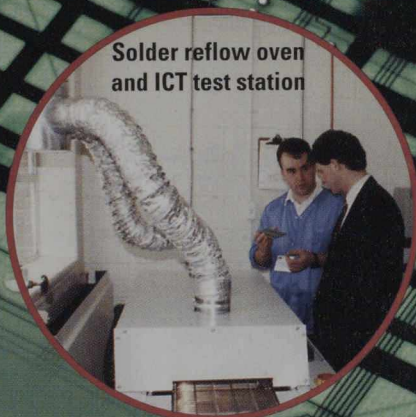


Incutech Center

Zevateck
FS-730
Pick and
Place stationSolder reflow oven
and ICT test station

development, and we aim to become a leading provider of these systems in China. So it is very important for us to be in an environment in which we can build R&D partnerships for research in this area — both with universities and with industry.”

The company credits the University of New Brunswick with helping to get 3-C Canada up and running, and has special praise for an on-campus institution, the Incutech Centre, whose *raison d'être* is to help new high tech companies through their first two or three years. In addition to providing 3-C with 1,000 square feet of space on its premises, the Incutech Centre has provided the company with administrative, managerial and logistical support.

Another positive factor, says Mr. Chan, was the warm welcome 3-C received in Canada, both from the government of New Brunswick and from the federal government's Atlantic Canada Opportunities Agency (a regional economic development organization).

The success of the plant is also a function of new technology. 3-C Canada's Fredericton facility is as advanced and automated a production facility as any of its kind in the world. With a staff of only seven people, including three engineers, the plant is capable of producing 10,000 modules per month for shipment to the parent company in Hong Kong.

What makes the operation economically and logistically doable is advanced production technology. Says Mark Sanford, Production Manager and member of the 3-C Canada team, “Automation is the key to the viability of this operation because it allows us to put through high volumes with minimal manpower. And, because our

products are physically small, shipping costs are less significant a factor than they would otherwise be — we airfreight our products to Hong Kong.”

The company sees a virtually limitless market for its switchboard products over the next decade. Explaining the potential, Mark Sanford says, “Each year the number of telephones being installed in China is equivalent to Canada's total installed base. Yet today, the per-capita telephone rate in China is still only 5%. Our parent company has expended considerable effort in establishing a presence within that market and it has assigned 3-C Canada a significant part in achieving its goal.” ♦



From left to right, Mr. Brad Woodside, Mayor of Fredericton; Mr. S.B. Chan, General Manager of 3-C Canada; Mr. Greg Byrne, MLA, Province of New Brunswick; Mr. Jacques Dubé, General Manager, Greater Fredericton Economic Development Commission.