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CONCLUSION

The thrust of this paper is that the changing nature of business is giving rise to market failures which indicate the future role that the TCS should be addressing. The time has come to define the role and structure of the TCS more precisely in accordance with the extent and nature of such failures in the marketplace. One mechanism to utilize for this purpose might be a fee-for-service structure. It might now be useful to focus on the establishment of a fee-for-service structure, and to allow revenues derived from it to serve as a guide in determining the extent and nature of TCS activities. Meanwhile, a series of issues raised in this paper may deserve consideration, particularly the following:

- The increasing complexity of market intelligence, as opposed to traditional country reports and sector reports
- The decomposition of business activities, with increasing and varied types of international linkages
- The increasing difficulty of labelling a firm as Canadian and so deserving of support
- The special needs of small- and medium-sized businesses
- More precise calculation of the positive externalities created by exports
- The need to facilitate new types of business alliances, extending the TCS to include various types of investments
- Responsibilities in helping firms become export-ready
- Changing the structure of the TCS from hub-and-spoke to grid
- Implementing a fee-for-service structure as a guide to appropriate functions
- The need to continually change the TCS role over time as the types and extent of market failures change

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