

In terms of **government procurement**, there are policies at the Federal, State, and local levels of which Canadian firms should be aware. A number of municipalities have enacted regulations that favour local procurement of services (eg. "Buy Chicago"). Regulations of most States give preferences to state-based firms.

At the Federal level, the General Services Administration (the largest procurement agency for architectural services) has a policy of awarding contracts to firms in the project locale. Should no qualified firms exist, the net is broadened to the state, and then regional scales. Firms must be fully **operational** in the locale to be considered.

#### 4.2 Precision

**Firms should focus on specific sectors and locations.**

Entering the U.S. market requires considerable precision in market research, planning of effective organizational modes and promotional programs, and perseverance in tracking clients and projects.

Since the market is huge, firms must be very precise in targetting both service sectors and geographic markets. Market research should focus on identifying areas with effective demand for services. Effective demand is demand backed up by capital.

Similarly, the effective supply of architectural services should be carefully analysed. There may be many local architectural firms in a particular location but, since they do not have the specialized expertise required in, for example, health care facilities, are not serious competition to a qualified Canadian firm. Alternately, the few local architects could have extensive experience in waterfront design and therefore preclude a Canadian firm with similar expertise.

**Firms should attempt to identify project opportunities and then link up with Canadian developers interested in the U.S. market.**

With the trend toward cooperative, public/private joint ventures for most of the identified market niches, the importance for Canadian architects of developing and maintaining networks with developers, development agencies and financing/management