

assemblers aware of their capabilities. This will involve developing comprehensive targeted documentation and A/V material on the firm, its products, its technologies and its capabilities.

Long-term commitment. In all cases a long-term perspective will be vital. The firm may have to start with very small contracts in order to gradually build a profile and reputation with vehicle assemblers.

Export options. A good relationship with Ford and General Motors in North America may facilitate access to these companies' subsidiaries in the European Community, particularly as sharing of components and technologies across continents increases.

The Canadian government's duty remissions programs to encourage Canadian exporters of automotive products will continue to be available until the end of 1998.

It will often be very useful to use the Canadian or North American representatives of the EC vehicle producers as an initial point of entry.

Joint ventures. Consideration should be given to establishing a physical presence in Europe and pursuing the joint venture (JV) option. This addresses the need to be geographically close to the assembler and overcomes barriers raised by the rationalization of the EC's parts subsector.

Anticipate increased EC competition. Many existing European parts firms will be forced to merge to remain competitive. Surviving European players may emerge in a strengthened position to compete in world markets, including North American markets.