

The report does not demonstrate any advantages that accrue due to the existence of several associations for one national market. The results suggest, on the other hand, that although a market's importance enhances the association's potential, there is a limit to the number of possible associations for a single market<sup>9</sup>. The report does not reveal the scale of inter-association competition, or whether small associations are positioning themselves by providing services that are not offered by larger associations working in the same national markets.

There are no bilateral associations which operate exclusively to penetrate the following markets: the US, Argentina, South Korea, the Netherlands, Australia, Austria, Saudi Arabia, Venezuela, New Zealand, Thailand and Cuba.

### **Competitive Positioning for Canadian Exporters**

Associations, businesses and individuals, who are also members of an association, can be in competition to provide services to a Canadian export client base. Many of these services are also available from the Department. Associations and businesses compete at times for the same Canadian client base: the exporter or a company that is preparing to export. At times the Department also provides services to the same client base.

Associations feel they could provide the following services: trade mission organization, production of trade fairs and catalogues, business matching with foreign business contacts, production of market information and sectoral studies, export training, consulting services on export issues, promotional activities of international trade events and hospitality services for foreign business contacts in Canada.

Associations have stated they have increasing capacity to deliver these services in conjunction with the Department or separately, on a case by case basis. An increased delegation of these services to associations would bring financial benefit to the latter.

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<sup>9</sup> Some 66 percent of bilateral business associations in Canada with budgets exceeding \$50,000 concentrate on one of the 11 most important markets for Canada and 93 percent of them focus on one of the 40 highest priority national markets. However, with few exceptions, all the associations which, despite concentrating on one major national market, still have budgets below \$50,000 have direct competitors for these markets.