

processes or techniques that would be useful to the projects. The participation would lead to connections for the Canadian company in the applied research community and also the target user community in Europe.

It is possible, for instance, for Canadian companies to be involved in the key European ocean industry R&D programs, E.C. MAST and EUREKA, and therefore become part of these important networks. European subsidiaries of Canadian companies can be participants if they are real operating companies as opposed to sales offices. Furthermore, the EUROMAR program accepts under certain circumstances direct participation with non-European companies with no European presence. In fact, a Canadian company is already involved in the MERMAID sub-project. Small- or medium-sized companies could be very attractive if they brought a larger Canadian institutional capability to the operation.

A company manufacturing a product in Canada could 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 each 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. As well, the reciprocal deal for North America would give the Canadian company a greater overall level of business.

This could be a very useful strategy to pursue for many of the small Canadian instrumentation engineering and manufacturing companies.

Companies such as Metocean Data Systems, a manufacturer of data-acquisition and telemetry devices, and Internav, a manufacturer of Loran-C receivers and — soon — GPS receivers, could manufacture complementary European products for North American use and, more importantly, have their products manufactured and distributed in Europe by, say, GEC-Marconi or Dority in the U.K.

A group of small Canadian ocean industry companies might join together in a consortium for the purposes of marketing into Europe, and possibly project execution. The companies might have similar products or services or they could 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 per company.

A consortium of Canadian firms known as the Canadian Environmental Group has just been awarded a multimillion dollar contract to clean up uranium mining waste in Eastern Germany. The five-company alliance has signed the agreement with Wismut, the former East German enterprise, which has 40 mines and processing sites. It is a textbook example where Canadian firms have developed leading-edge technology in a specific sector and, in this case, will provide advice, technology and monitoring services while the bulk of the clean-up work will go to German firms.

A similar example is the Canadian Marine Transport Group Inc., a partnership of six Canadian companies that have been involved in Arctic development. The six partners have pooled their proven