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The company suggests that 2-3 years are necessary to "become established" in the U.S. market and that smaller organizations could make a reasonable penetration effort with a well-spent sum of \$100,000.

### **Case Study C**

This small firm has a high level of technical knowledge and respect in certain coastal and marine engineering areas. More specifically, the firm has compiled considerable experience in waterfront, shoreline and breakwater areas.

In entering the U.S. market, Company C appears to have followed a "textbook model" of market penetration. Building upon a previous contact in a bordering state, the firm entered an informal alliance for its first project. The Canadian firm brought technical insight and modelling capabilities which it had developed through its previous Canadian public (NRC) and private projects. The American firm brought a knowledge of the local conditions and players to the partnership.

The Canadian firm has continued to enhance its reputation through such channels as writing articles in the appropriate journals, speaking at seminars, publishing papers, appearing as expert witnesses, and developing and mailing a marketing brochure. The founding partner of the company is also a member of the relevant committee board of the American Society of Civil Engineers.

The original partnership continued to conduct a series of waterfront development projects in the U.S., although after 2-3 years each partner began to acquire expertise in the other partner's traditional areas. Eventually a split made the most sense, at which time the Canadian company opened a U.S. office and hired an engineer away from its original partner to head up the office. The firm has continued to enjoy success in the U.S. market, receiving a Standing Offer arrangement with the Corps of Engineers for coastal engineering work, and expanding its office to four professionals. Maintaining such an office in the northern U.S. costs an estimated total of \$100,000 per person annually.

### **Case Study D**

Company D, a large Canadian engineering firm with service lines in a number of different sectors, has developed a client base in the United States through a combination of gradual, word of mouth publicity and an aggressive acquisition program. The firm has opened a number of branch offices during their 25 years in the U.S. market.