

One notable Shaver achievement in recent years has been its expansion of business with the People's Republic of China. In the 1960s, long before China became a fashionable export market, efforts were made by Shaver to introduce itself and then gain a toehold in this huge country. Initially, modest sales were made with the assistance of a Hong Kong-based trading company. Following participation in a Canadian Trade Fair in Peking in 1972, and a persistent mail campaign, an invitation was extended by the Chinese for Shaver personnel to visit China in the late 1970s. As a result of this visit, and in competition with its U.S., British, French and Dutch rivals, Shaver was successful in securing a major contract.

This contract called for the supply of pure line stock so that the Chinese would be able to develop their own breeding program, rather than constantly having to replenish their stock from Shaver. This was in direct contrast to Shaver's normal sale of chicks on a frequent repeat-business basis. Because of the different nature of this transaction, a 3 to 5 year technical service agreement comprised part of the contract.

A number of obstacles had to be overcome before Shaver was able to secure this sale. These included: the very real language barrier; a general suspicion of "things" western; a rigid bureaucracy; and determining who the key decision makers (from a buying point of view) were. The retention of a Chinese-born consultant, who has lectured in China extensively over the last five years, was particularly helpful in dealing with some of these difficulties. In addition, considerable use was made of translators, both on the frequent trips to China and in the extensive written communications between Shaver and interested Chinese parties.

Other actions have served to reduce these obstacles over time. As part of the 1979 contract, four groups of Chinese technicians have each spent a four-month training period at Shaver's plant in Cambridge. Reciprocal visits of Shaver staff to Chinese facilities have also helped to develop strong ties between the company and important "players" in China. The company published its own newsletter and technical bulletins in the Mandarin language, and these are widely distributed within China using a mailing list developed with the



*Brown eggs are a tradition in Europe, South America and other regions of the world. Shaver continues to research techniques and methods in order to ensure they can respond to the quality and quantities required to fulfill these markets' demands.*