

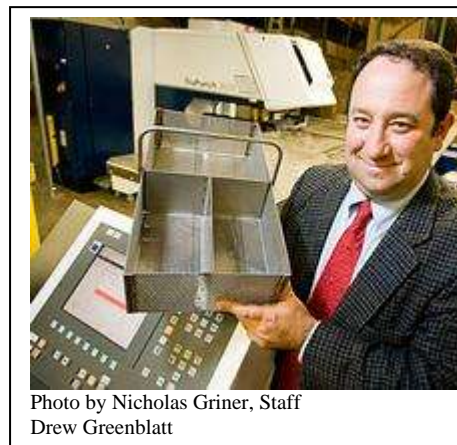


Human Capital

Human Capital with Drew Greenblatt

Baltimore Business Journal - by Jimmy DeButts

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Entrepreneur [Drew Greenblatt](#)'s bank account was flush after a profitable exit from a home-security business. He enlisted the services of an army of accountants, brokers and business consultants to help him locate his next investment.

Ultimately, he was directed to [Baltimore's Marlin Wire Products LLC](#) 12 years ago. He has overseen the doubling of Marlin Wire's [manufacturing plant and the expansion into markets across the globe](#).

Marlin Wire produces [wire baskets](#), [racks](#), [grates](#), [screens](#) and [skimmers](#). During the recession, Greenblatt said his company's production increased as the firm entered new markets.

Marlin Wire products are shipped to more than 30 countries including the Czech Republic and Australia. Greenblatt recently discussed the challenges of entering a new market with the *BBJ*.

BBJ: What are the secrets to breaking into a new market?

Greenblatt: You have to train your people. It's very comfortable and easy to sell to somebody in Pennsylvania or Virginia but it's a challenge to sell in Czechoslovakia. You have to remember that America has just 5 percent of the world's population. You have to have a mindshift for your employees that most consumers aren't American and they don't speak English.

BBJ: How vital is to understand the culture and customers of the markets you work in?

Greenblatt: Different people have different hot buttons. You have to be culturally sensitive with your clients. We sell to a lot of Japanese clients. There is a certain decorum when you greet somebody with bowing and how you present the business card in Japan.

It can be taken as a slight or insult if you don't understand the Japanese introduction style. You could generate a negative tone without meaning it. Cultural issues have to be very carefully handled.

BBJ: How fierce is the competition to get into new markets?

Greenblatt: It's fierce. There are a lot of competitors out there. Everybody competes in a global economy. Those countries have their own vendors who speak the language and know the cultural norms.

You have to have additional value or benefit for them to pick you. Something has to make you a compelling choice over the local vendor.

At Marlin Wire, we have three things that separates us. We have amazing engineering services. Our designers set us apart from our competitors. We have tremendous speed. Because I am fast and can deliver the product quickly, it is worth dealing with the alternative culture.

Our products are of great quality. We've [invested in new technology and robots](#). They make parts quickly and of high quality. That helps differentiate us.

BBJ: What makes Baltimore a good place to have a corporate headquarters?

Greenblatt: We have a team here. We have smart people here. Our niche is not to have the cheapest employees. Our niche is to have the most intricate engineers. Engineering and speed matter more than location.

http://www.bizjournals.com/baltimore/print-edition/2010/11/26/world-market.html?ana=e_ph

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