

sector. Companies who are not selected to participate may become annoyed. Companies in the same sector may appear too visibly competitive to their disadvantage in any future negotiations with the potential purchaser.

Outgoing trade missions have the advantage of exposing Canadian businessmen to the economic, political and business environment of the country they are hoping to do business with. For some its merely a matter of being fine tuned to any recent changes. For others it may be the first time they have been in a country.

#### Incoming Trade Missions

**Description:** Generally these missions are the reverse of an outgoing mission with the participants being from an existing or potential market country.

**Assessment:** Outgoing trade missions often are most effective when followed up by incoming missions. Key government officials, and decision makers from the public and private sector can be identified on outgoing missions. An effective strategy is to quickly follow-up by inviting to Canada a mission with representatives from countries and commodity sectors with the best market prospects. One of the best features is that it enables Canadian firms who receive them to have the incoming delegation's exclusive attention and to impress them with their facilities by company/plant tours. Various senior executives of the company and technical specialists can be marshalled to meet and deal with any questions visiting businessmen may have. Businessmen from abroad also have the opportunity to learn about the Canadian business, economic and political environment. The Japanese as an example are meticulous in their examination of all aspects of potential suppliers.

#### Trade Fairs

**Description:** Although participation in trade fairs is primarily at fairs conducted abroad, on occasion domestic trade fairs e.g. Food Pacific 86, Vancouver and the Royal Winter Show, Toronto, can be useful market development instruments.

S.I.A.L., Foodex and Anuga food shows and Ag China are examples of important foreign trade fairs. Participation by firms at both foreign and domestic trade fairs is supported by Federal and Provincial Governments in many cases.

**Assessment:** Trade fairs are an effective way for Canadian firms to display their products and communicate information about their company. They seem to be most effective in the food sector and for farm machinery in open economy countries where large numbers of potential buyers can be seen in a short time. In other words the buyers come to see the sellers. They also give firms the opportunity to assess their international competition. Joint venture and licensing arrangements may also evolve when competitors meet and become familiar with each others strengths and weaknesses.

For agro-industrial inputs, trade shows can be effective as promotion vehicles in centrally planned economies where there are key purchasers/decision makers who attend to see the latest in western technology and discuss purchase prospects with firms. Key decision makers can then be brought to Canada to follow-up with firms directly. Trade shows are less effective as