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TCS INTERNATIONAL

TCS International is a quarterly newsletter for members of the Trade Commissioner Service (TCS). Its purpose is to facilitate discussion of matters of common interest and concern among members. Please send your contributions and comments to the TCS divisional e-mailbox, or facsimile at (613) 996-1225. The newsletter is also available on the Intranet at <http://folio.lbp/tcs-sdc/tcs.htm>.

Volume 5, No. 3

July
98

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Trade Officers Speak Out at Globe '98

TCS International spoke to Trade Officers who attended Globe '98 in Vancouver this past March. Here are some of their comments on various issues.

"With reduced resources, Ottawa can support us in the field with concrete back-up like taking care of letters that get sent to all posts, or advising us where to refer companies in Canada for domestic services."

John Rodney, Ankara

"I always use WIN to find Canadian contacts for Mexican inquiries, but I find it difficult to assess if this or that company fits my needs, even by reading the profile...attending trade shows like Globe '98 is extremely helpful for me. Not only do I meet companies face to face, but I bring their literature back to my office and now have quite an extensive library."

Verónica Fernández, Monterrey

"At a show like Globe, I know what Thailand is looking for so I can get to the point quickly. I am here with five delegates from the Thai private sector; they are very active and are good potential buyers. This morning, one of them met with an officer from the Canadian Commercial Corporation (CCC). The CCC sent the inquiry back to Ottawa already. The networking is certainly working."

Viyada Vanichrojanarat, Bangkok


"In my opinion, the most significant initiative planned under the PMI is to provide a mechanism whereby posts can easily and rightfully refer non-export-ready companies back to headquarters. Now, we spend a considerable amount of time deal-

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Dept. des Affaires étrangères
Affaires étrangères
JUN 28 2001
Return to Departmental Library
Retour à la bibliothèque du Ministère

TCS International - SDC International
Overseas Operations - Opérations à l'étranger (TCS)

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Let us know what you think of the new look of **TCS International!**

↔ *A Message from the Editor-in-Chief* ↔

Dear Colleagues,

I'm really looking forward to the results of the first employee survey! Many of you have already taken the time to complete the survey — responses are arriving steadily. I'd like to encourage those who haven't filled it out to do so — this is your chance to have a say in your future! A big thanks to the PMI team, in particular Rodrigue Bilodeau and Sylvie Gariépy, for creating an extremely professional survey.

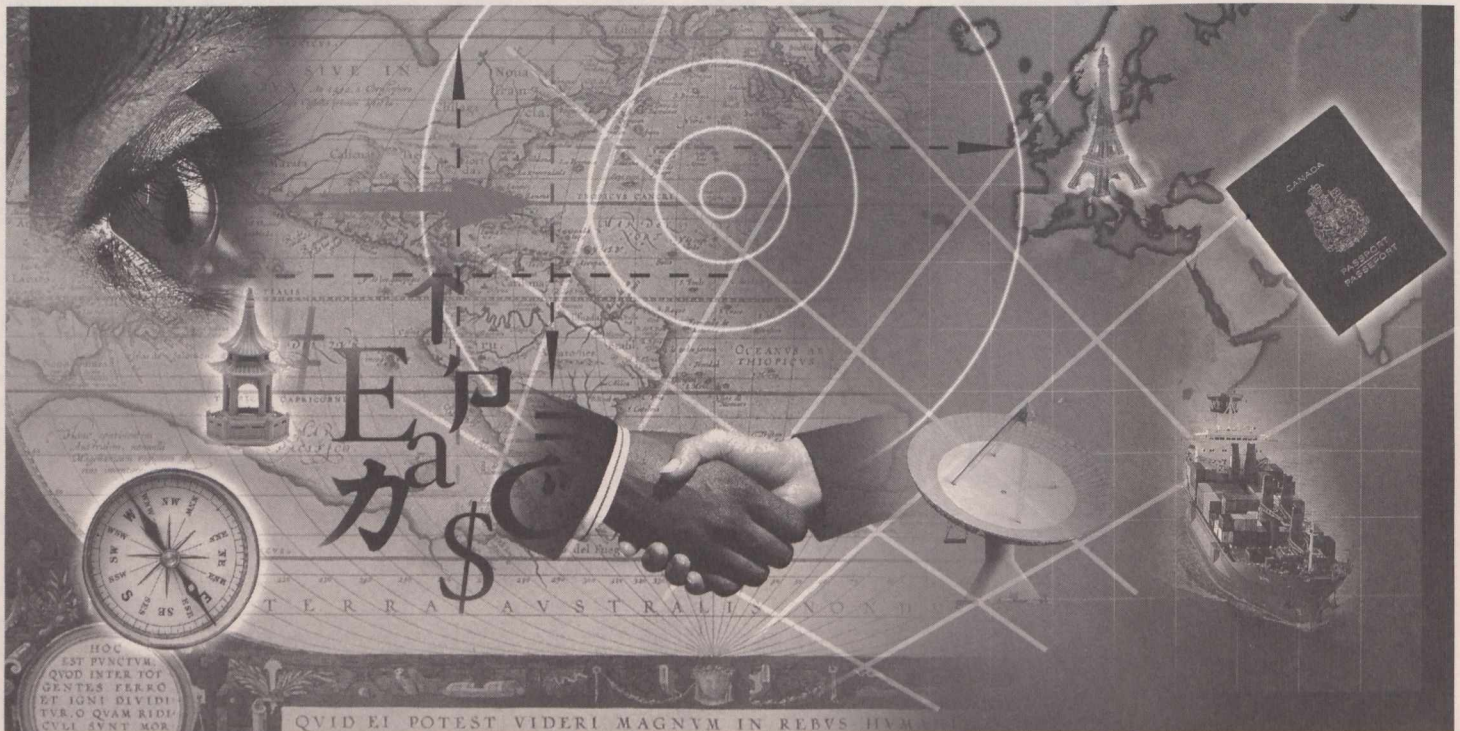
You'll be happy to hear that work is continuing on the new services list, which will be printed and distributed to all trade personnel by September. This list was tested extensively by our focus groups, companies, industry associations in every province, and the Alliance of Manufacturers and Exporters. It will be launched to the public later in the fall.

The Post Support Unit is up and running to help posts with global inquiries and other difficulties. For assistance, send your requests to the Overseas Operations (TCS) divisional mailbox, or call Roger Bélanger, Gilles Potvin, or Marie-Louise Hannan. We have also dedicated one officer to encourage and support posts in their efforts to build individual mission Web sites. If you are in the process of setting up a Web page, or are considering it, give Rick Zaporzan a call at 992-7722.

Finally, after several months of design and review, we've come up with new branding for the Trade Commissioner Service and its publications. Below is a black and white version of it; a colour version can be viewed on our Intranet site at <http://folio.lbp/pmi-imr/>

As always, I invite you to call me at 996-2964!

Richard Lecoq



PUBLISHING TEAM: Editor-in-chief: Richard Lecoq, 996-2964 • Publishing: LC&D Internet Publishing, 841-8484
 Editing Team: Andrée Cooligan, 943-2153 and Roger Bélanger, 995-7683

A Must for Every Desktop

If you don't have the SignetCD/WinFrame installed on your PC you are missing out on one of Signet's best information tools.

The SignetCD/WinFrame service is a collection of compact disk titles stored on the InfoTech servers at headquarters and made available to all posts by The Information Management and Technology Bureau (SXD). A previous article on the service (January 1998) evoked a multitude of interest from the field. So much, we would like to reiterate the highlights of the system to emphasize the time and resource savings that this system can offer trade sections.

SignetCD Highlights

Moody's International contains several pages of factual and statistical information on about 11 500 of the world's top companies, including 1850 Canadian corporations. The software offers graphing and balance sheet capabilities.

Moody's USA covers approximately 10 000 of the top corporations in the United States.

Canadian Business and Current Affairs (CBCA) houses a comprehensive bibliographic and full-text database with access to over 600 Canadian periodicals, 8 daily newspapers, and 25 American journals.

The Economist Intelligence Unit's Country Reports

Trade officers who want the service but do not have it installed on their PC should inquire with their local system administrator, or contact Al Kay/SXCI at 996-0752. Al can provide training over the phone or by tapping into your computer screen.

Can you name the artist
and the title of the Canadian
painting shown here?



Source: National Gallery of Canada, Ottawa

A full colour poster of the painting will go to the first three locally engaged commercial officers or commercial assistants, and to the first two Canadian-based staff who can name the artist and the painting. Send an e-mail with the correct answer to Andrée Cooligan/TCS.

I find that the harder I work, the more luck I seem to have.

– **Thomas Jefferson** (1743-1826)

Trade Commissioner Heads Up Canada Business Service Centre

There is a lot
of potential here
for helping
and interacting
with our
posts abroad
to service
prospective,
new and
existing
exporters.

In the last edition of *TCS International*, we discussed the network of Canada Business Service Centres (CBSCs) — one of the domestic partners that is responsible for helping companies prepare for international markets. This past March, one of our Trade Commissioners (TC) accepted an assignment to head up the centre in Vancouver, allowing us an insider's view of the Canada/British Columbia Business Service Centre (CBCBSC). Carl Kuhnke has been with the Trade Commissioner Service since 1976, and has served in Tokyo (twice), Munich, Ottawa and Seattle. Carl spoke to *TCS International* this past March, a few weeks after starting his new assignment in Vancouver.

TCS: Welcome back to Canada, Carl. I know you have recently arrived from Seattle and are now heading up the CBSC in Vancouver. How is the view so far from a domestic vantage point?

CK: There's not a cloud in the sky, it's 17 degrees Celsius, the view is great! I've been here two weeks — 10 working days — and it's fascinating to see what goes on in these business centres. At the post in Seattle, just two hours from here, the Business Development Officers know very little about what goes on in these centres, which for the most part are jointly funded federally and provincially.

There is a lot of potential here for helping and interacting with our posts abroad to service prospective, new and existing exporters. From my vantage point, it looks very exciting and I'm really pleased to be here.

TCS: How does your job differ from being a trade program manager outside of Canada (border-out) to one inside Canada (border-in)?

CK: In DFAIT, whether you are abroad or in Ottawa, you tend to be "issue-oriented". Even as the Senior Trade Commissioner in Seattle, I found that many departmental issues came to bear on the management side. Domestically in my new position, the issue is management. I am spending 40 percent of my time on personnel and union issues, and the other 60 percent on what DFAIT would call "program issues" — the business plan, the operational budget, that type of thing — but all management-oriented.

TCS: I understand that you service companies that are interested in foreign markets. At which point would your office refer someone to the International Trade Centre (ITC) or to a post?

CK: We have an extensive trade markets library here, and our Business Service Officers are quite effective at "pathfinding". Here at the CBCBSC,

we don't profess to have international trade experts. When an exporter comes in here looking for assistance, our main job is to make sure that they get "pathfound" to the correct organization. For example, one of my people is not going to tell someone all about the market potential for their furniture at the Highpoint show in North Carolina. They are going to refer him to Rick Stephenson at the ITC down the street. As for posts, we do refer people to posts, but on a very limited basis. We are very conscious of what posts get overloaded with, so we don't want "untried exporters" to get in direct touch with them. So 99 percent of our international trade referrals are either to the ITC, the Business Development Bank of Canada (BDC), Western Economic Diversification or to the provincial trade office.

TCS: How does your background as a TC lend to working in a CBSC?

CK: In any of the CBSCs, especially in a province like BC where 70 percent of the gross domestic product is dependent on exports, some-

one looking for information on starting a business, in all likelihood, is going to end up being involved in exports at some point, or being targeted toward exports. I am the first TC coming into a job at a CBSC; it's felt that a TC could bring a lot of expertise on the international side. The centres are domestically focussed, and the management wants to ensure that there is more integration so the domestic and the international part of the network work together. Like the 1-888 line for Team Canada Inc, it's one of many steps toward integration.

TCS: What type of clients should a post refer to a CBSC?

CK: Considering the Performance Measurement Initiative that we are now going through, posts are trying to focus on what they do best and where they can provide the best value-added service. When I was in Seattle, I sat down with my Business Development Officers four months ago, and said: "I know you've been doing A, B and C for the last 15 years, but you are not going to do it

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Best Practice - Commercial Section Snapshot

In various mission audit reports, the Auditor General has recommended that posts establish a short report that will provide information on upcoming events and activities, and the status of key Canadian clients in the marketplace with which the program is involved.

This report, already used by several posts in various forms, requires a minimum of effort to keep current. Located on the i: drive, where anybody from the trade section can make changes, it must be a WordPerfect file, which officers should update on a biweekly basis, or anytime they see fit.

It is a management tool that provides a "snapshot" of where the program is targeting its efforts and resources. It also benefits the Program Manager, the Head of Mission, and headquarters (the latter two get an updated copy every month).

To be useful, this report must be updated and "cleaned" regularly. We have turned this recommendation into a best practice (see sample report on pages 6-7) with the hope that you will find it useful enough to emulate. Contact TCS for more details.

CONTINUED ON PAGE 6

In theory, there is no difference between theory and practice. But in practice, there is.

— Jan L.A. van de Snepscheut

CONTINUED FROM PAGE 5

Snapshot of the Canadian Commercial Section in The People's Monarchy of Industria (PMI)

(also accredited to the Republic of Agrikol)

(PROTECTED COMMERCIAL)
CANADIAN EMBASSY - INDUSTRIA -
COMMERCIAL SECTION

1. Co-ordination Section

Include only major activities that have resource implications.

a) Fairs / Missions / Conferences

Jan or Feb 98	Outgoing Construction Mission (CMHC)
May 1998	Americana (Montréal)

b) Visits

October 6-17	Future Venture, Mr. Robert Roberts
October 21-22	ABC Corporation (6 persons)
August 20-25	Minister of Economic Development, Province of ABC

2. Reports Section

Only those reports with resource implications should be included.

Continuous updates	Summary of each priority sectors
New Trade Plan	Each officer is responsible for his/her section.

3. Tender Bids

List only bids of specific interest to Canadian firms for which posts are following up. Include

latest date of information in brackets.

in design stage: Industria Telecommunication Office — wireless telesystem tender — Canadian Telecom Unlimited is interested (May 30/98)

on hold: Information system for Industria Cadastral Office — interest from Canadian company XYZ Ltd. — International tender was awarded to local company — protest of anti-dumping from competitors was overruled (April 29/98)

4. Other

List only other issues that have resource implications for the post, e.g. market access issues, trade policy negotiations. Enter the initials of the officer who is working on the issue.

Monarchy of Industria	Health Certificates for the import of live cattle, swine, embryo (CO1)
Agrikol Republic	Finalization of MOU between Industry Canada and Ministry of Telecommunications (CO2)

5. Projects

Describe in a few words the status of the projects on which you are working, and the projects for which you think there could be results (small or large). Track all projects that have resource implications (e.g. advocacy). Take steps to protect the information and restrict the distribution of the document. Enter the initials of the responsible officer and the date of the last input.

Each problem that I solved became a rule which served afterwards to solve other problems.

— René Descartes (1596-1650)

- Sewergo Pursuing JV opportunity to manufacture sewage pipes. Intends to apply for CIDA support. (April 21/98, TC1)
- BF Inc. Interested in a manufacturing plant in Canada. Provincial Minister travelling to Industria in August to promote project with potential Industria investor. (May 1/98, CO2)
- High Ltd. Residential housing project with Agrikol Industria Development Ltd. — first Canadian model home built — ribbon cutting with Ambassador on June 8/98. (June 15/98, TC2)

6. Success Stories

Important for confidentiality purposes to obtain previous agreement from the Canadian company regarding its projects and approximate value.

- AGH Ltd. Established JV in Agrikol for environmental services — previous CIDA Inc. support (January 5/98 TC1)
- Hot Stuff BBQ First sales of Canadian BBQs. Approx. value: US\$200 000 (Dec 1/97, CO1)

7. Trade Statistics

C\$ million	CANADIAN EXPORTS			CANADIAN IMPORTS		
	Jan-May 1998	Total 1997	Total 1996	Jan-May 1998	Total 1997	Total 1996
Industria	8.1	50.1	49.0	11.0	72.7	55.8
Agrikol	1.1	12.3	12.7	7.4	25.4	29.6

8. Trade Section — Calendar of Events

Include events that officers should know about even though the post is not involved.

- Aug 6-10, 1998 Airshow Canada, Abbotsford
- Sept 20-25, 1998 Industria Pharmaceutika
- November 1, 1999 Agrikol — National Day

9. Dates: Holidays / Courses / Travel

- Commercial Officer — Quattro Pro Course — September 5-6
- Commercial Assistant — Annual Leave — September 12-23

Whether you think that you can, or that you can't, you are usually right.
 — Henry Ford (1863-1947)

A Look at the Competition

T*C*S International continues its series on foreign trade promotion organizations (TPOs) with a look at how our competitors address charging for selected services. This research is part of the service charge feasibility component of the Performance Measurement Initiative (PMI). Our findings are based exclusively on case studies of 12 TPOs: Tradenz; Austrade; the U.S. Commercial Service; British Overseas Trade Services; the Irish Trade Board; the Spanish Institute of Foreign Trade; the Belgian Office of Foreign Trade; the Netherlands Foreign Trade Agency; the Finnish Foreign Trade Association; the Norwegian Trade Council; the Swedish Trade Council; and the French Centre for Foreign Trade and Trade Expansion Posts.

We found that trade promotion organizations have three key objectives for charging fee-for-service, as follows:

Filtering: to eliminate frivolous or futile requests for service;

Focus: to focus clients, trade commissioners and locally engaged staff (LES) on high-value-added services, and to improve the quality of services by responding to client expectations that will naturally increase when services are being paid for; and

Revenues: to obtain revenue, partly to supplement the government's own resources, and partly to demonstrate that the services are valued by the clients.

TPOs consider the first two objectives — filtering and focus — to be the highest priorities. Indirectly, revenues are important to TPOs because, in many countries, they have become vital to credibility with stakeholders. Nevertheless, it is clear that fee-for-service were implemented by TPOs primarily to improve operational effectiveness, and only secondarily to raise money.

WHAT CHARGING INSTRUMENTS?

All TPOs provide some free services to exporters and/or foreign investors. Indeed, trade commissioners and LES spend the majority of their time on unbillable work, such as administrative and policy work and free services (typically to new exporters abroad and to individuals at offices in the home country). When they do charge for services, they use three main instruments:

- Memberships
- Charges per task/Contracts
- Miscellaneous fees

MEMBERSHIPS

The Swedish Trade Council (STC) and the Finnish Foreign Trade Association (FFTA) both have paid memberships. At the end of 1997, the STC had 1730 members, or, counting corporate groups as a single member, 1651 members, paying dues in proportion to their export earnings. Total fee revenues are about \$5 million per year.

The FFTA has approximately 800 fee-paying members (about 10 percent of all eligible companies). Typical dues are about \$1100 per year.

CHARGES PER TASK/CONTRACTS

Charging per task is by far the most common approach to fee-for-service, and it brings in the

Send us your articles for publication in the October edition of *TCS International*, deadline for submissions is August 28, 1998.

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

CANADA, 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*

Messages from the Chief Trade Commissioner

The following is an index to the e-mail messages from Kathryn E. McCallion, Assistant Deputy Minister, International Business, Passport, and Consular Affairs, and Chief Trade Commissioner, which were distributed to all trade personnel between quarterly issues of TCS International.

MESSAGE 12, JUNE 5, 1998

Performance Measurement Initiative (PMI) Update: Employee Survey gets the ball rolling!

- Development of the PMI is now nearly complete, with deliverables ready to be implemented.
- Progress report was presented on May 28 in the Cadieux Auditorium. Videotaped cassettes of the presentation have been sent to all posts.
- The first employee survey has been sent out and should be completed by June 26.
- A report will be prepared on the aggregate findings as soon as they are available.
- Status of other components is listed below. See the PMI Intranet site for more details at <http://folio.lbp/pmi-imr>

Services and Guidelines

- The list of services to Canadian business clients is almost ready and will officially take effect early this fall. You will have copies by September.
- We continue to develop a separate new list of services to our domestic partners, which will cover items such as investment services and services to partner-sponsored trade missions.
- The new handbook of service-delivery guidelines will be available to you on the Intranet by September. It will also contain policies on such matters as Canadian content, global inquiries, etc.

- An Overseas Support Unit is being established at headquarters, which will serve posts abroad as a point of recourse for interpreting the service guidelines, resolving special problems that arise in service delivery, and referring global inquiries for action.

Client Surveys and Client-Tracking

- The client-survey questionnaire is now complete.
- A pilot survey of approximately 100 companies is now under way, and the first full-scale client survey will be administered in the fall.
- Client-tracking through WIN is now more important than ever. For the first full-scale client survey this fall, we need to have all posts tracking their active clients in WIN Exports now!

Service Charge Feasibility and Desirability

- We completed an analysis of service-charge regimes among our counterpart trade promotion organizations abroad. All of these organizations charge for their information products, at the very least. Canada stands virtually alone as a provider of trade promotion services entirely free of charge.
- We have developed three possible service-charge scenarios for the TCS (including the scenario of a somewhat enhanced status quo). We will now take these scenarios into a phase of extensive consultations with our clients and our employees.

A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.

– Sir Winston Churchill

Some Best Practices from Hong Kong

In anticipation of changes in the delivery of services to our clients, we thought that these practices, which are being used in Hong Kong, would be of interest to our readers. Peter MacArthur, Deputy Director, Policy and Strategic Planning Division (TBX), served in Hong Kong from 1994 to 1996 and supplied us with the list.

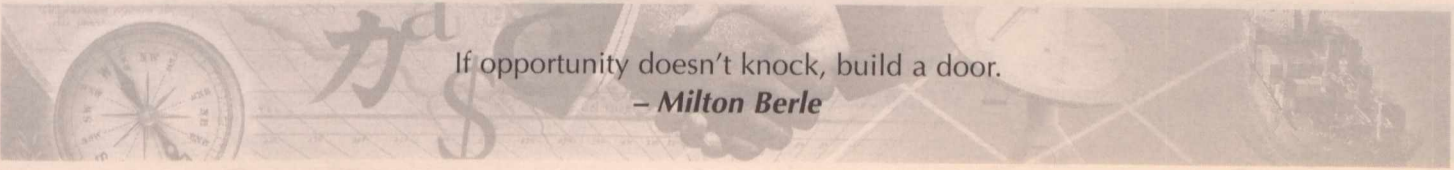
1 Established the post's own bilingual Internet Web site, which became the Commercial Division's virtual "Information Centre" for trade/investment inquirers, both Canadian and local. By placing introductory messages and over 20 market information products on-line at www.canada.org.hk, which are hot-linked to other Asian/Canadian business sites, Hong Kong provides more accessible, faster service and deflects much of the casual traffic that ties up limited, costly resources at many posts abroad.

2 Used local WIN Exports to enhance our ability to electronically manage local business card information by permitting e-mail/fax to local contacts. In addition, the increasing use of WIN Exports as a client-management system allows posts to be more responsive, timely and accurate in servicing Canadian clients while establishing better corporate memory.

3 Acted as a neutral, strategic convenor to organize Joint Action Groups (JAGs) of local business people who represent Canadian product. Agents, distributors and representatives of Canadian regional offices meet regularly to co-ordinate strategy and leverage seed money to develop critical mass in local marketing.

4 Invested PIBD funds in post outreach and networking operations. The first budget allocation allowed officers to participate in business events such as conferences/seminars aimed at gathering market intelligence and information and meeting influential, knowledgeable local contacts. The second PIBD project was designed to top up our limited travel budgets and get officers away from their desks and into regional markets beyond Hong Kong, where our clients are.

5 Directed PIBD funds to purchase specialized market information to upgrade the post's commercial library for use by staff and visitors. This information was shared with other posts in the region. It was complemented by funding of a pilot test of a recommended on-line database, which proved useful to posts prior to the availability of the new SignetCD/WinFrame service.



If opportunity doesn't knock, build a door.

— Milton Berle

Trade Officers Speak Out at Globe '98 CONTINUED FROM PAGE 1

ing with non-export-ready companies, and I believe they would be better served in Canada.

"With regard to Santiago's Info Centre, it is important to state that we implemented it to improve our response rate for routine trade inquiries. The Info Centre is operated by two commercial assistants who, after almost one year, have become experts in using Info Centre tools to provide general sectorial responses. This allows commercial officers to become more proactive and to concentrate on market intelligence and market development. As much as 60 percent of written inquiries in my sectors of responsibility are referred to the Info Centre."

Margot Edwards, Santiago

"The slowness with which new business can be done must be impressed upon travellers coming here. Some come over, expect to travel four or five thousand miles, do a large trade and get back on the next steamer. When this cannot be done they fret and fume and grumble at things that do not happen to be like those in Canada. They must remember they and their goods are new and unknown to this country. Some of them have not even samples of the goods they offer. There is a market for many lines of Canadian goods but...it requires time, some money and patience, and without this equipment I would not advise any man to come."

John Short Larke

Canada's first Trade Commissioner
Australia, 1895

Trade Commissioner Heads Up Canada Business Service Centre CONTINUED FROM PAGE 5

anymore." It's simple. Posts can no longer afford to spend time answering an unqualified fax just because someone has a Canadian corporate address. In my opinion, unless someone is qualified in WIN, or has been qualified by the province, the post should send them right back to the CBSC or ITC.

TCS: What type of service or assistance is required from your Team Canada partners in Ottawa, i.e. Industry Canada or DFAIT?

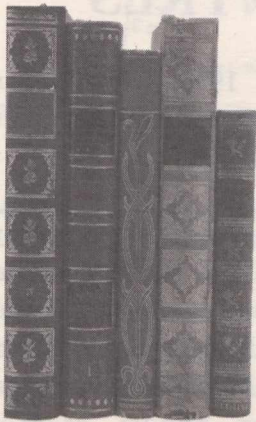
CK: We have a fairly strong National Secretariat that runs out of Industry Canada that works really well; it's a good support group. They do the national Web site for us, and provide us with national training and all that good stuff. I guess what I see lacking is that the CBSCs do not have a

high awareness factor in the Canadian business community or in our posts. I suggest that more integration of what we are doing will create more awareness, and that will help all of us. Our Web site alone, with the Interactive Business Planner and the soon to be up Interactive Exporter, can substantially reduce the workload on posts.

TCS: Is there anything you would like to add to your colleagues in DFAIT and the posts?

CK: The domestic network is exciting and interesting. Let's get on with what we all want to do on an integrated basis, which is to take our domestic and international networks, put them together and get those small and medium-sized enterprises exporting more!

Glory is fleeting, but obscurity is forever.
- Napoleon Bonaparte (1769-1821)



Literature Review

Best Practices: Building Your Business With Customer-Focused Solutions

TCS *International* plans to maintain a regular *Literature Review* column for books related to TCS issues and concerns. The Policy and Strategic Planning Division (TBX) has offered up the first in this series. Below is a summary of a review by Tom Brown on *Best Practices: Building Your Business With Customer-Focused Solutions* by Thomas B. Kelly, Robert Hiebeler, and Charles Ketteman, April 1998. The book resonates with DFAIT Performance Measurement Initiative (PMI) actions now under way. Copies of the book are available on loan from TBX. Readers of *TCS International* are invited to submit summaries or reviews of publications that they feel would benefit fellow readers.

This new management book profiles the customer service techniques used by over 40 of the world's leading organizations to achieve "best practice" in customer service. The companies were rated by Arthur Andersen consultants using a process-classification system that involves six steps, such as: understanding current markets and clients; improving marketing and selling; and creating customer-information management systems.

Best Practices then shows how these top-rated companies got to where they are. The book combines entertaining stories of corporate success with detailed and relevant checklists and advice on customer service. The authors suggest that organizations, "survey...customers frequently, systematically, directly, and personally" and "develop an integrated system for processing orders tailored to customers' needs." Each chapter ends with a

series of questions designed to evaluate the quality of an organization's customer service.

Best Practices is described as a "compressed compendium of what top companies are doing to get, please, keep, and expand their customer bases." Arthur Andersen consultants conclude that "best practices do not belong to any single company [like FedEx or Dell] or industry [hotels], but instead have universal application to companies large and small across all industries." The authors assert that, "By examining the history and refinement of each basic universal process, managers at any company, in any industry, can discover more innovative and effective ways of solving their current business problems and responding to their customers' needs."

Bottom line: best practice is all about looking outside yourself, "an intensely personal journey." *Best Practices* concludes that once an organization "learns to speak the language of process, builds relationships of trust with stakeholders, and is proactive rather than reactive with the forces of change, it will create value for both itself and its customers."

"Are you a Player or a Fan" by Tom Brown, *Across the Board*, United States Conference Board, April, 1998.

"*Best Practices: Building Your Business With Customer-Focused Solutions*", by Thomas B. Kelly, Robert Hiebeler and Charles Ketteman, Simon & Schuster, 1998.

CANADA BUSINESS SERVICE CENTRES



The
CBSC
siphoned
data
from
numerous
sources.

As mentioned in the previous edition of *TCS International*, Industry Canada is sharing some of its Canadian Business Service Centres (CBSC) success stories with us in an effort to show our trade officers in posts how the CBSCs can help small and medium-sized enterprises (SMEs). Below is an extract from *Inter-Connexion: The newsletter for partners in Canada Business Service Centres*.

Newfoundland entrepreneur Bruce Campbell of Vinland Wine Racks says the assistance he got from the Canada-Newfoundland and Labrador Business Service Centre was indispensable in his bid to establish a unique line of stackable wooden racks that is making a spirited debut in North America.

Since 1995, the Centre has guided Campbell through starting up, patent protection, expansion, and entry into the export market, as Vinland Wine Racks has grown from a part-time hobby into a six-person enterprise, selling more than 6000 units in 1996.

Eager to produce and sell the unique wine rack that he had invented at home, Campbell first contacted the

CBSC in January 1995, looking for information that would help protect his design.

To quench Campbell's thirst for information, the CBSC siphoned data from numerous sources, including the Centre's Business Information System (BIS), the Internet, NAFTA documents, the Program for Export Market Development (PEMD), and several trade and industry databases. Besides the information available in-house, the CBSC pointed him to information from the National Research Council, the Business Development Bank, Memorial University, the Universal Product Code Council, and the University of Waterloo's Innovation Centre. Most important, CBSC staff put Campbell in touch with the Canadian Intellectual Property Office in Halifax, his key contact for obtaining a patent before he could set up his business.

"It was tremendous help," Campbell says. "Without the Centre, it would have taken longer."

For more information on the network of CBSCs, check out their Web site at cbsc.org

DILBERT®

By Scott Adams

DE-POLITICIZING YOUR BUSINESS WRITING

BE CAREFUL THAT WHAT YOU WRITE DOES NOT OFFEND ANYBODY OR CAUSE PROBLEMS WITHIN THE COMPANY. THE SAFEST APPROACH IS TO REMOVE ALL USEFUL INFORMATION.



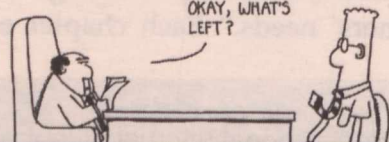
TAKE OUT THE DISCUSSION OF THE PROBLEM; IT COULD EMBARRASS SOMEBODY.



AND DON'T MENTION THE ALTERNATIVES; IT WILL JUST RAISE QUESTIONS.

OKAY, WHAT'S LEFT?

THE PAGE NUMBERS.



SDC INTERNATIONAL

Volume 5, N° 3

SDC International est un bulletin trimestriel qui s'adresse aux membres du Service des délégués commerciaux. Il a pour but de favoriser les échanges sur des questions d'intérêt général. Veuillez nous faire parvenir vos contributions par courrier électronique, ou par télécopieur, à TCS, au (613) 996-1225. Le bulletin est aussi diffusé sur intranet : <http://folio.lbp/tcs-sdc/sdc.htm>.

juillet
1998

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Commentaires des agents commerciaux à Globe 98

SDC International a interviewé des agents commerciaux qui ont participé à Globe 98 en mars dernier à Vancouver. Voici leur point de vue sur divers sujets.

« Avec des ressources limitées, Ottawa peut nous soutenir concrètement dans nos opérations sur le terrain, par exemple en s'occupant des lettres qui sont envoyées régulièrement aux missions ou en nous informant des endroits qui peuvent offrir des services au Canada à des entreprises canadiennes. »

John Rodney, Ankara

« Je me sers toujours du réseau WIN pour trouver des personnes-ressources au Canada qui pourraient répondre à des demandes du Mexique, mais je peux difficilement déterminer si telle ou telle autre entreprise répond à mes besoins, même en lisant le profil de cette entreprise [...] le fait de participer à des foires commerciales comme Globe 98 m'est extrêmement utile. Ici je suis non seulement en présence d'entreprises, mais je peux rapporter à mon bureau la documentation qu'elles m'ont

fournie; au fil du temps, j'ai pu constituer ainsi une documentation abondante. »

Verónica Fernández, Monterrey

« Puisque je connais très bien les besoins des Thaïlandais, je peux obtenir rapidement ce que je cherche lorsque je participe à un événement comme Globe. J'ai avec moi cinq représentants du secteur privé thaïlandais; ils sont très actifs et ce sont de bons acheteurs potentiels. Ce matin, l'un d'eux a rencontré un agent de la Corporation commerciale canadienne. Celui-ci a déjà transmis la demande de renseignements à Ottawa. L'établissement de contacts, c'est vraiment efficace. »

Viyada Vanichrojanarat, Bangkok

« À mon avis, la mesure la plus heureuse de l'IMR est la création d'un mécanisme par lequel les missions pourront référer légitime-

SUITE À LA PAGE 12

Faites-nous savoir ce que vous pensez de la nouvelle présentation que s'est donnée *SDC International*!

↳ Le message du rédacteur en chef ↳

Chers collègues,

J'ai vraiment hâte de connaître les résultats du premier sondage auprès des employés! Vous êtes nombreux déjà à avoir pris le temps de remplir le questionnaire et les réponses nous arrivent de façon continue. J'aimerais encourager ceux qui ne l'ont pas encore fait à agir - c'est l'occasion ou jamais d'influer sur votre avenir! Un gros merci à l'équipe de l'IMR, plus particulièrement à Rodrigue Bilodeau et à Sylvie Gariépy, d'avoir monté un sondage extrêmement professionnel.

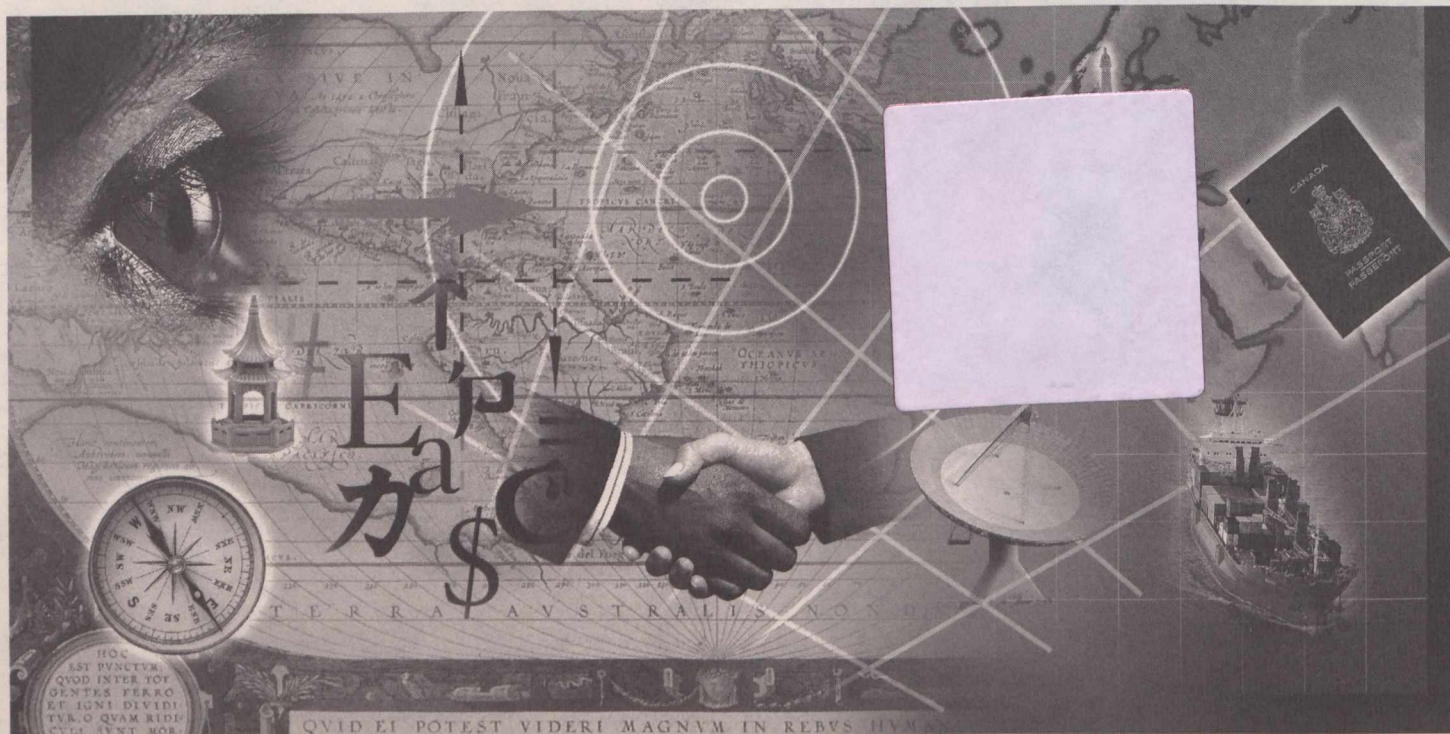
Vous serez heureux d'apprendre que le travail se poursuit en ce qui concerne la nouvelle liste des services, qui sera imprimée et distribuée à tout le personnel commercial d'ici septembre. Cette liste a été soumise à l'oeil attentif de nos groupes de réflexion, des entreprises, des associations industrielles de chaque province ainsi que de l'Alliance des manufacturiers et des exportateurs du Canada. Elle sera rendue publique plus tard cet automne.

L'Unité de soutien à l'étranger est opérationnelle et aide les missions en répondant aux demandes globales de renseignements ou en résolvant d'autres problèmes. Il faut envoyer ses demandes à TCS (Opérations à l'étranger), ou encore appeler Roger Bélanger, Gilles Potvin ou Marie-Louise Hannan. Nous avons aussi confié à un agent le mandat d'encourager et d'aider les missions à ouvrir leurs propres sites Web. Si vous travaillez actuellement à une page Web, ou si vous y songez, appelez Rick Zaporzan au 992-7722.

Enfin, après plusieurs mois d'esquisses et d'essais, nous avons produit une nouvelle image de marque pour le Service des délégués commerciaux et ses publications. Vous pouvez en voir ci-après une version en noir et blanc. On peut admirer la version en couleurs sur notre site intranet à <http://folio.lbp/pmi-imr/>

Comme toujours, je vous invite à m'appeler au 996-2964!

Richard Lecoq



**Équipe
de rédaction :**

Rédacteur en chef : Richard Lecoq, 996-2964 • Mise en pages : LC&D Internet Publishing, 841-8484
Équipe de rédaction : Andrée Cooligan, 943-2153 et Roger Bélanger, 995-7683

Un atout essentiel!

Si vous n'avez pas encore fait installer SignetCD / WinFrame sur votre ordinateur, vous vous passez de l'un des meilleurs outils d'information du SIGNET.

Le service SignetCD / WinFrame est une collection de documents sur disques compacts situés sur les serveurs d'InfoTech à l'Administration centrale et mis à la disposition de toutes les missions par la Direction générale de la gestion de l'information et de la technologie (SXD). Un article précédent à ce sujet, paru en janvier dernier, a suscité un très grand intérêt dans notre secteur. Par conséquent, nous aimerions rappeler les avantages de ce service, pour faire ressortir les économies de temps et de ressources que les sections commerciales pourront réaliser.

Les délégués commerciaux qui veulent obtenir ce service, mais qui ne l'ont pas fait installer sur leur ordinateur, doivent communiquer avec leur administrateur de système ou Al Kay (SXCI) au 996-0752. Al peut fournir de la formation par téléphone ou directement depuis votre écran d'ordinateur.

SignetCD – traits saillants

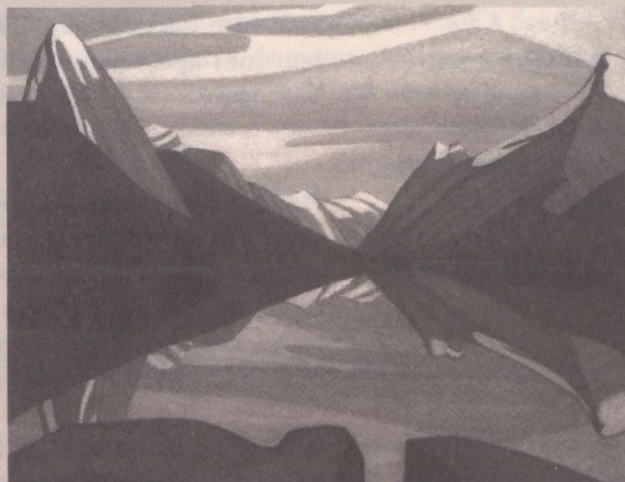
Moody's International répertorie quelques 11 500 grandes entreprises mondiales, y compris 1 850 entreprises canadiennes, et présente plusieurs pages de renseignements et de chiffres sur chacune d'entre elles. Ce logiciel permet de produire des graphiques et des bilans.

Moody's USA fournit de l'information sur près de 10 000 entreprises américaines.

Canadian Business and Current Affairs (CBCA) renferme une base de données bibliographiques et une base de données en texte intégral qui permet l'accès à plus de 600 périodiques canadiens, huit quotidiens et 25 revues américaines.

Rapports par pays publiés par *The Economist*.

Savez-vous le titre de ce tableau canadien et pouvez-vous nommer l'artiste qui l'a réalisé?



Source : Musée des beaux-arts du Canada, Ottawa

Une affiche en couleurs de cette œuvre sera remise aux trois premiers agents ou adjoints commerciaux recrutés sur place de même qu'aux deux premiers agents canadiens qui nous indiqueront le nom de l'artiste et le titre du tableau. Transmettez vos réponses par courrier électronique à Andrée Cooligan (TCS).

Je trouve que plus je travaille, plus je semble avoir de chance.

– Thomas Jefferson (1743-1826)

Délégué commercial nommé à la tête d'un Centre de services aux entreprises du Canada

Les possibilités de collaboration avec nos bureaux à l'étranger sont nombreuses en ce qui a trait à la prestation de services aux exportateurs actuels et futurs.

Dans la dernière livraison de *SDC International*, nous avons parlé du réseau des Centres de services aux entreprises du Canada (CSEC), qui comptent parmi les partenaires canadiens chargés d'aider les entreprises à percer sur les marchés mondiaux. En mars dernier, l'un de nos délégués commerciaux (DC) a accepté de diriger le CSEC de la Colombie-Britannique à Vancouver. Dans ce numéro, celui-ci nous parle de ses nouvelles fonctions et du bureau qui l'a accueilli. Carl Kuhnke fait partie du Service des délégués commerciaux depuis 1976 et il a occupé des postes à Tokyo (deux fois), à Munich, à Ottawa et à Seattle. *SDC International* a rencontré Carl en mars dernier, quelques semaines après son entrée en fonction à Vancouver.

SDC : Bienvenue au Canada, Carl. Nous savons que vous êtes arrivé récemment de Seattle et que vous dirigez maintenant le CSEC de Vancouver. Nous aimerions connaître vos premières impressions en tant que directeur d'un bureau au Canada.

CK : Le ciel est dégagé, il fait 17 degrés Celsius, et la vue est splendide! Je suis ici depuis deux semaines — 10 jours ouvrables si vous préférez — et je suis impressionné de voir tout le travail qui se fait dans ces centres de services. Au bureau de Seattle, à deux heures d'ici, les agents de promotion commerciale sont très peu informés de ce qui se passe dans les CSEC, qui sont financés en grande partie par le gouvernement fédéral et les provinces. Pourtant, les possibilités de collaboration avec nos bureaux à l'étranger sont nombreuses en ce qui a trait à la

prestation de services aux exportateurs actuels et futurs. À mon point de vue, l'expérience s'annonce passionnante et je suis très heureux d'être ici.

SDC : Quelle différence y a-t-il entre gérer un programme de promotion du commerce de l'extérieur du Canada et en gérer un de l'intérieur?

CK : Au MAECI, que vous soyez à l'étranger ou à Ottawa, votre tâche est surtout axée sur les questions d'ordre ministériel. Même comme délégué commercial principal à Seattle, j'étais souvent appelé à résoudre ce genre de questions dans l'exercice de mes fonctions de gestionnaire. Maintenant, mes fonctions consistent uniquement dans la gestion. Je consacre 40 p. 100 de mon temps à la gestion du personnel et aux questions syndicales, et 60 p. 100, à ce que le MAECI appellerait les « questions liées aux programmes » — comme par exemple, le plan d'activités et le budget de fonctionnement — mais uniquement axées sur la gestion.

SDC : Vous offrez des services aux entreprises qui s'intéressent aux marchés étrangers, n'est-ce pas? À quel moment jugez-vous pertinent d'orienter une personne vers un Centre de commerce international (CCI) ou une mission?

CK : Nous disposons ici d'un vaste centre documentaire sur les marchés et nos agents du service commercial sont très doués pour la recherche d'information. Toutefois, nous ne prétendons pas avoir à notre service des experts en commerce international. Lorsqu'un exportateur s'adresse à nous pour obtenir de l'aide,

notre principale tâche est de le diriger vers l'organisation compétente. Par exemple, si un de mes employés reçoit un fabricant de meubles à la recherche de débouchés, il ne se mettra pas à lui décrire toutes les possibilités qui l'attendent à la foire de Highpoint, en Caroline du Sud. Il va plutôt l'orienter vers Rick Stephenson, du CCI, tout près d'ici. Quant aux missions, il nous arrive d'orienter des gens vers ces bureaux, mais ces cas sont peu fréquents. Nous savons très bien ce qui risque de surcharger la tâche des missions, et nous évitons que des exportateurs « novices » soient en contact direct avec les missions. C'est pourquoi 99 p. 100 des cas sont dirigés vers le CCI, la Banque de développement du Canada, Diversification de l'économie de l'Ouest Canada ou l'Office du commerce de la province d'origine.

SDC : Dans quelle mesure votre expérience de délégué commercial vous aide-t-elle dans l'exécution de vos tâches au CSEC?

CK : Dans tous les CSEC, et en particulier celui de la Colombie-Britannique, où 70 p. 100 du produit intérieur brut dépend des exportations, la personne qui cherche de l'information sur la façon de démarrer une entreprise aura de fortes chances de se livrer tôt ou tard à

l'exportation ou, du moins, de se diriger vers ce domaine d'activités. Je suis le premier DC à occuper un poste dans un CSEC; on est d'avis qu'un DC peut apporter une vaste expertise dans le domaine international. Les Centres sont plutôt tournés vers le marché intérieur, et la direction souhaite une plus grande intégration avec le volet international, de sorte que les deux composantes du réseau (nationale et internationale) collaborent entre elles. Comme pour la ligne 1-888 d'Équipe Canada inc, il s'agit là d'une des nombreuses étapes vers l'intégration.

SDC : Quel genre de clients les missions risquent-elles de renvoyer à un CSEC?

CK : Compte tenu de l'Initiative de mesure du rendement qui a été lancée récemment, les missions tentent de mettre l'accent sur ce qu'elles accomplissent le mieux et elles s'efforcent de déterminer où elles pourraient fournir le service ayant la meilleure valeur ajoutée. Il y a quatre mois, lorsque j'étais à Seattle, j'ai rencontré mes agents de promotion commerciale et je leur ai dit : « Je sais que vous exécutez les tâches X, Y, Z depuis une quinzaine d'années, mais vous n'aurez plus à le faire bientôt. » C'est simple. Les missions ne

SUITE À LA PAGE 12

Pratiques exemplaires – Aperçu d'une section commerciale

Dans divers rapports de vérification de missions, l'inspecteur général a recommandé que les missions puissent être en mesure de dresser un bref rapport sur les événements et activités à venir touchant le programme commercial, et sur la situation concernant leurs principaux clients canadiens sur leur marché.

Un tel document est déjà utilisé par plusieurs missions sous diverses formes et sa mise à jour régulière nécessite un minimum d'effort. Sauvegardé sur un dossier électronique disponible à tous (i:), où tous les membres de la section commerciale peuvent y apporter des changements, il ne demande qu'un fichier WordPerfect, mis à jour par chaque agent à toutes les deux semaines ou en temps utile. Il s'agit d'un outil de

gestion qui présente un aperçu des projets auxquels le programme entend consacrer ses efforts et ses ressources. Il est aussi à l'usage du gestionnaire du programme, du chef de mission et de l'Administration centrale (ces derniers en reçoivent une version mise à jour tous les mois).

Pour être utile, un tel document se doit d'être mis à jour et « nettoyé » régulièrement. Nous avons fait de cette recommandation de l'inspecteur général une pratique exemplaire en espérant que vous la trouverez suffisamment pratique pour la suivre. Veuillez contacter TCS pour plus de détails.

SUITE À LA PAGE 6

En théorie, il n'y a pas de différence entre la théorie et la pratique. Mais en pratique, il y en a une.

– Jan L.A. van de Snepscheut

SUITE DE LA PAGE 5

Aperçu de la section commerciale canadienne en l'Incomparable Monarchie de Rikoko (IMR)

(accréditée auprès de la République d'Agrikol)

(INFORMATION COMMERCIALE PROTÉGÉE)
AMBASSADE DU CANADA EN RIKOKO —
SECTION COMMERCIALE

1. Coordination

Mentionner seulement les activités importantes qui ont des répercussions sur les ressources.

a) Expositions/missions/conférences

Janvier ou février 1998	Mission à l'étranger sur la construction (SCHL)
Mai 1998	Americana (Montréal)

b) Visites

6-17 octobre	Future Venture, M. Richard Robert
21-22 octobre	ABC Corporation (6 personnes)
20-25 août	Ministre du Développement économique de la province d'ABC

2. Rapports

Mentionner seulement les rapports qui ont des répercussions sur les ressources.

Mises à jour continues	Résumé de chaque secteur prioritaire
Nouveau plan commercial	Chaque agent rend compte de sa section.

3. Appels d'offres

Mentionner seulement les appels d'offres particulièrement intéressants pour les entreprises canadiennes et dont les missions considèrent utiles d'en assurer un suivi. Préciser

entre parenthèses la date des informations les plus récentes.

Au stade de l'étude : Office des télécommunications de Rikoko - appel d'offres pour un système de télécommunications sans fil - la Société Télécom du Canada Limitée est intéressée (30 mai 1998)

En suspens : Système d'information pour le cadastre de Rikoko - la société canadienne XYZ est intéressée - le marché a été attribué à une société locale après l'appel d'offres international - les plaintes antidumping des concurrents ont été rejetées (28 avril 1998).

4. Divers

Mentionner seulement les autres questions qui ont des répercussions sur les ressources de la mission, par exemple concernant l'accès aux marchés ou les négociations commerciales. Indiquer entre parenthèses les initiales de l'agent qui est chargé de chaque question.

Monarchie de Rikoko	Certificats sanitaires pour l'importation de bovins et de porcs vivants et d'embryons (AC1)
République d'Agrikol	Conclusion du protocole d'entente entre Industrie Canada et le ministère des Télécommunications (AC2)

5. Projets

Décrire en quelques mots l'état des projets auxquels vous travaillez et les projets qui, selon vous, pourraient donner des résultats (modestes ou considérables). Inclure les projets qui ont des répercussions sur les ressources (p. ex., la défense d'intérêts). Faire le nécessaire pour protéger l'information et limiter la diffusion du document. Indiquer entre parenthèses les initiales de l'agent responsable et la date de la dernière mise à jour.

Chaque problème que j'ai résolu est devenu une règle qui a servi par la suite à résoudre d'autres problèmes.

– René Descartes (1596-1650), Discours de la Méthode

- Sewergo Poursuit la possibilité de coentreprise pour la fabrication de tuyaux d'égout. Veut demander l'appui de l'ACDI. (21 avril 1998, DC1)
- BF Inc. S'intéresse à une usine de fabrication au Canada. Le ministre provincial d'ABC fera un voyage en Rikoko en août pour promouvoir le projet avec un investisseur rikokais potentiel. (1^{er} mai 1998, AC2)
- High Ltée Lotissement résidentiel avec Agrikol Development Ltd. - une première maison modèle canadienne a été construite - inaugurée en présence de l'ambassadeur le 8 juin 1998. (15 juin 1998, DC2)

6. Modèles de réussite

Pour protéger le caractère confidentiel de l'information, il est important d'obtenir l'accord de l'entreprise avant de divulguer l'état de ses projets et leur valeur approximative.

- AGH Ltée A établi une coentreprise en Agrikol pour des services environnementaux — appui antérieur du PCI de l'ACDI (5 janvier 1998 DC1)
- Barbecues Pleins Feux Premières ventes de barbecues canadiens. Valeur approximative : 200 000 \$US (1^{er} décembre 1997, AC1)

7. Statistiques commerciales

en millions de \$CAN	EXPORTATIONS CANADIENNES			IMPORTATIONS CANADIENNES		
	Jan-mai 1998	Total 1997	Total 1996	Jan-mai 1998	Total 1997	Total 1996
Rikoko	8,1	50,1	49,0	11,0	72,7	55,8
Agrikol	1,1	12,3	12,7	7,4	25,4	29,6

8. Autres événements d'intérêt

Mentionner les activités auxquelles la mission ne participe pas, mais dont les agents devraient avoir connaissance.

- 6-10 août 1998 Salon de l'aéronautique d'Abbotsford
- 20-25 septembre 1998 Rikoko Pharmaceutika
- 1^{er} novembre 1999 Agrikol - Fête nationale

9. Dates : Congés/cours/voyages

- Agent commercial — Cours Quattro Pro — 5 et 6 septembre
- Adjoint commercial — Congé annuel — 12-23 septembre

Que vous pensiez que vous pouvez ou que vous ne pouvez pas, vous avez habituellement raison.

— Henry Ford (1863-1947)

Coup d'œil sur nos concurrents

SDC International poursuit sa série d'articles sur les organismes étrangers de promotion du commerce international (OPCI). Nous examinons dans ce numéro-ci la politique de tarification de services particuliers pratiquée chez nos concurrents. Cette étude s'inscrit dans le volet « faisabilité des frais de service » de l'Initiative de mesure du rendement (IMR). Nos constatations sont tirées exclusivement d'études de cas portant sur 12 OPCI : Tradenz; Austrade; le U.S. Commercial Service; le British Overseas Trade Services; le Irish Trade Board; l'Institut espagnol du commerce extérieur; l'Office belge du commerce extérieur; l'Office du commerce extérieur des Pays-Bas; l'Association finlandaise pour le commerce extérieur; les Conseils commerciaux de Norvège et de Suède; le Centre du commerce extérieur et de l'expansion du commerce de France.

Nous avons constaté que la politique de rémunération des services des organismes de promotion du commerce international vise les trois objectifs fondamentaux suivants :

Présélection : afin d'éliminer les demandes de service futiles;

Focalisation : afin de développer chez les délégués commerciaux et les employés recrutés sur place une culture des services à forte valeur ajoutée et habituer la clientèle à cette approche; afin d'améliorer la qualité des services pour être à la hauteur des attentes d'une clientèle qui doit payer pour recevoir ces services;

Revenus : afin d'encaisser des revenus — d'une part, pour compléter les ressources de l'État et d'autre part, pour démontrer que les services sont prisés par la clientèle.

Les deux premiers objectifs sont prioritaires pour les OPCI. Indirectement, l'objectif des revenus compte aussi pour les OPCI, car dans plusieurs pays les revenus sont un gage de crédibilité auprès des intéressés. Néanmoins, il est clair que la politique de la rémunération des services des OPCI vise avant tout à accroître l'efficacité opérationnelle et, en second lieu seulement, à générer des revenus.

OUTILS DE FINANCEMENT

Tous les organismes de promotion du commerce international offrent des services à titre gracieux aux exportateurs et aux investisseurs étrangers. De fait, les délégués commerciaux et les employés recrutés sur place consacrent la très grande partie de leur temps à des tâches qui ne sont pas facturées — tâches administratives et tâches d'orientation, et services gratuits (offerts le plus souvent aux nouveaux exportateurs à l'étranger et aux personnes travaillant dans le pays d'origine). Pour la rémunération de leurs services, les OPCI recourent à l'un ou l'autre des outils suivants :

- Cotisation de membre
- Honoraires à l'acte/forfaits
- Frais divers

COTISATION DE MEMBRE

Le Conseil commercial de Suède (STC) et l'Association finlandaise pour le commerce extérieur (FFTA) exigent tous deux une cotisation de leurs membres. À la fin de 1997, le STC comptait 1 730 membres (1 651 si on considère les groupes de sociétés comme un seul membre) qui payaient une cotisation en proportion de leurs revenus d'exportation. Le total des cotisations s'élève à environ 5 millions de dollars par année.

De son côté, la FFTA compte environ 800 membres cotisants, soit environ 10 p. 100 de toutes les entreprises admissibles. Le montant de la cotisation annuelle s'établit normalement à environ 1 100 \$.

HONORAIRES À L'ACTE/FORFAITS

Les honoraires à l'acte sont de loin la forme de rémunération des services la plus courante et, en même temps, la plus importante source de revenus. Normalement, on détermine d'avance les honoraires selon les estimations du temps d'exécution nécessaire établies par l'expert de l'OPCI, et le prix du contrat est généralement fixe.

Par ailleurs, on peut définir un bloc de services standard ou un nombre normal d'heures pour chaque mandat à exécuter. En général, les tentatives de normalisation de services en fonction d'un prix standard ne se sont pas avérées des expériences heureuses. Les tentatives pour définir un temps standard — p. ex., 40 heures consacrées à la prestation de services personnalisés pour un nouveau venu sur le marché — ont mieux réussi.

Les organismes de certains pays prélèvent des commissions, des frais de conclusion de transaction et des redevances, selon le succès que connaît le programme de commercialisation auquel contribue l'OPCI. Le principe de cette politique est le suivant : l'exportateur

reçoit des services et il verse un montant forfaitaire au moment d'une vente, le plus souvent dans le cadre de projets majeurs.

FRAIS DIVERS

Exemples de frais divers exigés par certains OPCI :

- Publications
- Vérification du crédit
- Participation à des événements
- Commandite
- Location d'installations
- Certification
- Services de soutien pour des missions

Si vous voulez en savoir davantage sur les conclusions à tirer de cette étude, ou si vous avez des questions ou des commentaires à formuler, téléphonez à Alexandra Wood (TBX) au 996-4875 ou consultez la section du site intranet de l'IMR consacrée à la faisabilité des frais de service (<http://folio.lbp/pmi-imr/>).

Panne des systèmes informatiques en l'an 2000 : conséquences pour le commerce extérieur du Canada

Le CANADA, dont près de 40 p. 100 du produit intérieur brut dépend des exportations, pourrait s'avérer particulièrement vulnérable au manque de préparation général dans l'éventualité d'une défaillance des systèmes informatiques le 1^{er} janvier 2000.

Un comité directeur, composé de représentants des directions générales du Ministère, a été créé pour informer la haute direction des conséquences d'une telle défaillance pour notre sécurité et nos intérêts économiques. Cependant, ce comité ne se penchera pas sur le problème de la conformité des systèmes informatiques du Ministère, problème

dont s'occupe plus particulièrement le Bureau de projet de l'an 2000.

Le comité recueille des renseignements sur le niveau de préparation de nos partenaires commerciaux pour l'an 2000 et tente de déterminer l'incidence de ce facteur sur les intérêts commerciaux du Canada. La fermeture possible des postes de douane à l'étranger, lors d'une panne attribuable à la non-conformité à l'an 2000, est un exemple des renseignements qui intéressent le comité.

Vous entendrez parler de plus en plus de cette question à l'approche de l'an 2000.

On voit les obstacles lorsqu'on détache son attention de son but.

— *Cossman*

Messages du délégué commercial en chef

La présente chronique est un index des messages électroniques de M^{me} Kathryn E. McCallion, sous-ministre adjoint, Affaires internationales, Passeport et Affaires consulaires, et délégué commercial en chef, qui ont été diffusés à tout le personnel du secteur du commerce entre les livraisons trimestrielles de SDC International.

MESSAGE N° 12, 5 JUIN 1998

Mise à jour sur l'Initiative de mesure du rendement (IMR) : première étape de la mise en oeuvre, le sondage auprès des employés!

- La phase d'élaboration de l'IMR est pratiquement terminée, et la mise en oeuvre est imminente.
- Un rapport d'étape a été présenté le 28 mai à l'auditorium Cadieux. La présentation a été enregistrée sur cassette vidéo; des copies de cette cassette ont été envoyées à toutes les missions.
- Le questionnaire du premier sondage auprès des employés a été expédié et devra être rempli au plus tard le 26 juin.
- On produira un rapport sur les résultats globaux dès qu'ils seront disponibles.
- L'évolution des autres éléments du projet est décrite ci-dessous. Pour plus de détails, voir le site intranet de l'IMR à l'adresse <http://folio.lbp/pmi-imr>

Services et principes directeurs

- La liste de services aux entreprises clientes canadiennes est pratiquement prête et elle entrera officiellement en vigueur au début de l'automne. Des exemplaires de cette liste vous seront distribués d'ici septembre.
- Nous poursuivons l'élaboration d'une nouvelle liste distincte de services à nos partenaires nationaux; cette liste portera sur des thèmes comme les services d'investissement et les services aux missions commerciales parrainées par ces partenaires.
- Le nouveau manuel des directives de prestation de services sera mis à votre disposition sur l'intranet d'ici septembre. Ce manuel contiendra, entre autres, des politiques ayant trait au contenu canadien, aux demandes globales de renseignements, etc.

- Une unité de soutien à l'étranger est en train d'être mise sur pied au sein de l'Administration centrale. Cette unité aidera les missions à l'étranger à interpréter les directives de service, à résoudre des problèmes spécifiques qui surviennent lors de la prestation des services et à répondre à des demandes globales de renseignements.

Sondage auprès des clients et suivi des clients

- Le questionnaire de sondage auprès des clients est achevé.
- Un sondage pilote portant sur une centaine d'entreprises est en cours et le premier sondage à grande échelle auprès des clients sera réalisé cet automne.
- Le suivi des clients par l'intermédiaire de WIN est plus important que jamais. Pour le premier sondage à grande échelle auprès des clients cet automne, toutes les missions doivent dès aujourd'hui indiquer dans WIN Exports leurs prestations de services auprès de leurs clients actifs.

Faisabilité et avantages des frais de service

- Nous avons réalisé une analyse des régimes de facturation de services parmi les organisations semblables de promotion commerciale à l'étranger. Toutes les organisations étrangères semblables à la nôtre facturent au moins leurs produits d'information. Le Canada est pratiquement le seul pays au monde à fournir gratuitement tous les services de promotion commerciale.
- Nous avons élaboré trois scénarios de facturation pour le SDC (dont celui prévoyant un statu quo légèrement modifié). Nous allons maintenant soumettre ces scénarios à la réflexion de nos clients et de nos employés.

Un pessimiste voit la difficulté dans chaque possibilité; un optimiste voit une possibilité dans chaque difficulté.

– Sir Winston Churchill

Quelques pratiques exemplaires en provenance de Hong Kong

Étant donné les changements qui doivent être apportés à notre service à la clientèle, nous avons pensé que ces pratiques, qui ont fait leurs preuves à Hong Kong, intéresseraient nos lecteurs. Peter MacArthur, directeur adjoint, Direction de la politique et de la planification stratégique (TBX), a servi à Hong Kong de 1994 à 1996 et nous a communiqué cette liste.

1 **Création du site Internet bilingue de la mission, qui est devenu le « centre d'information » virtuel de la section commerciale à l'intention des Canadiens et des Hong-Kongais à la recherche de renseignements sur le commerce et l'investissement.** En plaçant des messages d'introduction et plus d'une vingtaine de produits d'information sur les marchés dans ce site (www.canada.org.hk), qui donne accès à d'autres sites commerciaux asiatiques et canadiens au moyen de liens-clés, Hong Kong offre un service plus accessible et plus rapide, et détourne ainsi une grande partie des demandes ponctuelles qui, dans de nombreuses missions à l'étranger, immobilisent une partie des ressources limitées et coûteuses dont on dispose.

2 **Utilisation de WIN Exports pour accroître la capacité existante de gestion électronique de l'information locale sur les cartes d'affaires en permettant le courrier électronique et la télécopie avec les contacts locaux.** En outre, l'usage croissant de WIN Exports comme système de gestion de la clientèle permet aux missions d'être plus souples, plus rapides et plus précises dans leurs services à la clientèle canadienne tout en aidant à améliorer la mémoire institutionnelle.

3 **Constitution, à titre de responsable stratégique neutre, de groupes de concertation composés de gens d'affaires locaux qui représentent des fabricants canadiens.** Agents, distributeurs et représentants de bureaux régionaux canadiens se réunissent régulièrement pour coordonner la stratégie et obtenir les capitaux de démarrage nécessaires pour constituer une masse critique de marketing local.

4 **Investissement de fonds du Programme de développement du commerce international (PDCI) dans des opérations de rayonnement et de réseautage des missions.** La première affectation budgétaire a permis aux agents de participer à des manifestations commerciales comme des conférences et des séminaires visant à réunir des informations sur les marchés et des renseignements commerciaux ainsi qu'à rencontrer des contacts locaux influents et informés. Le second projet visait à augmenter nos budgets de déplacement limités pour permettre aux agents de sortir du bureau et de parcourir les marchés régionaux en dehors de Hong Kong, où nos clients se trouvent.

5 **Affectation de fonds du PDCI à l'achat d'information spécialisée sur les marchés pour enrichir la bibliothèque commerciale de la mission à l'usage du personnel et des visiteurs.** Cette information a été partagée avec les missions voisines dans la région. Elle a été complétée par le financement d'un essai pilote d'une base de données en ligne qui s'est révélée utile aux missions avant l'entrée en service du nouveau SignetCD/WinFrame.

Si l'occasion ne vient pas frapper, construisez une porte.

– Milton Berle

Commentaires des agents commerciaux SUITE DE LA PAGE 1

ment et sans difficulté les entreprises qui ne sont pas prêtes à exporter à l'Administration centrale. À l'heure actuelle, nous passons un temps fou à traiter avec des entreprises qui ne sont pas prêtes à exporter et je crois qu'elles seraient mieux servies au Canada.

En ce qui concerne l'Info Centre de Santiago, il est important de dire qu'on l'a mis sur pied dans le but d'accélérer le traitement des demandes de renseignements commerciaux ordinaires. L'Info Centre est tenu par deux adjoints aux affaires commerciales qui, après un an ou presque d'expérience, sont devenus très habiles à utiliser les ressources de l'Info Centre pour répondre à des demandes d'information de nature générale sur divers secteurs. Les agents commerciaux peuvent ainsi adopter une approche plus proactive et se concentrer sur les renseignements commerciaux et le développement de marchés. Jusqu'à 60 p. 100 des demandes écrites ayant trait à mes domaines de responsabilité sont acheminées vers l'Info Centre. »

Margot Edwards, Santiago

« Le voyageur qui débarque ici doit bien comprendre que la conclusion d'ententes commerciales dans ce pays est un processus long et ardu. Certains s'imaginent qu'ils peuvent franchir quatre ou cinq mille milles, conclure une vente importante et s'en retourner par le prochain vapeur. Lorsque les choses ne se passent pas comme prévu, ils s'enragent contre ce qui semble être différent de ce qui existe au Canada. Ces gens doivent se rappeler qu'ils sont des étrangers ici et que leurs produits sont nouveaux et inconnus dans ce pays. Certains n'ont même pas d'échantillons des produits qu'ils cherchent à vendre. Certes, il existe un marché ici pour de nombreuses lignes de produits canadiens, mais... il faut du temps, de l'argent et de la patience, à défaut de quoi les gens sont priés de s'abstenir. »

John Short Larke

Le premier délégué commercial du Canada
Australie, 1895

Délégué commercial nommé à la tête d'un Centre de services aux entreprises du Canada SUITE DE LA PAGE 5

peuvent plus se permettre de consacrer du temps à répondre à des demandes injustifiées qui leur parviennent par télécopieur, sous le seul prétexte que le requérant a une adresse au Canada. Selon moi, à moins que l'entreprise soit inscrite dans la base de données WIN ou qu'elle soit agréée par la province d'origine, la mission devra la renvoyer à un CSEC ou à un CCI.

SDC : Quel type de service ou d'aide attendez-vous de vos partenaires d'Équipe Canada à Ottawa, c'est-à-dire Industrie Canada ou le MAECI?

CK : Nous pouvons compter sur un secrétariat national efficace, issu d'Industrie Canada; c'est un bon groupe de soutien. Il s'occupe de notre site Web national, il nous donne de la formation à l'échelle nationale, et ainsi de suite. La faiblesse de notre réseau, selon moi, est sa visibilité restreinte dans le milieu des

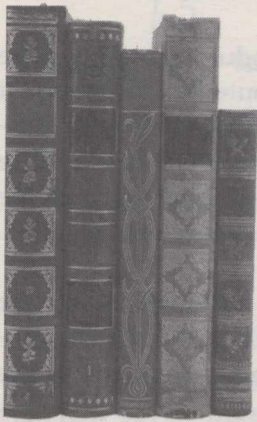
affaires canadien et dans les missions. Je crois qu'une plus grande intégration de nos activités donnera plus de visibilité aux CSEC, pour le plus grand bénéfice de tous. Notre site Web, son Plan d'activités interactif ainsi que l'Exportateur interactif, qui devrait se rajouter au site bientôt, pourront alléger sensiblement la charge de travail dans les missions.

SDC : Pour terminer, auriez-vous un message à adresser à vos collègues de l'Administration centrale et des missions?

CK : Travailler au sein du réseau national est une expérience emballante et intéressante. Unissons nos efforts pour bien remplir notre mandat; travaillons donc à l'intégration des réseaux national et international pour que les petites et moyennes entreprises canadiennes puissent accroître leurs exportations.

Compte rendu de livres

« *Best Practices: Building Your Business With Customer-Focused Solutions* »



SDC International prévoit présenter sur une base régulière la rubrique *Compte rendu de livres* où il sera question d'ouvrages traitant de sujets intéressant le SDC. Le premier ouvrage de cette série nous est proposé par la Direction de la politique et de la planification stratégique (TBX). Vous trouverez ci-dessous le résumé d'un compte rendu de Tom Brown sur l'ouvrage de Thomas B. Kelly, Robert Hiebeler et Charles Ketteman, *Best Practices: Building Your Business With Customer-Focused Solutions*, avril 1998. Ce livre trouve un écho favorable dans l'Initiative de mesure du rendement mise sur pied dernièrement par le MAECI. On peut emprunter des exemplaires de ce livre à TBX. Les lecteurs de *SDC International* sont invités à nous communiquer des résumés ou des comptes rendus d'ouvrages qu'ils jugent utiles pour nos lecteurs.

Ce nouvel ouvrage sur la gestion expose à grands traits les techniques utilisées par plus d'une quarantaine d'organisations parmi les plus importantes au monde pour atteindre l'excellence dans le service à la clientèle. Ces entreprises ont été cotées par des consultants de Arthur Andersen selon un système de classement qui tient compte de six processus dont la connaissance des marchés et des clients, l'amélioration des méthodes de commercialisation et de vente, et la création de systèmes de gestion de l'information-client.

Dans *Best Practices*, on nous explique comment ces entreprises hautement cotées sont parvenues là où elles sont. L'ouvrage combine des récits divertissants de réussite d'entreprises avec des listes d'ouvrages détaillées et pertinentes, et des conseils en matière de service à la clientèle. Les auteurs recommandent aux organisations de « sonder leurs clients fréquemment, systématiquement, directement et individuellement » et de

« développer un système intégré qui permettra de traiter des commandes adaptées aux besoins de la clientèle » [Traduction]. À la fin de chaque chapitre se trouve une série de questions qui servent à évaluer la qualité du service à la clientèle de l'organisation.

On décrit *Best Practices* comme un condensé des actions que posent les entreprises chefs de file pour se constituer une clientèle, la satisfaire, la fidéliser et l'accroître. Les experts-conseils de Arthur Andersen concluent que « l'excellence n'est pas l'apanage d'une entreprise [comme FedEx ou Dell] ou d'une industrie en particulier [secteur hôtelier par exemple]; on peut la retrouver plutôt dans toute entreprise commerciale, grande ou petite, de n'importe quel secteur d'activités » [Traduction]. Les auteurs affirment que tout gestionnaire d'entreprise, de quelque secteur que ce soit, peut trouver des façons plus originales et plus efficaces de résoudre ses problèmes commerciaux et de répondre aux besoins de sa clientèle, s'il considère l'évolution de chaque processus universel fondamental.

L'idée essentielle : l'excellence consiste à se transcender soi-même; c'est une évolution tout à fait personnelle. Les auteurs de *Best Practices* concluent que lorsqu'une organisation apprend à parler le langage des processus, qu'elle établit une relation de confiance avec les intéressés et qu'elle anticipe les changements plutôt que d'y réagir, elle sert ses intérêts et ceux de sa clientèle.

Source : « Are you a Player or a Fan », Tom Brown, *Across the Board*, United States Conference Board, avril 1998.

Best Practices: Building Your Business With Customer-Focused Solutions, par Thomas B. Kelly, Robert Hiebeler et Charles Ketteman.

LES CENTRES DE SERVICES AUX ENTREPRISES DU CANADA



Le CSEC

a recueilli

des données

auprès

de diverses

sources.

Comme nous l'avons mentionné dans le numéro précédent de *SDC International*, Industrie Canada nous fait partager quelques-unes des histoires à succès rapportées par ses Centres de services aux entreprises du Canada (CSEC) afin de montrer à nos agents commerciaux en poste à l'étranger comment les CSEC peuvent aider les petites et moyennes entreprises. Voici un extrait de *InterConnexion*, le bulletin d'information destiné aux partenaires des Centres de services aux entreprises du Canada.

L'entrepreneur terre-neuvien Bruce Campbell, de Vinland Wine Racks, affirme que le CSEC de Terre-Neuve et du Labrador lui a apporté un soutien considérable lorsqu'il a décidé de commercialiser son porte-bouteilles de vin en bois empilable, une nouveauté qui a fait une entrée remarquée sur le marché nord-américain.

Depuis 1995, le Centre a conseillé M. Campbell en ce qui a trait au démarrage et à la croissance de son entreprise, à la protection par brevet de son produit et à la pénétration des marchés d'exportation. Vinland Wine Racks, qui n'était au départ qu'un loisir à temps partiel, emploie aujourd'hui six personnes. En 1996, l'entreprise a vendu plus de 6 000 porte-bouteilles de vin.

Désireux de produire et de vendre l'ingénieux porte-bouteilles de vin qu'il avait inventé chez lui, M. Campbell a communiqué pour la première fois avec le CSEC en janvier 1995 afin d'obtenir de l'information pour protéger son invention.

Pour assouvir la soif d'information de M. Campbell, le CSEC a recueilli des données auprès de diverses sources, dont le Système d'information sur les entreprises (SIE) du CSEC, l'Internet, les documents de l'Accord de libre-échange nord-américain, le Programme de développement des marchés d'exportation et plusieurs bases de données commerciales et industrielles. En plus de lui fournir l'information disponible sur place, le CSEC l'a aiguillé vers le Conseil national de recherches du Canada, la Banque de développement du Canada, l'Université Memorial, le Conseil du code universel des produits et le centre d'innovation de l'Université de Waterloo. Mais surtout, le CSEC a dirigé M. Campbell vers le bureau de l'Office de la propriété intellectuelle du Canada à Halifax, auprès duquel il devait déposer une demande de brevet afin de lancer son entreprise.

« Le Centre a été formidable. Sans son aide, il m'aurait fallu beaucoup plus de temps pour démarrer », conclut-il.

Pour plus d'informations sur le réseau des CSEC, visitez leur site Web à l'adresse cbcs.org

DILBERT®

By Scott Adams

DÉPOLITISER VOTRE RÉDACTION ADMINISTRATIVE

Assurez-vous que vos textes n'offusquent personne et ne causent pas de problèmes au sein de la compagnie. La méthode la plus sûre serait d'éliminer toute information utile.



Évitez de discuter du problème; cela pourrait embarrasser quelqu'un.



Ne donnez pas de solutions de rechange; cela ne fera que susciter des questions.

Très bien, que reste-t-il?



Les numéros de page.



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TCS INTERNATIONAL

TCS International is a quarterly newsletter for members of the Trade Commissioner Service (TCS). Its purpose is to facilitate discussion of matters of common interest and concern among members. Please send your contributions and comments to the TCS divisional e-mailbox, or facsimile at (613) 996-1225. The newsletter is also available on the Intranet at <http://folio.lbp/tcs-sdc/tcs.htm>.

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Trade Officers Speak Out at Globe '98

TCS International spoke to Trade Officers who attended Globe '98 in Vancouver this past March. Here are some of their comments on various issues.

"With reduced resources, Ottawa can support us in the field with concrete back-up like taking care of letters that get sent to all posts, or advising us where to refer companies in Canada for domestic services."

John Rodney, Ankara

"I always use WIN to find Canadian contacts for Mexican inquiries, but I find it difficult to assess if this or that company fits my needs, even by reading the profile...attending trade shows like Globe '98 is extremely helpful for me. Not only do I meet companies face to face, but I bring their literature back to my office and now have quite an extensive library."

Verónica Fernández, Monterrey

"At a show like Globe, I know what Thailand is looking for so I can get to the point quickly. I am here with five delegates from the Thai private sector; they are very active and are good potential buyers. This morning, one of them met with an officer from the Canadian Commercial Corporation (CCC). The CCC sent the inquiry back to Ottawa already. The networking is certainly working."

Viyada Vanichrojanarat, Bangkok


"In my opinion, the most significant initiative planned under the PMI is to provide a mechanism whereby posts can easily and rightfully refer non-export-ready companies back to headquarters. Now, we spend a considerable amount of time deal-

CONTINUED ON PAGE 12

Dept. des Affaires étrangères
JUN 28 2001
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Retour à la bibliothèque du Ministère

TCS International - SDC International
Overseas Operations - Opérations à l'étranger (TCS)

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Let us know what you think of the new look of **TCS International!**

↔ *A Message from the Editor-in-Chief* ↔

Dear Colleagues,

I'm really looking forward to the results of the first employee survey! Many of you have already taken the time to complete the survey — responses are arriving steadily. I'd like to encourage those who haven't filled it out to do so — this is your chance to have a say in your future! A big thanks to the PMI team, in particular Rodrigue Bilodeau and Sylvie Gariepy, for creating an extremely professional survey.

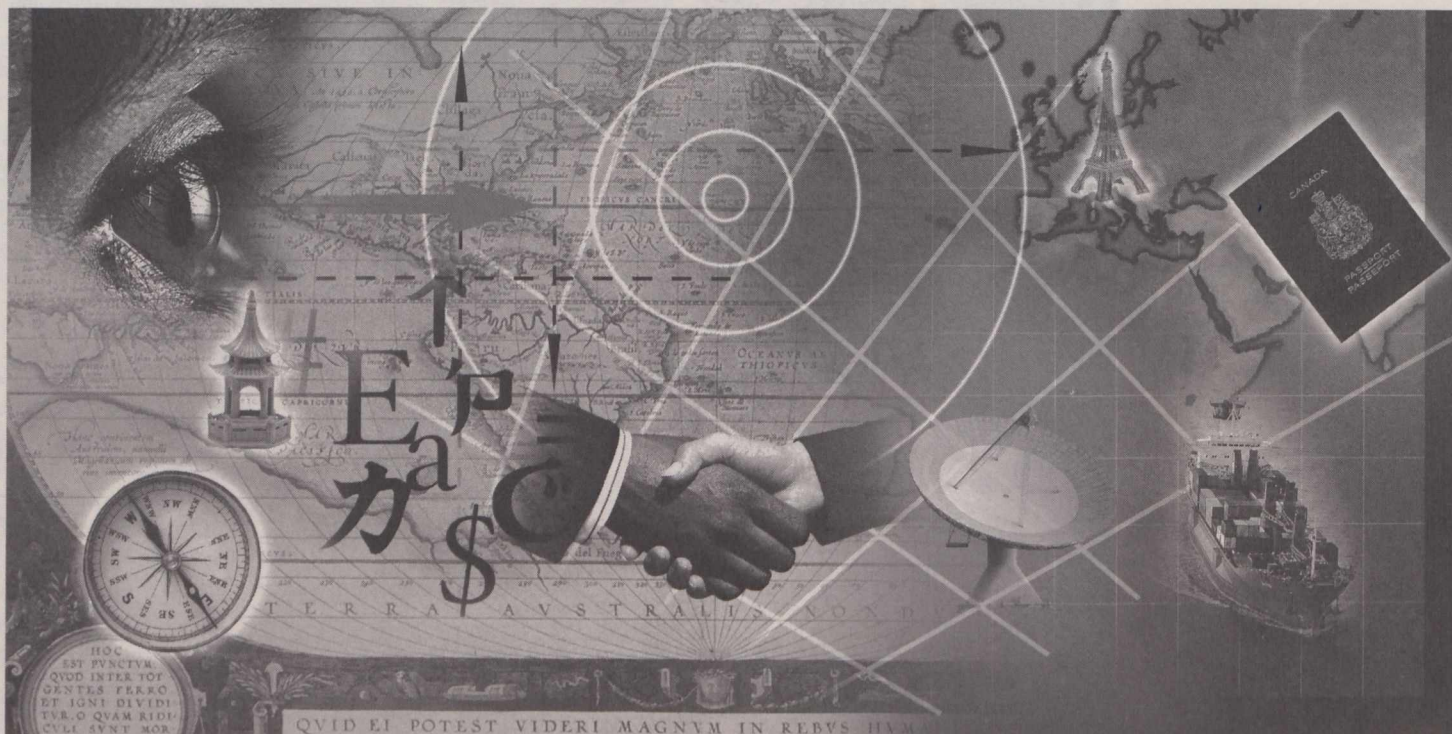
You'll be happy to hear that work is continuing on the new services list, which will be printed and distributed to all trade personnel by September. This list was tested extensively by our focus groups, companies, industry associations in every province, and the Alliance of Manufacturers and Exporters. It will be launched to the public later in the fall.

The Post Support Unit is up and running to help posts with global inquiries and other difficulties. For assistance, send your requests to the Overseas Operations (TCS) divisional mailbox, or call Roger Bélanger, Gilles Potvin, or Marie-Louise Hannan. We have also dedicated one officer to encourage and support posts in their efforts to build individual mission Web sites. If you are in the process of setting up a Web page, or are considering it, give Rick Zaporzan a call at 992-7722.

Finally, after several months of design and review, we've come up with new branding for the Trade Commissioner Service and its publications. Below is a black and white version of it; a colour version can be viewed on our Intranet site at <http://folio.lbp/pmi-imr/>

As always, I invite you to call me at 996-2964!

Richard Lecoq



PUBLISHING TEAM: Editor-in-chief: Richard Lecoq, 996-2964 • Publishing: LC&D Internet Publishing, 841-8484
 Editing Team: Andrée Cooligan, 943-2153 and Roger Bélanger, 995-7683

A Must for Every Desktop

If you don't have the SignetCD/WinFrame installed on your PC you are missing out on one of Signet's best information tools.

The SignetCD/WinFrame service is a collection of compact disk titles stored on the InfoTech servers at headquarters and made available to all posts by The Information Management and Technology Bureau (SXD). A previous article on the service (January 1998) evoked a multitude of interest from the field. So much, we would like to reiterate the highlights of the system to emphasize the time and resource savings that this system can offer trade sections.

Trade officers who want the service but do not have it installed on their PC should inquire with their local system administrator, or contact Al Kay/SXCI at 996-0752. Al can provide training over the phone or by tapping into your computer screen.

SignetCD Highlights

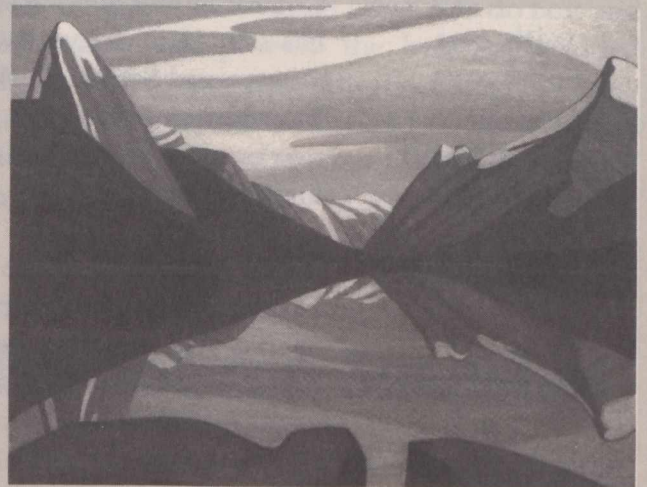
Moody's International contains several pages of factual and statistical information on about 11 500 of the world's top companies, including 1850 Canadian corporations. The software offers graphing and balance sheet capabilities.

Moody's USA covers approximately 10 000 of the top corporations in the United States.

Canadian Business and Current Affairs (CBCA) houses a comprehensive bibliographic and full-text database with access to over 600 Canadian periodicals, 8 daily newspapers, and 25 American journals.

The Economist Intelligence Unit's Country Reports

Can you name the artist and the title of the Canadian painting shown here?



Source: National Gallery of Canada, Ottawa

A full colour poster of the painting will go to the first three locally engaged commercial officers or commercial assistants, and to the first two Canadian-based staff who can name the artist and the painting. Send an e-mail with the correct answer to Andrée Cooligan/TCS.

I find that the harder I work, the more luck I seem to have.

– **Thomas Jefferson** (1743-1826)

Trade Commissioner Heads Up Canada Business Service Centre

There is a lot
of potential here
for helping
and interacting
with our
posts abroad
to service
prospective,
new and
existing
exporters.

In the last edition of *TCS International*, we discussed the network of Canada Business Service Centres (CBSCs) — one of the domestic partners that is responsible for helping companies prepare for international markets. This past March, one of our Trade Commissioners (TC) accepted an assignment to head up the centre in Vancouver, allowing us an insider's view of the Canada/British Columbia Business Service Centre (CBCBSC). Carl Kuhnke has been with the Trade Commissioner Service since 1976, and has served in Tokyo (twice), Munich, Ottawa and Seattle. Carl spoke to *TCS International* this past March, a few weeks after starting his new assignment in Vancouver.

TCS: Welcome back to Canada, Carl. I know you have recently arrived from Seattle and are now heading up the CBSC in Vancouver. How is the view so far from a domestic vantage point?

CK: There's not a cloud in the sky, it's 17 degrees Celsius, the view is great! I've been here two weeks — 10 working days — and it's fascinating to see what goes on in these business centres. At the post in Seattle, just two hours from here, the Business Development Officers know very little about what goes on in these centres, which for the most part are jointly funded federally and provincially.

There is a lot of potential here for helping and interacting with our posts abroad to service prospective, new and existing exporters. From my vantage point, it looks very exciting and I'm really pleased to be here.

TCS: How does your job differ from being a trade program manager outside of Canada (border-out) to one inside Canada (border-in)?

CK: In DFAIT, whether you are abroad or in Ottawa, you tend to be "issue-oriented". Even as the Senior Trade Commissioner in Seattle, I found that many departmental issues came to bear on the management side. Domestically in my new position, the issue is management. I am spending 40 percent of my time on personnel and union issues, and the other 60 percent on what DFAIT would call "program issues" — the business plan, the operational budget, that type of thing — but all management-oriented.

TCS: I understand that you service companies that are interested in foreign markets. At which point would your office refer someone to the International Trade Centre (ITC) or to a post?

CK: We have an extensive trade markets library here, and our Business Service Officers are quite effective at "pathfinding". Here at the CBCBSC,

we don't profess to have international trade experts. When an exporter comes in here looking for assistance, our main job is to make sure that they get "pathfound" to the correct organization. For example, one of my people is not going to tell someone all about the market potential for their furniture at the Highpoint show in North Carolina. They are going to refer him to Rick Stephenson at the ITC down the street. As for posts, we do refer people to posts, but on a very limited basis. We are very conscious of what posts get overloaded with, so we don't want "untried exporters" to get in direct touch with them. So 99 percent of our international trade referrals are either to the ITC, the Business Development Bank of Canada (BDC), Western Economic Diversification or to the provincial trade office.

TCS: How does your background as a TC lend to working in a CBSC?

CK: In any of the CBSCs, especially in a province like BC where 70 percent of the gross domestic product is dependent on exports, some-

one looking for information on starting a business, in all likelihood, is going to end up being involved in exports at some point, or being targeted toward exports. I am the first TC coming into a job at a CBSC; it's felt that a TC could bring a lot of expertise on the international side. The centres are domestically focussed, and the management wants to ensure that there is more integration so the domestic and the international part of the network work together. Like the 1-888 line for Team Canada Inc, it's one of many steps toward integration.

TCS: What type of clients should a post refer to a CBSC?

CK: Considering the Performance Measurement Initiative that we are now going through, posts are trying to focus on what they do best and where they can provide the best value-added service. When I was in Seattle, I sat down with my Business Development Officers four months ago, and said: "I know you've been doing A, B and C for the last 15 years, but you are not going to do it

CONTINUED ON PAGE 12

Best Practice - Commercial Section Snapshot

In various mission audit reports, the Auditor General has recommended that posts establish a short report that will provide information on upcoming events and activities, and the status of key Canadian clients in the marketplace with which the program is involved.

This report, already used by several posts in various forms, requires a minimum of effort to keep current. Located on the i: drive, where anybody from the trade section can make changes, it must be a WordPerfect file, which officers should update on a biweekly basis, or anytime they see fit.

It is a management tool that provides a "snapshot" of where the program is targeting its efforts and resources. It also benefits the Program Manager, the Head of Mission, and headquarters (the latter two get an updated copy every month).

To be useful, this report must be updated and "cleaned" regularly. We have turned this recommendation into a best practice (see sample report on pages 6-7) with the hope that you will find it useful enough to emulate. Contact TCS for more details.

CONTINUED ON PAGE 6

In theory, there is no difference between theory and practice. But in practice, there is.

— Jan L.A. van de Snepscheut

CONTINUED FROM PAGE 5

Snapshot of the Canadian Commercial Section in The People's Monarchy of Industria (PMI)

(also accredited to the Republic of Agrikol)

(PROTECTED COMMERCIAL)
CANADIAN EMBASSY - INDUSTRIA -
COMMERCIAL SECTION

1. Co-ordination Section

Include only major activities that have resource implications.

a) Fairs / Missions / Conferences

Jan or Feb 98	Outgoing Construction Mission (CMHC)
May 1998	Americana (Montréal)

b) Visits

October 6-17	Future Venture, Mr. Robert Roberts
October 21-22	ABC Corporation (6 persons)
August 20-25	Minister of Economic Development, Province of ABC

2. Reports Section

Only those reports with resource implications should be included.

Continuous updates	Summary of each priority sectors
New Trade Plan	Each officer is responsible for his/her section.

3. Tender Bids

List only bids of specific interest to Canadian firms for which posts are following up. Include

latest date of information in brackets.

in design stage: Industria Telecommunication Office — wireless telesystem tender — Canadian Telecom Unlimited is interested (May 30/98)

on hold: Information system for Industria Cadastral Office — interest from Canadian company XYZ Ltd. — International tender was awarded to local company — protest of anti-dumping from competitors was overruled (April 29/98)

4. Other

List only other issues that have resource implications for the post, e.g. market access issues, trade policy negotiations. Enter the initials of the officer who is working on the issue.

Monarchy of Industria	Health Certificates for the import of live cattle, swine, embryo (CO1)
-----------------------	--

Agrikol Republic	Finalization of MOU between Industry Canada and Ministry of Telecommunications (CO2)
------------------	--

5. Projects

Describe in a few words the status of the projects on which you are working, and the projects for which you think there could be results (small or large). Track all projects that have resource implications (e.g. advocacy). Take steps to protect the information and restrict the distribution of the document. Enter the initials of the responsible officer and the date of the last input.

Each problem that I solved became a rule which served afterwards to solve other problems.

— René Descartes (1596-1650)

- Sewergo Pursuing JV opportunity to manufacture sewage pipes. Intends to apply for CIDA support. (April 21/98, TC1)
- BF Inc. Interested in a manufacturing plant in Canada. Provincial Minister travelling to Industria in August to promote project with potential Industria investor. (May 1/98, CO2)
- High Ltd. Residential housing project with Agrikol Industria Development Ltd. — first Canadian model home built — ribbon cutting with Ambassador on June 8/98. (June 15/98, TC2)

6. Success Stories

Important for confidentiality purposes to obtain previous agreement from the Canadian company regarding its projects and approximate value.

- AGH Ltd. Established JV in Agrikol for environmental services — previous CIDA Inc. support (January 5/98 TC1)
- Hot Stuff BBQ First sales of Canadian BBQs. Approx. value: US\$200 000 (Dec 1/97, CO1)

7. Trade Statistics

C\$ million	CANADIAN EXPORTS			CANADIAN IMPORTS		
	Jan-May 1998	Total 1997	Total 1996	Jan-May 1998	Total 1997	Total 1996
Industria	8.1	50.1	49.0	11.0	72.7	55.8
Agrikol	1.1	12.3	12.7	7.4	25.4	29.6

8. Trade Section — Calendar of Events

Include events that officers should know about even though the post is not involved.

- Aug 6-10, 1998 Airshow Canada, Abbotsford
 Sept 20-25, 1998 Industria Pharmaceutika
 November 1, 1999 Agrikol — National Day

9. Dates: Holidays / Courses / Travel

- Commercial Officer — Quattro Pro Course — September 5-6
 Commercial Assistant — Annual Leave — September 12-23

Whether you think that you can, or that you can't, you are usually right.
 — Henry Ford (1863-1947)

A Look at the Competition

TCS *International* continues its series on foreign trade promotion organizations (TPOs) with a look at how our competitors address charging for selected services. This research is part of the service charge feasibility component of the Performance Measurement Initiative (PMI). Our findings are based exclusively on case studies of 12 TPOs: Tradenz; Austrade; the U.S. Commercial Service; British Overseas Trade Services; the Irish Trade Board; the Spanish Institute of Foreign Trade; the Belgian Office of Foreign Trade; the Netherlands Foreign Trade Agency; the Finnish Foreign Trade Association; the Norwegian Trade Council; the Swedish Trade Council; and the French Centre for Foreign Trade and Trade Expansion Posts.

We found that trade promotion organizations have three key objectives for charging fee-for-service, as follows:

- Filtering:** to eliminate frivolous or futile requests for service;
- Focus:** to focus clients, trade commissioners and locally engaged staff (LES) on high-value-added services, and to improve the quality of services by responding to client expectations that will naturally increase when services are being paid for; and
- Revenues:** to obtain revenue, partly to supplement the government's own resources, and partly to demonstrate that the services are valued by the clients.

TPOs consider the first two objectives — filtering and focus — to be the highest priorities. Indirectly, revenues are important to TPOs because, in many countries, they have become vital to credibility with stakeholders. Nevertheless, it is clear that fee-for-service were implemented by TPOs primarily to improve operational effectiveness, and only secondarily to raise money.

WHAT CHARGING INSTRUMENTS?

All TPOs provide some free services to exporters and/or foreign investors. Indeed, trade commissioners and LES spend the majority of their time on unbillable work, such as administrative and policy work and free services (typically to new exporters abroad and to individuals at offices in the home country). When they do charge for services, they use three main instruments:

- Memberships
- Charges per task/Contracts
- Miscellaneous fees

MEMBERSHIPS

The Swedish Trade Council (STC) and the Finnish Foreign Trade Association (FFTA) both have paid memberships. At the end of 1997, the STC had 1730 members, or, counting corporate groups as a single member, 1651 members, paying dues in proportion to their export earnings. Total fee revenues are about \$5 million per year.

The FFTA has approximately 800 fee-paying members (about 10 percent of all eligible companies). Typical dues are about \$1100 per year.

CHARGES PER TASK/CONTRACTS

Charging per task is by far the most common approach to fee-for-service, and it brings in the

Send us your articles for publication in the October edition of *TCS International*, deadline for submissions is August 28, 1998.

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

CANADA, 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*

Messages from the Chief Trade Commissioner

The following is an index to the e-mail messages from Kathryn E. McCallion, Assistant Deputy Minister, International Business, Passport, and Consular Affairs, and Chief Trade Commissioner, which were distributed to all trade personnel between quarterly issues of TCS International.

MESSAGE 12, JUNE 5, 1998

Performance Measurement Initiative (PMI) Update: Employee Survey gets the ball rolling!

- Development of the PMI is now nearly complete, with deliverables ready to be implemented.
- Progress report was presented on May 28 in the Cadieux Auditorium. Videotaped cassettes of the presentation have been sent to all posts.
- The first employee survey has been sent out and should be completed by June 26.
- A report will be prepared on the aggregate findings as soon as they are available.
- Status of other components is listed below. See the PMI Intranet site for more details at <http://folio.lbp/pmi-imr>

Services and Guidelines

- The list of services to Canadian business clients is almost ready and will officially take effect early this fall. You will have copies by September.
- We continue to develop a separate new list of services to our domestic partners, which will cover items such as investment services and services to partner-sponsored trade missions.
- The new handbook of service-delivery guidelines will be available to you on the Intranet by September. It will also contain policies on such matters as Canadian content, global inquiries, etc.

- An Overseas Support Unit is being established at headquarters, which will serve posts abroad as a point of recourse for interpreting the service guidelines, resolving special problems that arise in service delivery, and referring global inquiries for action.

Client Surveys and Client-Tracking

- The client-survey questionnaire is now complete.
- A pilot survey of approximately 100 companies is now under way, and the first full-scale client survey will be administered in the fall.
- Client-tracking through WIN is now more important than ever. For the first full-scale client survey this fall, we need to have all posts tracking their active clients in WIN Exports now!

Service Charge Feasibility and Desirability

- We completed an analysis of service-charge regimes among our counterpart trade promotion organizations abroad. All of these organizations charge for their information products, at the very least. Canada stands virtually alone as a provider of trade promotion services entirely free of charge.
- We have developed three possible service-charge scenarios for the TCS (including the scenario of a somewhat enhanced status quo). We will now take these scenarios into a phase of extensive consultations with our clients and our employees.

A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.

– Sir Winston Churchill

Some Best Practices from Hong Kong

In anticipation of changes in the delivery of services to our clients, we thought that these practices, which are being used in Hong Kong, would be of interest to our readers. Peter MacArthur, Deputy Director, Policy and Strategic Planning Division (TBX), served in Hong Kong from 1994 to 1996 and supplied us with the list.

1 Established the post's own bilingual Internet Web site, which became the Commercial Division's virtual "Information Centre" for trade/investment inquirers, both Canadian and local. By placing introductory messages and over 20 market information products on-line at www.canada.org.hk, which are hot-linked to other Asian/Canadian business sites, Hong Kong provides more accessible, faster service and deflects much of the casual traffic that ties up limited, costly resources at many posts abroad.

2 Used local WIN Exports to enhance our ability to electronically manage local business card information by permitting e-mail/fax to local contacts. In addition, the increasing use of WIN Exports as a client-management system allows posts to be more responsive, timely and accurate in servicing Canadian clients while establishing better corporate memory.

3 Acted as a neutral, strategic convenor to organize Joint Action Groups (JAGs) of local business people who represent Canadian product. Agents, distributors and representatives of Canadian regional offices meet regularly to co-ordinate strategy and leverage seed money to develop critical mass in local marketing.

4 Invested PIBD funds in post outreach and networking operations. The first budget allocation allowed officers to participate in business events such as conferences/seminars aimed at gathering market intelligence and information and meeting influential, knowledgeable local contacts. The second PIBD project was designed to top up our limited travel budgets and get officers away from their desks and into regional markets beyond Hong Kong, where our clients are.

5 Directed PIBD funds to purchase specialized market information to upgrade the post's commercial library for use by staff and visitors. This information was shared with other posts in the region. It was complemented by funding of a pilot test of a recommended on-line database, which proved useful to posts prior to the availability of the new SignetCD/WinFrame service.



If opportunity doesn't knock, build a door.
— Milton Berle

Trade Officers Speak Out at Globe '98 CONTINUED FROM PAGE 1

ing with non-export-ready companies, and I believe they would be better served in Canada.

"With regard to Santiago's Info Centre, it is important to state that we implemented it to improve our response rate for routine trade inquiries. The Info Centre is operated by two commercial assistants who, after almost one year, have become experts in using Info Centre tools to provide general sectorial responses. This allows commercial officers to become more proactive and to concentrate on market intelligence and market development. As much as 60 percent of written inquiries in my sectors of responsibility are referred to the Info Centre."

Margot Edwards, Santiago

"The slowness with which new business can be done must be impressed upon travellers coming here. Some come over, expect to travel four or five thousand miles, do a large trade and get back on the next steamer. When this cannot be done they fret and fume and grumble at things that do not happen to be like those in Canada. They must remember they and their goods are new and unknown to this country. Some of them have not even samples of the goods they offer. There is a market for many lines of Canadian goods but...it requires time, some money and patience, and without this equipment I would not advise any man to come."

John Short Larke

Canada's first Trade Commissioner
Australia, 1895

Trade Commissioner Heads Up Canada Business Service Centre CONTINUED FROM PAGE 5

anymore." It's simple. Posts can no longer afford to spend time answering an unqualified fax just because someone has a Canadian corporate address. In my opinion, unless someone is qualified in WIN, or has been qualified by the province, the post should send them right back to the CBSC or ITC.

TCS: What type of service or assistance is required from your Team Canada partners in Ottawa, i.e. Industry Canada or DFAIT?

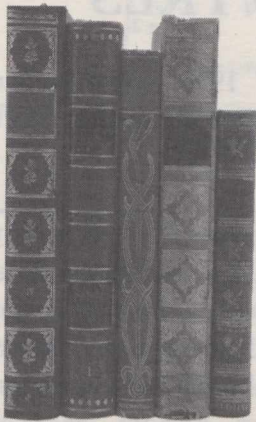
CK: We have a fairly strong National Secretariat that runs out of Industry Canada that works really well; it's a good support group. They do the national Web site for us, and provide us with national training and all that good stuff. I guess what I see lacking is that the CBSCs do not have a

high awareness factor in the Canadian business community or in our posts. I suggest that more integration of what we are doing will create more awareness, and that will help all of us. Our Web site alone, with the Interactive Business Planner and the soon to be up Interactive Exporter, can substantially reduce the workload on posts.

TCS: Is there anything you would like to add to your colleagues in DFAIT and the posts?

CK: The domestic network is exciting and interesting. Let's get on with what we all want to do on an integrated basis, which is to take our domestic and international networks, put them together and get those small and medium-sized enterprises exporting more!

Glory is fleeting, but obscurity is forever.
- **Napoleon Bonaparte** (1769-1821)



Literature Review

Best Practices: Building Your Business With Customer-Focused Solutions

TCS International plans to maintain a regular *Literature Review* column for books related to TCS issues and concerns. The Policy and Strategic Planning Division (TBX) has offered up the first in this series. Below is a summary of a review by Tom Brown on *Best Practices: Building Your Business With Customer-Focused Solutions* by Thomas B. Kelly, Robert Hiebeler, and Charles Ketteman, April 1998. The book resonates with DFAIT Performance Measurement Initiative (PMI) actions now under way. Copies of the book are available on loan from TBX. Readers of *TCS International* are invited to submit summaries or reviews of publications that they feel would benefit fellow readers.

This new management book profiles the customer service techniques used by over 40 of the world's leading organizations to achieve "best practice" in customer service. The companies were rated by Arthur Andersen consultants using a process-classification system that involves six steps, such as: understanding current markets and clients; improving marketing and selling; and creating customer-information management systems.

Best Practices then shows how these top-rated companies got to where they are. The book combines entertaining stories of corporate success with detailed and relevant checklists and advice on customer service. The authors suggest that organizations, "survey...customers frequently, systematically, directly, and personally" and "develop an integrated system for processing orders tailored to customers' needs." Each chapter ends with a

series of questions designed to evaluate the quality of an organization's customer service.

Best Practices is described as a "compressed compendium of what top companies are doing to get, please, keep, and expand their customer bases." Arthur Andersen consultants conclude that "best practices do not belong to any single company [like FedEx or Dell] or industry [hotels], but instead have universal application to companies large and small across all industries." The authors assert that, "By examining the history and refinement of each basic universal process, managers at any company, in any industry, can discover more innovative and effective ways of solving their current business problems and responding to their customers' needs."

Bottom line: best practice is all about looking outside yourself, "an intensely personal journey." *Best Practices* concludes that once an organization "learns to speak the language of process, builds relationships of trust with stakeholders, and is proactive rather than reactive with the forces of change, it will create value for both itself and its customers."

"Are you a Player or a Fan" by Tom Brown, *Across the Board*, United States Conference Board, April, 1998.

"*Best Practices: Building Your Business With Customer-Focused Solutions*", by Thomas B. Kelly, Robert Hiebeler and Charles Ketteman, Simon & Schuster, 1998.

CANADA BUSINESS SERVICE CENTRES



The
CBSC
siphoned
data
from
numerous
sources.

As mentioned in the previous edition of *TCS International*, Industry Canada is sharing some of its Canadian Business Service Centres (CBSC) success stories with us in an effort to show our trade officers in posts how the CBSCs can help small and medium-sized enterprises (SMEs). Below is an extract from *Inter-Connexion: The newsletter for partners in Canada Business Service Centres*.

Newfoundland entrepreneur Bruce Campbell of Vinland Wine Racks says the assistance he got from the Canada-Newfoundland and Labrador Business Service Centre was indispensable in his bid to establish a unique line of stackable wooden racks that is making a spirited debut in North America.

Since 1995, the Centre has guided Campbell through starting up, patent protection, expansion, and entry into the export market, as Vinland Wine Racks has grown from a part-time hobby into a six-person enterprise, selling more than 6000 units in 1996.

Eager to produce and sell the unique wine rack that he had invented at home, Campbell first contacted the

CBSC in January 1995, looking for information that would help protect his design.

To quench Campbell's thirst for information, the CBSC siphoned data from numerous sources, including the Centre's Business Information System (BIS), the Internet, NAFTA documents, the Program for Export Market Development (PEMD), and several trade and industry databases. Besides the information available in-house, the CBSC pointed him to information from the National Research Council, the Business Development Bank, Memorial University, the Universal Product Code Council, and the University of Waterloo's Innovation Centre. Most important, CBSC staff put Campbell in touch with the Canadian Intellectual Property Office in Halifax, his key contact for obtaining a patent before he could set up his business.

"It was tremendous help," Campbell says. "Without the Centre, it would have taken longer."

For more information on the network of CBSCs, check out their Web site at cbsc.org

DILBERT®

By Scott Adams

DE-POLITICIZING YOUR BUSINESS WRITING

BE CAREFUL THAT WHAT YOU WRITE DOES NOT OFFEND ANYBODY OR CAUSE PROBLEMS WITHIN THE COMPANY. THE SAFEST APPROACH IS TO REMOVE ALL USEFUL INFORMATION.



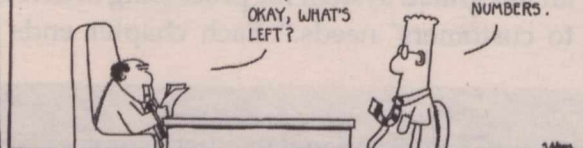
TAKE OUT THE DISCUSSION OF THE PROBLEM; IT COULD EMBARRASS SOMEBODY.



AND DON'T MENTION THE ALTERNATIVES; IT WILL JUST RAISE QUESTIONS.

OKAY, WHAT'S LEFT?

THE PAGE NUMBERS.



LES CENTRES DE SERVICES AUX ENTREPRISES DU CANADA

Desireux de produire et de vendre l'ingénieux porte-bouteilles de vin qu'il avait inventé chez lui, M. Campbell a communiqué pour la première fois avec le CSEC en janvier 1995 afin d'obtenir de l'information pour protéger son invention.

Pour assouvir la soif d'information de M. Campbell, le CSEC a recueilli des données auprès de diverses sources, dont le Système d'information sur les entreprises (SIE) du CSEC, l'Internet, les documents de l'Accord de libre-échange nord-américain, le Programme de développement des marchés d'exportation et plusieurs bases de données commerciales et industrielles. En plus de lui fournir l'information disponible sur place, le CSEC l'a aiguillé vers le Conseil national de recherches du Canada, la Banque de développement du Canada, l'Université Memorial, le Conseil du code universel des produits et le centre d'innovation de l'Université de Waterloo. Mais surtout, le CSEC a dirigé M. Campbell vers le bureau de l'Office de la propriété intellectuelle du Canada à Halifax, après duquel il devait déposer une demande de brevet afin de lancer son entreprise.

« Le Centre a été formidable. Sans son aide, il m'aurait fallu beaucoup plus de temps pour démarrer », conclut-il.

Pour plus d'informations sur le réseau des CSEC, visitez leur site Web à l'adresse cbssc.org

Comme nous l'avons mentionné dans le numéro précédent de *SDC International*, Industrie Canada nous fait partager quelques-unes des histoires à succès rapportées par ses Centres de services aux entreprises du Canada (CSEC) afin de montrer à nos agents commerciaux en poste à l'étranger comment les CSEC peuvent aider les petites et moyennes entreprises. Voici un extrait de *InterConnexion*, le bulletin d'information destiné aux partenaires des Centres de services aux entreprises du Canada.

a recueilli!!!

Le CSEC

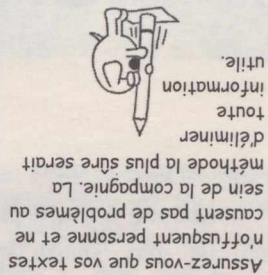
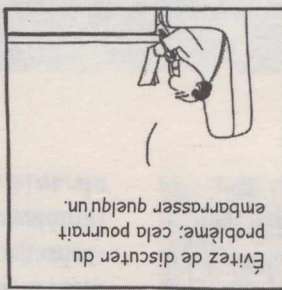
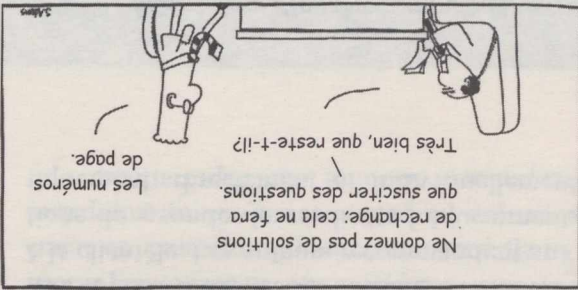
des données

après

de diverses

sources.

Depuis 1995, le Centre a conseillé M. Campbell en ce qui a trait au démarrage et à la croissance de son entreprise, à la protection par brevet de son produit et à la pénétration des marchés d'exportation. Vinland Wine Racks, qui n'était au départ qu'un loisir à temps partiel, emploie aujourd'hui six personnes. En 1996, l'entreprise a vendu plus de 6 000 porte-bouteilles de vin.



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By Scott Adams

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