

From a Trading Nation to a Nation of Traders:

Toward a Second Century of Canadian Trade Development

Executive Summary	iii
Résumé	v
I. Introduction	1
II. The Trade Commissioner Service: Adapting to Change	3
<i>The Post-War Years: Today's 'Good Old Days'</i>	4
<i>A Consolidated Foreign Service</i>	5
<i>Going Global: Addressing Investment, Technology and Institutional Issues</i>	7
<i>The Trade Policy Dimension</i>	9
III. The Changing International Business Environment	11
IV. The Role of Government: Changing Criteria	15
<i>Market Failure: Why Government Trade Development Programs Exist</i>	15
<i>Rate of Return and Opportunity Costs: A Basis for Comparison</i>	18
<i>Differentiating our Clientele</i>	20
<i>Judgement Factors: Making Choices</i>	21
<i>Differentiation: Different Approaches for Different Markets</i>	21
V. What Others Are Doing	25
VI. Trade Development Programs: Performance Review	29
<i>Resource Allocation</i>	29
<i>Trade Commissioner Service</i>	33
<i>International Trade Fairs: Canadian National Stands</i>	38
<i>Ministerial Trade Missions</i>	40
<i>Program for Export Market Development - Industry-Initiated</i>	43
<i>CIDA Industrial Cooperation Program (INC)</i>	50
<i>Export Financing</i>	53
<i>Concessional Financing</i>	56
<i>Overall Assessment</i>	57

43-266-579