1.0 INTRODUCTION

This report was prepared for Industry Canada, and the Department of Foreign Affairs and International Trade by Toronto Consultants International in late 1993 and early 1994.

Many Canadian companies and those in government associated with international capital projects provided a great deal of information and other assistance in connection with the study which we gratefully acknowledge. Special thanks go to the companies who allowed us to complete the case studies contained in this report and to the Steering Committee whose on-going comments were most helpful. The conclusions of the report are Toronto Consultants International's.

The report is organized into nine parts. Following this introduction, we briefly discuss the purpose of the report and the methodology used. An overview of capital project implementation activity provides the context for subsequent examination of ways of doing business, which (at the request of our client) has a special focus on selected European competitors. The ways of doing business are covered in two sections, one dealing with public sector activity and the other with private sector approaches. The next part deals with the overview of the main approaches used by the Canadian government and Canadian firms. This is followed by an overview of the financing activities and sources of finance. Finally, five case studies which illustrate the realities of the international marketplace are presented and lessons to be learned are outlined.

Conclusions are also drawn from the information presented and these are shown in section 7. Finally, potential opportunities for Canadian firms are discussed in section 4.2.