

firms, but my U.S. partner grew scared of further rapid expansion and equity risk, so he pulled out of the official partnership. Even though I was providing most of the capital, Auty, U.S.A.'s owner was afraid of the kinds of numbers (large orders) moving through his shop and he was unwilling to take the kind of risks necessary to become a 5 or 10 million dollar (revenue) shop. We still continue an unofficial work partnership. With the official separation we split our sales. A.S.P. currently does about 900 thousand in revenues."

**What other ways can you network to find partners?**

"Use the CPIA and the PIA. I go to trade shows or conferences and I have developed friends in nearly every major city in the United States. Canadian printers don't take advantage of these networking opportunities presented by the PIA and other local printing and business associations. For example, I went to a PIA meeting in Mexico entitled *How to Sell Printing in Canada* because I definitely wanted to know the strategies U.S. and Mexican firms were using to get into Canada. I thought other Canadian printers would be there, but I was the only one. Opportunities are there (in the United States) and Canadian firms typically under exploit them."

**What are your plans for further expansion or exporting?**

"We are currently looking to get a U.S. rep for an innovative in-store signage technique. However, I don't believe it will cost \$150,000 a year to establish the rep. It would depend on the city. For example, I would expect to spend \$75,000 for a rep in Columbus. It is only \$.22 cents a minute for long distance phone calls using my 1-800 number (an 800 number is essential to reduce the perceived distance between the you and the customer) the sales rep would be commissioned and independent, so forget the car and large salary (I would provide some draw however). I would like to get someone with a college education and I would personally teach him our proven sales, distribution, ordering, and marketing techniques. I would pay his travel and place him in an existing market where sales were attainable."

**What do you think about general printers in Canada coming to the United States?**

"Too many printers go to the United States with pie in the sky aspirations, but they're dreaming. Auty sells unique things with definite benefits for our clients. A general printer in Ottawa for example, is dreaming if he thinks he can sell in the U.S, he is too far from his customers to sell to them. Printing is very service oriented and if you can't deliver overnight or provide the things customers need, when they need them, you won't succeed. Canadian printers must learn that there are a multitude of opportunities in the States and if you provide something that is unique, ie. not general printing, you can exploit these opportunities."

**How?**

"By getting down to the States themselves (the owners) and exploring markets, attending trade shows, networking, and finding the real reason that Americans would want to buy from Canadian printers. For example, Auty found that there was a quality difference, our quality was much better and it became a selling point. Just getting a sales rep won't do it. A good first step is to join the PIA so you can talk to U.S. printers. Auty is one of only