

Contents

IFI Bidding Success Factors and Support Needs

1. Introduction	
1.1 The Purpose of these Consultations	01
1.2 The Companies and Organizations Consulted	01
1.3 Methodology	02
2. The IFI Markets	
2.1 The IFI Market – Types, Size and Canadian Participation	03
2.2 The IFI Market - Attractions, Constraints, Changes	04
2.3 The Changing Environment	05
2.4 Strategy, Commitment and Capability	06
2.5 Business Ethics and Risk	13
2.6 High Costs	17
2.7 Logistics	20
3. Factors that Contribute to IFI Bidding Success	
3.1 Price, Positioning, Image and Differentiation	23
3.2 Understanding the IFIs and Proposal Skills	26
3.3 Targeting and Country Knowledge	31
3.4 Personal Contact, Word of Mouth, Web Sites	34
3.5 Agents and Local Partners	38
3.6 Innovation	41
3.7 Internationalization	42
3.8 Availability of financing	42
4. DFAIT-TCS Support of Marketing to the IFIs	
4.1 Use of Federal Government Services	43
4.2 Assistance at the Posts	49
4.3 Consultant Trust Funds and CIDA Programs	56
4.4 Assistance by the OLIFIs and the EDs	59
4.5 Program for Export Market Development	63
4.6 Sub-contracting, a Pull Strategy	63
5. Summary of Observations	
5.1 Observations from the Second Round	65
5.2 Observations from the First Round	66

Annex 1: List of Interviewees

