

direct solicitations however, must normally be submitted through CCC.

An Ideal Test Market

The Upper Midwest market presents excellent opportunities for a manufacturer wishing to test-market a new product or for a beginning exporter. It is relatively small and manageable in size for a firm with limited production facilities. Distribution patterns are uncomplicated and efficient, largely radiating from the Twin Cities. The economy, based on agriculture, is generally more stable than in other more industrialized parts of the United States, and disposable income is consistently above the national average.

The Canadian Image

Canadian suppliers can take advantage of the fact that many U.S. firms do not regard Canadian products as "foreign", and thus buy and invoice Canadian goods through domestic purchasing departments. Proximity to the market, coupled with personal and corporate connections, can help Canadians compete successfully where transportation costs and delivery times are concerned, and make it possible for them to sell on the same basis as their U.S. rivals. Canadian competitors must nonetheless extend full marketing efforts in order to secure acceptance of their wares on the basis of design and quality.

Before selling in the United States, Canadian companies should be prepared to:

- 1) pursue business on a continuing basis;
- 2) take greater pains to make a favourable first impression than they would in the Canadian context;
- 3) quote, deliver and follow up aggressively in order to overcome U.S. competitors.

The Initial Approach

The best introduction is by personal visit. Some type of representative or distributor may be appointed later, but large-volume buyers usually want to meet their prospective suppliers personally.

Appointments are often necessary with individual buyers and, as a matter of good form, it is usually