

Comments on goods/equipment business development - logistics:

- It is difficult to get Canadian suppliers of goods or professional services to bid for foreign contracts, even when the direct client is a Canadian prime contractor who guarantees payment. It is still a lot more effort than North American sales, involving translation, for example, and too exotic for most. [39]
- International tendering is a different sort of business from work in Canada. In Canada, the client will normally order for delivery over a period of time so the flow of materials does not require large inventories. Internationally, a large order comes now and then with little in between. This makes inventory management more difficult. [45]

Comments on services business development - logistics:

- Providing services often involves putting a lot of expatriates in unfamiliar and sometimes dangerous situations. For example, traffic accidents are much more common, and more likely to be lethal, in developing countries. [10]
- Getting project personnel to commit to long periods away from home in hardship posts is difficult. It can be doubly difficult when their advice is ignored and/or when they are not treated professionally by the in-country agency managers. [16]
- Sometimes the firm does not bid because it cannot have someone visit the country in question as part of the proposal preparation. [19]
- Our company is highly decentralized – this is both a strength and a weakness in international marketing. [20]
- The people who can do the work must be committed – that is, willing to travel to the country in question and work for extended periods. This firm found, for example, that most of their potential team members were not interested in working in central Asia, so they withdrew from this market although they had had some success. [31]
- Getting paid is not a problem if the contract is directly with the ADB – payment is normally within 30-60 days, which is at least as fast as in Canada. However getting paid can be a major problem if the client is a state-owned corporation in a developing country. Although one can generally rely on getting paid eventually there can be all kinds of complications and delays. [35]
- Many firms are very decentralized and unfocused in their marketing. One person turns up and then another. Their knowledge remains shallow. [38]
- Canadian scholars like international projects, but on their terms. They are often reluctant to make the sort of sacrifices consultants make to be available when the client wishes, and to work for extended periods in remote locations. [42]