

to the interviewees, motivation is an important quality that is commonly lacking in Canadian printers. Several of these Canadian printers think U.S. buyers would not be interested in importing their printing due to a strong "Buy American" bias, "Printed in Canada" labeling requirements, and geographic distance. However, interviewees believe that these can be overcome and should not prevent a Canadian printer from exporting.

1. Overcoming "Buy American"

The "Buy American" bias is perhaps the most feared impediment. John Morris of McLaren, Morris and Todd (MM&T) approached a large food manufacturer in the United States for its label business. His negotiations proceeded to the point where MM&T was invited to give a presentation to the key decision makers and submit a bid. On the day of the presentation he went to the manufacture's office and was greeted by a secretary wearing a large "Buy American" pin. Mr. Morris turned to his associate and said, "Were not selling anything here." Mr. Morris was right. He went into the meeting and faced a group of executives, who were almost visibly upset at his being there. Ultimately, MM&T did not get the account. Stories like this need not scare Canadian printers from trying to expand to the United States, but should be taken as forewarning of what could happen. All exporters may eventually run into the "Buy American" prejudice, and therefore must prepare themselves. The executives of MM&T decided they were not going to let this bias stop them. They are currently working on buying a printing company in the United States to establish a base of operations. This is one way to overcome the bias, but it may not be the best way.

It may be true that a U.S. buyer may prefer to choose a U.S. printer instead of a Canadian printer. To overcome this, a foreign printer must find out the most important benefits U.S. print buyers are seeking. "Buy American" loyalty can take a back seat to many other factors. Each of the printers/publishers interviewed overcame the "Buy American" objection by calling attention to other more important benefits that they offer. For example, Brian Auty found that there was a significant quality difference between his and U.S. printed material. Once he showed this to U.S. print buyers, his sales began to increase. Mike Colinge of Webcom believes that the most important factors are: cost, product quality, service, and reliability. If Mr. Colinge is correct, then a skillful job of sales information probing will find which of these benefits is most important to the U.S. customer. Once this is determined, a sales