

Most recently, the firm has been expanding its application capabilities in a number of different marketing sectors, including the fast-food industry, commercial banks, and government agencies. Moreover, they are now developing and installing menu-driven, custom-designed programs for urban and regional planning offices in North America, delivering post-sales training clinics for the clients, and providing on-line assistance if troubles arise.

### **b. Case #2: Establishment B**

A second example of a Canadian firm that has been successful in the U.S. is a Canadian manufacturer of relational database software products for the higher end of the market. The company had won technical awards in Canada for its product, but had difficulty getting known in the U.S. As the person being interviewed noted, "a company can have a technically superior product, but if you have difficulty getting such a message across in the U.S., the product obviously won't sell there."

Establishment B eventually decided to hire a marketing person, establish an office in New York State, take on a small (two-person) sales force, and begin calling on potential clients. It is important to note, however, that the managers of Establishment B adopted a very restricted marketing strategy. Because of the nature of their previous software development activities in Canada, they decided early on to design products and applications only for Sun workstations. In other words, rather than attempt to deal with the entire PC market, they focused their efforts on reaching a very restricted marketing niche. As the person interviewed noted, such a strategy enabled management to identify more easily the potential clients and to begin operations in the U.S. with a minimum sales staff.

Today, the firm has expanded both its sales staff and its targeted geographic and product market areas. It also has sales offices in other states. The person interviewed believes that the primary success of the firm has been its adoption of a direct marketing approach to developing a sales presence in the U.S., the excellent quality of the company's product lines, and its early decision to target its software to specific hardware platforms.

### **c. Case #3: Establishment C**

Another Canadian-based software firm is enjoying the benefits from a trend that is affecting many larger manufacturers in the United States that are deciding to hire outsiders to run their software and telecommunications operations. Several