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scheduling, and managerial and technical complement that will be directed toward the U.S. effort. The importance of this formal requirement should not be minimized by Canadian engineering firms. For instance, studies conducted by the Canadian Exporters' Association have indicated that firms with previously defined market plans enjoy greater long-term success in their export marketing efforts. Firms without such plans tend to discontinue their efforts.

5) Canadian engineers should be aware that U.S. firms will probably expect Canadian market assistance (toward private and/or public markets) as a quid pro quo to any mutual U.S. market success. Canadian engineering firms should also be fairly aggressive in their dealings with U.S. partners, ensuring that U.S. market benefits are maximized and that they have appropriate portions of the potential benefits without assuming disproportionate shares of the potential liability.

6) Canadian firms should maintain close relations with (and follow into the market) those Canadian industries which are increasing their American investments. Through this strategy, Canadian environmental engineering firms may benefit from Canadian direct investment in the United States, just as American engineers and other service firms have so benefitted over the years from the substantial U.S. direct investment in Canada.

7) Firms should visit the region(s) of interest in order to "get a first-hand feel" for the area into which they are considering entry. Visiting local companies, local governments, associations, Canadian consulate officials, and other organizations will provide a wealth of information for potential market entrants.

8) Maintaining tight control on overheads is considered essential in the U.S. service industries. Some sources suggest that competition is tighter in the U.S. market, although potentially higher profits can accrue to qualified firms.

9) A commitment to a region and market niche is required to successfully enter the U.S. environmental market. Some have suggested that "brawn beats brains" in the early stages of market penetration, implying that substantial work is required in identifying and following up on contacts and opportunities. As well, a trend toward increased service/quality emphasis in the U.S. market suggests that "client follow-up" upon completion of a project is important, both to determine levels of client satisfaction and to stay abreast of future work opportunities. Toll-free telephone numbers might also be considered by Canadian firms as another means of providing service and quick access to their client base.

10) Over time, most Canadian engineering firms develop a surprisingly broad range of American contacts. Some of these may be direct contacts, while others may be indirect contacts, through