

In a world that is changing and growing smaller, the ways of conducting business are changing with it. Successful selling is no longer a straight-forward combination of value and quality, but is increasingly an exercise in creative marketing. There is a growing need for companies that want to operate in certain markets to master the art of supplying benefits to a broad constituency in the buying country.

In the business segments and markets where Spar has chosen to compete, innovative trading arrangements are the rule and no longer the exception.

In its field, Spar is a David competing against Goliaths. Its most promising markets are the least economically favoured. Spar has no choice but to look to the imaginative and the unorthodox to maintain its competitive edge.

Spar first confronted the challenge of offsets in Brazil, but in the process of finding a solution has found that the benefits of meeting these commitments went far beyond what was originally conceived or intended. What was first regarded as a necessary burden added to the sale of a satellite system, has evolved into a formula for success that has provided a distinct competitive advantage to the company as a whole.

But, before I outline how Spar itself benefits from arranging industrial benefits for its customers, I want to tell you a bit about the company and our export agreement with Brazil, which is linked to what we prefer to call a "Brazil Trade Enhancement Program".