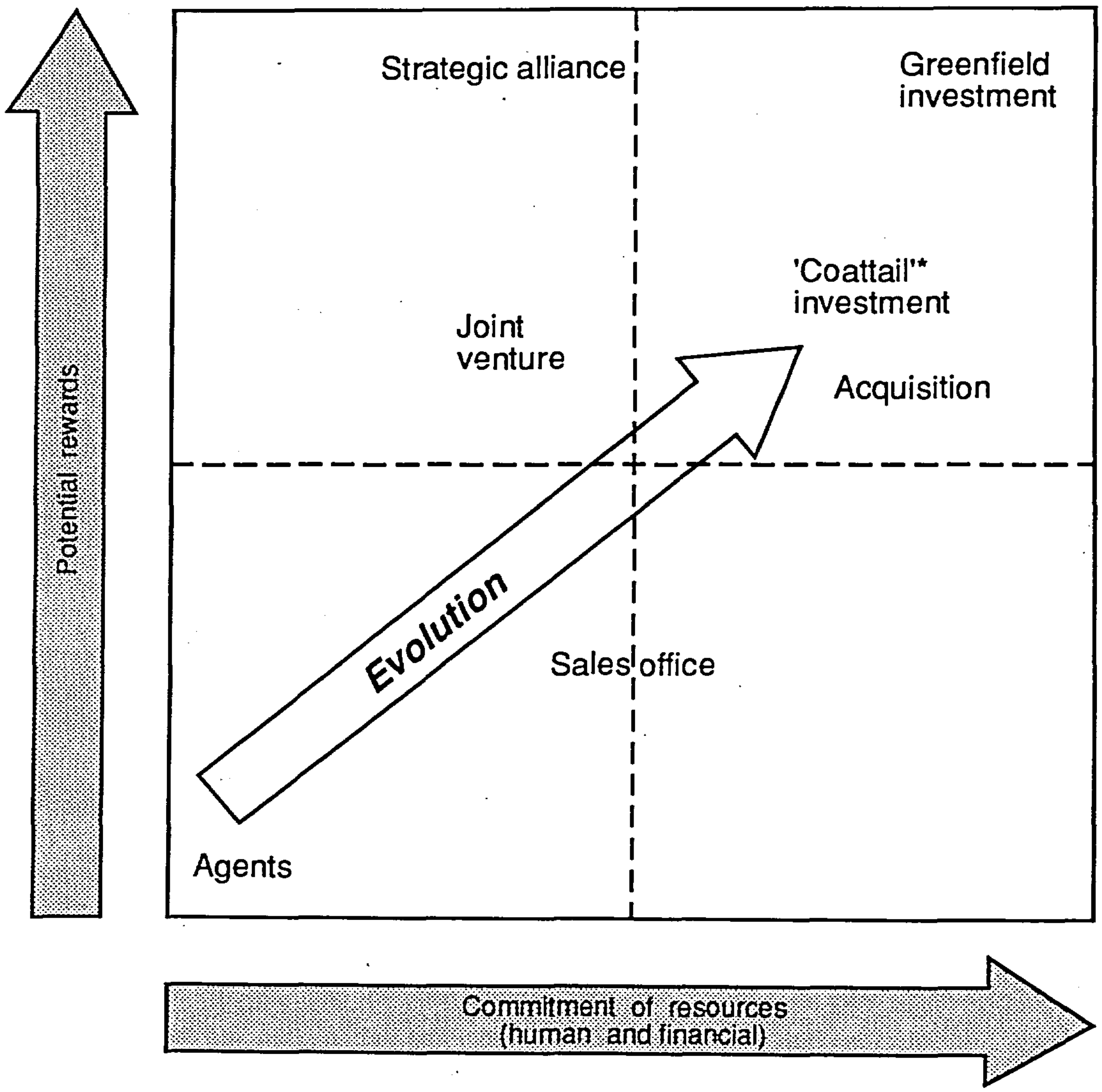
2. Choosing an Entry Route

There are many routes to enter the European market – seven were used by the companies studied. These routes offer different degrees of financial and human commitment, and potential rewards (other factors being equal), as indicated on the matrix below.

Some companies used agents to test the acceptance of their products in the market, thus assuming a low risk. Their presence then evolved through a sales office, and perhaps a joint venture. The choice of market entry route should be thought of as a dynamic rather than a static process. Thus when choosing the first step, keep in mind the potential evolution.



*'Coattail' investment: regular suppliers of Canadian organizations following their clients to Europe.