to financing the business promoted slow, incremental growth without
the large, differential steps that many
growing businesses cannot success-
fully negotiate.

Low overhead. Even as the business
grew, I did not accumulate the capac-
ity, inventories, employees, and fa-
cilities which would have placed the
business at greater risk. When possi-
ble I shared offices, used a warehouse
that managed inventories on a project
basis, and always sought alternative
options that would give me increased
flexibility over traditional strategies.

Networking. Calling the business
Pacific Trade Group when it was a
sole proprietorship implied that there
were many entities working together
toward a unified goal. Whenever
possible I expanded my networks,
and occasionally entered into alli-
ances with other firms on projects
that I otherwise would have been too
busy to accept.

Having a home-based business has
allowed me to continue to work while
my children are young. I often work
at night after they are asleep. China
being twelve hours ahead of our time
zone means that they are beginning
their work day at 8:30 p.m., just
when my household is getting quiet.
Due to improvements in interna-
tional communications over the last five
tears, today I conduct my business
entirely by fax and telephone.

As the global village becomes in-
creasingly accessible in terms of op-
portunities, I believe we will see more
international businesses run in un-
conventional ways by women. My
strategy of slowing down the growth
of my business and expanding from a
product focus to one of providing
short-term consulting services gave
me greater flexibility and independ-
ence while raising a family. This strat-
egy also enabled me to continue my
education and take the focus and
impact of my work to the next level.
This is just one of the many options
that having one's own business
presents. Other women may choose
to make different choices.

There are myriad ways to structure
our lives to accommodate our values
and goals. I feel I have benefitted
greatly by having my own business
which has given me the financial free-
dom to pursue my own personal vi-
sion of career and family.

Heather Hiam-White has owned and
run Pacific Trade Group since 1981.
The company currently has offices in
Leverett, Massachusetts and continues
to represent U.S. manufacturers and
distributors doing business in China.
She is a PhD candidate in interna-
tional management at the MIT Sloan
School of Management. Her research
interests include China’s development
and industrial strategy, and regional
patterns of East Asian investment.

SUSAN McCASLIN

Dad’s Girl

Freud would have relished, Mom,
your marking of my kitten curl
in his lap, arms flung
round his neck. And everyone
says how much I take after him
and his side of the family.
I admit to playing house to him
to supplant you, just to be
your opposite — competent,
adored. How can I help
being opposite — slim
to your bloat, tall
to your slump, quiet
to your heady scattering
voice thrown everywhere?
It is understood
I am Dad’s girl,
and my brother
his mother's son.

Susan McCaslin teaches English and Creative Writing at Doug-
las College in New Westminster, B.C. She is also poetry editor
and reviewer for Event, a literary journal. Her poetry has been
published in journals throughout Canada and the U.S.

BRIAN PASTOOR

Decades

since my mother and I
last swam together she
motions
sidestroke
though more on her front
than her side now
toward the whirlpool
and for some reason I grab
three hotel flutterboards
defly
balance on them
in the deep end
checking myself from saying
Mom! watch me
watch me

Brian Pastoor is a Toronto high school English and
Immersion French teacher. His poetry and fiction have
appeared in Tidepool, Shard, and Cosmic Trend, as
well as in several U.K. publications.