



**IMD Work**

- Market research
- Strategy planning
- Profitability analysis
- Project implementation
- Management to success
- Operations training
- Distributor networks
- Licenses & joint ventures
- Business development

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# Successful Start-ups

Since 1976 Volume 28 — Issue 1 2004

## Safety-Kleen—Solvent Recovery Service

For 18 years Safety-Kleen had 25% growth, each quarter, in both sales and profits. They had a convenient solvent-exchange service. Using a month-to-month lease they placed a red sink on top of a red drum of solvent at each users premises. The sink circulated solvent to clean oil and grease from metal parts.

Around the world people had a need to degrease parts and had been doing it the same way with a bucket and a brush. The Safety-Kleen sink filtered out the dirt and was safe, clean, and convenient way to clean parts.

Every month Safety-Kleen exchanged a drum of clean recycled solvent with the customers' dirty used solvent, cleaned the sink, and sold related accessories.

Dirty solvent was taken to company owned recycle centers and distilled to remove impuri-

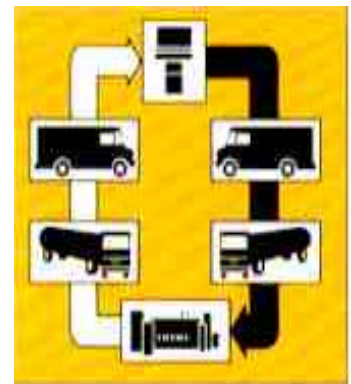
ties ecologically disposing of all waste and maximizing the life of the solvent.

IMD Group was retained to open the Asian Markets for Safety-Kleen. Over 5-years, IMD found & negotiated joint-venture and license partners, setup branch operations, trained branch managers, rode with and trained truck servicemen, and advised the shaping of the business in each market.

Operating in Safety-Kleen uniforms and using Safety-Kleen business cards IMD Group crated and established substantial and profitable business in all 7 branches across Japan as well as in Hong Kong, Taiwan, and Korea.

After the operation was profitable and the personnel trained, IMD gradually faded out and direct Safety-Kleen personnel provided corporate services to the joint ventures and licensees.

IMD's business is to set-up, start-up, train, manage to profitability, and then fade out always working as a special department within the client's company.



## Toyota—Forklift Manufacturing

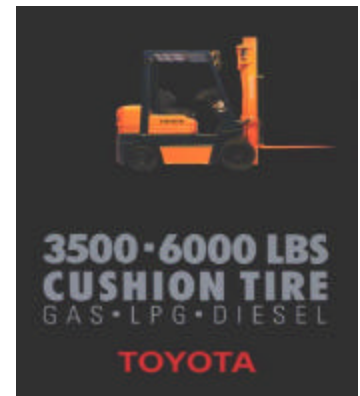
Toyota is the parent company of Toyota automotive. They wanted to establish a manufacturing plant in Columbus Indiana and asked for IMD's assistance.

IMD worked for 3-years before startup to qualify foundries and machine shops to supply all the US supplied castings for the forklifts.

For the first 18 months of

production IMD supplied fully machined parts under the world famous just-in-time KANBAN system achieving a perfect delivery and quality record as a listed supplier before fading out after company personnel were hired and trained to take over.

IMD qualified and trained suppliers to fit Toyota's system and served through the start-up.



**TPC Training Systems**

**TPC Learning Manager™**



*Manage all  
of your training*

## Technical Publishing Div. —Dunn & Bradstreet

The TPC Training Systems Co. created 154 self-study training courses for adults working in plant maintenance. Courses were combined to create career development paths. Maintenance requires that the workers know how to safely apply up to 45 different skill trades.

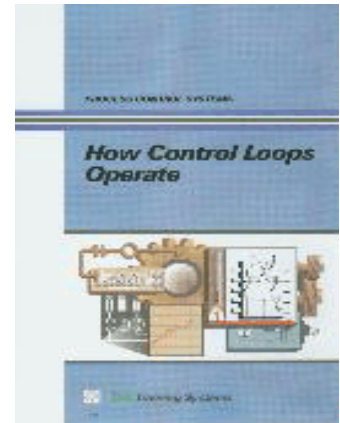
Designed for hands-on operators, the courses allowed as much time as each learner needed until they achieved a 95% understanding of the material.

TPC wanted to establish international business over time without spending much development money. Over 4-years, IMD set up distributors in 22 countries.

Focusing on the Spanish language areas, IMD facilitated Spanish translations of key modules for use at General Motors plants in Saltillo Mexico and negotiated with the Government use TPC as the basis for certifying tradesmen in Mexico.

IMD created positive cash

flow from the start and faded out when the division was sold.



## Bell & Howell Inc.—DeVry Institutes of Technology

The education world of Bell & Howell



The corporate world of Bell & Howell



Bell & Howell sold home-study electronics training to GI's and wanted to eliminate that business and concentrate on their successful DeVry Schools division. 98% of DeVry graduates were hired within 90 days of graduation by major companies.

IMD managed the train out and inventory elimination of the home-study and packaged the DeVry curricula into a licensable product. After accounting for the costs of the

Saudi Arabian Air Force and Nigerian Army projects, IMD developed and presented a \$54 million courseware development proposal to the Asian Development Bank which was the first non building an equipment proposal ever made. The world bank approved the expenditure for Indonesia.

Working throughout India and SE Asia, IMD created projects to extend the DeVry expertise worldwide and faded out when B&H decided to give

up the \$54 million grant and to not rotate their instructors overseas to train the Indonesian instructors.



## Delta Oil Company—Foundry Resins & Refractories

James Antonic worked in several foundries and steel mills during school interims and started his own foundry supply company in Wisconsin, one of the metal casting US centers.

Delta Oil manufactured over 175 formulae with several firsts in the metal casting industry and merged James's company into Delta where he worked throughout all departments advancing through positions in warehouse-supply,

laboratory analysis, territory sales, product manager, market manager, distributor manager, and manufacturing assistant to vice president of international operations.

He moved to Belgium and set up manufacturing licenses in England, Sweden, Germany, Spain, Holland, Italy and Japan. During the startups, he trained production workers, laboratory technicians, sales managers and salesmen in various cul-

tures to make Delta's products safely, to apply Delta's products correctly, and to eliminate scrap using the most appropriate products.

From Belgium, James started International Market Development Group working and living in England, Japan, and the United States. IMD creates new market penetration strategy for manufacturing companies and implements them from hands-on, to profitability.



## Sun Ace Homes Co.—Japanese Mobile Home Manufacturer

Sun Ace Homes Co. Ltd. wanted to import small mobile homes in Japan as a new business and retained IMD to investigate the US market and negotiate technology tie-ups with American makers. Because of the structural defect claims they were getting about the imported American homes, they asked IMD to arrange a manufacturing business for them in Japan.

IMD researched the American building methods and sourced the steel frames, tires, components, and furniture in

America and all the wood, cabinetry, shingles, and insulation in Canada.

Over 3-years IMD assisted Sun Ace in setting up their factory, acquiring tools, designing floor plan layouts, setting the benchmarks, reducing costs, improving the time to build, and defining labor tasks.

The factory became the largest maker of mobile homes in Japan. IMD used the lowest-cost fastest-construction methods found in America and Europe. Instead of using traditional 2x4 stick construction,

IMD instituted the method of building wall and roof panels in a factory, moving them to the assembly line, and then erecting the panels quickly on a floor that was pre-attached to a steel chassis. Roof panels completed the shell and tradesmen finished the units.

Sun Ace wanted to create a new and profitable business. IMD enabled them to set up, manufacture, and capture market share in the shortest time without making the costly mistakes that frequently occur in a totally new start-up business.



## Maeda Shell Co. Ltd.—License with The Stanley Works

Maeda Shell Service Co Ltd. is a supplier to Toyota that asked IMD to create a for it a mini-conglomerate of technical licenses to enable it to increase their services and sales to Toyota.

IMD found and arranged licenses for precision casting, electroless nickel plating, brush plating, phenolic resin coating of core making sand, and sprayed polyurethane wear coatings.

When Maeda Shell Service

tried to write their own license with a maker of Compcast™ polyurethane hammers they first had to buy product but received bad product and could not return it. The Stanley Works, makers of hand tools, had just bought the company and refused to deal with the Japanese company because of their own Japanese division.



IMD was able to convince The Stanley Works Chairman, CEO, President, and International Vice President to grant an exclusive manufacturing license for Maeda Shell service who subsequently became the largest user of cast polyurethane in Japan as they developed their business.

IMD's knowledge of business methods in Japan, America, and negotiation skills enabled IMD to bridge the gap and effect a successful outcome to what had been an impasse.

*Pursuing  
Profitability  
for Clients  
World-Wide*



## A-Team Ltd.—Malaysian Industrial Supplier

The A-Team wanted to become a supplier to Malaysian industry with a product that it could sell and would supply a continual income stream from replacement parts.

IMD created the products, the business model, and the new market penetration with sales tools and products that would create an ongoing profitable industrial supply business. The products were a family of various sized air filters that removed all the oil and water

from the compressed air while providing a specific level of particulate filtration. Once the products were installed, they filters had to be changed every 1-3 months to main the air quality. This also became a razor-&-blade type of business with an ever growing book of residual filter replacement sales.

The A-Team not only sold and installed all the units, but also maintained them changing the filters as needed using a

modified regimented control system that IMD had used when it set-up the Safety-Kleen business in Japan and La-Man in Japan.

IMD developed a complete business for a Malaysian group of start-up entrepreneurs, created all of the products, literature, training materials, and management controls needed to successfully and profitably manage the business before fading out.



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**Penetration Strategies & Hands-on Implementation**

Since 1976, IMD Group has successfully started up new businesses for clients in 39 countries and sold in 105 countries.

IMD's international penetration uses only the client's name to set up and manage markets until they are successful. Agents, representatives, distributors, licensees, contract manufacturing, and joint-venture networks are set-up and managed by an experienced, professional, international project outsource team using a system that has proven to be quick, cost effective, and profitable in all the major world markets.

Using IMD's proven international market development methods, obtaining 5% of domestic sales in 20 countries doubles the client's business with large shipments and with secure payments thereby self-funding the business expansion.

Using IMD's step by step methods of finding, securing, and creating new business profit centers, client's are able to sell new products or services to their existing customers usually at a higher profit margins, acceptability, and convenience.

IMD protects client's Intellectual Property, drafts and negotiates all their agreements, sets up the network, manages to profitability, and trains the client's personnel to carry on after IMD fades out once the project is self-sustaining.

**Both large companies with specific needs and small companies with overall needs have benefited from IMD's proven new business strategies.**

**Call to see how we can benefit your company!**

**Egis Corporation—Magnetic shielding**

A Japanese steel maker developed a manufacturing technique to produce a 30 micron thin sheet of soft iron one meter wide and 100 meters long to laminate to substrates. These laminates were the most effective and lowest cost way to shield sensitive electronic parts from magnetic and electronic interference.

IMD was asked to create an American company, the technical information, the marketing materials, and the sales introductions to the American Electronic Marketplace. IMD generated a booklet of graphs comparing all of the commonly used shielding materials on one sheet for all frequencies of interference.

This was the first time such work was accomplished in the United States and disproved



several professors theories that had been commonly accepted. IMD worked with roll-stock laminators and converters to teach them the methods of adhering metal to their substrates and fabricating the laminates into demonstration products displaying the shielding

abilities of the Iron-Shield™.

Laminating converters were licensed to make and distribute products throughout America. Technical papers were written and published in trade journals, and the trade name Iron-Shield™ became known in the industry until the Japanese company quit production of the metal and stopped export of the materials to America.

IMD established the company, the products, the technical literature, the image, and the brand in the United States in 2-years.

