

Affairs and International Trade, together with Ernst & Young Management Consultants and the Canadian Construction Association, felt that a review of the U.S. market, widely distributed to Canadian firms, would be of long-term benefit to the Canadian industry.

1.3 THE REPORT

Clients and Objectives

This report presents the findings and opinions of the management consulting firm of Woods Gordon (recently renamed Ernst & Young Management Consultants) and may not necessarily reflect the views or policies of the co-clients.

The report has been conducted for the federal Department of External Affairs and International Trade and the Canadian Construction Association. The former promotes Canadian trade interests abroad - officials from the department, particularly Marvin Bieman, Doreen Conrad, and William Clarke, provided guidance and input throughout this study. Commercial Officers and Consellers from Canadian Consulates abroad were also helpful in providing suggestions, contacts, and information.

The latter, the Canadian Construction Association, represents some 20,000 construction firms in Canada. Officials from the CCA were active in providing input regarding the types of information that potential U.S. market entrants would require. Robert Nuth, Michael Makin, William Nevins, and John Morton from the Export Committee were particularly helpful, providing advice throughout the study. The CCA also formed an advisory board to review the report and provide useful suggestions during the course of the work.

In examining American market prospects, it is clear that without careful planning and clear identification of specific areas of opportunity, and without a good understanding of potential problems, Canadian construction firms will not successfully penetrate the U.S. market. While several previous Canadian entrants have enjoyed success in the huge American market, there are also examples of firms who have encountered problems with unions, local favouritism, and a lack of local market awareness. The purpose of this report then is to provide Canadian construction firms with the market background required to succeed in the U.S. market. The report describes the opportunities, constraints and characteristics of the market for those Canadian firms who may be interested in particular regions or particular segments.