

services which go far beyond the traditional lobbying functions of a Canadian trade association. The Germans, for example, have used their associations to manage their highly successful apprenticeship programs. Many of their associations also provide marketing support to give potential customers detailed information about their members' products. This sort of mutual support is typical in other European countries as well.

Canadian industries should see if there isn't a great deal of potential value added that could come from their industry associations. You know the competition; you should be able to recommend changes in these areas. For example, should associations be focal points for industrial training? The Canadian Bankers Association and investment industry have both provided this very effectively to their people. Should associations provide market information -- both domestic and foreign? Should they be a source of comparative performance data to help guide members? Are trade associations a more effective and less confrontational forum for discussing competitiveness challenges between management and labour? Should associations assist members in forming strategic alliances? Clearly, there are examples of Canadian associations that perform some of these functions now -- and very effectively. But, is there untapped potential which will make every member of the industry association more competitive?

Foreign investment can be quite a positive force if properly structured and directed. How do we obtain more product mandates? How can Canadian subsidiaries position themselves to win more intra-corporate competitions for business? Can governments establish policies to help improve our record here?

And finally, how do we improve our trade performance? How can we encourage Canadian manufacturers to seek U.S. market opportunities? How do we change attitudes so that more of them take on the challenges of non-U.S. markets? What are the barriers to taking these risks and improving our outward orientation? Some Canadian companies do this well. Others are locked into the North American market. Why?

In structuring the consultative groups, I have tried to use existing mechanisms as much as possible. In general, consultative groups have been built around an industry sector or sectors. I have asked you to include suppliers and customers, labour and academics in your sectoral groups. I believe it is imperative that their views help to shape your reports. Some sectors have been combined where they share common problems, and having a different group of people at the table may allow each to become aware of a different approach. To ensure a broad representation of industry views, I have suggested that you use your associations to assist you.