technology and have undertaken a coordinated joint-marketing initiative in the U.S.S.R. Since incorporation in July 1988, the CMTG has made over a dozen visits to the U.S.S.R., participated in exhibitions and workshops and hosted delegations of U.S.S.R. technical specialists. With the aim of fostering scientific and technical cooperation with U.S.S.R. organizations when long-term commercial opportunities are foreseen, several agreements, joint studies and commercial initiatives have already been concluded and several more are anticipated.

- The marine environment area may offer some of the best potential for Canadian companies. The market in Europe is dominated by E.C. Directives and government legislation and every Member State will have to comply sooner or later. Countries such as Germany and the U.K. have both technology and money and are therefore difficult to access. Consequently, a key strategy would be to concentrate on those countries such as Spain that have heavy requirements, but lack the technological expertise and the funds.

  Canada could conceivably negotiate bilateral science and technology agreements with these countries that would make funds available to clean up the marine environment. Canadian companies would provide the expertise and the host country would provide the infrastructure. In this way, the Canadian companies would establish themselves in Europe and build up both relationships and markets while the host country would develop its marine environmental industry.

10.4 Recommendations

Certain information is essential in order to develop realistic market strategies for Canadian ocean industry companies for the Europe 1992 marketplace. The basic requirements are: (1) knowledge of the Canadian ocean industry (i.e., type of products or services; size and location of companies; size, type and location of existing European markets; existing European strategic alliances, joint ventures, branch/subsidiary operations); and (2) knowledge of the European marketplace (i.e., size, type and location of markets; nature and location of competition; trends, political and cultural factors).

The present study has focussed on one half of the equation, the European part. In order to develop a final set of workable strategies, it is essential to determine the extent of existing Canadian ocean industry business with Europe. This can most effectively be done during dissemination to industry of the results of the present study, at which time the companies can have input to the development of strategies and provide information on their European activities.

There are certain common approaches applicable to the overall Canadian ocean industry. However, it should be borne in mind that the sectors (i.e., ocean sciences) are different one from the other regarding nature of clientele, type of technologies, and size and location of markets. Consequently, sector-by-sector strategies are required reflecting the peculiarities of each.

Another important factor that should be taken into account in subsequent work is the geographical influence within Canada. One would assume that Eastern Canadian companies have an easier job of selling into Europe than those from Western Canada.

As mentioned previously, the present study focussed on the size and nature of the European market. To develop workable strategies, it may be fruitful to examine some areas beyond the present study's scope. These are mentioned here without any in-depth discussion.

Canada is heading toward a reduced role in NATO. The impact of Canada's potential weakened influence could translate into lower regard for Canadian expertise in undersea defence and make it more difficult to access the European market. This could be examined after the existing Canadian undersea defence business with Europe has been determined and ways and means could be developed to counteract any negative fallout.