

essential that the team develop methods of sharing contacts and intelligence-gathering results.

Uses of Intelligence

Under the new model, market information and intelligence is used for two purposes: improving market access for Canadian exporters and investors, and matching Canadian sellers with Mexican buyers. Improving market access involves four sets of activities: monitoring Mexican trade policy, advocacy, supporting Canadian delegations, and responding to support requests from Canadian companies. Matching buyers and sellers relies heavily on established networks. This process also involves outreach activities in Mexico and Canada.

Human Resource Organization

The new business model will require a committed work force, operating within an appropriate structure, continuously adapting to a changing environment. The most important factor in building team commitment is the communication of a clear vision of the new business model and the principles that underlie it. Teams must also be empowered to manage their own work processes and resources.

This guide provides roles and reporting relationships for four teams and establishes criteria by which their performance can be assessed. Role descriptions have been prepared for four major functions: Minister Counsellor, Trade Commissioner, Commercial Officer and Trade System Specialist. These functions will be distributed among several teams:

- The Mexico City staff are organized into sector teams. Two of the Trade Commissioners heading those teams also have functional responsibilities for trade promotion and trade policy.
- The Guadalajara and Monterrey teams each have three members, who are collectively responsible for all sectors in their geographic area.
- Special Initiatives Teams will be set up as needed to respond to requests by the coordinators or by a Trade Commissioner.
- A Business Direction Team is responsible for overall strategy, leadership, guidance and management. This team will be made up of the Minister Counsellor and the Trade Commissioners responsible for trade policy and trade promotion functions.

The managerial accountability framework now in place should be modified to reflect the new business model. A fundamental part of the new framework should include signing and decision-making authorities as well as access to an appropriate level of travel and hospitality budgets for Trade Commissioners and Commercial Officers, as these are essential tools in the process of developing contacts and gathering market intelligence.