

10. The tension between External Affairs and Trade and Commerce is long standing as was the belief that they served two different masters. In a response to a complaint of not being involved in trade negotiations by Frederick Hudd, Trade Commissioner to London in 1939, the then Director of the Service, Dana Wilgress, stated that "officers ... should not become involved too much in work entailed in drafting despatches for other departments." O. Mary Hill, p. 336-37.
11. Trade commissioners were, until recently, salesmen and not salespeople.
12. Government procurement will, however, remain an important industrial and regional development tool. Single sourcing procurement will account for over 25 percent of 1992 government spending of \$ 7 billion.
13. Overall market opportunities are evaluated by DRI/McGraw-Hill by considering Canadian imports, world imports, GDP/GNP, investment and technology. See *Divisional Overviews: Ranking Market Opportunities* (Toronto: DRI Canada, October 1989), a report prepared for the Ontario Ministry of Industry, Trade and Technology. DRI/McGraw-Hill has also carried out a more sophisticated version of this analysis on a sectoral basis. Market volume and market growth, current and projected, are contrasted with the particular country's import share, also current and growth, itself compared with cohort import share, current and projected (cohort refers to suppliers with similar cost structure and technology). See *Ranking Market Opportunities* (Toronto: DRI Canada, January 1992).
14. One senior trade commissioner described the danger as follows:

Trade Commissioners often lack realism as to the capacity of Canadian small and medium sized enterprises to share their enthusiasm for export marketing. Bottom line considerations generally require that firms cannot market the world as soon as they open their doors. If they are to be successful they need to be selective.... The fact that the business community does not always respond to the agenda of Trade Commissioners is not surprising. If businesses did so, they would all be bankrupt having splurged all of their income on the impulsivity of overseas adventures.
15. The US Foreign Commercial Service currently focusses efforts on new-to-market exporters.
16. McKinsey suggested that services should be more specifically tailored to client needs. Large experienced companies may need on-going special services in difficult markets. Smaller, high-potential exporters may need quite different services such as counselling, training, mission participation, and data on market opportunities.