

the flow of imports through our facilities shrink, we will see import barriers build reciprocally overseas, and that means that we won't be able to export either.

Which brings me to my fourth point, marketing. If we want to close the trade gap, which in my mind means exporting more as well as importing less, we're going to have to put more shoe leather to the streets around the world, in Tokyo, Beijing, Seoul, Sydney, Hong Kong, Vancouver, Toronto, and the other major growth centers around the Pacific Rim and in Europe. Collectively, we know far less about the cities and countries in the Pacific Rim than they know about us. Well, is that any way to compete? When you're going to sit down and bargain hard with someone on any issue, do you want to feel that that person knows more about you or your business than you know about theirs? Of course not. Simply put, we have not spent enough time learning the business practices, economics, customs, laws, personalities, culture, if you will, of our trading partners, and we will not be overwhelmed by success until we do that. We must realize that we live in a global community, one that is not bounded by lines running from Maine to Florida or California to Washington, but one that instead includes the equator, the billion-plus people living in Mainland China, the newly industrialized countries around the world, et cetera. The U.S. is big, we're 22% of the world economy, but hold up a numerical mirror to that figure and you'll find that nearly 80% of the world is happening outside the borders of this country. That, ladies and gentlemen, is a very large market,