

1. WHY DID THEY CROSS THE ATLANTIC?

Each company had its own set of reasons to go overseas. The most important influencers were:

★ Dissatisfaction with agents

This was particularly the case for high tech companies whose products require to be sold by people with considerable technical expertise

★ To find new markets for innovative products

Selling innovations in Europe can help amortise the sunk costs very quickly

★ 1992 effect

Some companies believed in the possibility of a "Fortress Europe", and wanted to secure a seat before it is too late

★ To oversee distribution of products

Some felt the need for providing a technical and marketing assistance to their existing network of agents

★ To exploit cross-marketing opportunities

Sometimes it is possible to find the European counterpart to your company whose products perfectly complement your range

★ To export proprietary knowledge in a high national interest sector

In such industries as defence, it is simply next to impossible to export your Canadian production without being perceived as a "local" player

★ To escape constraints on growth in domestic market

The Canadian market is very small indeed, and Europe provides readily access to nearly 300 million customers

★ What about your reasons?