

reason for mounting a vigorous marketing campaign - a reason which is just as important, if not more important, than the economic reason. This is the cultural reason. At best, presentations abroad in live form will be extremely limited, due to the high costs involved. This means that the only sustained and in-depth contact that people from other countries can have with Canadian culture is through the products produced by this culture. As a result, it is largely through the marketing of these products that Canada's full presence will be felt around the world. If the economic reason is not justification enough, the cultural reason itself is more than sufficient justification for designing and implementing an effective marketing system of Canadian cultural products abroad.

The development of this system will be a long-term proposition. It will take time, energy and resources to develop marketing strategies and the requisite distributional contacts, networks and channels. Like the development of any effective marketing system, the first step is to "test market" a number of products and the individuals and organizations who created them in order to determine their market potential and to develop the necessary distributional tools and expertise. United States, France, Great Britain, Sweden, Belgium, the Federal Republic of Germany and the Netherlands all represent countries where these test market experiments could be conducted most profitably. Although the Department of External Affairs should play a pivotal role in this regard - particularly in the initiation of these test market situations and laying the groundwork for the evolution of a successful marketing system - in the final analysis, development of this system does not really lie with the Department of External Affairs. It has neither the mandate, machinery nor the expertise to execute such a system. Rather it is the responsibility of the Department of Industry, Trade and Commerce, the professional associations and service organizations, and the individuals and organizations themselves, working in close cooperation and consultation with the Department of External Affairs. It is incumbent on these institutions and individuals to develop the contacts and acquire the expertise which is necessary to erect an efficient distributional system abroad, since they are the ones who stand to gain most from the substantial economic, commercial and cultural benefits which can be derived from such a system. However, one thing is certain. Without an effective marketing system and strategy for Canadian products in this field, Canada will never be able to fulfil its ultimate aim of creating a strong Canadian presence abroad.

Selection of Program Countries

Although the long-term aim of Canada's external policy should be to expand Canada's cultural presence in the rest of the world, as well as the presence of the rest of the world in Canada, some extremely difficult decisions must be confronted in the short-term about how the limited resources can be deployed to best advantage. This means that the selection of general areas of geographic concentration and specific program countries must be fundamentally linked to the basic aims and objectives of Canada's external policy.

In historical terms, Canada's strongest ties have been with Europe - especially France and Great Britain - and the United States. Over several centuries, many exchanges have taken place which have been extremely profitable to all parties concerned. Moreover, the formal links which exist constitute a small tip of a much larger iceberg. Numerous informal links between these areas - through trade, tourism and cultural affairs - bring these areas into daily contact with each