — so that they could install just one of ours," Emery said. "It took us eight months to convince him to buy the first machine. It took only two weeks to sell him another one because he was so pleased."

This popularity is reflected in the 42-year-old company's export sales. In fiscal 1994, its export sales of $25 million (Cdn) represented 92.5 percent of its total sales of $27 million, a 375-percent growth in total sales from 1993's $15 million. Its export markets include the United States, Japan, Taiwan, China, Denmark, Mexico, the Caribbean, the Middle East, Germany and France. **Emery** has experienced a 400-percent growth in staff over the past three years, with a current complement of 80 people making components for **Emery** machines.

Emery attributes his company's success to a philosophy that has been embraced by his company's staff for the past 12 years. "We try to get a 15-percent higher production rate out of the same machines each year," he said. "This goal has helped us to become more innovative, and has resulted in a better, faster machine."

Emery's export triumphs have also been aided by the federal government. "We've worked closely with the National Research Council, the Department of Foreign Affairs and International Trade and its embassies, and the Department of Industry," he said. "They have definitely helped us to meet our export goals."

KVAERNER HYMAC INC.

Laval, Quebec, manufacturer's focus on a niche market doubles export sales; using half the trees for as much paper.

Kvaerner Hymac Inc. of Laval, Quebec, supplies environmentally friendly, Canadian-developed processes and technologies to international pulp and paper manufacturers.

A manufacturer of systems and equipment for the pulp and paper industry, **Kvaerner Hymac**'s high-yield pulping systems utilize a high percentage (over 90 percent) of the wood being processed, unlike chemical