

## INTERNATIONAL PARTNERSHIPS

- Industrial partnerships noted in the American context have involved, to date, U.S. rather than Canadian firms.
- The stated objectives of these partnerships are generally as follows:
  - obtaining market access
  - ensuring there is local service and technical assistance for customers
  - attaining critical mass to gain access to major programs
  - sharing R&D costs
  - benefits in terms of image
- In light of these goals, Canadian companies must overcome some limitations linked to the Canadian context, such as:
  - a domestic market offering few opportunities (and clearly distinct from the U.S. market)
  - a relative loss of confidence by some French manufacturers, linked to past failures of Canadian aviation programs, despite the establishment of an ad hoc industrial off-set benefits structure)
  - complementary products or commercial presence that are not sufficiently exploited, because of a lack of mutual knowledge
- A more active and aggressive approach by Canadian manufacturers would go a long way to correcting this situation.
- Future partnerships with Canadian industry remain possible:
  - in the context of participation in new Canadian and European programs
  - for suppliers of systems and subsystems, in the context of "intelligent" industrial off-set benefit packages (favouring the transfer of "non-critical" technologies rather than haphazard purchases with no thought for the future)