- Companies involved in strategic alliances with European firms should have reciprocal arrangements to allow their European partners access to North American markets.

To illustrate the above, some possible company strategies are set out below:

- A company with a leading-edge technology in Canada works with a company with complementary technology in Europe. Specifically, the Canadian company would be a participant in a major multicompany applied research project and the European company would be working on a similar multicompany research project (say, one funded under the EUREKA program). The arrangement would have the Canadian technology utilized on the European project and the European technology on the Canadian project. The primary linkage would be between the two companies (likely small ones) and both would benefit from the reciprocal involvements. The arrangement would allow the Canadian company to establish a presence in Europe, relatively inexpensively, to establish working contacts with other applied targeted user communities in Europe.

- Utilizing the support of the Canadian ocean research institutional infrastructure, Canadian companies can present a larger capability in Europe to participate in European research programs such as MAST, EUREKA and EUROMAR. The rationale for the Canadian participation would be the contribution of innovative products, processes or techniques that would lead to connections for the Canadian company in the applied research community and also the target user community in Europe.

- A company manufacturing a product in Canada would negotiate a reciprocal deal with a company manufacturing complementary products in Europe. The arrangement would entail manufacturing (likely final assembly) of each other's products, and marketing and distribution in the other's territory. This would be a cost-effective way to enter the European market as a European company. The European partner would have a better handle on the ways and means of marketing and selling in Europe. This would help ensure earlier market penetration and a higher growth rate than if the Canadian company simply used a European distributor.

- A group of small Canadian ocean industry companies would join together in a consortium for the purposes of marketing into Europe and possibly project execution. The companies either would have similar products or services or would have complementary products or services. The former mix would be aimed at a general marketplace, the latter at specific projects that are bid on an internationally competitive basis or where the Canadian group could bid as subcontractor to a European prime contractor. In either case, the sum of the Canadian parts would be a more significant capability than that of the individual companies and would have more clout in the large European marketplace. As well, the combined marketing should result in lower costs for each company.

- The marine environment area may offer some of the best potential for Canadian companies. The market in Europe is dominated by E.C. Directives and government legislation, and every Member State will have to comply sooner or later. Countries such as Germany and the U.K. have both technology and money and are, therefore, difficult to access. Consequently, a key strategy would be to concentrate on those countries (such as Spain) that have heavy requirements but lack the technological expertise and the funds.

  Canada could conceivably negotiate bilateral science and technology agreements with countries that would have funds made available to clean up the marine environment. Canadian companies would provide the expertise and the host country would provide the infrastructure. In this way the Canadian companies would establish themselves in Europe and build up both relationships and markets, and the host country would develop its marine environmental industry.