

Conclusions (Section IX) and the Recommendations (Section X).

Based on the biotechnology development trends, national priorities, economic potential, strength of their R & D policies, and the applications of biotechnology in their industrial sector we make the following recommendations:

1. To identify and select by sectors, Spanish companies and their Canadian matching counterparts in the following industries and services:

- A) Human and Animal Health Care**
- B) Agrifood Industries**
- C) Environmental Applications**
- D) Forestry**
- E) Training and Education**

This selection should produce a well focused document on Spanish and Canadian firms interested in strategic alliances in manufacturing, services, investment, and technology transfer.

2. Simultaneously and in conjunction with recommendation 1., we propose the immediate preparation of two biotechnology seminars on selected industries, one to be held in Madrid and the second one in Ottawa. The document prepared in 1. should be made available to the participants of these seminars. To facilitate exploratory meetings among the companies participating should be one of the major objectives of these seminars

3. In parallel with recommendation 1., we propose the immediate initiation of exploratory conversations between the following Canadian and Spanish organizations:

- A) Centro Nacional de Biotecnología (Madrid) and the Biotechnology Research Institute (Montreal)**
- B) The National Research Council of Canada, and the Consejo Superior de Investigaciones Científicas of Spain**
- C) The Spanish and Canadian R & D funding agencies (NSERC, CDTI, and CICYT) should explore formulas that allow the participation of firms and researchers from both countries in Canadian, Spanish, and European biotech programs.**

4. To develop the necessary instruments which permit to facilitate, follow up, and evaluate of the previous initiatives