

line, in the sales force, or elsewhere. Many companies indicated that strong production worker skills meant consistency in product quality, something to be encouraged. In fact, Litton Systems Canada Limited points to its production skills as a major strength.

"We build things very well and we build them at a very good price. We probably do better than a lot of U.S. companies. We certainly do better than our sister divisions in Litton."

*Tom McGuigan
Vice-president, Marketing
Litton Systems Canada
Limited*

The sales team plays a critical role as well. As Valmond Chiasson, general manager of Produits Belle Baie Ltée points out, it is critical that your salespeople know the product and relay expertly the company's knowledge of the business to the market.

"Otherwise, if you're trying to sell something you don't know, it's going to be very hard to tell the customer that you have to call the office (to get the answer to his or her question). But if you've been working at the plant yourself, you know exactly what you're speaking of."

Although many companies looked solely at these strengths in their Canadian offices and factories,

others stressed the importance of having good people in foreign sales offices.

"We have 168 sales offices worldwide and each sales office has exactly what we have in Canada whether it be in Halifax, Montreal or Toronto. But more importantly, we have technical services and administration. And if you are going to export markets on a consistent basis, you have to invest in local people."

*George Fithern
Vice-president, Sales and
Marketing
Dow Chemical Canada Inc.*

Alcan Smelters and Chemicals Ltd. supports the Dow attitude on the grounds that local people are in the best position to conduct the company's business, and that investing in them brings the best return. Ted Strain, president of Motorola Information Systems Ltd., agrees:

"It's very important to have the local people doing the local selling, they know the ways that business is done in Japan, in France, in industrial Europe, whatever. You must not try to sell anywhere using foreign nationals . . . Dealing with all local matters is done by local nationals at the local level. And any problem of interfacing, we keep internal to the company. You don't put a problem of interfacing in front of the customer."