

An overall industry/government strategy could be developed, aimed at Europe, to aggressively promote Canadian ocean industry leading-edge expertise in each of its sectors. The expertise could be shown as residing in the hands of the private sector but supported strongly by a national network of world-class institutions. The objective would be to first gain recognition for the Canadian way, which is one of technological and engineering innovation. Second, in the highly competitive world of Europe 1992, Canadian companies must be perceived as high performance companies that deliver reliable products and services.

10.3 Company Strategies

There are some generalizations that can be made concerning how companies can take Europe 1992 into account. For a particular company, these depend on a host of situations and factors, such as the nature and level of existing business in Europe and existing intercorporate relationships in Europe.

In general, the fundamental company strategies are as follows:

- Companies should have a presence in Europe. For those not presently established there, the ways are to set up subsidiaries or branch offices (for the larger Canadian companies), have strategic alliances (partnerships, joint ventures, cooperative research agreements, etc.) or have distributors/sales representatives.
- Companies involved in strategic alliances with European firms should have reciprocal arrangements to allow the European partners access to Canadian and U.S. markets.

Some preliminary company strategies are given below. As mentioned previously, more complete strategies can be developed only after the existing level of European business for Canadian ocean industry firms has been determined and after the firms themselves have an opportunity to provide input.

Some possible strategies are:

- A company with a leading-edge technology in Canada works with a company with complementary technology in Europe. Specifically, the Canadian company would be a participant in a major multicompany applied research project and the European company would be working on a similar multicompany research project (say, one funded under the EUREKA program). The arrangement would have the Canadian technology utilized on the European project and the European technology on the Canadian project. The primary linkage would be between the two companies (likely small ones) and both would benefit by the reciprocal involvements. The arrangement would allow the Canadian company to establish a presence in Europe relatively inexpensively, to make working contacts with other applied technology companies and to garner information on the targeted user community in Europe.

For example, a consortium such as the British Columbia based SPIRIT project could establish mutually advantageous linkages with a similar European program, in this case, the British AUTOSUB project. Both projects are aimed at exploiting the key ocean science sector of AUVs that could have a wide variety of applications including defence, oceanographic research, offshore oil and gas, and others. Each program aims to develop a generic prototype in order to prove the concept of autonomy in a scientific mission by the mid 1990s. SPIRIT as a whole, or individual companies with specific enabling technologies, could establish relationships with AUTOSUB or component companies respectively.

- Utilizing the support of the Canadian ocean research institutional infrastructure, Canadian companies can present a larger capability in Europe to participate in European research projects. The rationale for the Canadian participation would be the contribution of innovative products,