

- h) Market maintenance mechanisms
- k) Solo food shows
- l) Trial shipments
- m) Instore promotions and Restaurant Promotions
- n) Export education mechanisms
- o) Trade development institutions
- p) Aid and trade linkage
- q) Technical agreements
- r) Model farms
- s) Dissemination of information
- t) Credit guarantees and insurance. Annexes I, II and III provide additional information on C.I.D.A., the Export Development Corporation and International Development Banks.

#### Outgoing Trade Missions

Description: Outgoing trade missions can take a multitude of forms ranging from a group of businessmen from a specific sector i.e. speciality food products, led by a government official, to a mission with senior level representatives from a broad spectrum of the agri-food sector led by a Minister.

Assessment: This trade development instrument has generally been used when an export opportunity has been fairly well defined and Canadian firms have determined they are competitive. The role of government in outgoing trade missions has evolved over time. With the ease of travel and communications particularly between modern industrial countries businessmen probably don't require the level of service from the public sector that they may have required 25 years ago. For example an organized trade mission to the U.S. would have questionable need or benefit. However, a government led mission to China can be highly effective. There is considerable complexity and some mystery about the country and the method of doing business i.e. "the how to process".

The influence of government organized missions particularly when led by senior officials, is considerably greater where central governments participate to a great extent in the political and economic life of the country. Firms participating are seen to be endorsed by the Canadian government or Provincial governments. Where the decision makers in the target market are government officials or quasi government organizations it is considered that more influence can be brought to bear on their decisions if there is senior level government participation in the mission.

Ministerial missions can be effective in several ways. They may establish overall good will and improve economic and business relations, and help to improve trade access e.g. bilateral tariff and health issues. A ministerial trade mission can provide both an entree and an endorsement for the senior executives of Canadian firms who are members of the delegation. Thirdly Ministers or senior level government officials can operate effectively by leading small groups of businessmen who are pursuing for example large infrastructure projects. At certain stages in the negotiation process, a company negotiating in the target market country may find that the arrival of a team comprised of an Assistant Deputy Minister and several potential sub contractors on short notice, are helpful in tipping the negotiating balance in their favour.

Some of the difficulties with out-going trade missions are the selection of companies to be represented and the competitive influences among companies in the same