

increased technology transfers to Canada will occur automatically with enhanced foreign investment into Canada.

Consistent with an emphasis on technology assimilation and adaptation, is the third dimension of what is required for Canada to succeed internationally. This relates to Canada's role as a strategic partner. Many Canadian firms and managers already possess the necessary geocentric attitude or world view to allow them to be an effective, international strategic partner.

A final dimension of what Canada needs to do to succeed internationally is to be successful at attracting appropriate foreign direct investment. Canada should not want all types of investment. Things such as acquisitions create no real jobs in Canada. Greenfield investment on the other hand, does create new investment and can be the source of jobs within this country.

If one accepts that job reduction and migration is not a single nation or short term phenomena, and if one accepts that due to global integration, beggar thy neighbour job policies are both inevitable and unsustainable, then increased Canadian emphasis on internationalization takes on even added importance. Within this strategy of increased internationalization, the Trade Commission Service has the potential to play a much greater role in Canada's future prosperity. This will be the subject of the second section of this paper.

SECTION 2 - THE TRADE COMMISSIONER AS JOB CREATOR

Canada in the mid 1990s is characterized by persistently high unemployment. As we saw from the previous section, this is not a short term phenomena. In order to survive, the private (and increasingly public) sector is enforcing a new philosophy with its employees of justify-your-existence. In practice, this has meant both delayering of organizations, and increased scrutiny by everyone with respect to what matters for success. More so than most government areas, the trade commission service has been well placed to justify its existence. Traditionally, it has been able to argue that its efforts have contributed to millions of dollars in international sales. In fact, performance has in part been measured according to the level of international sales.

Increased sales lead to increased jobs for Canadians, and a ratio of 9,000 jobs created for each additional billion dollars in exports is often also cited. In the future, and consistent with what is taking place in the private sector, we can expect that the measure of success for evaluating trade commissioner performance will evolve from "international sales facilitated" to "number of Canadian jobs saved or created."

Furthermore, the current general ratio between international sales and jobs created will be rigorously examined. This general ratio cannot hold true for all industries -- some are far