

## Part II

Saving Canada One Copier  
at a Time

# JAPANESE COLLUSION

The second of “3 vast corporate conspiracies” that undermine Canada

How Japanese manufacturers keep Canadian public sectors replacing their product sooner



Canada is like a child  
in the woods when it comes  
to the world of business

“Canada posts record trade deficit”  
(it could hit \$92 billion this year)  
*Fri June 6/2025 – R.O.B.*

And what do Canadians want?  
“They want MP’s to focus on the  
rising cost of living”  
Nanos Research - *Globe* - Sep 15/2025



Japan’s “The Wave” teaches  
children that they must all pull  
together to survive

## Part II

CDN \$  
2013  
@97.4¢ U.S.  
Avg.

Japanese Collusion and Planned Obsolescence

**Two more reasons why Canada’s dollar keeps falling**  
and everything else cost us more

All parts can be found online @  
[www.savinglivesandontariobillions.ca](http://www.savinglivesandontariobillions.ca)

CDN \$  
2025  
@69.75¢ U.S.  
Feb 27/2025



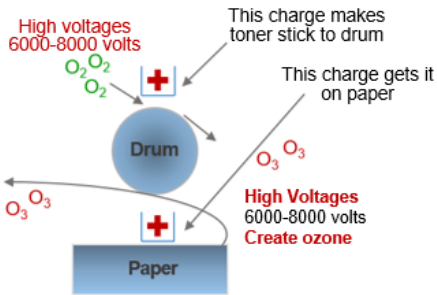
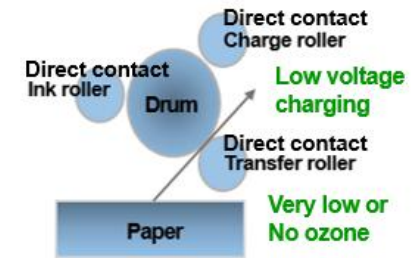
Down  
Down  
Down

# PREMIERS AND MEMBERS OF THE PRESS As we learned in Part I

← Old technology photocopiers shorten lives

New technology ones are safe →

But most vendors drums wear out sooner which means faster turnovers – higher costs



## As we also learned

- That Americans will do just about anything to keep their profits high – i.e. even sell us products that shorten our lives – as covered in Part I
- That the Japanese who rose from their ashes of WWII to become the world's #2 economy by 1968 – have some tricks we'd best learn if we are to keep our economy strong – as we now cover in Part II
- If we want to keep our dollar strong so everything else we buy stays cheaper, we're going to have to put a higher "weighting" on Sustainability proofs.

## And the good news

- Premier Ford's people got the message in their "Buy Ontario" legislation.

"Price matters and getting **best value** for our money is critical.

But today, value means more than just cost "he said" it means keeping public sector dollars in Ontario"

**Stephen Crawford:**

Ontario Minister for "Public and Business Service Delivery and Procurement"

*Report by Rianna Lim with Canada Press*

**I.e. and "Best Value" means** – sourcing products that last longer – **so our dollar stops falling.**

## BUT THE CANADIAN DOLLAR IS RECOVERING YOU SAY

US total debt  
Fed & State  
\$38 trillion

≡ **MarketWatch**

A comparison of  
the US\$ vs.  
other major  
world currencies



Cdn total debt  
Fed & Prov.  
\$2.3 trillion

**Sorry**  
U.S. Dollar Index  
June 10/2025  
At 9:07 am EDT  
is down 11%

**“Since Donald Trump’s inauguration, we have  
seen an 11% decline in the value of the dollar” →**

CNN  
June 20/2025

**Which means our Canadian dollar is closer to 60¢ vs other world currencies**

Premiers, Saving Canada will require the awakening of all public sector directors that  
**We’ve got to source products that last longer to keep our budgets in line** – but more  
importantly as relates to the products that come from offshore, **so our dollar stays**  
**stronger and everything else gets cheaper.**

# QUESTION #1 – HOW BIG IS JAPAN'S ECONOMY?

CDN \$  
2013  
@97.4¢ U.S.  
Avg.

CDN \$  
2025  
@69.75¢ U.S.  
Feb 27/2025

**The Japanese had the world's #2 largest economy in 1968**

**And today they have 30,000+ factories in China they didn't have then,\***

5800 factories in Thailand, 4500 factories in Vietnam and even a few over here in Canada

**And did you know?**

\*Japan's companies sour on China Sep 7/2025

**Exports by Japanese corporations from their Chinese plants gets registered as Chinese.**

Etc. etc. re their other factories in Asia etc. – i.e. they are hiding their size

Start time at a Chinese factory  
Manufactured Landscapes



In Feb of 2025 Canada experienced a \$634 million trade deficit with Japan for just one month. **But Google says** “if a Japanese company manufacturers goods in China,

and those goods are exported to, for example the United States, the trade deficit would be registered with China and not Japan” i.e. were not counting over 40,000 factories\*  
A.I. Google download

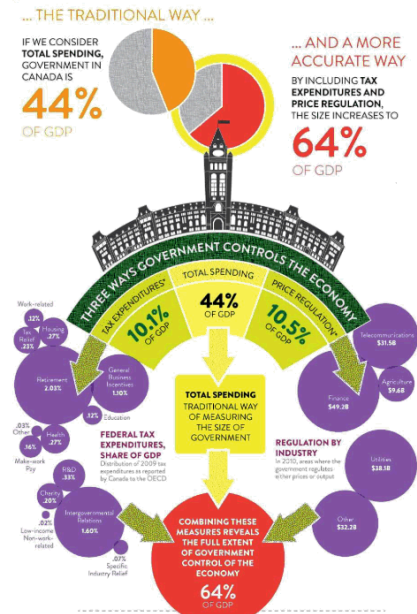
\*30,000 + factories in China, 5800 factories in Thailand and 4500+ factories in Vietnam

**And no one knows Japan's real economic size**

The Japanese we'd agree generally make very good products – what is not so good for Canada however is their marketing agreements that keep Canadian resellers from selling into our own public sectors i.e. **so that those among them that do sell direct**  
**Can keep our public sectors replacing what they sell us far far too soon.**

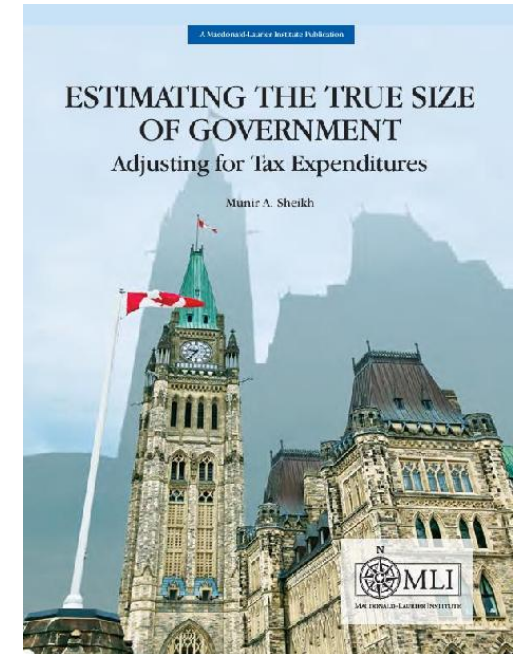
# QUESTION #2 AND HOW BIG ARE CANADA'S PUBLIC SECTORS?

## MEASURING THE SIZE OF GOVERNMENT ...



According to the MacDonald-Laurier Inst., our public sectors are larger than we think – which magnifies the problem i.e. Planned Obsolescence if our leaders do not understand the consequences of a large public sector that pays little attention to how long the products they buy for us last.

And the **“64%”** that’s the **“The full extent of Government Control of the Economy”**



## Premiers, as we ‘ve learned

Japan’s economy is larger than anyone knows – as are Canada’s trade deficits with this island nation that rose from its ashes in 1945 to become the world’s #2 largest economy in 1968

## And as we’re now to learn

The Japanese co-operate at levels beyond the imagination of most Canadians and like our “friends” to the south, their objectives are also for a faster turn over of the equipment they sell or lease us.

So, while our prime minister has it right with his “Buy Canadian” crusade... it is our hope that the French and now Quebec stance\* re Planned Obsolescence can be extrapolated into sourcing foreign products from **Canadian companies** who can prove their products e.g. copiers last longer.

**Because some copiers will last 10 years with great service**



# THE WAKE-UP CALL

How the Japanese rose from their ashes of '45 to become the  
World's 2<sup>nd</sup> largest Economy by '68

So how did they do it?

not counting



**30,000 factories**  
in China

**5800 factories**  
in Thailand  
And

**4500 factories**  
in Vietnam

And even some over here in  
In Canada

that help hide their size

**Japan's success can be summed up in 3 words**

## North America Manufacturers

### Cars

Ford  
GM  
Tesla

### Copiers

HP Inc.  
Xerox

Xerox sold off all shares  
in its manufacturing  
ops. to Fuji of Japan and  
has recently bought  
Lexmark which was  
Chinese owned Mexico  
manufactured.  
HP manufacturers  
In Korea

## Japanese manufactures

### Cars

Honda\*  
Toyota  
Daihatsu  
Nissan\*  
Suzuki  
Mazda  
Mitsubishi  
Subaru  
Isuzu  
Mitsuoka

### Copiers

Fuji i.e. Fuji-Xerox  
Konica Minolta  
Toshiba  
Sharp  
Brother  
Epson  
Kyocera  
Oki-Data  
Canon  
Ricoh



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Feb 27/2025

## **Kaizen**

Which means  
Continuous Improvement  
Kai – means Change  
Zen – means Good  
And some do build very  
good copier products

## **Aikokushin**

Which means  
“love for your country  
And  
Loyalty towards it”  
I.e. what we might call  
**Patriotism**

## **Keiretsu**

Which means  
Working Together  
Which means **Japanese**  
**corporations collude on**  
**technology and pricing**  
at Canada's expense

**“Love for your country and loyalty towards it”**

# AND THE SECRET TO JAPAN'S GLOBAL BUSINESS SUCCESS IS

## "KEIRETSU"

Member  
Company

A level of co-operation, beyond most Canadians' imagination

Check it out on Wikipedia

### And "Keiretsu"

Explains how Japanese corporations share technologies and  
Collude on pricing e.g. they won't sell copiers to Canadian  
dealers below an agreed-on margin – 30% - our best guess –  
Which, we're sad to say

Keeps most Ontario copier dealers out of our public sectors

Yes - here in Canada Japanese copier manufacturers collude on pricing 30%

hold backs

Which Keeps most Canadians out of Ontario public sectors

I.e. so the Japanese manufacturers who do market their copiers direct into these sectors

Can keep us leasing new ones sooner

i.e. 5 years on  
average, not 10  
as is possible

New ones sooner into our public sectors



**RICOH**  
imagine. change.



American  
Manufacturers

### Which means

- More \$ money goes out of Canada sooner, so
- Our dollar goes down – which means
- Everything else gets more expensive (bad for elections)
- And we won't have the money for tomorrow's problems  
E.g. retirement pensions for an aging population  
And pay increases for our medical and educational staff



Japanese  
Manufacturers

30%  
hold back

# JAPAN'S SECRET REVEALED

30%  
hold back

**How 1 Canadian independent beat the Japanese at their Early Replacement Game**  
bringing **new levels of competition** to our market and **saving Ontario clients millions**



**At 4 Office we started selling copiers in Burlington Ontario**

- We sold Panasonic copiers 1979 – 2010, and every 5 years
- ← Every 5 years **to the day**, we got a new **Japanese** pricing manager

And

**We grew 4 Office across Canada all the way to Vancouver**

- We grew from 1 man, 1 office to 7 offices across Canada, but  
**We could never break into Ontario's public sectors**

And then

**"Free Trade" hit Canada's economy hard – very hard as most will recall**

**So in 1991 – we said – enough, we'll sell off out of province offices - we'll lease at cost**

- **We'll lease at cost into Ontario public sectors, and we'll make our money on renewals.**

**i.e. money saving renewals** that we'll win by delivering **higher levels of service, - which,**

**That first year won us 3 school boards** and the question from our newest Japanese pricing mgr.

**"How did you do it????"**

My reply: **Crazy – Why do you ask?**

His reply: **"I have to explain to the others"**

**"I have to explain to the others!!!!"**

**And so we learned**

**And so we learned that the Japanese collude on pricing** which keeps Canadian

Copier dealers out of our Ontario and Federal Public Sectors – i.e.

**So, the manufacturers who do sell direct get to**

**keep us buying new ones sooner**

So our dollar goes down in value

**And everything else ends up costing more**

CDN \$  
1980  
@105.56¢  
avg  
U.S.



CDN \$  
2025  
@69.75¢ U.S.  
Feb 7/2025



# SO – WE CALL IT THE “KEIRETSU” PARADOX

Japanese marketing locked us out of our Ontario's public sector markets

With their secret (30%) hold back agreements

But knowing copiers – well serviced copiers - could last 10 years

- We leased our copiers at cost into Ontario (and federal) public sectors.
- We selected products we knew would go the distance (some Japanese)
- We rewarded sales - and service staff when their clients renewed and we Replaced anything that did not perform to customer satisfaction.

And our public sector customers saved millions

10 years  
Not 5

And we grew to be our Ontario government's #1 supplier

And our economy and environment got a break

Because fewer dollars went out of Canada replacing stuff

And our cities, schools and colleges got a break - and

Because our clients keep their copiers 10 years – not five – some 12

- they saved 30%, 40%, 50% more in years 6-10 and, – some 15

And Canada's Economy got a break

As did every other province's economy

10 years  
Not 5

Because when fewer dollars go out of Canada,

Our dollar recovers and - everything else gets cheaper



April 4/2023  
#1 Platinum award

Where our money goes

Yrs. 1-5

Yrs. 6+

Foreign Content Initial Lease Period Years 1-5		Canadian Content Renewal Lease Period Years 6, 7, 8, 9...	
Equipment Lease Costs Yr. 1-5		Public Sector Savings On Renewals \$\$	
Annual Supplies & Parts Yr. 1-5	Annual Canadian Labour Yr. 1-5	Canadian Dealer Renewal Charges	Annual Canadian Labour Yr. 6-10
Foreign Content	Canadian Content	Foreign Content	Canadian Content

If you keep your copiers

10 years

And the Province of Quebec has caught on with its

“New Quebec law to promote Sustainability of goods”

Yes Quebecers – are following the real French lead as we learn in the Globe's Oct. 6/2025 article

“They're making Planned Obsolescence obsolete”

# PREMIERS – AND CANADA’S COMPETITION BUREAU DIRECTORS

**In Part II we learn** how Japanese came together after WWII to invent a new way of marketing globally and how by 1968 they had the 2<sup>nd</sup> largest global economy

**Their goal – like all foreign manufacturers**

**Replace what they sell us – keep the profits at home**



**Premiers – the French in France figured it out first and...**

**They made Planned Obsolescence a crime.\***

And they charged most of the players in the copier/printer (imprimante) industry with manufacturing, servicing and marketing for faster replacements – so check it out

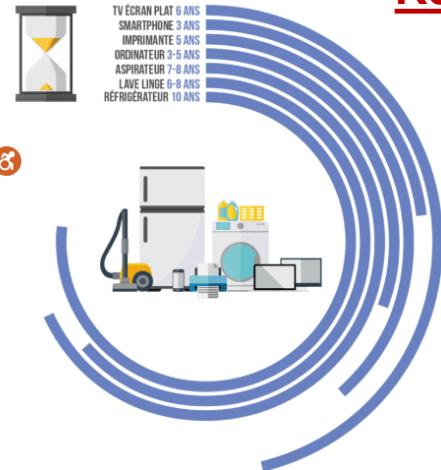
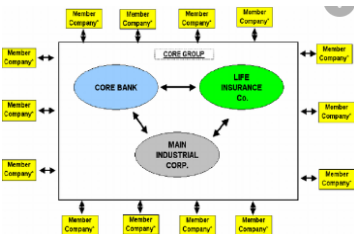
**\* “Is France making Planned Obsolescence Obsolete?”**

Craftmanship Magazine

**So – how do the Japanese achieve their early replacement goals with copiers  
I.e. In Canada’s immense public sector markets?**

**Ans: They first lock Canadian dealers out of our public sectors** by agreeing never to sell to us below an agreed on margin – **and then, to get around their own rules**, they sell direct and to achieve this goal, re copiers **they buy out their key Canadian dealers** – and if those dealers don’t want to sell – e.g. as with 4 Office - they stop giving us their best pricing allowable

**I.e. as has been the case since the spring of 2024**



# PREMIERS – DID YOU CATCH JAPAN’S FOREIGN MINISTER’S PROMISES?

Globe & Mail – Nov 10 – Opinion Piece\*

**“Japan and Canada are committed to maintaining and strengthening a rules-based, free, and fair economic order”**

**Toshimitsu Motegi – Japan’s Min. of Foreign Affairs**

\* “Japan and Canada are key pillars of a free and fair intr’n’l economic order”

## **Sorry Canada**

Maybe Mr. Motegi has been misled by his own people here in Canada

- **There is nothing fair** about Japanese locking their own dealers out of our own Canadian public sectors – so those among them that sell direct can keep us dumb Canadians buying more of their products sooner
- **There is nothing fair** about our own Japanese supplier saying they are not interested in winning public sector business in Ontario **“so we won’t be giving you the regular discounts you’ve had all these years”**

**I.e. so they can more easily buy us out.**

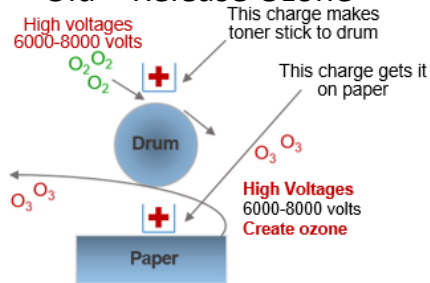
**Premiers** – to beat the Japanese at their “Keiretsu” game – we closed out of Ontario offices (5 total) to focus on Ontario public sectors that we won by leasing at our cost.

**And we grew to be our Ontario gov’t’s #1 supplier - #1**

I.e. until the “Arrive Canada” teams undid 30 years hard work, and our own supplier **who wants to buy us stopped giving us their best pricing – to force us to sell**

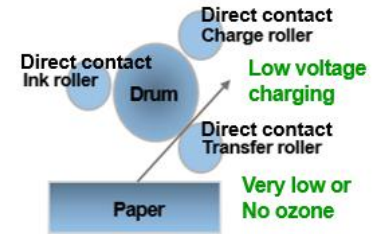
## PREMIERS

### Old – Release Ozone



Technology changes **to eliminate ozone** have left most in our industry with less reliable photocopiers – i.e. given that direct contact charging\* wears out most suppliers' drums sooner.

### New – Wears out drums sooner



**As you're going to learn, some of the Japanese are leaving**

**So you dare not buy a copier**

**So, the only solution is to lease them from Canadians**– Canadian dealers who

10 yrs  
not 5

have proofs their clients renew and save and renew again

**I.e. Canadian dealers who are motivated to win renewals**

**With great service and big discounts in years 6-10**

10 yrs  
not 5

**Premiers the math is quite simple** – if more money goes out of Canada replacing the things we buy from offshore vs what comes in from the sale of our natural resources etc.

**Our dollar goes down and cost go up and the public gets mad at the higher costs**

**and Quebec figured it out Oct 5/2025 – Planned Obsolescence is now illegal in Quebec and Ontario figured it out Oct 20/2025 – with Ontario's new "Buy Ontario" legislation**

So please tell Canada's directors to put a higher weighting on **Sustainability** i.e. proof that the **vendor's client's keep them longer** – **and tell your auditors to start checking** if our public sectors schools, colleges, hospitals and government offices renew **major contracts** in 5 years or toss them out and start again because of poor service – or even worse...

**kickbacks in the millions as we cover next in Part III**

**And check this out →**

## AND DIRECTORS OF EDUCATION – EVER HEAR THIS ONE?

**“It is the board’s experience that 5 years is the optimal length of effective copier performance in school environments – the board’s experience with photocopier equipment in a 6<sup>th</sup> year of service has been problematic.”**

766 copiers  
10 years  
Not 5

And that was Toronto Catholic’s answer

when asked if they’d consider a renewal prior to their 2011 tender.

766 copiers  
10 years  
Not 5

Well, we leased at our cost in 2011

We won based on pricing and extensive trials where teachers made the final decision

Years 1-5 at \$.00875 per impression “all in”\*

2 years on renewal at \$.00661 per impression “all in”

1 year more at \$.00661 per impression “all in” until the Covid hit.

\*“All in” means equipment, service and all supplies – in one simple cost per page

1 year more at \$.00875 as (Covid) volumes had dropped, and then a 10<sup>th</sup> because

**Xerox could not deliver their reman copiers fast enough**



About a 9 million saving if we compare what Toronto Public was paying \$.01194



But sadly – we lost the next tender for reasons to be covered in **Part III – our section on public sector corruption and kickbacks.**

And didn’t you know it

Ontario’s Minister of Education the Hon. Paul Calandra has taken over four Ontario boards and put three on notice over “financial mismanagement issues, - **Toronto Catholic included.**

**And guess what** – some of the models sourced were Xerox’s **“old technologies”** i.e. the ones that release ozone and **shorten teachers’ lives** as the US Gov’t warns

**And they were warned – but we all are liable!**



## AND BETTER CHECK OUT HOW **PRINTERS** ARE MARKETING – PART IV

AND LEARN HOW ONE **AMERICAN MANUFACTURER** MARKETS THEM  
WITH THE HELP OF \$ SPIFFS\$ I.E. SO THEY CAN'T BE FIXED



### \$ Spiffs to the buyers \$

#### Example:



E.g. 5 hospitals with 1997 desktop printers and can you believe 463 different models (i.e. SKUs)



- 463 different toners (chip'd)
- 463 different imaging units (chip'd)



Etc. i.e. so many different (chip'd) parts that they can't be fixed

Pls note: William Osler did address this issue.

### This is insanity

No one can repair 463 models – the parts supply would be staggering.  
It's Planned Obsolescence with an "IT" twist\* – Replacement Incentives \$\$

Yes – Replacement Incentives i.e. "Spiffs" on this month's "specials" and  
Elevated prices and no spiffs on last month's printer "specials"

#### Premiers

Acc'd to Gartner Consulting "print" eats up to 3% of a corporation's budget – and costs can be cut in half – **i.e. our provinces (see Part IV) can save billions.**

# AND WHILE YOU'RE AT IT – CHECK ON THE COST OF YOUR PRINTER SUPPLIES

## Because – they sell through two channels



E.g. here are two identical printers – marketed by same manufacturer through two different channels – with two different sets of toner and toner costs.

One for the copier guys

\$\$

One for the “Arrive Can” crowd

\$\$\$\$\$\$



Whose **focus is on service**

can only buy this one (1 off) at \$509.00\*

Who let their clients do their own “service”

Only buy this one – it sells for about \$599.00

Our cost  
\*About  
30% less  
in quantity



Model C2326

Chip'd so it  
works with  
these  
supplies  
only



And the supplies will cost\* you

Mono toner	5.5K yield	88.00
Cyan toner	6.0K yield	144.00
Magenta toner	6.0K yield	144.00
Yellow toner	6.0K yield	<u>144.00</u>

\$520.00

Plus tax at 67.00

**\$587.00**

**\*Existing 4 O/A  
client's prices on  
this Lexmark model**

Vendor costs are  
higher when they  
don't buy in quantity



Model CS431.DN

Chip'd so it  
works with  
these  
supplies  
only



But the supplies could cost\* you

Mono toner	6K yield	220.39
Cyan toner	6.7K yield	440.29
Magenta toner	6.7K yield	440.29
Yellow toner	6.7K yield	<u>440.29</u>

\$1541.26

Plus tax at 200.36

**\$1741.62**

**\*Staples price  
supplies  
“VARs” a little less**

But who's checking?

## And the humor

These supplies don't work in → this machine ← but these supplies work well

The “IT” crowd's machine

In the copier dealers' machines

## ADDENDUM

# AND WHAT DO THE EXPERTS SAY ABOUT SUSTAINABILITY?

CDN \$  
2013  
@97.4¢ avg U.S.

CDN \$  
2024  
@69.6¢ U.S.  
Dec 23/2024

If we asked Bill Clinton  
he'd likely say;

👉 **"It's about  
the economy stupid"**

And if we asked Bill Gates  
he'd definitely say;

**"It's about  
saving the planet"** 👉

Because as Bill Gates notes;

**80% of all energies go into fixed (i.e. Production) items**

### Foreign

#### Fixed – 80% - for everything

1. Resource extraction
2. Resource processing
3. Manufacturing
4. Distribution
5. End of Life

### Domestic

#### Variable – 20% - as relates to "print"

6. Power Usage
7. Parts Usage  
-Drums & Toners

} OK foreign too!

So, keep your copiers 10 years i.e. not 5 and you'll  
cut your copiers' environmental footprint – 40%

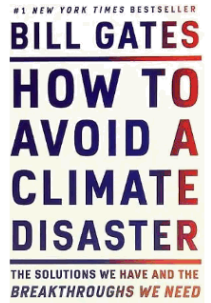
For as Bill Gates concludes;

**"The longer a product lasts – the lower its environmental footprint"**

**Copiers that last 10 years  
eat up 40% less energy  
And the French woke up!**

**"France became the first country in the world to recognize  
"Planned Obsolescence as a crime"**

Forbes – March 30/2023



Bill Clinton



Bill Gates



Money flowing  
out of Canada



Canadian  
Forest Fires

# MEMBERS OF THE PRESS

## Canada is sitting on an age-related Economic Time Bomb

Canadians are living longer because the elements that shorten our lives are slowly being removed from the grid, out roads and office and school rooms of Canada – **but – as mercer Canada's President – has warned.**



### **“We haven't saved enough for retirement”**

“The Canada Pension Plan, for example, was established in 1965, when the retirement age was 65 and life expectancy was 71. Today the retirement age is still 65, but life expectancy is about 83, so we've gone from six years of retirement to 18, but most people haven't tripled their savings since then.”

*Article by – Jared Lindzon – Toronto Star – Aug. 24/2024*

**To Save Canada**, our prime minister is pushing for new major projects while losing sight of the low hanging fruit that the French have hit on. – **I.e. cutting back on imports by**

### **Demanding Sustainability Proofs**

The easiest way to save Canada is to drill home to our oversized public sectors the need to source products that last longer – so fewer dollars go out of Canada, our own dollar regains strength and everything else we buy get cheaper **and we need to start with copiers.**

### **But watch out - only some copiers will last 10 years**

So we've got to start asking for **vendor proofs** not the manufacturer's proofs **because the only vendor who will be interested in a renewal is a Canadian one.**

**And it looks like Premier Ford's minister Stephen Crawford\* got it right**

*\*Ontario Minister for Procurement*