

willing to spend up to 10 per cent of your total sales promotion money in that market.

Senator FERGUSON: Even though you do not get proportionately as high a return?

Mr. FIELD: I think we would be most unwise to neglect this overseas market. Even with the little we are doing in Europe, we are not neglecting the United States market. We are asking for all the things we think are practical and possible in the United States. The majority of the offices will be opened in the United States. We are talking about opening offices in 1965 and 1966 in Boston, Pittsburgh, Buffalo, Cleveland, Seattle. We are asking for travel promotion offices in our three-year plan. We are asking for travel promotion offices to be located, for instance, in Kansas City, St. Louis, Tampa, Columbus, Cincinnati, Minneapolis, Des Moines. We are not letting down at our efforts in the States, and if it does appear that we are going too far in Europe, I can assure members of this committee that if any of those offices in Europe do not appear to be paying off, I will be the first one to go to my deputy minister and my minister and recommend that they be closed.

Senator FERGUSON: I was anxious to know that. Then you would not continue them if they did not pay?

Mr. FIELD: Oh, not at all. We want to get the most out of our dollar.

Senator FERGUSON: Do you intend to have any other offices in other places?

Mr. FIELD: Yes. We hope by 1965 to have a travel promotion officer in Mexico, and are anticipating one, or may be two of them, in Japan, and possibly Australia, and in other places. This means just one man whose job it would be to go out and deal with the travel agents, make speeches, and so on. That is not so costly, of course, as a ground-floor office.

The CHAIRMAN: I think Senator Fergusson's point was that the closer the market the less it should cost to produce business.

Senator FERGUSON: That is right.

Senator GROSART: Are not your expenditures almost exactly in proportion to what you get out of this market?

Mr. FIELD: That is quite right.

Senator GROSART: So you are maintaining that proportion. In other words, you match your expenditures to your increased return?

Mr. FIELD: That is right. In answer to your question, as interpreted by the Chairman, Senator Fergusson, we can get more people from the United States to come to Canada than we ever will get from Europe but it will be unwise to neglect this other market. My understanding with my department and I have the full support of my minister and deputy, is that we will never divert any funds that we propose for the United States promotion into foreign promotion. We will ask for everything we feel we need in the United States, and it will be considered as money spent in that big market; and, of course, if we were cut back on U.S. promotion—and it has never been proposed that we should be—then we would definitely put up quite an argument about maintaining our investment in the United States.

I hope that answers your question, senator.

The CHAIRMAN: Now, ladies and gentlemen, I stated in a letter to you that if you would be good enough to make sure and attend this meeting we would endeavour to bring it to a conclusion by 4 o'clock. It is five minutes to four now and Mr. Field has another statement to make.