

I. Introduction

The management of export activities can be described as a number of sequential phases, starting with the firm serving only the domestic market and ending with the firm established as a global producer and marketer of its products. The specific phases for export development can be organized as follows:

- Initial export interest.
- Identifying market opportunities.
- Developing and executing market-entry strategies.
- Developing and executing market penetration strategies.
- Developing and executing market-share maintenance strategies.

The last two of these phases, concerned with market penetration and market-share maintenance, assume successful entry into an export market and are generally the concern of mature exporters. The market information requirements associated with these mature phases of export development are intensive and require substantial "on-site" investment in marketing research. In cases where Canadian exporters are engaged in these activities, they are almost entirely self-directed and funded.

The first three phases, however, are the crucial entry points for Canadian firms looking to export markets and are within EAITC's mandate. The department has neither the resources nor the expertise to conduct the advanced marketing research and other activities demanded by mature international marketing. It can, however, assist new exporters in evaluating the possibility of exporting, identifying and evaluating market opportunities, and in developing and executing market-entry strategies.

The purpose of this Directory is to provide Canadian manufacturers of packaging and labelling equipment with a timely overview of global market opportunities for their sector. For the domestic manufacturer considering exporting for the first time or the occasional exporter, identifying market opportunities for further investigation is a critical task. Marketing resources are limited and must be carefully applied to potential markets that show real promise. This Directory is designed to assist Canadian manufactures in that critical first decision: where to start in evaluating potential export markets?

Once a short-list of target markets has been identified, you will want to move on from this Directory to further investigation. This can also be assisted by External Affairs and International Trade Canada. The Program for Export Market Development (PEMD), in particular, can help defray part of the costs involved in overseas marketing visits. This second stage of market research should be much more focused than the first. In the target market, specific potential clients and client groups should be identified. Local pricing should be examined very carefully, given its key impact on profit potential. Unlike the more general information contained in this directory, "second-stage"