76. The McKinsey review of Austrade suggested such a division of labour. The federal government would be responsible for overseas market intelligence and program delivery, the provinces would be responsible for export education and domestic programs.

77. This discussion on training needs is largely drawn from a working paper by the Trade Competitiveness Policy Division (EMP) of EAITC entitled *Death of the Salesman.*

78. The Conference Board and McKinsey studies reiterate this point time and time again. Individual business visitors invariably express regret when trade commissioners are cross-posted — just "when they are starting to become useful".

79. Similar logic would apply to political officers who would also benefit from greater geographic specialization and an appropriate incentive via the FSDs.

80. The Department has started to offer a short course on investment promotion to interested officers developed by University of Waterloo.

81. This suggestion has been raised a number of times, most formally by the West European Trade Division which proposed a system of International Business Advisors (IBAs) to provide a one-stop shopping and advisory service (RWT3331 7 October 1991). It would also have the additional advantage of acting as a filter for non-export ready companies.

82. Sweden has a program of contributing 50 percent of the cost of engaging the services of former export managers by small and medium-sized companies to assist these companies develop and implement an export marketing strategy.

83. The McKinsey review of Austrade concluded that it was over-managed, over administered and too centralized in Canberra. On a related note, Frank Petrie, former CEA President and Director of Overseas Projects at ITC in the 1970s commented on the change and increased bureaucratization by noting how he used to be able to advise his Deputy Minister that he was unable to attend a meeting given a prior engagement with private sector representatives. "Businessmen came first" he wryly noted. The same cannot be said today.

84. Regionalization of ISTC operations in the 1980s resulted in the loss of specialized sector knowledge. Efforts to recreate this at both headquarters and regionally have been less than successful except in a few sectors — e.g., automotive. At the same time, reduced program funding and related spin-off of regional development functions to ACOA and WCD have further diminished the role and importance of ISTC. While we may question the purported benefits of program funding, it does provide an incentive for the private sector to maintain close links with government, thus contributing to the government's knowledge base and sectoral expertise.