

2)"the faith and trust that the country and we had in the people we were dealing with from the trading house."

Other Facilitators:

On other so-called countertrade facilitators or experts some interviewees commented:

"Being a countertrade expert appears to be a high growth phenomenon in the Canadian service sector. These operators read a few books on countertrade and attend a few conferences, and then they begin to market. They promote their extensive countertrade experience and their great connections. In fact, this is becoming one of our fastest growing cottage industries. There may be more people doing this in Canada than are actually involved in pursuing or fulfilling countertrade."

"We were approached by many marginal operators in Canada. Lots of individuals discussed countertrade with us, and wasted our time. There were a lot of middlemen who tried to get a piece of our countertrade action."

Negotiating countertrade with Eastern European FT0's

Comments on common negotiation ploys used by the Eastern European negotiators include:

"A unnamed and probably nonexistent competitor is offering a price which is 40 percent less. If you want to win the contract you will have to match it."

"They change negotiators often. The new negotiators start from the beginning. They try to wear you down over time."

"Since the negotiators are not the decision makers, they will