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As discussed below, each of these industries have their own representative association(s). Beyond using existing contacts in individual companies, Canadian firms might wish to also derive information from the appropriate associations.

#### 10.4 U.S. Companies and Canadian Government Offsets

The Canadian government has an "offset" program, wherein it attempts to maximize benefits to Canada resulting from its major capital projects. Typically, as part of the negotiations with a foreign supplier of goods and/or services, the federal government will attempt to commit the company to providing future benefits to Canada. One such benefit might be the company subsequently purchasing a good or service from a Canadian firm. It is important to note that these companies need not themselves purchase the Canadian goods/services to reduce their commitment. They need simply be involved in the process.

One intent of the program is that Canadian exporters to the United States (or the country which owes the offset) might use the leverage of owed offsets to assist in landing an export contract. *The Canadian firm might contract directly with an offset company or it might use the influence of the offset company to secure a contract.*

International companies committed to Canadian offsets include those listed below. The person responsible for offsets is also listed as well as the contact telephone number. If the person is not available or no longer in the position, then firms should speak with the "offsets manager", "industrial benefits manager" or "contracts manager" available.

- Raytheon, Bob Danner, (508) 440-6986, or George Lehner, (508) 490-1473;
- Martin Marietta, Denise Clarke, (613) 783-4718;
- Exide Electronics, John Milloy, (416) 625-9627;
- Hughes Aircraft, DN Turner, (604) 279-5608;
- Canadian Marconi, David Woodhouse, (613) 592-6500;
- General Electric, Kenneth Porter, (416) 858-5472;
- E.H. Industries Canada, Victor Ingram, (613) 563-2180;
- Oerlikon Aerospace, Jean LaPointe, (514) 358-2000;
- Lockheed Aeronautical, Noreen Field, (404) 494-8455;
- McDonnell Douglas, Michael Murphy, (314) 232-6531;
- Litton Systems, Cliff Kinney, (613) 236-2358;
- General Motors Diesel, K. Yamashita, (519) 452-5184.