

support the development and marketing of higher value-added products?

The success of Japan and the "four tigers" suggests that the picture of the entrepreneur as being one man or woman against the world, is out of date. Modern entrepreneurship includes initiative, drive and innovation, but perhaps it can also be enhanced by drawing on the strengths of partners and the services of industry associations. As I suggested earlier, there are many examples of Canadian businesses finding that co-operation and competition are not mutually exclusive, particularly in reaching into foreign markets to access new technology or to penetrate a market more effectively. And partnering at the international level is now an increasingly important element of a successful business plan.

It is essential, I believe, for more Canadian companies to do what so many of their foreign competitors are doing: investing abroad, through acquisition perhaps, or the formation of joint ventures; putting together back-to-back deals that offer exchanges of market expertise, expanded market access and, equally important, access to new methods and technologies. I believe this to be the wave of the future. Some questions facing us are how best to develop the resources in our industry associations and how to ensure that their members make full and effective use of those services to enhance their competitiveness. Some hard questions need to be asked in this area.

I mentioned the Japanese before. We all have heard management gurus extol the virtues of their "keiretsu" (company groups) which provide mutual support and investment over the entire spectrum of business activities -- from research and product development to marketing. We have all heard about Japanese management and what it can teach us about personnel, strategic planning, marketing and other business disciplines. I want to know what Canadian business can offer to the world of business management. What new insights are you developing to meet the competition we all face from the Japanese, among others?

Strategic marketing alliances are one step -- but only one -- and it is a step that was taken by some of our competitors 40 or 50 years ago. Why are Canadian businesses only now realizing the potential of such alliances? What can you suggest to bring Canadian business techniques more into line with those of our competitors? What can you suggest as a way of stepping ahead of the rest of the world?

The resource sector has been the backbone of the Canadian economy. It has been a significant part of our high standard of living. But we export too much in an unprocessed state. We aren't upgrading our technology. We aren't adding enough value