

most revenue. The fee is normally estimated in advance, based on the TPO professional's estimate of the time needed, and the contract is normally a fixed price.

Standard packages of time or services are also assignment-specific, with either the time or the services standardized. In general, attempts to standardize the service for a standard price have ended unhappily. Attempts to standardize a time package — say 40 hours work on tailored services for a new market entrant — have been more successful.

Commissions, success fees and royalties are used by some countries, and are contingent on the success of the marketing effort to which the TPO contributes services. The idea is that the exporter receives services and pays a lump sum upon making a sale, generally in conjunction with major projects.

#### MISCELLANEOUS FEES

Examples of miscellaneous fees charged by some TPOs include:

- Publications
- Credit checks
- Event fees
- Sponsorship fees
- Facilities rentals
- Certification fees
- Services in support of missions

For more information on the lessons learned from this research, or if you have questions or comments, contact Alexandra Wood/TBX at 996-4875, or check out the service charge feasibility section of the PMI Intranet site. (<http://folio.lbp/pmi-imr/>)

## Year 2000 Computer System Failures: Impact on Canada's International Trade

**C**ANADA, as a country that depends on exports to generate almost 40 percent of its gross national product, could be particularly vulnerable to the global lack of preparedness for the likely failure of computer systems on January 1, 2000.

A Steering Committee, composed of representatives from the department's bureaus, has been established to advise senior management on the impact of foreign Year 2000 failures on our security and economic interests. These representatives, however, will not be addressing the issue of departmental computer

system compliance, which is being managed by the Year 2000 Project Office.

The Committee is gathering intelligence pertaining to the Year 2000 preparedness of our trading partners, and how this might impact on Canadian commercial interests. The potential closure of customs points of entry due to Year 2000 system failures is an example of the kind of intelligence of interest to the Committee.

You will hear more about this issue as the year 2000 nears.

Obstacles are things a person sees when he takes his eyes off his goals.

— *Cossman*