

The reasons for this success would appear to be as follows:

- the CBEF is industry led, there are precisely defined and measurable targets, and there is a very focussed approach to a niche market;
- CBEF has adopted a mini-Team Canada approach where every member of the team (including producers, packers, and exporters) knows what the objectives are, and there is a defined strategy with clear definition of roles and responsibilities. Although there had been some lack of cooperation between packers and producers in the past, the CBEF initiative has resulted in goodwill, and a significant lack of squabbling about territory, etc, between the various actors;
- the CBEF marketing strategy has a long-term perspective, which has been encouraged by the PBS and other partners' funding;
- CBEF has a physical presence (i.e. an office) in Japan;
- consistent with the above, DFAIT made sure that the CBEF plan made sense first, and has only intervened where there is a chance of adding value to the initiative;
- key sector administrators have helped to ensure that there is a capacity for speed and flexibility, as well as stamina and patience to establish long-term trusting relationships with Asian partners.

#### 4.1.2 The ASEAN-Canada Business Council (ACBC) Business Linkage

The ACBC was created in December 1986 by the Canadian Chamber of Commerce in collaboration with ASEAN Chamber of Commerce and Industry. Its objective is to promote increased business ties between Canada and the countries of Southeast Asia. The Canadian section of the ACBC, based in Ottawa, has a membership of 19. Its ASEAN counterpart is based in Bangkok.

Since 1990/91 DFAIT has contributed \$152,046 from its Business Linkage budget to the ACBC. The private sector has contributed another \$295,138. DFAIT share of the total budget is gradually declining (from \$55,898 in 1990/91 to \$25,000 in 1993/94). The basic reason for DFAIT funding for the ACBC is that it is in the ASEAN culture to establish relationships between firms and associations through business councils, and DFAIT wishes to promote Canadian contacts and networks with ASEAN counterparts. Funding was to allow ACBC to establish a formal structure and increase its Canadian private sector membership. It was anticipated that the ACBC would be self-sustaining after 3 years.