

- exploring opportunities available for Canadian companies to sell systems software and software development services to Japan;
- identifying companies with substantial capability in production and manufacturing that would be interested in expanding their product bases through licensing of unique Canadian technology/patents and in applying the resources needed to take products from a developmental base into full-scale production and world-wide marketing; and
- identifying, with Japanese companies, any specific needs they have for products that could be supplied by Canadian companies.

Mission Findings and Conclusions

In overall terms, mission members reported that the mission had met their objectives in technology assessment, intelligence gathering and identification of opportunities for the Canadian industry. In addition, they identified a number of significant elements about the Japanese industry that are important to gaining an effective understanding of that market. In terms of potential for business development, specific technologies, products and opportunities were identified by mission members and are detailed in the company visits reports attached to this section of the mission report. Numerous specific leads and opportunities were identified that offer good potential for Canadian companies.

Mission members agreed that Japanese industry captains are coming to face the need to open domestic markets to foreign companies. As well, they are beginning to recognize a growing need to restructure their industry.

Discussions with several business people indicated that Japanese manufacturing facilities were built for standardized production and have a capacity far in excess of domestic demand. This has meant that there is now a good deal of idle capacity in plants since the international market is going through a downturn. Facilities are tooled for large, standard device production lots. However, the domestic and international markets are now saturated with such mass produced materials. To compete and create more demand through new or spin-off markets, the Japanese are coming more and more to the realization that they will have to adjust their basic manufacturing environment to economically handle considerably smaller production lots of each particular product variety.