

three printers in the PIA. Why? Because other printers aren't taking advantage of the networking and information potential in trade organizations. After this, the best route is to establish a base of operations in the United States."

**Is it possible to expand your U.S. market once you have entered?**

"Yes, we are currently developing a cutting edge in-store signage system that will offer significant new benefits to signage customers."

**2. LOWE MARTIN**

Lowe Martin is a mid-sized sheetfed printer located in Ottawa. The company employs approximately 200 people and had revenues of \$30 million in 1992. The company is privately owned and managed by Don Griffin. Through large investments, in "high tech" front end equipment, presses, bindery equipment and capable people, Mr. Griffin has made Lowe Martin one of the best equipped sheet fed printers in the industry. Lowe Martin performs the majority of its business in the Ottawa area, it is a well recognized sheet fed full service printer, but its niche is high tech printing. Customers in this niche need front end capabilities such as image editing, image storage, and the ability to work completely from computer diskette. In addition, Lowe Martin provides its customers with the quick high quality produced from digital image printing (DI) or Heidelberg presses. Lowe Martin has not yet expanded to the United States. They are currently planning to do so and have conducted a extensive research of potential U.S. markets. Mr. Griffin and Randy Pope, Director of Synergy, were interviewed for their U.S. expansion plans and other areas of interest to Canadian printers considering exporting.

**How big should a printer be before he attempts to expand or export?**

Pope: "If you can't service your own market, for example if you only service 2% of your market, then you can't expand. You have to offer something that isn't being offered in the States already to overcome the geographic barrier."

**Have you considered using a U.S. print broker?**

Pope: "Print brokers are not specific enough for us. We need a dedicated rep who knows specifically how to sell the value that Lowe Martin can add to the printer-client relationship."

**How much would your own rep cost?**

Pope: "Probably about 150 grand a year. That would include the office expenses, salary or draw, transportation expenses, and all the general operating expenses. If you're only doing 4 to 5 million a year (in revenues) your probably excluded from that."

**Are there other ways to get into the States?**

Pope: "Yes, if you are a very good niche printer, such as just postcards or just calendars, then you can target your market. If you are very good and low cost you can be competitive. There are too many general printers in the U.S already and being the 101st supplier on a buyers list won't work. You must specialize to do well."