
For example, a number of Canadian construction firms have entered the U.S. market in recent years. Table 29 indicates a selection of these firms, as well as the types of projects that they have undertaken. Given that many real estate development projects in the United States require that some form of environmental assessment be conducted, it may be worthwhile for Canadian engineering firms to contact real estate firms and construction contractors (in Canada and the United States) in order to broaden the current scale of their services to these types of clients.

There are also a handful of Canadian engineering firms that are currently working in the U.S. environmental market. Gore & Storrie, SNC-Lavalin, Conestoga-Rovers, Monenco-Agra, Acres, Golder, Trow, and Simons are among the prominent Canadian firms active in the United States environmental market. Canadian engineering firms in the U.S. are regionally located. For example, the Canadian firms Beak Engineering, Klohn-Leonoff, Golder Associated, SNC-Lavalin, DW Thomson, and Watts, Griffis and McQuat are all located in the Seattle Post territory. While such firms might naturally be somewhat sensitive to divulging information to potential competitors, they nonetheless represent a potential source of information, experiences, advice, and alliance for Canadian engineers.

The sale of pollution abatement equipment and services in foreign countries often requires engineers capable of providing pre-sales and post-sales counselling. The Canadian environmental equipment and service community (4000 companies) has some sectors which are foreign controlled and not particularly active in export markets. Other segments are, however, active in foreign markets and may view some form of engineering alliance as being potentially beneficial to them in their long-term export efforts. Companies such as Laidlaw, Browning Ferris, Waste Management, and Wheelabrator sell goods and services in both Canada and the United States. Canadian engineering firms with previous contacts in the machinery, equipment and service community may wish to investigate this channel in further detail.

Management consulting firms are often a valuable tool to be accessed in entering a particular region or market segment. These firms can conduct market assessments as well as identify and/or screen potential partners for strategic alliances. Prior to engaging a management consulting firm, it is most advantageous for Canadian firms to conduct as much *homework* in-house as possible. Through conveying targeted and specific requests to a consulting firm, Canadian engineering firms will generally obtain higher quality and more useful reports and recommendations. The *Big Five* consulting firms³ have an extensive array of offices throughout the United States and Canada, as well as a strong base of local contacts and sectoral expertise.

³ Ernst & Young, Deloitte Touche, Price Waterhouse, Coopers & Lybrand, and Peat Marwick Thorne.