

### 4.3 The Canadian Participants: Some Case Histories

#### A Story of Perseverance in Penetrating U.S. Technology Consortia

A small Canadian equipment manufacturer supplies an equipment control instrument to the semiconductor manufacturing industry. It has been affiliated with SRC for three years now. More than eight years ago (1986), it established a relationship with the University of Michigan which has since become one of the U.S. Centres of Excellence. Through contacts with its customers and the University of Michigan, the manufacturer became aware of the activities of SRC and determined that it would be in the firm's interest to become a member. However, the membership regulations at that time specified no foreign members.

With the assistance of ISC and EAITC, the manufacturer launched a campaign in 1987 to lobby the Semiconductor Research Corporation (SRC) and the U.S. government for membership access. It took two and a half years of lobbying to secure access to SRC. It became an affiliate member in March 1990. The firm is very happy with the relationship it has established with SRC and consider that this relationship has contributed to an expansion of their customer network in the U.S.. In particular, membership has helped to establish the firm's credibility in the industry. It now supplies equipment to some of the largest U.S. manufacturers of semiconductors, such as Motorola and Intel.

Unfortunately, the firm has not been so successful in its efforts to gain access to SEMATECH. It has approached the Board of Directors of SEMATECH twice, with requests to become a member. Even though the consortium has purchased equipment from this Canadian manufacturer, SEMATECH has reportedly maintained a stance of restricting participation to U.S. firms only. This, in fact, conflicts with Northern Telecom's apparent success with respect to the involvement of their subsidiary in the United States. This company has been advised by the head of Semi-SEMATECH that no Canadian companies are permitted membership in SEMATECH. Furthermore, the firm may now be facing some competition in the U.S. from Honeywell, a member of SEMATECH, which is being encouraged to form a partnership with Lam Research to develop a competitive product.

#### Struggling with Bureaucracy in Europe

An Ontario-based company makes lasers for application in defence electronic systems, but which also could have numerous commercial applications. Wholly owned by Japanese investors, the firm is headquartered in Canada. It conducts 20% of its