

spent nearly \$3.3 billion for hospitality expenses. This amount represents 1% of Japan's GNP, equivalent to Japan's National Defence budget for 1990. Japanese businessmen try to cultivate not only warm relationships but also to win confidence from their business counterparts. Once that relationship is firmly established, there is no limit as to what one can achieve in terms of business goals.

5. HOW TO IMPLEMENT TECHNOLOGY TRANSFER

The Technology Development Officer (TDO), a Japanese national having profound experience in technology transfer, and working within the Science and Technology Section of the Embassy in Tokyo, will assist Canadian SMEs in acquiring technologies from Japanese corporations or private or public research institutions. There are 8 critical steps in the process:

(i) Identification of Technology Being Sought

The most important thing for a Canadian firm is, of course, to ascertain what specific technology it wishes to acquire from Japan, and why. It must have a firm commitment to carry out the implementation of the technology so identified. When forwarding a request to the TDO, the Canadian firm must describe it in full and in as much detail as possible the specific technology the firm wishes to acquire. Proprietary information may also be required. The officers of the Embassy will not release it to anyone without the express permission of the owner. Also, if the firm knows the names of Japanese enterprises or published patent numbers in North America or Japan, they should be sent to the TDO.

(ii) Selection of Most Suitable Enterprise

Upon receipt of a request, the TDO will usually single out specific industrial organizations out of those