

to be complete, I should have to include other services rendered by many other departments -- External Affairs, Energy, Mines and Resources, National Defence, National Revenue, Finance

I should be misleading you, of course, if I were to pretend that all this knowledge and all these instruments are co-ordinated in an overall strategic "game plan" with such scientific precision that there is little or no room left for improvements -- far from it. We are constantly reviewing and improving our existing services and developing new ones more in keeping with new situations and new requirements. These services are often combined to increase the impact and, consequently, the chances of success -- on a given market (e.g., the recently-created market development group in the Department of Industry, Trade and Commerce, which assembles "packages" of services, equipment and financing).

Each of these programs and services could be the subject of a good dissertation, but I shall concentrate today on one of them only -- ministerial missions.

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I am delighted at the interest that you have shown in these (Chinese) missions. They play a very important part in my Department's efforts to diversify trade, to increase Canada's exports to markets other than the U.S.A. I should underline here that our purpose is not to shift our exports of Canadian goods from the U.S.A. to other markets but rather to keep on doing as well as we have in the United States and to do still better in other markets.

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Trade Missions

The traditional type of mission for businessmen is for the specific purpose of either selling Canadian goods and services abroad or studying the requirements for specific products in foreign markets. We used to have quite a number of these.

However, after reviewing the results obtained from the various selling missions of the last few years and comparing their costs with the cost of administering what we call our "incoming buyers" program, it was found that the cost-benefit ratio of the latter was very much higher. In other words, for each dollar spent the return in sales concluded was greatly superior when we brought the foreign buyers to Canada to view the goods at a trade fair here or at the Canadian manufacturer's plant or in operation somewhere in Canada. The Department has therefore decided to reduce the number of outgoing sales missions but has considerably increased the number of invited foreign buyers (last year, there were 700; this year, we expect to have around 1,000).

We still organize a few outgoing "technical missions", consisting of businessmen and officials, when it becomes necessary to study and discuss what foreign countries do in specific product areas. Two recent examples were the