

exhibited at the event. Such events will be exploited in a like manner wherever feasible.

5. CONCENTRATE RESOURCES UPON PRIORITY MARKETS

Although it may be a contentious tenet, we must attempt to focus our trade development activities in support of telecommunications towards those markets which offer at least a reasonable possibility of business for the broad spectrum of Canadian companies. We will not undertake trade activities directed to solely support telecom market development for those countries currently designated as Tier "C".

6. INCREASE IN MISSION FOLLOW-UP AFTER EVENTS

We must establish a formal program to ensure direct follow-up to the companies by either the Post or the sector support division within the Department after a trade show or mission. Quite often, current events overtake such follow-up activities and we seldom identify, in concrete terms, the fiscal return for a trade activity. It will be valuable to compare the longer term results to the immediate expectations of success usually offered by companies at the conclusion of an event as one means of providing with a better grasp of the impact of trade development activities.

7. INCREASE EFFORTS TO FOSTER STRATEGIC PARTNERING

Successful entry to most major markets for Canadian companies will be facilitated by establishing a strong alliance with a domestic partner, who would provide any or all of the following:

- a) Proprietary technology
- b) Distribution channels
- c) Market expertise
- d) Knowledge of standards and regulations
- e) A network of contacts

While many Canadian companies are aware of the benefits of this approach, there is still a significant majority who view entry into a foreign market as requiring only the establishment of a relationship with a distributor or appointment of a local agent. Also, there is concern on the part of many companies regarding the issue of technical transfer of their technology and/or intellectual property issues. While there is no pat

answer available that would apply to the vagaries of all potential markets, we will work with OGD's (as appropriate) to develop and disseminate concise guidelines and advice regarding specific major markets e.g., Thailand, Mexico, Hungary.