

directors, and unless they are fully supportive of this kind of activity you would have considerable difficulty carrying out the program.”

Export commitment, however, has costs that must be recognized. For a number of reasons, the costs of doing business in overseas markets are usually higher than at home. First, adaptations to the product and to promotional literature are frequently required. Second, international travel is necessary. Third, long lead-times are often experienced before the initial sale is made. Perhaps most important of all, however, is the cost of management time:

“I think probably the most important (factor) is the commitment to export from senior management down . . . not only in terms of financial commitment, but in terms of senior people commitment. You just can’t buy a project. You’ve got to work and develop the infrastructure within the company to pursue it. So that’s the first requirement.”

*Raymond Gladu
Director, Marketing
SNC Inc.*

Westinghouse Canada’s commitment to exporting is evident in Profile 3.

Companies become committed to exporting for a number of reasons. Some industries are virtually dependent on overseas markets. This is seen in the case of Western Packaging Systems Ltd., whose president, Peter Sewell explains,

“A Canadian company in industrial products better have a management commitment to selling outside Canada because the size of the Canadian market cannot support the innovation required to be a leader in such a product.”

“Export or die” was a phrase heard from several companies: Dicon Systems Limited, Produits Belle Baie Ltée, Canparts Automotive International Ltd., and Tanner-Eye Ltd. all believed they had to export right from the beginning. Exporting was a necessary part of their initial corporate strategy. Seaboard Lumber Sales and Canpotex Limited also fit into this category, having been set up solely as export organizations.

Other companies said that they had “backed into” exporting because they were faced with stagnating or maturing domestic markets, and exporting was one avenue for growth.