

Table 3: Relative proportion of cost distribution between Canadian and U.S. printers, 1993.

| | NEW YORK | CANADA |
|---|----------------|----------------|
| FACTORY PAYROLL | | |
| Salaries- Executive | 3.82 % | 2.84 % |
| Direct Wages | 30.81 | 27.40 |
| General Factory Salary and Wages | 1.47 | 6.09 |
| Packing Shipping and Delivery Wages | 0.92 | 1.67 |
| Payroll Taxes | 3.34 | 1.27 |
| Employee Benefits | <u>4.95</u> | <u>3.99</u> |
| TOTAL FACTORY PAYROLL | <u>45.31</u> % | <u>43.26</u> % |
| FACTORY EXPENSES | | |
| FIXED EXPENSES | | |
| Depreciation - Real estate | 0.27 % | 0.37 % |
| Depreciation - Other | 6.95 | 6.59 |
| Taxes - Real Estate | 0.61 | 0.73 |
| Taxes - Other | 0.00 | 0.08 |
| Insurance | 1.33 | 0.38 |
| Building Rent | 1.80 | 2.79 |
| Utilities | 2.23 | 1.91 |
| Equipment Rental | <u>0.55</u> | <u>1.01</u> |
| | <u>13.74</u> % | <u>13.86</u> % |
| OTHER FIXED EXPENSES | | |
| Factories Supplies and Expenses | 2.82 % | 2.49 % |
| Packing, Shipping and Delivery Expenses | 1.58 | 2.21 |
| Repairs and Maintenance | 2.44 | 2.16 |
| Other Factory expenses | <u>1.23</u> | <u>2.63</u> |
| | <u>8.07</u> % | <u>9.49</u> % |
| TOTAL FACTORY EXPENSES | <u>21.81</u> % | <u>23.35</u> % |
| ADMIN. EXPENSES | | |
| Salaries - Executive | 5.41 % | 3.15 % |
| Salaries - Office | 3.49 | 3.18 |
| Payroll Taxes | 0.69 | 0.17 |
| Employee Benefits | 1.20 | 0.68 |
| Bad Debts | 0.80 | 1.38 |
| Office Supplies and Expenses | 0.76 | 0.51 |
| Professional Fees | 0.98 | 0.95 |
| Taxes - Business | 0.11 | 0.39 |
| Telephone Expenses | 0.72 | 0.70 |
| Other Administrative Expenses | <u>2.85</u> | <u>1.88</u> |
| TOTAL ADMINISTRATIVE EXPENSES | <u>17.01</u> % | <u>12.99</u> % |
| SELLING EXPENSES | | |
| Salaries - Executive | 1.62 % | 1.60 % |
| Salaries and Commissions - Sales | 4.97 | 9.67 |
| Salaries - Sales Office Clerical | 1.59 | 2.82 |
| Payroll Taxes | 0.60 | 0.34 |
| Employee Benefits | 0.87 | 0.92 |
| Advertising | 0.48 | 0.76 |
| Travel and Entertainment | 1.26 | 2.16 |
| Other Selling Expenses | <u>0.52</u> | <u>1.04</u> |
| TOTAL SELLING EXPENSES | <u>11.91</u> % | <u>19.31</u> % |
| GRAND TOTAL | 96.04 % | 98.91 % |