



3.3.2 Performance Measurement

The performance measurement strategy for strengthening export capability and preparedness is presented in Annex 1.

3.4 International Market Development

The international marketplace is evolving quickly and becoming more complex and competitive. In turn, IBD activities must ensure that Canadian companies exporting or seeking strategic investment or technology alliances abroad have the support they need to pursue business opportunities. The federal government cannot and should not operate independently in this environment. It must instead play a leadership role in involving the provinces, business associations and other private sector partners, all with the objective of securing more business for Canada. Team Canada Inc is ideally structured to act in that capacity.

3.4.1 Initiatives

Expanding the Team Canada Network

Team Canada Inc builds upon the spirit of partnership that has been key to the success of the Team Canada missions. It is neither a department nor a Crown corporation in the traditional sense. Instead, it functions as a "virtual" agency, and provides a single point of access for all the government's IBD activities. Under the Team Canada Inc umbrella, the Department of Foreign Affairs and International Trade, Industry Canada and Agriculture and Agri-Food Canada provide services and support to the Canadian business community.

In the months ahead, Team Canada Inc will expand beyond the three core "IBD departments" by recruiting other IBD service-providers such as:

- affiliated agencies and portfolio partners (eg. Export Development Corporation, the Regional Development Agencies and the Canadian Grain Commission);
- other federal departments (Canadian Heritage, Revenue Canada, Natural Resources etc); and
- provincial ministries.

New recruits will be encouraged to join the ExportSource website, to link up with the national 1-888-811-1119 number and to use the Team Canada Inc logo.

Improving Accessibility of Programmes & Services for Exporters

Team Canada Inc will expand and broaden its information dissemination network to improve and facilitate access by novice and experienced exporters alike:

- ▲ The International Business Opportunities Centre (IBOC) will be strengthened and integrated into Team Canada Inc to distribute export leads identified by posts abroad to WINEExports' suppliers across Canada.
- ▲ Sectoral market studies will be produced to identify specific product and service opportunities in key overseas markets.
- ▲ *Exporter Awareness*, the Trade Commissioner Service outreach programme, will send officers to meet with firms across Canada.
- ▲ *ExportSource*, the new Internet site that provides information on all Team Canada Inc services, will be expanded beyond the three core IBD departments.
- ▲ The 1-888-811-1119 number, which gives ready access by business to Canada Business Service Centres, will draw in new partners from across the Team Canada spectrum.

Increasing the Number of "First-ever" and "New-to-market" Exporters

The financial risk of entering new markets, especially those distant from the North American continent, is a major deterrent for Canadian business. The Program for Export Market Development (PEMD) was specifically designed to address this deterrent. To help meet the policy goal of doubling the number of active exporters in Canada, the government is examining additional measures, including new and expanded programs to target first-ever and new-to-market exporters, in addition to re-tooling PEMD with a focus on SMEs.

In the past, promotional programmes to encourage Canadian firms to move into new markets have been very resource-intensive. Even programs with a proven track record for effectiveness and impact, such as PEMD, have been difficult to fund at a substantive level. In recent years PEMD has been cut from \$19.5 million to \$11.5 million.

Recent initiatives to increase the size of the export community include a programme targeting New Exporters to Border States (NEBS). Measures are now being examined to graduate exporters from the USA to third markets.