

firms. In many cases, "[t]he actual deals ... [were] worked out and often signed well in advance of the trade mission, only to be signed again before the cameras."<sup>33</sup> There remains a significant commitment to the principle of Team Canada, however, with the government insisting that companies would not be as willing to participate, if the missions did not generate concrete results, and further, that many business people expressed enthusiasm about the Team Canada format and prime ministerial participation.<sup>34</sup> The relative success of Team Canada missions is equally demonstrated by the willingness of provinces to copy the lead of the federal government in planning their own international travels. An example of this was the 'Team Québec' voyage to South America featuring Deputy Premier and Finance Minister Bernard Landry and business officials representing 32 Québec companies.<sup>35</sup>

The Team Canada trade missions, however, are not the last word on the Team Canada concept. Rather, these very public trips abroad are the 'front-line' of the Red Book pledge to assist Canadian small and medium-sized businesses to operate in the international marketplace. In the government's analysis, export promotion is explicitly linked to job creation, which estimates that every \$1-billion in exports can create as many as Canadian 12,000 jobs.<sup>36</sup> Team Canada is very much the answer to the Liberal Party's election pledge of "jobs, jobs, jobs." Beyond international travels, Team Canada has become the code-word for an integrated, multi-department approach to international trade and business development, as announced by Roy MacLaren (also speaking on behalf of Industry Minister John Manley). This greater coordination between federal departments is in part driven by the period of budget cuts which have been the hallmark of the Chrétien government, forcing departments to work together to gain the best advantage from limited resources.

Led by DFAIT and involving sixteen federal departments and agencies, Canada's International Business Strategy (CIBS) "co-ordinates the efforts of all federal