

Consultronics Limited, noted that you should not take "no" for an answer, even if the representative is not successful in its initial selling attempts. In essence, you have to demonstrate a commitment to the market to get your representative's commitment. He emphasized the need to make repeated trips to your target market, and to collect as much information as you can. Most of it is available without charge from a number of sources.

Mr. Fitts also underlined the need to play by the rules of the particular market that you are entering. For example, you should get to know the distribution chain for your product and then work out the best methods for getting your product into and through the chain. He advised visiting the approval authority quite early in your marketing efforts. In certain countries where regulatory approval procedures can be difficult, he suggested retaining a qualified consultant. In Germany, the right consultant will not only make the approval process easier, he or she may also ensure its successful completion, since the state authorities will likely be turning to the same

consultant for advice about your products. Another important piece of advice offered by Mr. Fitts was that you should be prepared to modify your product to suit the characteristics and requirements of your target market. In addition to changes in the technical and electrical specifications of your product, you will, of course, have to translate all documentation, software, etc. The aesthetics are often forgotten; the equipment should look and feel "European". All aspects of the user interface should be examined — not by the engineers, but by the marketing staff to ensure compatibility with European tastes and customs.

### 3.8 Conclusions

Consultronics Limited appears to have succeeded in Europe because it targeted Europe as an important market for its products quite early, made a serious commitment to develop this market, and recognized that it would have to play by the rules of the individual European markets and adapt its products to suit Europe's requirements.