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January 1, 1994  
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**MEMORIES**

*Many of you may recognize the title and format of this publication. A few years ago, several of our colleagues started an unofficial TCS newsletter which, unfortunately, did not get beyond the initial issue. Recognizing the contribution of those who worked so hard on that earlier venture, we decided we should make this issue No. 2.*

# TRADE COMMISSIONER

## The TCS in the 90's

An interview with the Chief Trade Commissioner on the future of the TCS.....1

## The Centenary of the TCS

In 1994, a number of activities will take place celebrating the 100th Anniversary of the Service. The program and its objectives will be outlined by Trade Development Operations Division. ....3

## FUTURE ISSUES:

We are planning to include a section entitled "Letters from Your Colleagues" in future issues. Your comments and suggestions on matters of common interest are welcome. They should be sent in letter format and be **concise but long enough** to cover the subject. Suitable letters will be published on a first come, first served basis.

## Market Intelligence: A New Emphasis

MI/I seems to be the new priority that is being set for the TC's. What is it all about? .....4

You may send your letters to TOO by whatever method is the most convenient: E-Mail, Fax 613-996-8688, WP diskette or memo.

We plan to publish quarterly.

## The TCS in the Nineties

*"Timely market intelligence is our most valued service to the private sector."*

*By Thomas Oommen*

"CHANGE IS NOT A NEW PHENOMENON TO THE TRADE COMMISSIONER SERVICE." So said Chief Trade Commissioner Brian Schumacher during an interview for this issue of the Trade Commissioner Service (TCS) newsletter. During this interview, Brian discussed the direction he saw the TCS taking over the next several years and what this entails for the individual trade officers.

According to Brian, the great strength of the TCS is its intimate contact with the Canadian business community. As business evolves, so does the Trade Commissioner Service. In these days of ever-accelerating change, characterized by short product cycles and narrow windows of opportunity in target markets, the TCS must be continuously on the alert for the business opportunities sought by our clients.

Brian emphasized the importance of Market Information and Market Intelligence (MI/I). Market information is information that will help people in international business develop a business strategy. Market intelligence is the up-to-the-minute information on specific projects that will help them to implement that strategy and win business. "Timely market intelligence is our most valued service to the private sector," said Brian.

In particular, he singled out the search for investment and "niche marketing" as examples of areas where market intelligence can be crucial. Competition for investment is fierce in a world where

regions such as Eastern Europe and China are engaged in massive infrastructure-building programs. And increasingly, those investment dollars are coming from a few countries in Asia. The TCS must play a key role in directing those precious investments to Canada and to Canadian business.

Niche marketing is an important aspect of post-Fordist production. The emphasis is on satisfying individual requirements for a specific product or service, so that "lot sizes of one" will increasingly become the norm in a world of aggressive marketing. This type of market is particularly dependent on timely market intelligence, both for identifying a consumer need and for responding to consumer feedback.

It is for these reasons that the Chief Trade Commissioner is confident that the Government will continue to view the TCS as an indispensable tool in its economic development program for Canada, and this in spite of the current atmosphere of restraint. The Public Service ten years from now will undoubtedly be a smaller and leaner organization. This will surely be the case for the Trade Commissioner Service as well. However, the government has emphasized the need for economic growth. And for Canada, this means trade, and a healthy TCS to smooth the way for Canadian business abroad.

Brian also spoke of "the trade commissioner being pulled between two

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