

- that government should increase information exchanges to increase understanding of cultural, social and economic factors in Japan, the business practices of Japanese companies, the industrial situation and the situation of individual companies of potential interest to Canadian firms;
- that a reciprocal program of information exchanges be developed including such activities as cultural exchanges and promotional activities; and
- that missions be supplemented by other activities aimed at encouraging companies to test and gain access to Japanese markets (e.g., trade show participation).

In a more specific, mission-related vein, one member recommended that future missions include at least one representative from a large Canadian company already known to Japanese companies. This could help promote Japanese interest and open doors that might otherwise stay closed. As well, another member recommended that missions either be lengthened to allow for more than one meeting with companies or that return missions be planned so that cooperative relationships have an opportunity to develop. This recommendation was made in recognition of the need, in dealing with Japanese business people, to establish a human relationship to complement/encourage the development of business relations. Finally, in recognition of the desire of Japanese business to have full, detailed information on visiting companies, one mission member recommended that the elements for information packages established by this mission be kept in place in future microelectronics missions. Among the elements of information included are: company name, size, products/activities; specifications of products, contact person, major interests in visiting Japan, etc. In turn, such information should be made available to mission members on Japanese organizations to be visited so that discussions can be efficient and productive.

In conclusion, mission members were unanimous in saying that the mission could contribute significantly to the development of positive business relationships with Japanese companies. Given favourable negotiations, encouragement by government and focused preparation by Canadian firms there are good opportunities in Japan for Canadian microelectronic companies and good opportunities for business relationships to develop between the two nations. Specific findings and opportunities are outlined in the individual company visits outlined next.