

report addressed the complexity of judgement factors in making choices in program targeting and delivery⁶⁹. Supporting companies already successfully exporting would certainly be difficult to justify. Those planning foreign market entry or new exporters should logically be favoured.

There will likely be a shift away from assisting *solo* trade fair participation in favour of umbrella participation. This includes national stands under government auspices, as well as group participation of private sector networks. This approach has the potential to optimize the *country* presence through a strong image. This concept is being integrated into trade fair participation of Italian, French, Austrian, and to a lesser extent also German companies as well as the Canadian national stand at CeBit 1994⁷⁰.

The scope of trade missions is likely to become broader. Not that they will become more general, rather they will also serve as vehicles for the exploration of buyers and sellers as well as for market access or networking. Missions organized to trade fairs hold the potential of giving companies first-hand experience in a globally competitive market environment. This will serve primarily as intelligence gathering and comprehensive updating on trends, opportunities, and skills needed to compete.

The future funding of missions will be under the same constraints as that of trade fair participation with the effect of directing programs to areas of greatest need and potential benefit. Little justification can be found to support successful exporters or those companies who have already been on several trade missions. Such an argument is based on the fact that learning is internalized very fast in companies and thereafter government support through trade missions becomes a direct subsidy of export marketing costs.

The idea of networking, intrinsic in the purpose of trade missions, will be gaining credence for trade fairs as well. The German trade fair industry, which is the most advanced in the world, is characterized by a long-standing *Partnerschaft*, or cooperative networking. Various forms of voluntary collaboration which benefit the trade fair industry involve trade associations and trade fair organizers, and close working relationships exist between associations that represent exhibitors and visitors⁷¹. In essence, this approach is a role model by which trade fairs develop, and engage in, a network approach in addition to their function as highly specialized service providers.