

5. It would be worth investing in an assistant to the import specialist, who might specialize in follow-up work⁷.
6. It is essential that the import specialist be very competent in English, in order to avoid communication problems.

4.1.4 Some General Conclusions About the Pacific Business Strategy

Based upon the above case study findings, and on a focus group involving some business people experienced in the Asia Pacific market, the following general conclusions have been reached about the PBS:

- **the PBS is needed** because of the economic importance of the Asia Pacific, and because:
 - Canadian exporters naturally look to US markets as opposed to Asia Pacific;
 - success in the market requires a long term investment;
 - initial export development work in this market is costly;
 - government support for industry in the Asia Pacific markets is more important than in more traditional Canadian export markets;
 - others are pursuing the Asia Pacific market very aggressively.
- **the objectives of the PBS⁸ make sense.** Strengthening corporate ties is considered to be particularly relevant as "relationships are everything" in the Asia Pacific region. It is felt that the PBS objectives should reflect the fact that Canada is in the business of selling "services" as well as "goods". It is also felt that the objectives should reflect the fact that it is the private sector that will fulfil the PBS objectives rather than government. According to some of those interviewed, the government's role is to act as broker or facilitator.
- **the limited evidence from the three case studies, and the focus group suggests that the implementation strategy for the PBS could be more effective:**
 - there is an overall need for better coordination or a "Team Canada" approach to trade development in the region. In particular there is a need to clarify the roles played by various business associations (e.g. ASEAN Canada Business Council

⁷It should be noted that this is the conclusion of the consultant that undertook this study. The manager (PNJ) disagrees, but recognizes that it is the view of some.

⁸The objectives of the PBS are to:

1. Maintain Canada's existing market share in the region in the face of increased international competition.
2. Develop new markets for processed and end products in response to market liberalization measures.
3. Strengthen corporate ties between Canadian and Asia Pacific companies.
4. Attract Asia Pacific investment and tourists in Canada.