Comments on goods/equipment price, positioning, image and differentiation:

- The company relies on local partnerships for assembly of computer components. It has joint ventures or agencies in Algeria, Ethiopia, Romania, Croatia and Hungary. The quality of the local partner is key to success. The other factor is frequent personal visits by the Canadian manager of international development to the client countries. Price is very important since the technology is widely available from many sources. The Intemet has become a very important tool for marketing overseas, and for communicating with agents, partners and joint venturers in foreign markets.[104]

- Technology. Having excellent proprietary technology and success in installing it in the past. Canadian R&D credits have been important in the past in helping the company develop and update its technology. [102]

- In such a huge and diverse international market a company has to have a focus and a strategy. It has to offer something that clearly differentiates itself from the competitors. This company has developed a proprietary software product for tax administration. It provides professional services along with the product. This has given it an entrée to a large number of developing countries that are attempting fiscal and tax reform. The product is in English because that is where the large market is for such services. [40]

- The fact that the highway projects are financed by an IFI means that the equipment is exempt from import duties or has very low import duties, in contrast with the same equipment imported for non-Bank projects. This is important to making the company's business financially feasible. When this exemption was withdrawn for two years during the Asian crisis the business dried up. [41]

- The company goes to a lot of trouble to get excellent equipment at the lowest price possible. It visits trade fairs in the United States [there are none for this sort of equipment in Canada], negotiates hard directly with the manufacturers, and handles shipping itself to save money. It handles a full line of production equipment so the buyer can be sure of getting what he needs from this one company. [41]

- As well, the owner/ entrepreneur goes to great lengths to provide extraordinary after-sales service – the objective is to remove all risk from the government buyer. For example, he once personally flew from Canada to a relatively remote province of the home country to deliver a heavy part for a fire-damaged construction vehicle. The entrepreneur is constantly looking for better equipment and keeps a close eye on how the buyers' capabilities to pay for better equipment are improving over time. [41]

- "The company tends to do everything ourselves." [43] "We sell on our strengths – excellent equipment based on our own R&D." [43]

- *"The company does not chase the money by monitoring the Banks. It looks for a need and becomes involved with the potential client long before the question of financing*