



makes downtime extremely costly. Potential suppliers must insure that their equipment can operate continuously in the harsh environment of corrosive chemicals and high moisture levels with a minimum of preventative maintenance. When a failure does occur, the supplier is expected to have accessible spare parts and technical service personnel to support the mill's maintenance department as required. Reliability is also defined as product consistency from shipment to shipment. Ranked lowest among the selection factors was price.

11. Current marketing techniques in the pulp and paper industry consist of direct client contact through sales representatives, advertising, participation in trade shows, and conducting customer seminars. Industry personnel rated direct supplier contact the most effective sales technique, provided the sales representative was technically qualified and made regular sales calls. Advertising was considered less effective because it is difficult to insure that the promotional literature will reach the target personnel. There are several equipment shows in which suppliers can exhibit their equipment or services. Although economic conditions have until recently limited attendance to trade shows, the shows are considered favorably by industry personnel because it allows them to make a hands-on inspection of the equipment and make comparisons of competitive equipment. Mill personnel also liked supplier seminars presented at the mill or nearby, as these required less time away from the job.
12. Sandwell has reviewed the marketing requirements for selling equipment and services to the pulp and paper industry in the southeastern United States. There is no reason that Canadian manufacturers can not penetrate this market area provided that the supplier can demonstrate the reliability and serviceability of his product and that the technical service organization is local.
13. Based on the results of this study, Sandwell recommends the following marketing techniques to Canadian manufacturers for penetrating the U.S. pulp and paper market.
 - a) Professional Associations. Sandwell recommends that, as a minimum, Canadian manufacturers join the Technical Association of the Pulp and Paper Industry (TAPPI) as a Sustaining Member, and then actively participate in the committee and divisional meetings and programs. This membership will encourage product recognition through direct contact with industry personnel, and provide access to membership lists and trade information. A second association worthy of mention is the Paper Industry Management Association (PIMA) that is more targeted towards operating personnel. Finally, for manufacturers of process controls and instrumentation, membership in the Instrument Society of America (ISA) would be extremely valuable, and complementary to the previously mentioned groups.