The Canadian Trade Commissioner Service

Le Service des délégués commerciaux du Canada

English

Français

...this document is already out of date...

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http://intranet.lbp/horizons

• The Trade Commissioner Service •

Search

SITE MAP

The Trade Commissioner Service

Search

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: January 11, 1998

What's New?

➤ Site Map

New Guideline:

All requests for foreign Customs Duties received by Posts should now be directed to the Tariffs and Market Access Division

News on Mission Agreement and Services to Partners:

Have a look at the draft Trade Mission Agreement and at the Proposed List of Services to Partners. We welcome your comments.

Welcome to Horizons, the Web site that offers Post Support on line ! The Trade Commissioner Service is changing. But how? What services do all posts now have to offer? How have we redefined our clients? And what's the best way to implement this new approach to helping businesses? Horizons was designed to help you deliver the quality services that our clients expect from us.

1. Guidelines:
The latest guidelines and policies issued under the Performance Measurement Initiative are posted on Horizons. These guidelines and policies define:

- Our clients: Who has access to our services and who should be referred to other organizations?
- Our services to businesses: What are the six core services offered by all posts, and how can we make sure we are delivering them effectively?
- Our additional services: What are the additional services, and under what conditions are they offered?

2. Resources:
Horizons gives a clear description of the resources in Canada that can help you. It explains how the following agencies operate and how they can support you:

- the Post Support Unit
- the International Business Opportunities Centre
- the Team Canada Market Research Centre
- the Tariffs and Market Access Division (EAT)
- the Canada Business Service Centres

3. Tools:
Horizons also offers practical tools that you can use to implement the guidelines and policies, including:

- standard letters for replies to different types of requests, such as those addressed to several posts at once, unclear requests, incomplete requests for which you need more information, etc.;

- cases handled by the Post Support Unit: to demonstrate how the guidelines on trading houses, Canadian content, Canadian importers, job seekers, etc. are applied;
- best practices related to various subjects based on the posts' needs, such as designing a Web site, transfer of duties, setting up an InfoCentre, making hotel reservations, etc.

Horizons is managed by the Post Support Unit of the Trade Commissioner Service.

0002302 Visits

2

• The Trade Commissioner Service • Search

What's New
Our Role
Client Management
Client Policies
Services to businesses
Services to Partners
Additional Services
Post Support: People
Post Support: Tools
Discussion
Francais

Last updated: December 1st, 1998

Our Role

The role of the Trade Commissioner Service is to promote Canada's economic interests in global markets. As a trade commissioner, you facilitate:

- **export market development**
- **foreign market access**
- **trade policy**
- **investment in Canada**
- **international business contacts**
- **foreign business leads and strategic alliances**
- **licensing and franchising**
- **joint-venture partnering and subsidiary development**
- **technology transfer**

As part of the Departement of Foreign Affairs and International Trade, the Trade Commissioner Service is also a member of Team Canada Inc. Team Canada Inc receives guidance on international business development and trade policy issues from the private sector through the Team Canada Inc Advisory Board.

The policies and guidelines presented on this Intranet site are focused on our primary client: Canadian businesses that have researched and selected their target markets. However, we recognize that you have other clients and that posts engage in a number of additional value-added proactive functions. It is one of our objectives to ensure that all officers find the time to be proactive in their markets and find the market intelligence needed to provide high-quality core services. That is why we are offering a set of consistent core services and communicating more effectively with our clients.

Proactive functions of Posts:

The following is a list of value-added, proactive functions that posts currently engage in and which demonstrate the added value of the Trade Commissioner Service. Allocate your time to these activities based on the potential benefits they bring to Canada.

- Support incoming and outgoing missions and trade fairs (sponsored by the Department of Foreign Affairs and International Trade including the New Exporters to Border States-NEBS-program).
- Organize seminars or workshops with market contacts.
- Raise awareness of Canada in the local market (press releases, advertising, speeches, interviews, Canada "branding" program and other communications).
- Network by making out-calls, attending business events and gathering

3

market and competitor intelligence.

- Prepare and manage bilateral agreements.

- Conduct post-initiated advocacy.

- Update information products: sector profiles, country or market reports, Web site, Country Action Plan, and economic, financial, commercial and investment reports.

- Forward trade leads directly to companies or through the International Business Opportunities Centre .

- Forward technology leads directly to companies or through the Industrial Research Assistance Program .

- Forward investment leads directly to partners or through Department of Foreign Affairs and International Trade.

- Make corporate liaison visits and report findings to partners in Canada.

We recognize that you are also involved in answering requests from non-business clients and that the relationships being forged may prove valuable. These activities may include:

- supporting Team Canada trade missions (Prime Minister, Minister for International Trade);

- supporting VIP (Very Important Person) visits from the local market to Canada;

- making trade-related representations on headquarters' instruction (advocacy);

- monitoring and reporting on local market environment and market access issues, including bilateral and multilateral trade policy and changes in economic, investment, and science and technology policies;

- raising awareness of the foreign market in Canada (Outreach, Marketplace, Exportvision);

- Commenting on various program applications (e.g., Program for Export Market Development , Technology Inflow Program, the Canadian International Development Agency's Industrial Cooperation and Renaissance Eastern Europe programs, the Export Development Corporation, the Canadian Commercial Corporation);

- Program and systems reporting, and maintaining local-contact database through the WIN Client Management System; and

- Post Administration: meetings; team-building; personnel development; training; holidays and sick leave; planning, coordination and work organization; personnel management; and facilities management.

Team Canada Inc • Équipe Canada inc

Working Together, We are Taking On the World!

Team Canada Inc is a partnership of federal, provincial and territorial governments helping Canadian companies suc world markets. We asked hundreds of Canadian businesses what they wanted. They told us they were looking for fas access to the international business services that governments offer - *Team Canada Inc is the result.* Now, with just c telephone call, a trained information officer in your region will answer your questions and connect you with the right pr and services for your needs.

Team Canada Inc - ***Your first stop en route to the information, counselling, market intelligence, financi assistance and on-the-ground support you're looking for...***

The following federal agencies and government departments form Team Canada Inc:

- Agriculture and Agri-Food Canada
- Atlantic Canada Opportunities Agency
- Canada Economic Development for Quebec Regions Agency
- Canada Mortgage and Housing Corporation
- Canadian Commercial Corporation
- Canadian Heritage
- Canadian International Development Agency
- Department of Foreign Affairs and International Trade
- Environment Canada
- Export Development Corporation
- Indian and Northern Affairs Canada
- Industry Canada
- Human Resources Development Canada
- National Farm Products Council
- National Research Council Canada
- Natural Resources Canada
- Revenue Canada
- Statistics Canada
- Transport Canada
- Western Economic Diversification Canad

For more information, call us toll free at 1-888-811-1119

Read more about Team Canada Inc in the International Business Development *Business Plan*

EXPORT Source
Online Services en direct
Canada
Team Canada Inc's on-line resource for export information

Canada
In partnership with the provinces and territories

4a

Department of Foreign Affairs and International Trade | Ministère des Affaires étrangères et du Commerce international

January 9, 1998 No. 2

MARCHI ANNOUNCES MEMBERS OF TEAM CANADA INC ADVISORY BOARD

Minister for International Trade Sergio Marchi today announced the names of members of the Team Canada Inc Advisory Board. The 20-member group will be chaired by Lynton (Red) Wilson, Chairman of the Board and Chief Executive Officer of BCE Inc. The Chair and members of the Board will be appointed for a two-year term.

The new Board will provide counsel on trade policy and market access questions as well as issues related to trade and investment promotion. Members will review and offer advice on the government's International Business Development Plan. They will also monitor results of the plan and provide guidance on the most effective allocation of resources.

"Members were carefully selected for the diversity of their background," said Mr. Marchi. "They bring to the Board a breadth of knowledge and expertise that will be instrumental in guiding the direction of our trade and investment agenda. This initiative demonstrates the close partnership between government and the private sector to help Canadian companies succeed in the international marketplace."

The Board was announced as part of Team Canada Inc in October to enhance existing services in Canada's trade promotion network.

The Board will meet at least twice annually; the first meeting is expected to be held early in 1998.

- 30 -

A list of Team Canada Inc Board members is attached.

For further information, media representatives may contact:

Leslie Swartman
Office of the Minister for International Trade
(613) 992-7332

Media Relations Office
Department of Foreign Affairs and International Trade
(613) 995-1874

TEAM CANADA INC ADVISORY BOARD

Lynton (Red) Wilson
Chairman and Chief Executive Officer
BCE Inc.
Montréal, Quebec

Jacques Bougie
Chairman and Chief Executive Officer
Alcan Aluminum Ltd.
Montréal, Quebec

Mario Dumais
General Secretary
Coopérative fédérée du Québec
Montréal, Quebec

Robert Fung
Vice-Chairman
Gordon Capital
Toronto, Ontario

Robert Gillespie
Chairman and Chief Executive Officer
General Electric Canada Inc.
Mississauga, Ontario

Kazuko Komatsu
President and Chief Executive Officer
Pacific Western Brewing Company
Burnaby, British Columbia

Jacques Lamarre
Chairman and Chief Executive Officer
SNC-Lavalin Inc.
Montréal, Quebec

Ken Matchett
Chief Executive Officer
XCAN Grain
Winnipeg, Manitoba

Terry Matthews
Chief Executive Officer
Newbridge Networks Corporation
Kanata, Ontario

Anthony Merchant
Merchant Law Group
Regina, Saskatchewan

The Hon. Frank McKenna
Fredericton, New Brunswick

4c

J. E. (Ted) Newall
Vice-Chairman and Chief Executive Officer
NOVA Corporation
Calgary, Alberta

Kenneth R. Nichols
Chairman and Chief Executive Officer
Ventra Group Inc.
Cambridge, Ontario

Dr. Sylvia Ostry
Distinguished Research Fellow
Centre for International Studies
University of Toronto
Toronto, Ontario

Michael Phelps
Chairman and Chief Executive Officer
Westcoast Energy Inc.
Vancouver, British Columbia

Shirley Thomson
Chair
The Canada Council for the Arts
Ottawa, Ontario

Robert White
President
Canadian Labour Congress
Ottawa, Ontario

Francine Whiteduck
President and Chief Executive Officer
Whiteduck Resources Inc.
Maniwaki, Quebec

Victor Young
Chairman and Chief Executive Officer
Fishery Products International
St. John's, Newfoundland

Donald Ziraldo
Inniskillin Winery
Niagara Falls, Ontario

January 9, 1998

4d

Last updated: December 1st, 1998

Client Management - Surveying our Clients

Annual client survey

- **Clients are in the best position to measure our performance.**
- **It tells you what clients really think.**
- **It helps you make better decisions about service delivery.**

To get additional client feedback, we have also set up a toll free telephone line (1-888-306-9991) and will conduct regular consultations and focus groups.

Keep a record of services delivered:

- Use the WIN Client Management System (formerly the Client Tracking System) to keep a record of what services were delivered and to whom. These records allow us to identify your clients and conduct a survey that reflects your post's contribution to their success. If your post does not record the services it delivers, clients will not be able to express an opinion about them.
- The entries to the Client Management System will be used to identify a sample of clients to be surveyed. If you don't yet have full access to WIN, you'll be asked to create a list of your major clients for the survey.

Guidelines for Entries to the WIN-Client Management System:

1. For the purpose of the Client Survey, you must enter the following activities in the WIN Client Management System:
   - services you deliver to Canadian clients, both visiting and resident in the local market, for export, investment and science and technology functions.
   - services you deliver to Canadian clients who have called or written to you and have researched and selected your market before contacting you for export, investment and science and technology functions.
2. You might find it useful to record services provided to other groups or activities other than those specified above. However, this information is only pertinent at the local level and will not be taken into consideration by headquarters. These guidelines do not exempt posts from continuing to note "first-time" and "new-to-market" exporters.

Questions and Answers:

Q.What progress has been made re: Client Survey?
Both the Chief Trade Commissioner's message of 24 June and the Deputy Minister's message of 23 October stressed the importance of the upcoming TCS client survey.

5

There are five critical steps in the client survey process this year:

1. Each post provides a list of client-contacts by November 27/1998
2. Master client-contact list prepared & formatted December 23/1998
3. Survey firm conducts the Client Survey January-February/1999
4. Survey results compiled and analyzed March/1999
5. Results reported and distributed Spring/1999

We are at the first step. As of November 27th, sixty three posts had responded -most with complete and accurate information. Please keep posted as we report on the number of posts who have submitted their data and who will take part in the survey.

Q. Who will be surveyed?
A. For each post, we will survey a sample of:

1. Canadian companies;
2. Canadian companies resident in the market;
3. Institutional Clients (e.g., provinces, municipalities, OGDs, associations).

Q. What is needed from each post?
For detailed guidelines on who to include and exclude in your client-contact list please refer to TCD/Ferland message of November 12th, 1998.

Q. What will be asked in the survey:
A. The annual client survey asks a representative sample of clients at each post about:

- their level of satisfaction with the post and its range of specific services;
- how much the post contributed to their business decisions;
- how much the post contributed to their business success; and
- which markets they plan to target in the future.

The Survey Questionnaire is available in WP format.

Q. How will this affect resource allocation?
A.Client feedback is only one of many elements considered in resource allocation. The purpose of the Client Management System is not to measure workload but to help us manage our clients more effectively.

6

• The Trade Commissioner Service • Search

Surveying our clients | What our clients said

What's New
Our Role
Client Management
Client Policies
Services to businesses
Services to Partners
Additional Services
Post Support: People
Post Support: Tools
Discussion
Francais

Last updated: December 1st, 1998

Client Management - What our Clients said

Over the course of the summer 1998, the TCS administered an independant client survey pilot.

The Client Survey for all Posts is to take place in January 1999.

To gather feedback from our clients on the Performance Measurement Initiative, we consulted with over 30 industry associations and representatives of more than 250 client companies since January 1998.

Some client observations:

- Overall satisfaction with our services is high
- But service quality is inconsistent.
- Clients want a consistent base of services from post to post.

Satisfaction with our services is generally high:
The overall perception of the Trade Commissioner Service is positive to very positive. However, participants in the consultations were relatively quick to point out "it's a people business: it depends on who you get." On the whole, good experiences appear to be the rule, and poor experiences the exception.

Inconsistent service quality:
Many clients still tell us that the quality of service delivery varies too widely from post to post abroad, and that they are dissatisfied when service varies between posts within a given region. Some posts are regarded as simply better than others, in terms of the quality of service the client can expect to obtain.

Desire for a consistent base of services:
On the positive side, most clients understand that not all posts are equipped to provide all services at the same levels. For the most part, what our clients want is simply a consistent base of services on which they can rely from post to post.

Uncertain expectations:
From what clients have told us during consultations, it is obvious that at least some complaints derive from unrealistic expectations. Even so, the problem is ultimately ours, not theirs. If clients are confused, as many have admitted they are, about what we can and cannot do for them, then it is a failure of communication that only we can remedy.

Difficulty getting in touch with officers:
Several participants claimed that getting in touch with officers can be quite cumbersome. Some complained of the long and complex e-mail addresses, while some expressed dissatisfaction with the complex Integrated Voice Response System (for xyz, press 1; for abc, press 2, and so on).

Poor response:

7

Lack of timely response by officers, or even no response at all, is another criticism we hear too often.

Second-rate treatment of small- and medium-sized enterprises:
Many small and medium-sized enterprises complain of what they regard as second-rate treatment by some posts. As evidence, they cite poor response from posts and difficulty gaining access to senior officials.

Oversolicitation:
Some of the more successful companies complain that organizers at various levels seek them out too often to participate in trade missions, trade shows and outreach activities. Among many other culprits, posts themselves are sometimes guilty of such oversolicitation.

Appreciation of our heavy workload:
Many clients are well aware that trade officers abroad are often overburdened, not only with service requests from Canadian companies, but also with many other responsibilities. Such clients understand our desire to streamline our workload, focus on results and work with companies committed to exporting.

Desire for personalized service:
More experienced clients are less likely to want us to do the job of exporting for them. Experienced clients don't expect us to be experts in their technical fields, or to do their market research, or to serve as company representatives. What they do want from us, above all, is a personal approach and a willingness to understand their special needs in order to produce tailored solutions.

Desire for reassurance about services in Canada:
Small- and medium-sized enterprises and novice exporters are concerned with the process. They want to know how and where they can be sure of getting assistance at home in Canada.

• The Trade Commissioner Service • Search
Canadian Students | Job Seekers | Service Commitment
Our Clients | Canadian Content | Global Enquiries | Canadian Importers

What's New
Our Role
Client Management
Client Policies
Services to businesses
Services to Partners
Additional Services
Post Support: People
Post Support: Tools
Discussion
Francais

Last updated: February 18, 1999

Policies - Our Clients

Our clients are:

- **companies that have selected and researched their target markets**
- **large or small, new or experienced companies established in Canada**
- **foreign subsidiaries of established Canadian companies**
- **businesses or persons representing such companies.**

We have a service commitment to our business clients.

Questions and Answers:

Q. How can I determine whether a company has selected and researched its target market before asking the post for services?
A. You can determine the client's preparedness by asking him or her to provide concise answers to the following questions. (These questions can also be found in the brochure of services for business clients.)

1. What is unique or special about your company, product or service?
2. Who are the end users of your product or service? Who do you sell to in Canada and abroad, and how?
3. Which country or regional market (i.e., U.S. or China) are you targeting and why? What do you know about your target market?
4. How do you plan to enter the market: export, license, joint venture or investment?
5. How would you describe the typical buyer, distributor, agent or partner you want to work with in your target market?
6. When do you plan to visit the market? Have you considered adapting your company and product literature to the market at that time?

These questions also serve to inform clients about typical questions asked about them by contacts in the target market. They also help clients determine for themselves whether they are ready to export.

Don't expect answers to all the questions, and you should never use them as a barrier to providing services. Use your judgement, and always give the client the benefit of the doubt. Information provided by clients must be treated as commercially confidential

Avoid going back to clients repeatedly for answers to the questions. Be proactive and supplement the client's answers with information from the company's Web site, its profile in WIN, and information recorded in the WIN Client Management System. From the start, suggest the Canada Business Service Centres as a source of assistance in Canada to answer the questions (see the related case).

Q. What should I do if a client who is not registered in WIN shows up at the post unannounced?
A. Have someone meet them briefly. Use your judgement in determining how much time to devote to the meeting. Keep in mind that a client (except a business tourist) visiting a market has usually shown a commitment.

Q. How do I know if a company or person has a mandate to represent a Canadian firm?

A. The representative must be able to produce a dated, written proof from the Canadian company that he or she is acting on its behalf. The information should be as specific as possible, such as:

- which product or service is covered by this mandate?;
- the purpose of the representation;
- the target market(s);
- the duration of the representation rights agreement; and
- an indication of whether the agreement provides exclusive rights in the market.

(see related case).

Q. Should I provide services to consultants doing market research for third parties?
A. Yes, if the consultant can present a written proof from the Canadian company that the company has mandated the consultant. However, you should restrict the services provided to the normal services we offer our business clients. Clients cannot expect posts to do detailed market research on their behalf. The third party which has mandated the consultant must meet our normal criteria for Canadian business clients including the focus on target markets (see related case).

Q. What about trading houses?
A. The same criteria apply. Either the trading house is an established Canadian company or it has a mandate from a Canadian company. In addition, the trading house must have focused on some target markets and the transaction must bring economic benefits to Canada (see related case).

Q. What do I do if I am unsure whether to provide service to an enquirer?
A. Contact the Post Support Unit at the Trade Commissioner Service, Overseas Operations Division, in Ottawa .

Q. Should I provide services to companies about whom complaints have repeatedly been made, who are currently under investigation, or who have been found guilty of acts which could damage the reputation of Canada or the Department?>
A. In these cases, the Post Support Unit is responsible for formulating recommendations to posts concerning the services that should be provided. The position of the Department will be established in consultation with the Justice Legal Services Division. Our services may be withheld on a temporary basis. However, the company in question will be given the opportunity to reinstate itself by demonstrating to the Department that the situation has been rectified to the satisfaction of all parties concerned. In all cases, contact the Post Support Unit (see related case).

Q. Do our clients include local importers or distributors of Canadian products?
A. Importers and distributors are part of the network of local contacts that you maintain in the market to better serve Canadian clients. If they are traditional or major buyers of Canadian products or services, you will want to treat them as clients.

Q. Should I provide services to the subsidiary of a Canadian company trying to sell, in my territory, a product it manufactured in a third country?
A. Yes, if you are satisfied that the value developed in Canada through research, engineering, manufacturing, design, marketing or servicing is significant enough to justify your involvement.

Example: A Canadian telecom company which has developed and designed a telephone in Canada, manufactured it in China, and now seeks our services to sell or distribute it in Australia (see related case).

Last updated: December 1st, 1998

Policies - Canadian Content

➤Standard letters
➤Cases

Services are provided to clients that:

- **offer a product or service with 50 percent or more Canadian content**
- **are likely to generate economic benefits for Canada.**

Exercise judgement when applying this policy.

Questions and Answers:

Q. What is meant by significant Canadian content?
A. Canadian content of approximately 50 percent or more, as per the practice of the Program for Export Market Development (see related case).

Q. What is meant by economic benefits for Canada?
A. This means economic benefits obtained from products or services that derive from research, development, design, management, assembly, finishing and completion or maintenance performed in Canada. In other words, did the product or service acquire significant value-added in Canada? Cases where this may apply include reconditioned used parts such as industrial machines or second-hand products such as used clothing and cars.

Q. When in doubt, how do I determine the Canadian content and the economic benefits to Canada?
A. Contact the company to obtain this information. Exercise judgement when asking clients about Canadian content. If you are still in doubt after receiving this information and unsure about whether to provide the service, contact the Post Support Unit at the Trade Commissioner Service, Overseas Operations Division, in Ottawa.

Specific Cases

Q. Should I provide services to the subsidiary of a Canadian company trying to sell, in my territory, a product it manufactured in a third country?
A. Yes, if you are satisfied that the value developed in Canada through research, engineering, manufacturing, marketing or servicing is significant enough to justify your involvement.
Example: A Canadian telecom company which has developed and designed a telephone in Canada, manufactured it in China, and now seeks our services to sell or distribute it in Australia.

Q. Do I provide services to a Canadian company that is trying to sell a foreign product or service in my territory which, in my opinion, doesn't have significant Canadian content or is not likely to generate economic benefits for Canada?
A. You should not provide services if the product does not have at minimum

12

approximately 50 percent Canadian content or if the transaction would not bring substantial economic benefits to Canada.
Example: A Canadian company with distribution rights for French medical products in Mexico (see related case).

13

Last updated: December 1st, 1998

Policies - Global Enquiries

➤Standard letters
➤Cases

Deal only with capable Canadian companies that have already done some research and selected a few target markets.

Questions and Answers:

Q. Should I respond to a global enquiry sent to all posts?
A. No. When the request clearly shows that many other posts were approached, immediately send the information to the Post Support Unit at the Trade Commissioner Service, Overseas Operations Division, in Ottawa. The Post Support Unit will contact the company directly and respond on behalf of the Department of Foreign Affairs and International Trade (see related case).

Q. Should I respond if I feel it could lead to results?
A. Yes. But only if you feel the enquiry could lead to substantial economic benefits for Canada and the company can deliver results.

Q. What should I do if the enquiry looks like a global enquiry (i.e., by its generic salutation and/or lack of specific mention of my market) but I have no proof?
A. First, check to see if the Post Support Unit has already responded to the enquiry by searching in the WIN Client Management System and on our Intranet site. If you discover that the client has already received a response from the Post Support Unit, you do not need to prepare a response. In all other cases, you should respond to the enquirer, at least to acknowledge receipt of their communication and to refer them to both an attached list of services offered by the Trade Commissioner Service and the post's Web site (use the related standard letter and see the related case). Inform the Post Support Unit in all cases so that a co-ordinated response can be prepared if and when needed.

Q. What should I do with global enquiries originating from International Trade Centres, headquarters Trade Branch, other government departments,provincial governments, and so on.
A. Do not respond to these enquiries. Inform the Post Support Unit immediately.

Last updated: December 1st, 1998

Policies - Canadian Importers

➤ Standard letters
➤ Cases

The Trade Commissioner Service abroad does not exist to serve Canadian importers or promote the export of foreign goods to Canada.

Questions and Answers:

Q. Do I serve a Canadian company wishing to import into Canada?
A. You should systematically direct Canadian importers or local exporters to local government entities or other organizations responsible for handling this type of service. Use the related standard letter). Publish information to this effect on your post's Web site. See the related case.

15

• The Trade Commissioner Service • Search
Our Clients | Canadian Content | Global Enquiries | Canadian Importers
Canadian Students | Job Seekers | Service Commitment

What's New
Our Role
Client Management
Client Policies
Services to businesses
Services to Partners
Additional Services
Post Support: People
Post Support: Tools
Discussion
Francais

Last updated: December 1st, 1998

Policies - Canadian Students

➤Standard letters
➤Cases

Limit the help you provide to students by referring them to readily available information, including helpful Web sites. Be positive. Students may be future clients. See the related case.

Questions and Answers:

Q. What do I do in the case of a student doing market research for a Canadian company?
A. Students or interns doing work for Canadian companies, other government departments or non-governmental organizations should have written confirmation from the sponsor indicating that the sponsor is aware of and agreeable to the student requesting services from the post on its behalf. Treat such sponsored requests according to the usual criteria for Canadian business clients.

Q. What if the student asks us to make appointments?
A. Even when the post is satisfied that the student represents a capable company, there may still be questions as to the company's commitment to this particular country. See the Key Contacts Search guideline for more information.

Q. What do I do with visiting groups of students organized by Canadian universities?
A. For visiting groups of students (in undergraduate and graduate business programs), posts should limit their involvement to a maximum one-hour trade briefing to the group as a whole. For all other requests for services, refer the Canadian organizer to other post staff or local contacts who can help them prepare their visit at a cost.

You should also ensure that the organizers have our list of services and recommend that students consult the ExportSource and InfoExport Web sites to research the market before their visit.

The Trade Commissioner Service

Search

Our Clients | Canadian Content | Global Enquiries | Canadian Importers | Canadian Students | Job Seekers | Service Commitment

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: December 1st, 1998

Policies - Job Seekers

➤Standard letters
➤Cases

You may get enquiries from Canadians seeking job opportunities in your territory.

These may be requests for lists of local companies or offices of Canadian subsidiaries. Refer them to the local Chambers of Commerce.

Refer the individuals seeking employment to country diplomatic offices in Canada or local government organizations for employment regulations, restrictions for foreigners, visa requirements, and so on.

Questions and Answers:

Q. What do I do if a Canadian (not necessarily seeking employment in the country) insists on obtaining a copy of the list of Canadian companies located in the country-a list he or she knows exists, having seen it previously or having been told of its existence?
A. Refer these requests to local bilateral Chambers of Commerce that keep such a list. Use the related standard letter). In cases where there is no local bilateral Chamber of Commerce, use your judgement when handing out your own list which you compiled from information obtained from companies on a commercially confidential basis. Always get permission from the company to include its name on your list. Refer to the Key Contact Search guideline for more information.

17

Last updated: December 1st, 1998

Policies - Our Service Commitment

Our service commitment is:

- **Within five working days of receiving their enquiries, we contact clients to tell them when we can respond or if we need to refer them to a third party.**
- **We treat all requests confidentially.**
- **All of our trade offices abroad provide six core services.**

Guidelines:

1. You don't need to perform the service in five days, but do so if you can! You need to at least acknowledge receipt of the client's request in five days and tell him or her when you will provide the service.
2. Respond to the client in the official language of the original enquiry (English or French).
3. Advise the client beforehand if information is not available in the language of his or her choice (English or French).
4. Don't hesitate to use MITNET (Foreign Affairs telephone service) to call the client and clarify his or her expectations.
5. If you receive a request that falls outside your responsibility, always refer the company to the appropriate services in Canada or to a local contact.
6. Respond to clients in the same medium as the one they used in their request (e.g., phone, fax, letter, e-mail).
7. In countries where we do not have offices, you may not be able to provide a requested core service. Inform the client if this is the case.
8. Browse the WIN Client Management System to see other services received by the company.
9. Look up the company's Web site for more information.
10. Encourage clients to use the feedback line (1-888-306-9991) to the Trade Commissioner Service in Ottawa to provide suggestions for improving service delivery.

The Trade Commissioner Service • Search

Local Company Information | Face-to-face briefing | Troubleshooting

What they are | Market Prospect | Key Contact Search | Visit Information

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: December 1st, 1998

Services to businesses - What they are

Six core services are available to Canadian companies at all posts abroad. These services are critical for clients developing foreign markets. They define the primary ways you can help Canadian firms get results in their target markets.

The guidelines provided here are intended to help you in the early stages of your relationship with a new client. Use your judgement when determining the extent of your ongoing involvement with the client.

Last updated: December 1st, 1998

Services to businesses - Market Prospect

➤Standard letters
➤Cases

What it is:

- **Background information to help the client make a go/no go decision about your market.**
- **A brief assessment of the client's potential in the target market.**
- **An informed opinion that represents the post's best assessment of the market.**
- **Your reasons for this assessment, your sources of information, and the recommended next steps.**

What it is not:

- **A major research exercise or a customized and detailed market report (see related case).**

The Market Prospect helps clients assess their potential in the target market. It provides:

- advice on doing business in the market
- an indication of major barriers, regulations and certifications
- notification of upcoming events (trade fairs, conferences, seminars, trade missions)
- suggested next steps.

Hundreds of market reports are available on InfoExport at http://www.infoexport.gc.ca. Should clients need additional market research, you can refer them to local firms.

What you need from the client:

A brief but clear answer to the following questions directly from the company or obtained through WIN or the company's Web site.

1. What is unique or special about the company, product or service?
2. Who are the end users of the product or service? Who does the company sell to in Canada and abroad?
3. Which country or regional market is the company targeting and why? What does the company know about the target market?

What the client needs from you:

An honest and informed opinion - with respect to dedicating more effort and becoming more committed to the target market.

20

Responsiveness - in terms of identifying potential opportunities and problems relevant to its needs. The client is looking for willingness to assist and to try to understand their particular needs.

Integrity - Clients understand the need for you to protect the identity and market interests of other Canadian firms active in the market. They expect the same with the information they provide to you.

Guidelines:

1. Base your Market Prospect on easily available information. Date your assessment since market circumstances may change.

2. If the information is available, include what you know about potential competitors. Do not divulge confidential information if the competitors are other Canadian firms.

3. Inform the client if the request has to do with a sector or market where there are limited opportunities for Canada or about which you have limited knowledge.

4. If you're unable to provide the client with an assessment, say so promptly. In such cases, the client will still appreciate any readily available information or a referral to other sources of information. Advise the client if these sources charge a fee.

5. Include in "recommended next steps" actions such as visiting or participating in upcoming trade shows, inviting a potential buyer to Canada, approaching the Export Development Corporation or the Canadian Commercial Corporation for financial support.

6. Refer the client to your Web site or InfoExport, where you should have market studies and links to other sources of market information (e.g., studies undertaken by the Team Canada Market Research Centre).

Questions and Answers:

Q. What if there is no or low market potential for a company's product or service?
A. Inform the client if there is low market potential. And only when you have absolute certainty (e.g., legal restrictions) should you say that there is no market potential. Use the related standard letter.

Average time you should spend

- Not more than two hours of research. Remember, you are providing comments to a client who has already researched the market and who may wish to invest more time and money to further develop their results. Additional effort should be proportional to your assessment of the client's market potential.

- Spend more time researching sectors you think are starting to show promise and which could prove useful when preparing responses to enquiries from other companies. And consider suggesting to the Team Canada Market Research Centre that it undertake a market study on a particular sector in your market.

• The Trade Commissioner Service • Search

Local Company Information | Face-to-face briefing | Troubleshooting
What they are | Market Prospect | Key Contact Search | Visit Information

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: December 18, 1998

Services to businesses - Key Contact Search

➤Standard letters
➤Cases

What it is:

- **Assistance to the client in identifying people who can provide more market intelligence related to their request.**
- **A limited list of reputable contacts in the local market with whom your client can refine and implement a market-entry strategy.**

What it is not:

- **Unless specifically requested, it should not be a long list of companies taken from directories, databases, yellow pages, and the like, which might be useful but have not been verified.**

A Key Contacts Search is a list of contacts in the client's target market that have the local knowledge clients need to refine and implement their market-entry strategy. This list can include:

- potential buyers and partners;
- agents and manufacturers' representatives;
- distributors and importers;
- consultants and accountants;
- government officials;
- associations and chambers of commerce;
- freight forwarders;
- lawyers and patent attorneys;
- technology sources; and
- financial institutions.

Let the client know beforehand if there are any charges for access to specialized databases.

What you need from the client:

A brief but clear answer to the following questions, obtained directly from the company, its Web site or WIN:

1. How do you plan to enter the market: export, license, joint venture or investment?

2. How would you describe the typical buyer, distributor, agent or partner you want to work with in your target market?

3. Who are the end users of your product or service? Who do you sell to in Canada and abroad, and how?

22

What the client needs from you:

An up-to-date and accurate list of names, titles, organizations, addresses, telephone and fax numbers, and e-mail addresses. (The list could include brief comments on why you consider each contact to be useful.)

Guidelines:

1. As a general rule, key contacts should be individuals who are known to you (That's why you suggest them as people who can provide further specialized information on the market.) If this is not the case for some of the names you suggest, clearly indicate this in your response. If you must rely on information, such as local databases and organizations, originating from a third-party source, identify the source and its reliability.

2. Let the client know promptly if you are unable to provide a complete list of contacts without doing extensive research, and suggest another source if possible. Even when you cannot supply a list of key contacts, try to refer the client to any other sources of information, such as specialized magazines, mailing or Web site addresses (see related case).

3. If you need to access any specialized local databases to develop the key contacts list and charges may apply, tell your client and obtain a payment deposit before incurring any cost.

Questions and Answers:

Q. What should I do if companies ask only for a list of buyers or distributors without providing any background?
A. Explain to the client that you need more information about why he or she has selected the market and his or her market entry strategy in order to provide an appropriate list of contacts. In some cases, such as trading houses offering commodities (e.g., fish, agri-food, raw materials, minerals, paper products), you don't need additional information on the client's strategy. Clients prefer to receive a list of buyers and distributors right away (even if unverified) who they can approach directly. Use the related standard letter and see the related case).

Q. Is it good practice to publish names of local contacts on our Web site or InfoExport?
A. Canadian clients will appreciate having access to a list of local contacts through the Web if they are assured these contacts have been verified. Prepare lists of reputable local service providers, such as lawyers, accountants, customs brokers, as well as Canadian contacts at the local Chambers of Commerce, specifying their field of expertise and interest. Check with these contacts before including them in such a list. Do not publish on your Web site the names of individuals without their approval. Make sure these contacts realize they may be approached by Canadian clients who you do not know. You need to preserve the post's reputation with local contacts. An unsatisfactory encounter with a Canadian company could hurt your relationship with the contact, even to the point of blocking future access. Restrict yourself to publishing only the names of useful organizations, without mentioning individuals.

Q. Can I make available a list of contacts which is already in the public domain?
A. Helping Canadian companies get faster access to publicly available information (for example, through hyperlinks in the post's Web site) can be a useful service. If you publish and make available such contact lists, include a caveat indicating that the names were taken from generally reliable public directories that do not engage the responsibility of the post. But remember-a client who has researched and selected your market will be looking for a selected list of contacts who are key to his or her own needs.

Average time you should spend:

Not more that two hours of research. Additional effort should be proportional to your assessment of the client's market potential.

Last updated: December 1st, 1998

Services to businessess - Visit Information

➤Standard letters
➤Cases

What it is:

- **Advice to help the client organize a trip to your territory.**
- **Includes names of local transport providers, translators, interpreters and business support services.**

What it is not:

- **A booking service, an itinerary for the client's visit or a tourist guide for business visitors.**
- **Publish this type of information on your Web site and refer clients there.**

Visit Information is practical advice on the timing and organizing of your client's trip. Advise the client to use a travel agent to make appropriate hotel and travel arrangements.

What you need from the client:

- A clear understanding that the client will use a travel agent to make travel and accommodation arrangements.
- A brief but clear answer to the following questions: 1. When do you plan to visit the market? 2. Have you considered adapting your company, product literature and business cards to the market?

What the client needs from you:

- Accurate, up-to-date information.
- Information focused on the client's needs. For example, clients consider it a basic service for posts to recommend reputable hotels in safe neighbourhoods.

Guidelines:

1. Inform the client if the planned visit coincides with scheduled local events including religious and school holidays or major special events such as sporting events, conventions or concerts. Such events can affect the availability of hotel rooms and local contacts.

2. Make sure you communicate safety considerations (such as travel advisories) to clients expecting to visit the market. Our consular service publishes travel advisories on the InfoExport Web site.

3. Do not make hotel reservations for clients. This practice taxes our limited resources. However, in your written communications, you may

25

refer clients to reputable hotels or list these hotels on the post's Web site . If you have negotiated hotel discounts for visiting business people, put this information and instructions on your Web site.

4. Consider hotels or other services in terms of their cost and location (e.g., their proximity to downtown, the business district, the post, and so on).

5. Use support staff to provide visit information to the client.

6. Use the post's Web site to provide basic visit information, visa and length-of-stay regulations, vaccination requirements, the average cost of a business trip, recommended dress code, and the like.

Average time you should spend:

Not applicable

• The Trade Commissioner Service • Search

What they are | Market Prospect | Key Contact Search | Visit Information | Local Company Information | Face-to-face briefing | Troubleshooting

Last updated: December 1st, 1998

What's New
Our Role
Client Management
Client Policies
Services to businesses
Services to Partners
Additional Services
Post Support: People
Post Support: Tools
Discussion
Francais

Services to businesses - Local Company Information

➤Standard letters
➤Cases

What it is:

- **Market intelligence about local companies and organizations identified by the client.**

What it is not:

- **Addresses and co-ordinates.**
- **A credit check.**

Local company Information is information on local companies and organizations your client has identified. Always inform the client beforehand of any access charges to specialized databases. Credit checks are generally referred to specialized agencies.

What you need from the client:

- The exact name of the local companies or organizations to be researched and any relevant information from the client. (Does the client have a piece of correspondence with the company's letterhead on it? Was the company approached by the local firm? Was the local company recommended by a third party?)

What the client needs from you:

- Relevant information about the company. An indication of whether the information you obtained has been confirmed and is reliable.

Guidelines:

1. Where appropriate, protect your sources of information in order to preserve confidentiality and your credibility with key sources.

2. Respect confidential information. In some cases, the local company will already be dealing with a Canadian client who is your client's competitor.

3. Ask your client beforehand whether you should be discreet with your research, or if you can contact the local company directly for information. (The latter scenario might be the case if your client has received an unsolicited export opportunity from the local company.)

4. Refer clients to local sources such as associations and credit bureaus to obtain a second opinion on private-sector companies of interest to them. Inform the client if the local source charges a fee for this service.

5. Ask your colleagues what they know about the local company and compile a collective viewpoint.

6. Do not comment on the local company's creditworthiness. Refer the client to a credit specialist. Use the related standard letter).

Questions and Answers:

Q. What should I do if I do not find any information on the local company identified by the client?
A. Respond to the client indicating that you did not find any references to the company or its activities in the data banks readily available at the post. You should also indicate that according to your sources, the company is not registered as a member of (name sectoral associations, local Chambers of Commerce and other sources contacted for this research). Also, explain that the company name does not appear in the Yellow Pages. Finally, refer the client to a list of reputable companies that may be able to provide the requested information for a fee.

Average time you should spend:

- Limit your time if the information is not easily available. For example, make a couple of phone calls to trade associations or Chambers of Commerce.
- You may spend more time researching a local company if, for example, the client has indicated that a relationship with the company could bring significant benefits to Canada.

Last updated: December 1st, 1998

Services to businesses - Face-to-Face Briefing

➤Standard letters
➤Cases

What it is:

- **A meeting between the client and an officer in the commercial section.**
- **The officer listens to the client, provides market intelligence and discusses the client's future needs in an informal dialogue.**

What it is not:

- **A general market overview.**
- **Make general information available on the post's Web site.**

The face-to-face briefing involves one of our officers meeting with the client personally to discuss the most recent developments in the target market and the client's future needs. Ask the client to notify your office of his or her visit at least two weeks prior to the client's departure.

What you need from the client:

- A request for a meeting at least two weeks before the client's departure from Canada.
- Background information on the client's visit to your territory (e.g., objectives).

What the client needs from you:

- A focus on the client's needs and a willingness to take the time to discuss them.
- A balanced appraisal of the market that includes difficulties as well as opportunities.
- Advice on the next steps the client should take in the market.

Guidelines:

1. Either a Canada-based or a locally engaged officer should meet the client. Decide who it will be based on availability and ability to respond to the client's needs. In some cases, you may decide that both officers should meet the client.

2. The meeting is an excellent occasion to learn about the client's needs and expectations, discuss the client's marketing plans, provide advice about doing business in the market and point out potentially sensitive issues. Demonstrate integrity by respecting confidential information about other Canadian companies, especially the client's competitors.

3. If it's useful, and if time permits, arrange for a debriefing at the end of the client's visit. Use the debriefing to evaluate and provide advice about the client's market strategy. You can also adjust the post's understanding of the market and identify follow-up actions.

4. Clients will sometimes arrive at the post unannounced. When this happens, have someone meet them briefly. Use your judgement in determining how much time to devote to the meeting. Keep in mind that a client (except a business tourist) visiting a market has usually shown a commitment.

Average time you should spend:

- About an hour, depending on the complexity of the market and the client's experience in it. Any further efforts should be proportional to your assessment of the client's market potential.

Last updated: December 1st, 1998

Services to businesses - Troubleshooting

➤Standard letters
➤Cases

What it is:

- **Assistance in response to a request from a Canadian company.**
- **Clients typically seek help with:**
  - **market access**
  - **unfair business treatment**
  - **insurance coverage and claims**
  - **customs clearance**
  - **contract bidding**
  - **shipping**
  - **disputes with agents**
  - **storage and warehousing**
  - **overdue accounts receivable.**

What it is not:

- **Involvement in private disputes**
- **Acting as a customs broker, sales agent, collection agent or lawyer.**

Troubleshooting is the help you provide when a client contacts you with an urgent business or market access problem. Do not enter into private disputes or act as customs brokers, sales agents, collection agents or lawyers. Use the related standard letter and see the related case.

What you need from the client:

- The facts about the case before you intervene. If you refer the client to a third party, it is the client's responsibility to make his or her own arrangements.
- Up-to-date communications about the client's activities, so you can provide better help on an ongoing basis.

What the client needs from you:

- A willingness to provide help, even if it is only to refer the matter to a third party in a timely manner.
- A clear indication that the post uses discretion, shows no favouritism and demonstrates client confidentiality in all its dealings.

Guidelines:

1. If you intervene, possible measures include telephone calls, letters or

31

facsimiles on post letterhead and face-to-face meetings.
2. If you intervene, clearly advise your client that you cannot guarantee a favourable outcome.
3. To better assess the situation, always get an accurate picture of the other side of the story.
4. Use caution if more than one Canadian firm could be affected by the outcome or by the intervention itself.
5. Do not intervene if the client asks you to act as his or her sales agent, collection agent or lawyer.
6. Contact your geographic division or the Post Support Unit for advice and support as needed.
7. Canadian firms often notify trade officers about market access irritants they may be encountering. These irritants should be reported to the Tariffs and Market Access Division (EAT). To facilitate impact assessment and to develop trade-policy related negotiation strategies, EAT has set up Trade and Investment Barriers Database for you to report these irritants. The database requires registration. Once registered, the system will send you a username, password and instructions within 24 hours. Please advise EAT, by sending a note to their divisional email, that you have entered data in the system.

Average time you should spend:

Depends on the expected benefits for the company and for Canada, the urgency of the case and your potential contribution to the likelihood of a positive result.

32

• The Trade Commissioner Service • Search

What they are | Info on cost sharing

What's New
Our Role
Client Management
Client Policies
Services to businesses
Services to Partners
Additional Services
Post Support: People
Post Support: Tools
Discussion
Francais

Last updated: January 28, 1999

Additional Services - What they are

Posts will focus on providing core services which are available free of charge. Clients might however request assistance such as:

- **Appointments and meetings:**
  Making a program of appointments and setting up meetings with local key contacts.
- **Logistical support:**
  Organizing logistical support for market visits, obtaining tender documents, attending tender opening.
- **Business support services:**
  Arranging for services such as translation, interpretation, legal counsel, accountancy, and so on.
- **Participation in events:**
  Organizing logistical support such as booth space for trade fairs and local market events.
- **Temporary office or display space:**
  Arranging to provide client representatives with space for conducting meetings or doing general office work or a display area for presenting products.

For these non-core services, Posts have 2 options:

1. **they can refer clients to qualified outside service providers, or**
2. **they can hire a contractor on behalf of the client to deliver the services on a cost-shared basis.**

Guidelines:

1. Policies and guidelines related to additional services apply to both Canadian business clients and institutional clients.

2. The additional services are not delivered by the Post itself but by third parties who enter into a contracting agreement with the Canadian client (referral) or by contractors hired by the Post on behalf of the Canadian clients (cost-shared basis).

3. Each Post must adopt a single approach for the delivery of a specific additional service and apply it consistently with all clients. For example, if a Post has decided to refer clients to third parties for "Programs of Appointments and Meetings", it must do so with ALL clients.

4. In the case of referral, Posts must identify qualified in-market third parties that can provide the service and make a list available either upon request or by posting it on the Post Web site. Posts must make sure that they communicate to clients that it is their responsibility to negociate and finalize the arrangements with the third party.

33

5. In the case of cost-sharing, Posts must enter into a cost-sharing agreement with the Canadian client prior to hiring a contractor to deliver the service. Posts must follow the Treasury Board guidelines and procedures when cost-sharing.

Questions and Answers:

Q. What are the advantages of referring clients to third parties rather that offering the services on a cost-shared basis?
A. Whenever possible, the practice of referring clients to third parties should be preferred to cost-sharing because of its many advantages:
it reduces the administrative burden on Posts;
it ensures consistency and continuity when Post personnel changes;
it reduces the risks related to Post handling money;

Use the standard letter for referring clients to local service providers.

Q. By referring clients to third parties, don't I take the risk of loosing control of the services rendered and thus face client disatisfaction?
A. What our Canadian clients value most is your knowledge of the market, not your ability to take care of logistics. However, it remains your responsibility to refer them to **qualified and capable** third parties (in fact, it is part of the core services). We suggest that you keep a close relationship with third parties to ensure quality control.

Q. In the case of "Programs of Appointments and Meetings", can a Post suggest to the clients to do them themselves?
A. Your role is to provide the names and coordinates of Key Contacts in the market (a core service) but also to offer one of the two options with regards to "Programs of Appointments and Meetings" (an additional service). However, when appropriate, Posts can also suggest to clients to arrange their programs of appointments themselves.

Q. Can the Post offer a specific additional service, sometimes by referral, sometimes on a cost-shared basis?
A. No. It must be clear to clients that they have access to a specific additional service according to one single principle: by referral OR on a cost-shared basis. Each Post must establish a single rule for each additional service and apply it consistently with all clients. For example, you would refer all clients to a third party for the preparation of Programs of Appointments and Meetings but would hire a contractor on a cost-shared basis to provide Logistical Support to all clients.

Q. What if I believe that it is time well spent to set up meetings for a client?
A. You can set up a meeting yourself on behalf of a Canadian client only in the case when your involvement is essential (e.g. senior government officials). However, your role is not to arrange full visit programmes. Your added-value resides in qualifying and finding the right local contacts for the Canadian client, not in making appointments.

Q. What do we do with clients who want to use the Post's facilities for events/seminars on a temporary basis?
A. Space for conducting meetings or doing general office work or a display area for presenting products can be offered to Canadian clients if the Post has such facilities and if there is no conflict with any official fonction. A contract must however be signed between the two parties. A Best Practice will soon be available on that subject.

Q. What if the client asks me to devote time to staff a booth on his/her

behalf?
A. Advise the client that you cannot take the place of the company's representative. Whenever possible, you should refer the client to an individual who speaks the local language and who has experience in representing companies at trade shows and events.

Last updated: January 26, 1999

Additional Services - Information on Cost-Sharing

DRAFT Version 7.0 FOR CONSULTATION ONLY.

There may be instances when a Post prefers to arrange for the delivery of certain additional services on a cost-shared basis, such as for a Program of appointments and meetings. In those cases, the following guidelines apply. Note that these guidelines cannot be applied to any other services than to the defined additional services.

What Cost-Sharing is:

- **an arrangement which enables a Post to access funds received from Canadian clients to pay for all the costs of arranging for the delivery of the additional service.**

What Cost-Sharing is not:

- **charging for any of the six core services which are to be provided free to all Canadian clients.**
- **cost-recovery or net-voting.**

Criteria for Cost-sharing:

For the purposes of these guidelines, the following criteria must be met if a Post wants to enter into a cost-sharing arrangement:

1. a formal Agreement must be signed between the Post and the Canadian client before the services are rendered (link to WP template);
2. all additional services and their costs must be clearly specified in the Agreement;
3. funds must be received in advance from the Canadian client;
4. funds must be deposited in a Specified Purpose Account;
5. funds can only be used for the stated purpose as per the Agreement;
6. costs are incurred after entering into the Agreement;
7. any surplus funds must be returned to the Canadian client or to the Consolidated Revenue Fund as per the Agreement.

Three steps to Cost-sharing:

1 Prepare a Cost-Sharing Agreement

The Post must use the Cover letter and Cost-sharing Agreement Template , have the agreement signed by both parties (the Canadian clinet and the Post) and make sure it keeps a copy. Please note that the Agreement template must in no way be modified as it is a legal document. If you have any questions, contact the Post Support Unit .

36

2 Assign a project number and inform key parties

The Post Administration Officer or the Trade Officer must assign a unique project number indicating the responsibility centre (the Post) to control all receipts and disbursements.

If the funds are deposited at HQ:

- the cashier's office (SBRA) will provide the Post with an Internal Order Number and inform the Post Administration Officer to ensure that expenses incurred are charged correctly.

If the funds are deposited at the Post:

- the Post Administration Officer must ensure that the funds received are coded appropriately;

In both cases, Post must inform:

1. the appropriate area manager (eg UAM, RAM, PAM) to ensure that they know what is going on in their region in terms of services provided on a cost-shared basis; and
2. Corporate financial policy, training and reporting (SBRP) for monitoring and reporting purposes.

3 Charge expenses to a Specified Purpose Account

The Post must charge all agreed upon expenditures to be made on behalf of the Canadian client to the Specified Purpose Account which is separate from the Post's operating budget. In FINEX the appropriate code vote is 863 (SPA - miscellaneous cost-sharing) while under the new IMS the corresponding fund is L081. In the unlikely event that the Post must make certain payments from its operating budget to arrange for the delivery of the requested additional services, it must remember to do a journal voucher.

Questions and Answers:

Q. When can a Post use cost-sharing?
A. A Post can use cost-sharing when it hires a contractor on behalf of a Canadian client to deliver additional services, typically to arrange for appointments and meetings. Although the Post has the option to refer clients to a qualified outside service provider or to hire a contractor on behalf of the client, we strongly encourage you to refer your clients.

Q. Can the Post arrange for making appointments and meetings on a cost-shared basis?
A. Yes. But if the Post decides to do this they should do so on a consistent basis with all Canadian clients and make this decision publicly known (eg. on their Web page).

Q. What is the objective of a cost-sharing arrangement?
A. For the purpose of these guidelines, the objective of a cost-sharing arrangement is to give Posts access to all the funds received from Canadian clients to pay for specific expenses when the Post hires an outside contractor on their behalf. The objective is not to generate a profit. Any surplus funds must be returned to the client or be sent to the Consolidated Revenue Fund, as agreed.

Q. Can a Post provide an additional service using net voting?
A. No. Posts can only provide the defined additional services by entering into a cost-sharing arrangement with the Canadian client. DFAIT does not currently have the authority to use net voting for any of the additional services.

37

The Service Charge Feasibility Study is examining these issues which require much analysis and an extensive consultation process.

Q. Does cost-sharing mean that the post must cover part of the cost of providing the service?
A. No. For the purpose of these guidelines, the post does not have to cover any of the costs associated with the delivery of an additional service. Cost-sharing is a Treasury Board term which was typically used to share the costs of providing certain services among several Canadian clients (i.e. participation in a mission) but it can equally apply to one client.

Q. How do I go about cost-sharing?
A. Once you have determined that you would like to enter into a cost- sharing agreement to cover the costs of hiring an outside contractor on behalf of a client to provide the requested additional service (i.e. program of appointments and meetings), you must follow the three steps to cost-sharing:

1. Prepare a Cost-Sharing Agreement;
2. Assign a project number and inform key parties; and
3. Charge expenses to a Specified Purpose Account.

Q. Can we include overtime incurred by CBS and LES in a cost-sharing agreement?
A. No. Posts cannot include the time of CBS and LES to arrange for the delivery of additional services. Those services (e.g. a program of appointments and meetings) will be provided by an outside party and the Post acts as an intermediary.

Q. Can a Post hire a qualified local contact to provide the required additional services?
A. Yes. Once the Post has determined that the required additional services cannot or will not be referred, a qualified local contact can be hired and a cost-sharing arrangement can be set up. If, for some unlikely reason, the Post pays that person from its operating budget, it will be necessary to do a journal voucher to credit the operating budget and charge the Specified Purpose Account .

Q. What happens if the funds received in advance by the Post are not spent by the end of the FY?
A. The funds in a Specified Purpose Account are automatically carried over into the next fiscal year with no penalty and used to deliver the services as specified in the cost-sharing Agreement.

Q. Does cost-sharing apply to business clients and institutional clients alike?
A. Yes. The principle is the same but the mechanism differs slightly depending on the type of institutional client. In the case of Other Government Departments (OGDs), funds must be deposited into their existing Suspense Accounts with DFAIT. In the case of other institutional clients the same procedure applies as with Canadian business clients.

Q. Does cost-sharing apply to Trade Fairs and Missions activities?
A. No. Since 1996 the Department uses net voting to spend funds received during the FY from Trade Fairs and Missions activities. Prior to that, since 1991 the Department used cost-sharing.

Separate guidelines and a another template agreement are being developed for trade and investment missions. We are currently investigating this matter to ensure the most efficient mechanism is followed. In the meantime, you may contact the Post Support Unit.

Q. Can a Post include rental of office or display space in a cost-sharing agreement?
A. Yes, if it involves space outside the Post. But... no, a Post cannot lease out its own space. However it it could include the set-up and clean-up costs associated with making the space available to the client. We are currently seeking further clarification on this matter from the Physical Resources Bureau (SRD) which is a Special Operating Agency within DFAIT with net

38

voting authority to lease out surplus space. You may contact the Post Support Unit for more information.

Q. Who can a Post call for more information?
A. For further information on the Trade Commissioner Service's policy and guidelines on additional services you may contact the Post Support Unit.

The Trade Commissioner Service

Search

Team Canada Market Research Centre | Tariffs and Market Access Division (EAT) | Post Support Unit | Domestic Referral | IBOC | Geographics

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: January 6, 1999

Post Support People - Post Support Unit

The Post Support Unit provides:

- Advice on how to deliver services or interpret and apply the guidelines.
- Help with "thorny" issues and the interpretation of gray areas.
- Advice on difficult enquiries and requests for services not on the Services List.
- Access to standard letters in our Intranet Web site.
- The Post Support Unit is for your use only. Do not refer clients to it.

The Post Support Unit can help you with:

- advice and support on policy issues related to service delivery. For example:
  - vague enquiries
  - enquiries sent to several posts
  - enquiries for which you are unsure of the Canadian content
  - advocacy requests (e.g., requests for letters of support).

Contact information:

- Roger Bélanger (613) 995-7683
- Gilles Potvin (613) 996-2584
- Marie-Louise Hannan (613) 996-7290
- Jean-Louis Robitaille (613) 992-3645
- Fax (613) 996-1225

40

• The Trade Commissioner Service • Search

Post Support Unit | Domestic Referral | IBOC | Geographics and Market Access Division (EAT)

Team Canada Market Research Center

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: December 1st, 1998

Post Support People - Team Canada Market Research Centre

- **The Team Canada Market Research Centre (MRC) works with you to provide Canadian exporters with timely and relevant market information on key overseas markets.**
- **Since its inception in March 1997, the MRC has produced over 460 reports to help Canadian exporters research and select their target market. A further 175 reports are currently in production.**

Questions and Answers:

Q. What is the Team Canada Market Research Centre?
A. The Team Canada Market Research Centre is a headquarters-based research unit comprised of international market analysts whose mandate is to work with Canada's trade officers to produce timely and relevant market reports which identify international business opportunities for Canadian exporters.

The Centre uses commercial online databases, news services, trade and industry journals and publications, industry and association contacts, and full use of the Team Canada Inc. network to produce market reports for Canadian exporters.

Q. What does the Team Canada Market Research Centre do?
A. The Team Canada Market Research Centre produces a full range of sectoral market reports to help Canadian exporters identify foreign market opportunities for their specific sector or sub-sector product or service niche. It does this by:

- Conducting comprehensive and complex market research on all available databases, including the Internet; and
- Obtaining sectoral expertise from the comprehensive Team Canada Inc. network as well as trade and industry associations.

The Centre's market reports provide a quick snapshot of the opportunities for a product or service niche in a particular market. They are available by country or sector.

Each report contains a market overview, a section on customers and distribution channels, an analysis of the principal market access issues, and a listing of key promotional venues, such as trade fairs.

Q. Why should I refer clients to the market reports available from the Team Canada Market Research Centre?

A. As part of their preparation process, you want your clients to have some knowledge of the market and opportunities that exist in your territory before they ask for your assistance.

Moreover, having readily available market information to distribute to clients helps to free up time for you to focus your efforts on other priority business interests such as market intelligence.

Q. What do clients think of MRC reports?
A. Our reports are client driven. For example, our report template has been developed and focus-group tested in consultation with Canadian exporters who have repeatedly told us that they want brief, concise, well-written market reports.

We continually re-tool our reports to reflect the evolving needs of Canadian exporters. In a recent survey of clients conducted during the summer of 1998, clients indicated that they consider MRC market reports to be especially helpful in providing a market overview in a format that is well-written, well organized and easy to understand. The reports, they say, save them time, effort and money.

After reading the reports, Canadian exporters may either decide to gather additional market information, determine not to proceed with a targeted market, or develop an export market strategy and contact the relevant Canadian mission for further assistance.

Q. What kind of support does the Team Canada Market Research Centre need from me?
A. In order to produce market reports that are timely and relevant, it is essential that Canada's trade officers --our experts in the field-- are consulted once market reports have been drafted to ensure that there are no statements which our officers find contrary to post views or important omissions. Moreover, with their established network of local industry contacts, our trade officers can provide additional information and intelligence which is not widely available and which greatly enhances the comprehensiveness of our market reports.

You can also help by supplying key contact information such as the name, address, phone and fax numbers of relevant local importers, businesses and associations. Providing additional sources of information or documentation (e.g., Internet addresses, publications) is also valuable.

Q. How does the Centre decide to produce a specific report?
A. Requests are forwarded to the MRC from trade officers at post, geographic divisions, and our various Team Canada Inc. colleagues.

Q. How can I recommend that a market report be produced to address key opportunities for Canadian exporters at my post?
A. Trade officers at missions are encouraged to submit requests for market reports directly to the MRC, taking care to ensure that they copy the Leader of the relevant Trade Team Canada Sector or other relevant Team Canada Inc. partners.

Q. How are reports distributed to Canadian clients?
A. Reports are available by country or sector on the InfoExport Web site. They can also be accessed from DFAIT's InfoCentre's Faxlink service at (613) 944-4500 or from ExportSource. Posts are encouraged to create links between their web page and the market reports section of InfoExport.

Contact

42

Team Canada Market Research Centre
Market Support Division (TCM)
125 Sussex Drive
Ottawa, Ontario
Canada
K1A 0G2
E-mail: research.center@extott16.x400.gc.ca
Phone: (613) 944-2045
Fax: (613) 943-1103

Last updated: January 26, 1999

Post Support People - Domestic Referral

- **Refer clients that would benefit from more assistance in Canada to the Team Canada Inc network at 1-888-811-1119.**
- **When a client calls the 1-888-811-1119 number, an information officer from the Canadian Business Service Centre will provide appropriate information and/or refer the client to the right person or organization.**
- **Recommend that the client visit Web sites such as ExportSource and InfoExport.**
- **If the client offers strong export potential, inform him or her that you have asked the closest Canada Business Service Centre to contact him or her on your behalf to provide further assistance.**
- **When doing so, exercise judgement to avoid overloading the Canada Business Service Centre's resources.**

Questions and Answers:

Q. What if there is no or low market potential for a company's product or service?
A. Inform the client if there is low market potential. And only when you have absolute certainty (e.g., legal restrictions) should you say that there is no market potential. Use the related standard letter.

Q. What should I do if there is market potential but the company needs to do more research and preparation in Canada?
A. The company should seek export preparation advice and assistance in Canada. The best place for them to start is the Team Canada Inc network at 1-888-811-1119, which was created to assist Canadian companies. You could also recommend that the client visit the Team Canada Inc Web site, ExportSource, and DFAIT's InfoExport with its export preparation tools and market studies. Use the related standard letter.

Q. What does the Canada Business Service Centre do when it is contacted by a company?
A. When a company dials 1-888-811-1119, it is automatically linked to an information officer at the Canada Business Service Centre in its region. There are 12 such centres in Canada, one in each province and territory. They are the federal government's primary source of timely, accurate information and referral for programs, services and regulations in all regions of the country. They are the front line for all business enquiries, whether these be questions about business start-ups, taxes, regulations or international trade. The Canada Business Service Centre will direct your client to appropriate export preparation and counselling services to assist in researching and selecting its target market. Your client will also receive personalized service from 9:00 a.m. to 5:00 p.m. in each time zone (no voice mail or automated message handling during ordinary business hours.

44

Besides offering CD-ROMs, reference guides, videos, market profiles and Internet access, information officers help clients by showing them where to find the information they need. They will even demonstrate how to use the electronic tools in their walk-in centres (except in Toronto which does not have a walk-in centre). The Canada Business Service Centre will refer clients to Team Canada Inc partners such as the International Trade Centres, Agri-Food and Agriculture Canada, the Export Development Corporation or provincial services according to their needs. For more information on the Canada Business Service Centres, visit their Web site at http://www.cbsc.org.

Q. What kind of information is found on the ExportSource Web site?
A. ExportSource (http://exportsource.gc.ca) is Team Canada Inc's online resource. It provides a single access point to the information holdings of several government departments and agencies. ExportSource offer information on such subjects as:

- market research;
- export financing;
- export regulations and logistics;
- trade statistics;
- export contacts; and
- trade shows and missions.

Q. Under what circumstances should I request that the Canada Business Service Centre (CBSC) contact the company on my behalf?
A. If you feel that the enquirer has a strong export potential but could benefit from more assistance in Canada before accessing services at post you may wish to offer a more proactive and personalized service by having an information officer from the closest Canada Business Service Centre contact the company on your behalf. Team Canada has identified the Canada Business Service Centres as the primary contact point in Canada to handle such referrals from missions abroad. In order to manage direct referrals from posts in an efficient and timely manner, each Canada Business Service Centre has identified a key contact for this procedure. Use the related standard letter.

Upon receiving your request, an information officer from the Canada Business Service Centre will contact the company to discuss its needs and your specific request. The information officer will give the client the information needed and/or provide a referral to the right person or organization and report back to you on the action taken.

It is important that you provide accurate mailing addresses, telephone and fax numbers as well as e-mail addresses, so that the Canada Business Service Centre has no difficulty reaching the client. You should also provide the Canada Business Service Centre with any relevant background information such as correspondence, telephone notes, faxes, and so on.

When asking the Canada Business Service Centre to contact the company on your behalf, make sure your request is sent to the appropriate person identified in the contact information provided below. Please exercise judgement to avoid overloading the resources of the Canada Business Service Centre.

Contact Information:

Alberta
The Business Link
Suite 100
10237-104 Street

Edmonton, Alberta
T5J 1B1

Contact: Ernie Polowy

Local telephone: (403) 422-7770
Fax: (403) 422-0055
e-mail: buslink@cbsc.ic.gc.ca
polowy.ernie@cbsc.ic.gc.ca

British Columbia
Canada-B.C. Business Service Centre
601 West Cordova Street
Vancouver, British Columbia
V6B 1G1

Contact: Mary Waung

Local telephone: (604) 775-5573
Fax: (604) 666-0277
e-mail: mascarenhas.carm@cbsc.ic.gc.ca

Manitoba
Canada-Manitoba Business Service Centre
P.O. Box 2609
250-240 Graham Avenue
Winnipeg, Manitoba
RC3 4B3

Contact: Lee Gregg

Local telephone: (204) 983-8036
Fax: (204) 983-3852
e-mail: manitoba@cbsc.ic.gc.ca

New Brunswick
Canada-New Brunswick Business Service Centre
570 Queen Street Fredericton,
New Brunswick
E3B 6Z6

Contact: Catherine Coguen

Local telephone: (506) 444-6149
Fax: (506) 444-6172
e-mail: cbscnb@cbsc.ic.gc.ca

Newfoundland
Canada Business Service Centre
P.O. Box 8687
90 O'Leary Avenue
St. John's, Newfoundland
A1B 3T1

Contact: Ed Coady

Local telephone: (709) 772-5877
Fax: (709) 772-6090
e-mail: St.Johns@cbsc.ic.gc.ca

Nova Scotia

46

Canada-Nova Scotia Business Service Centre
1575 Brunswick Street
Halifax, Nova Scotia
B3J 2G1

Contact: Catherine Boudreau

Local telephone: (902) 426-7377
Fax: (902) 426-6530
e-mail: halifax@cbsc.ic.gc.ca

Northwest Territories
P.O. Box 1320
Scotia Centre, 8th Floor
Yellowknife, Northwest Territories
X1A 2A9

Contact: Alex Bertolini

Local telephone: (867) 873-7958
Fax: (867) 873-0574
e-mail: yel@cbsc.ic.gc.ca

Ontario
Canada-Ontario Business Call Centre
151 Yonge Street, 9th Floor
Toronto, Ontario

M5C 2W7

Contact: Fran Guilbeault

Local telephone: (416) 952-0863
Fax: (416) 954-8597
e-mail: cobcc@cbsc.ic.gc.ca

Prince Edward Island
Canada-P.E.I. Business Service Centre
75 Fitzroy Street
P.O. Box 40
Charlottetown, Prince Edward Island
C1A 7K2

Contact: Butch Postma

Local telephone: (902) 566-7426
Fax: (902) 566-7377
e-mail: pei@cbsc.ic.gc.ca

Quebec
Centre-Infoentrepreneurs
5 Place Ville Marie
Plaza Level, Suite 12500
Montr al Quebec
H3B 4Y2

Contact: Maurice Kaspy

Local telephone: (514) 496-5920

Fax: (514) 496-5934

e-mail: info-entrepreneurs@cbsc.ic.gc.ca

Saskatchewan
Canada-Saskatchewan Business Service Centre
122-3rd Avenue North
Saskatoon, Saskatchewan
S7k 2H6

Contact: Carol Tanner

Local telephone: (306) 975-4682
Fax: (306) 956-2328
e-mail: saskatooncbsc@cbsc.ic.gc.ca

Yukon
208 Main Street Suite 201
Whitehorse, Yukon Territory
Y1A 2A9

Contact: Debbie Perry

Local telephone: (867) 633-6257
Fax: (867) 667-2001
e-mail: perry.debbie@cbsc.ic.gc.ca

Last updated: February 2, 1999

Post Support People - Tariffs and Market Access Division

The Tariffs and Market Access Division (EAT) is responsible for providing market access information to Canadian exporters such as tariffs, taxes, rules of origin, some entry procedures and, for the United States, top flight counselling on FDA/USDA food product labelling. EAT can help posts deal with:

- **Requests for Customs Duties**
- **Market Access Issues**

Guidelines:

Customs Duties:

1. **All** requests for foreign customs duties received by Posts from Canadian clients should be directed to the Tariffs and Market Access Division (EAT, tel: 613-944-5070 or 613-944-1569, fax: 613-992-6002).

2. The role of EAT is to provide clients with the advice they need in determining the Harmonized System (HS) codes for their products, as well as specific information on customs duties in the following countries:

Argentina	Indonesia	Russia
Australia	Israel	Saudi Arabia
Brazil	Japan	South Africa
Bulgaria	Malaysia	South Korea
Chile	Mexico	Switzerland
China	Norway	Taiwan
Czech Republic	New-Zealand	Thailand
European Union	Philippines	Turkey
Hungary	Poland	United States
India	Romania	Vietnam

Currently, EAT does not have specific information on customs duties in countries other than those listed above. However, plans are afoot to expand EAT's library as soon as possible to cover a larger number of countries.

3. Upon receipt of a request for customs duties in a country not listed above, EAT will contact the accredited post with specific instructions to obtain the tarif rate. Posts accredited to countries not appearing on the above list must therefore obtain up-to-date tariff lists from these countries. For example, the Canadian Embassy in Buenos Aires no longer needs to keep a copy of the Argentine tariff list but must keep an updated list from Paraguay. This practice will save posts from having to advise clients on complex customs questions and enable clients to

49

obtain consistent, quality services from a single window.

Market Access Issues:

1. Canadian firms often notify trade officers about market access irritants they may be encountering. These irritants should be reported to the Tariffs and Market Access Division (EAT).

2. To facilitate impact assessment and to develop trade-policy related negotiation strategies, EAT has set up a Trade and Investment Barriers Database for you to report these irritants. The database requires registration. Once registered, the system will send you a username, password and instructions within 24 hours. When you enter a new barrier in the system, please advise EAT, by sending a note to their divisional email.

Questions and Answers:

Q. Q. With regards to requests for customs duties, what procedure should be followed by a post accredited to a territory not appearing on the above list?
A. When a post receives a customs duty enquiry for a country not appearing on the above list, it should still refer the client to EAT.

EAT will advise the client on how to determine the HS code and will ask the post to provide it with the applicable customs duty. This practice will save the post from having to advise clients on complex customs questions and enable clients to obtain consistent, quality services from a single window.

Posts accredited to countries not appearing on the above list must therefore obtain up-to-date tariff lists from these countries. Post staff are not expected to be able to provide specific advice on customs questions. The posts can rely on EAT's expertise to advise and guide them.

Q. How does EAT handle requests for customs duties?
A. Upon receipt of a customs duty enquiry, an EAT officer checks to see whether the client knows the HS code for the product in question or the code used to export the product to other countries. The first six characters of the HS code represent the international portion of the classification number and are used by all countries that have adopted the Harmonized System.

If the client does not know the HS code for the product, EAT asks the client for a detailed description so it can search reference works, HS explanatory notes, binding decisions and various Internet sites. EAT will provide clients with assistance and information concerning customs duties, taxes and certain customs procedures.

Q. With regards to requests for foreign customs duties, what should posts say to clients in their correspondence?
A. In their replies to clients, posts should use the following text:

> *Further to your customs duty enquiry, we are pleased to inform you that you can access a customs information service at the Department of Foreign Affairs and International Trade in Ottawa. The specialists working in this area can advise you on your products' classification and provide you with information on access to foreign markets, including customs duties, taxes and certain customs procedures in several countries.*
>
> *Please send your enquiry to the Tariffs and Market Access Division*

(EAT) at (613) 992-6002 or talk directly with an information officer at (613) 944-5070 or (613) 944-1569.

Q. Where should Posts refer requests from local contacts for information on Canadian customs?
A. When local contacts ask Posts for information on Canadian customs, they can be referred to:

- Revenue Canada's Virtual Customs Office at http://www.rc.gc.ca/vco
- Revenue Canada's Tariff Wizard at http://207.6.23.164/services/twiz99/twiz99e.cfm or
- Canada Customs InfoLine at 1-613-991-0537 (from 8h00 to 16h00 Ottawa time).

51

Last updated: December 1st, 1998

Post Support People - International Business Opportunity Centre

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- **The International Business Opportunities Centre works with you to help match Canadian companies with potential export opportunities.**
- **It uses WIN Exports, Strategis and a network of business contacts across Canada.**

Questions and Answers:

Q. What is the International Business Opportunities Centre?
A. The mandate of the International Business Opportunities Centre is to work with Canada's trade officers to match Canadian businesses of all sizes and from all sectors with international business opportunities.

As Team Canada Inc's sourcing centre, it works in close partnership with many government departments and organizations including the Department of Foreign Affairs and International Trade, Industry Canada, Agriculture and Agri-Food Canada and the Canadian Commercial Corporation to give you fast, one-stop access to expertise in Canadian export capabilities.

Q. What does the International Business Opportunities Centre do?
A. When you contact the International Business Opportunities Centre looking for Canadian exporters, the Centre tries to find companies that match the request. It does this by

- conducting comprehensive and complex company searches on all available databases, including the Internet;
- obtaining sector expertise from Industry Canada, Agriculture and Agri-Food Canada and industry associations;
- reviewing company profiles to ensure a product or service matches the needs of your client; and
- contacting Canadian exporters and confirming their potential and interest in meeting the needs of foreign buyers; and
- It also ensures appropriate follow-up and reports on the progress of the leads.

The International Business Opportunities Centre covers all business sectors in Canada. Whatever the sector, the Centre's staff can access the names and profiles of thousands of Canadian companies. We provide information only on exporters that are capable of and interested in meeting the foreign buyer's needs.

Q. Why should I use the International Business Opportunities Centre?
A. Time. Researching databases, finding the right companies and contacting

them to verify a match is time-consuming and specialized work. The officers at the International Business Opportunities Centre are sourcing experts. They have the skills and know-how to find the right source of company information.

Q. What kind of information does the International Business Opportunities Centre need from me?
A. Detailed information about the product or service requested:

- the application or end use;
- the dimensions;
- the quantity;
- the product or service code if known; and
- the technical specifications.

You should also supply information about the foreign buyer including name, contact, phone and fax numbers, location and type of business. In addition, you can provide an assessment of the lead's potential and any time-sensitive issues such as deadlines. Contacts for additional information or documentation (e.g., tender documents, any associated costs and closing dates) are also valuable.

Q. What is the range of services that the International Business Opportunities Centre provides?
A. For each type of business inquiry, the International Business Opportunities Centre follows procedures to ensure that the ideal research is conducted. This includes the most effective way of matching, contacting and disseminating information to Canadian exporters.

The International Business Opportunities Centre responds to the following business leads:

- trade leads (products and services);
- tenders (including some International Financial Institution-funded projects);
- company checks; and
- investment opportunities (including partnering and technology transfers).

Q. How long does it take to get a list of companies from the International Business Opportunities Centre?
A. The Centre strives to get you the names of potential Canadian exporters within a few days. More complex inquiries require longer time, as our officers must consult with specialists to locate the right Canadian company. However, if the foreign buyer requires fast action, we will try to accommodate the request.

Q. How do I contact the International Business Opportunities Centre to initiate a search?
A. To initiate a search:
Launch the International Business Opportunities Centre Sourcing Request Form found in the Trade Applications suite in the SIGNETCD environment of your desktop computer and complete the Sourcing Request Form.

Once you have filled in the details about your business lead (a help function gives you tips on how to do this), click the "Send to IBOC" button. The International Business Opportunities Centre takes care of the rest. This electronic form eliminates the need to e-mail or fax your request to the Centre.

If you are not yet connected to SIGNET, please call (613) 944-6000. A copy of the Sourcing Request Form will be faxed to you.

Contact:

The address for the International Business Opportunities Centre is:
International Business Opportunities Centre
125 Sussex Drive
Ottawa, Ontario
Canada
K1A 0G2
E-mail: SIGNET/ICONDESK-IBOC (iboc.extott@extott16.x400.gc.ca)
Phone: (613) 944-6000
Fax: (613) 996-2635
http: www.dfait-maeci.gc.ca/iboc-coai

• The Trade Commissioner Service •
Search
Team Canada Market Research Centre
Tariffs and Market Access Division (EAT)
Post Support Unit
Domestic Referral
IBOC
Geographics

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: December 16, 1998

Post Support People - Geographics

This page provides links to Intranet and Internet Sites or documents originating from Geographic Divisions.

Africa

Internet: DFAIT site on Sub-Saharan Africa

Asia Pacific

Intranet: Asia Pacific Site
Internet: DFAIT site on Asia Pacific

Europe

Intranet: European Union
Internet: DFAIT site on Europe

Latin America and Carribean

Internet: DFAIT site on Latin Amercia and Carribean

Middle East and North Africa

Intranet: Canada-Israel Free Trade Agreement
Internet: DFAIT site on Middle East and North Africa

United States

Intranet: The American Angle
Internet: DFAIT site on the United States

55

The Trade Commissioner Service

Search

InfoExport | Best Practices | Communication Tools

Standard Letters | Cases | WIN | IFINet

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: December 1st, 1998

Post Support Tools - Standard Letters

The Post Support Unit has developed a series of standard letters to help you respond to various types of enquiries.

You will need to chose between certain optional elements (date, name of post, etc.). Feel free to customize the letters as necessary.

Sorry, but...

- List of Canadian Companies established in market
- Collection of Overdue Account
- Credit Check
- Reffering Clients Back to Canada
- Assistance to Cdn Importers

This way, please...

- Market Information on Web sites
- We Need to Know More
- Low Potential on Market
- Global Enquiry
- Referral to Local Service Provider

Thank You...

- The Responsible Officer is Away
- Acknowledge Receipt of Company Information
- Acknowledge Receipt of Material for Trade Show

56

• The Trade Commissioner Service • Search

InfoExport | Best Practices | Communication Tools

Standard letters | Cases | WIN | IFINet

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: December 1st, 1998

Post Support Tools - Cases

Since it was established, the Post Support Unit (PSU) has already had occasion to respond to several requests from various posts. These requests have helped us define more clearly the interpretation we wanted to give the guidelines with regard to some of the problems that have been identified.

We are making available to you pertinent documentation on several of these cases. This information may prove useful to you as a reference tool for similar cases, but also as a way of learning about and understanding the new approach adopted under the Performance Measurement Initiative.

Client Policies:

Trading houses and Consultants:
- Charblack Ltd.
- Bélanger & Associés

Canadian Content:
- World Organization of Building Officials
- Sage-Ventures International Company
- Via Donna

Global enquiries / Non-Targeted Markets:
- Real Value Consulting
- Gerard Hartley for SPAR
- Golden Meadow
- ARA Consulting Group / Anthony Eyton / Merx Market Survey

Canadian Importers:
- Aksh Chemicals

Students / Job Seekers:
- Wilfrid Laurier University

Service Policies:

Key Contact Search:
- Warlion d'Amérique
- Agribird Marketing & Sales

Local Company Information:
- P&P Optica

Troubleshooting:
- ABC Inc.
- DEF Inc.

57

Last updated: January 20th, 1999

Post Support Tools - WIN

The WIN Exports Team is currently developing an Intranet site to support its users community. We will connect you to it as soon as it becomes available.

For support on WIN Exports, you can contact your WIN Regional System Manager:

- **Europe, Africa and Middle-East:**
  James Kelleher Paris MITNET: 447-2352
- **Americas:**
  Kevin Roberts Atlanta MITNET: 467-3314
- **Asia Pacific:**
  Charles Nadeau Hong Kong MITNET: 343-3481

For information on the use of the Client Management System of WIN Exports as it relates to the Client Survey, go to Surveying our Clients.

58

Last updated: December 1st, 1998

Post Support Tools - IFINet Tracking System

The IFINet Tracking System contains most of the information available on the IFINet System but has been specially designed for Trade Officers.

It allows you to provide specific information on IFI funded projects and other infrastructure projects in your country of responsibility and disseminate it directly to IFINet clients.

Just like the regular IFINet accessible by the Canadian public, the IFINet Tracking System offers real time information about International Financial Institutions funded projects and contracts as well as CIDA contracts. IFIs fund more than $40 billion annually and many Canadian businesses would appreciate your support and intelligence to get their share of these projects.

Use the IFINet Tracking System to add your comments, intelligence and therefore increase Canadian businesses' chances of obtaining IFI contracts.

What is in the IFINet Tracking System:

The IFINet Tracking System contains:

- business opportunities related to the projects of the six major IFIs in 18 sectors of activities and to projects funded by some Arab and Islamic Funds;
- coordinates of executing agencies undertaking IFI funded project in recipient countries and those of IFI in-charge officers;
- contracts assigned to Canadian consultants through Canada's Trust Funds for the preparation stage of IFI projects;
- CIDA's Service Contracts and Lines of Business;

In addition, the IFINet Tracking System contains:

- the activities and priorities of the development banks and
- business guides on how to do business with IFIs

How to access the System:

To obtain your IFINet Tracking System password, contact TBF by E-Mail while to get access to IFINet, simply fill in the IFInet electronic application form available on DFAIT's Web site (http://www.dfait-maeci.gc.ca/ifinet).

Making the best of IFI-funded opportunities:

In territories where large government- and International Financial Institution-funded procurement and capital project activities occur, posts should:

59

- Be familiar with IFInet (www.dfait-maeci.gc.ca/ifinet) and the Web sites for the Export Development Corporation, the Canadian International Development Agency and the Canadian Commercial Corporation. They offer valuable information for companies interested in International Financial Institution projects.
- Monitor and report on International Financial Institution projects in your territory that offer good opportunities in sectors where Canadian capabilities are strong.
- Routinely contact local project-executing agencies.
- Develop an inventory of contacts to whom clients can be referred (e.g., the project contractor, representatives of International Financial Institutions, national banks and local partners.)
- Be alert to instances where two or more Canadian clients may be bidding on the same contract. When this is the case, you must respect the confidential nature of the client's plans, market strategies and activities, and any other information obtained from the client regarding projects.
- In cases where it would be in Canada's interests for the companies to join forces and submit one "Canadian" bid, make an exploratory approach to each client without disclosing names and other details. If the clients agree to discuss a joint approach, allow them to reach their own decision. Whether the clients proceed independently or jointly, provide service without favouring one company over the other.
- Advise Canadian clients who have a reasonable chance of succeeding on a specific project to visit the territory as soon as possible to:
    - initiate face-to-face meetings with local contacts;
    - select a partner; and
    - demonstrate commitment through its presence in the marketplace.

• The Trade Commissioner Service •
Search

Standard letters | Cases | WIN | IFINet
InfoExport | Best Practices | Communication Tools

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: December 1st, 1998

Post Support Tools - InfoExport

Some 35,000 clients consult InfoExport every month. Do you know of a better way to disseminate market information to Canadian companies?

Did you know that you can now customize InfoExport to your particular post or market and make it your own trade-related Web site?

Imagine having a Web site that looks like our sample site! The Post Support Unit will help you: just follow these five easy steps.

Questions and Answers

Q. What is InfoExport?
A. InfoExport is the trade-related Web site of the Department of Foreign Affairs and International Trade.

Q. Who is the targeted audience of InfoExport?
A. InfoExport is designed to support Canadian companies in their efforts to develop foreign markets. Some 35,000 clients access InfoExport every month in search of market information. All documents contained in InfoExport are also accessible from ExportSource, the Team Canada Inc Web site promoted to Canadian companies as **the** site for export preparation.

Q. Isn't there duplication of effort with the DFAIT's site and other sites?
A. No. Documents in InfoExport are contained in a database to which several sites can point. If a document is changed or updated, all sites get the newest version automatically.

Q. Where do the documents on InfoExport come from?
A. Anyone in DFAIT can submit documents for dissemination through InfoExport. Guidelines have been developed to ensure compliance with governmental policies and to protect the integrity of the site itself.

Q. Why would I use InfoExport to distribute a document?
A. To benefit from the traffic. Remember that there are some 35,000 people who connect to InfoExport every month and who click on the site half a million of times. Moreover, your document will be captured by searches done on ExportSource. Through InfoExport, your document gets maximum visibility.

Q. Who manages InfoExport?
A. InfoExport is the result of a joint effort between the Communications Branch, the Corporate Services Branch and the International Business Development Branch.

Technical issues: Vision Internet (SXIS) at 996-2662
Policies and guidelines: Communication Services Division (BCS) at 995-5632
Trade Commissioner Service Section: Post Support Unit (TCS) at 996-0245

61

Last updated: December 1st, 1998

Post Support Tools - InfoExport: Your Own Post's Web Site

A few easy steps to your own trade-related Web site.

Build yourself a home on the Web and save time answering requests from your business clients while helping them better prepare for your market. Start by contacting the Post Support Unit. Someone will contact you within 24 hours to develop a time-line for the completion of your site.

1 Get Inspired

Have a look at the sample sites that we have set up to guide you through the development of your own trade-related site. Imagine your post having a site like this one: http://www.infoexport.gc.ca/ar

2 Do not re-invent the wheel!

Look at your current section on InfoExport to identify gaps.
Do a search for your country in ExportSource.
Look at what Strategis has to offer about your country.

3 Introduce Yourself

Send the Post Support Unit the following information through e-mail in the language of your choice (English or French). You can click on the title of the document to view relevant samples:

- introduction to your territory and, if applicable, the responsibilities of the different posts;
- introduction to each post in your territory;
- basic advice to clients specific to your market;
- list of your additional services and cost-sharing arrangements; please refer to guidelines on Additional Services.(sample coming soon)

4 For Your Canadian Clients

Provide the following Internet links or WordPerfect documents. If you cannot provide them in both official languages, we will contact your information coordinator to arrange for translation.

Market Prospect

- list of Internet links related to business climate, opportunities and events with a two-line description of the content of each site.
- *horizontal or sectoral documents* such as sectoral briefs and documents related to the way business is conducted in your territory.

Visit Information

- list of local hotels with full coordinates;
- tips for business travellers or links to Internet sites relevant to visit information

Key Contacts Search

- verified lists of local contacts, for example:
  - potential buyers, partners by sector
  - agents, manufacturers' representatives
  - distributors, importers by sector
  - consultants
  - accountants
  - government officials
  - associations, chambers of commerce
  - freight forwarders
  - local customs brokers
  - lawyers and patent attorneys
  - technology sources
  - financial institutions

Please refer to the guidelines on publication of lists of contacts.

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5 For Your Local Clients

You may want to send us WordPerfect documents or Internet links intended for your local clients. We will discuss the best way to present this information.

Questions and Answers

Q. What if our Post already has a Web site?
A. Then you may want to benefit from the traffic on InfoExport. Remember that there are some 35,000 people who connect to InfoExport every month and that they click on the site half a million of times. Any document put on InfoExport also gets captured by searches done on ExportSource. Can you say the same about your site?

Start by looking at your territory heading in the Trade Commissioner section of InfoExport. Customize it by following the five steps above and make **that** the Trade and Investment section of your Post's Web site. This way, clients clicking on "Trade and Investment" in your Post's Web site will be directed to your section of InfoExport. You will only have **one** site to manage while benefiting from increased traffic.

Q. What will our Web address be?
A. Your Web address will start with the InfoExport address followed by your country's Internet suffix. For example:

- www.infoexport.gc.ca/jp for Japan;
- www.infoexport.gc.ca/ru for the Russian Federation;
- www.infoexport.gc.ca/pe for Peru.

Q. Who will pay for the translation of documents?
A. The Post Support Unit will pay for the translation of the following documents:

- introduction to your territory
- introduction to your posts
- basic advice to clients
- list of your additional services
- list of Internet links
- list of local hotels
- tips for business travellers
- verified lists of contacts

The Post Support Unit will contact your Geographic division to arrange for the translation of documents not listed above.

Q. Who will update the information contained on our Web site?
A. The Post itself has the responsibility to keep its site up-to-date. To facilitate this, a Web coordinator should be appointed. Select an individual in the Commercial section rather than your system administrator: knowing the business is more important to this job than knowing computers. The Web coordinator will review the site on a monthly basis to verify that all Internet links are still valid and will ensure that each document on the site is reviewed on a yearly basis. The Web coordinator will also be your Post's point of contact with Vision Internet, the technical team who manages InfoExport from Ottawa.

Q. How will clients get to know about our Web site?
A. The Post Support Unit will ensure that your site gets the maximum of hits on the Web through linking it with other popular Web sites: InfoExport, DFAIT site and ExportSource. The Web address should be added to the Post's letterhead and officers' business cards.

Q. How long would it take for our Post to have an operational Web site?
A. Send the Post Support Unit the documents mentionned in Step 3 and 4 and your post will have an operational Web site in three weeks. Remember however that a Web site is a work in progress. You will always be looking at ways to improve it.

Last updated: December 1st, 1998

Post Support Tools - InfoExport

Sample Introductions to Territory

Sample 1. Territory with Two Posts: Trade Development Responsibilty
Welcome to Brazil. The Consulate General of Canada in Sao Paolo is responsible for trade development activities in all of Brazil, while the Embassy in Brasilia is responsible for government procurement and trade policy issues. Business development inquiries for all regions should therefore be directed to the Consulate General in Sao Paolo.

Sample 2. Territory with Two Posts: Sectoral Responsibility
Welcome to Germany. Canada's Trade Offices in Germany are organized on an industry sector basis. Trade enquiries should be directed to the office identified as having specific responsibility for the product or service in question.

Sample 3. Territory with no Post
The Canadian Embassy in Buenos Aires is accredited to Paraguay. The Commercial Section of the Embassy holds primary responsibility for trade development in Paraguay and can respond to requests for general market information. In some cases, you may be referred to the Consulate of Canada in Asuncion, Paraguay.

65

The Trade Commissioner Service
Search
Standard letters | Cases | WIN | IFINet
InfoExport | Best Practices | Communication Tools

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: December 1st, 1998

Post Support Tools - InfoExport

Sample Introductions to Each Post in Territory

Sample 1. Post with Sectoral Responsibility: Munich
Welcome to the Consulate of Canada in Munich, Germany. Our office holds responsibility for business development in the sectors of automotive and surface transportation, electronic products, computer software and hardware, telecommunications as well as consumer products and services.

Sample 2. Post with Geographical Responsibility: Milan
Welcome to the Consulate General of Canada in Milan. Our office holds responsibility for business development in the Italian provinces of Emilia-Romagna, Fiuli, Liguria, Lombardia, Piedmonte, Trentino-Alto Adige, Val d'Aosta and Veneto.

Sample 3. Post with Two Territories: Buenos Aires
Welcome to the Commercial section of the Canadian Embassy in Buenos Aires. Our mandate is to promote Canada's economic interests in Argentina and Paraguay and, in this context, to support the efforts of Canadian companies who have selected Argentina or Paraguay as a target market for their products, services or technologies. The Commercial section also provides assistance to its Argentine and Paraguayan clients by matching their needs with the appropriate sources of Canadian products and services.

66

• The Trade Commissioner Service • Search
Standard letters | Cases | WIN | IFINet
InfoExport | Best Practices | Communication Tools

What's New
Our Role
Client Management
Client Policies
Services to businesses
Services to Partners
Additional Services
Post Support: People
Post Support: Tools
Discussion
Francais

Last updated: December 1st, 1998

Post Support Tools - InfoExport

Sample List of Internet Links

Business Climate

- **www.cep.lse.ac.uk/datalib/ret**
  Monthly reports on Russia economy, by subscription.
- **www.smartinvest.ch/ru.htm**
  Investing in Russia: Links to business information and news media.
- **www.cbr.ru**
  Central Bank of the Russian Federation: Financial and banking information
- **www.fipc.ru/fipc**
  How to do business in Russia. Includes legal aspect
- **exportsource.gc.ca/nonframe/engdoc/4.4.18.htm**
  Country Information on ExportSource. Links to useful sites.

Opportunities

- **www.fe.msk.ru/infomarket/rinacoplus/research.html**
  Market research reports on Russia.
- **www.rmg.ru/resnote.html**
  Market and sector reports as well as newsletters on Russian economy.
- **www.fe.msk.ru/infomarket/rinacoplus/newsletters.html**
  Two biweekly newsletters on Russian economy, archives available.
- **strategis.ic.gc.ca/sc_mrkti/ibinddc/engdoc/1a1b38.html**
  Sectoral information on Russia.

Events

- **www.tscentral.com/**
  Information on most international fairs and trade shows.

67

Last updated: December 1st, 1998

Post Support Tools - InfoExport

Sample List of Hotels

LIST OF HOTELS / LISTE D'HOTELS BUENOS AIRES - ARGENTINA / BUENOS AIRES - ARGENTINE

(Embassy Rates / Taux négociés par l'ambassade)

Note: All hotels listed below are located in the downtown area and accept all major credit cards. Unless otherwise specified, their rates include service and breakfast but not the value added tax (IVA) of 21%. Rates are subject to change. This list was updated on December 1st, 1998. Please send us a fax at (011-56-55) 556-8888 to obtain a reservation sheet.

N.B.: Tous ces hôtels sont situés au centre de la ville et acceptent les grandes cartes de crédit. A moins d'avis contraire, les taux annoncés incluent le service et le petit déjeuner mais pas la taxe sur la valeur ajoutée de 21% (IVA). Les taux peuvent changer sans préavis. Cette liste a été mise à jour le 1er décembre 1998. Veuillez nous faire parvenir un fax au (011-56-55) 556-8888 afin d'obtenir un formulaire de réservation.

68

Name / Nom	Rate / Taux(US$)	Comments / Commentaires
Sheraton Hotel San Martín 1225 Buenos Aires T: 54-1-318-9000 F: 54-1-318-9389 **Executive park Tower** Close to Embassy / Près de l'ambassade	5* Simple: 165 Double: 260 Simple: 200-260 Double 200-260	Brkfst not included / Petit-déjeuner non-inclus Group Rate / Taux de groupe: 155
Marriott Plaza Florida 1005 Buenos Aires T: 54-1-318-3090 F: 54-1-318-3068 Business district / Quartier des affaires	5* Simple: 180 Double: 180	Outdoor pool, sauna, gym, business centre, conference rooms for large events / Piscine ext., sauna, gym, centre d'affaires, salles de conférence pour événements importants
El Gran Hotel Posadas 1086 Buenos Aires T: 54-1-326-1234 F: 54-1-326-3736 Business district / Quartier des affaires	4* Simple: 160 Double: 160	Gym, business center, conference rooms / Gym, centre d'affaires, salles de conférence
Caesar Park Posadas 1232 Buenos Aires T: 54-1-819-1134 F: 54-1-819-1165 Close to Embassy / Près de l'ambassade	4* Simple: 155 Double: 155	Conference rooms, reception area / Salles de conférence, aire de réception

December 1st 1998

Post Support Tools: Best Practices

Sample of Reservation Sheet

Use this form to reserve directly with the hotel and confirm the rate. / Utiliser ce formulaire afin de faire votre réservation auprès de l'hôtel de votre choix et confirmer le taux.

Canadian Embassy in this Republic   Ambassade du Canada ici-même

RESERVATION

HOTEL: ____________________

ROOM / CHAMBRE :
SINGLE / SIMPLE ________ DOUBLE ________

DATES: FROM / DU ________ TO / AU ________

ARRIVAL TIME / HEURE D'ARRIVÉE : ____________

NAME OF PASSENGER / NOM DU PASSAGER:
____

COMPANY NAME / NOM DE L'ENTREPRISE:
____

FAX NUMBER /NUMÉRO DE FAX : ____________

FLIGHT NUMBER / NUMÉRO DE VOL : ____________

CREDIT CARD NUMBER / NUMÉRO DE CARDE DE CRÉDIT:
____

EXPIRY DATE / DATE D'EXPIRATION: ____________

• The Trade Commissioner Service • Search

Standard letters | Cases | WIN | IFINet
InfoExport | Best Practices | Communication Tools

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: December 1st, 1998

Post Support Tools - InfoExport

Check list for Tips to Business Travellers

Note to Posts: Below is a list of items that you may want to include in your document. To facilitate subsequent updates and reduce cost of translation, we suggest to provide the information in point form.

I. Preparing your trip

1. Travel documents
   - Passport and visa requirements
   - Embassy's address in Canada
2. Health issues
   - Required immunizations
   - General warning (water, food, etc.)
3. Business Attire
   - Recommended attire

II. Arriving in the country

1. Orientation
   - Airport of arrival
   - Time zones
   - Average cost of a business trip
2. Transportation
   - From airport to business district
   - Within the city
   - Within the country
   - Airport taxes
3. Language
   - Day-to-day language
   - Business language
   - Use of foreign language
4. Communications
   - Reliability of telecommunications
   - Cellular phones
   - Country code
   - Canada Direct number

III. Staying in the city

1. Accommodation
   - Availability of hotels
   - Average rates
2. Safety issues
   - Warning and precautions to take
3. Money
   - Currency unit
   - Use of credit cards
   - Availability of ATMs

71

- Bank opening hours

4. Business Dealings
    - Working hours
    - Business processes
    - Business etiquette
5. Emergency
    - Hospitals and emergency dental clinics
    - Pharmacies

72

• The Trade Commissioner Service • Search

Standard letters | Cases | WIN | IFINet
InfoExport | Best Practices | Communication Tools

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: December 1st, 1998

Post Support Tools - InfoExport

Sample Links to Internet Sites Relevant to Visit Information

- **www.dfait-maeci.gc.ca/travelreport/menu_e.htm**
  Travel Information and Advisory Report. Information provided by the Consular Services of the Canadian Department of Foreign Affairs and International Trade.
- **www.welleslian.com/dragontour/navmenu.html**
  Hotel, restaurant and transportation information, in particular the Survival Fact section.
- **www.lonelyplanet.com/dest/nea/des-nea.htm**
  Site of the Lonely Planet Travel Guide. China Section.
- **www.oanda.com/converter/classic**
  Current currency conversion rates. A second site here gives historical rates.
- **http://www.wam.com.ar/tourism/g/reg6/reg6.htm**
  Thorough, helpful guide to the city of Buenos Aires developed by the federal Secretary of Tourism. Includes maps of the city.

Last updated: December 1st, 1998

Post Support Tools - InfoExport

Sample list of Law Firms

List of reputable law firms

Note to Posts: Please consult the guidelines on publishing information about local contacts.

Although the Embassy is not in a position to recommend that you use the services of one specific lawyer, we are pleased to provide you with a list of local firms specializing in corporate law. This list was last updated on December 1st, 1998.

BRONS & SALAS
M.T. de Alvea 624, Piso 1
(1058) Buenos Aires
T: (54-1) 311-9271
F: (54-1) 311-9272

One of the top ten law firms in the country. Has French and English capability. Has Canadians amongst staff.

Key areas of legal practice:

> corporate & securities, foreign Investments, administrative law and customs law, international law, intellectual property, banking, exchange controls, central bank, taxation and tax planning, labor relations, employment law, oil & gas, litigation and bankruptcy, real estate.

Clients:

> McDonald's corporation, Mercedez Benz, Pan American World, Revlon, Hitachi, GM corporation

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CAPELI, CAPELI & CAPELI
Posadas 320
(1057) Buenos Aires
T: (54-1) 322-8989
F: (54-1) 323-8955

One of the top ten law firms in the country. Has English capability.

Key areas of legal practice:

> intellectual property, banking, exchange controls, taxation and tax planning, labor relations, employment law, litigation and bankruptcy, real estate.

74

Clients:

IBM, Mitsubishi.

McFARRELL & BROWNE
Rodriguez Pena 120, Piso 10
(1075) Buenos Aires
T: (54-1) 322-8777
F: (54-1) 323-5656

Has French and English capability.

Key areas of legal practice:

taxation and tax planning, labor relations, employment law, litigation and bankruptcy

Clients:

Aerolineas del Sur, Telecom

• The Trade Commissioner Service • Search

Standard letters | Cases | WIN | IFINet

InfoExport | Best Practices | Communication Tools

What's New
Our Role
Client Management
Client Policies
Services to businesses
Services to Partners
Additional Services
Post Support: People
Post Support: Tools
Discussion
Francais

January 11, 1998

Post Support Tools: Best Practices

Using the Post Support Unit
This is the first best practice that you should adopt. Whether you need help with a thorny issue or do not know how to deal with a specific client request, contact us. Our "Regulars" know us as the PSU.

Facilitating (not making) Hotel Reservations for clients
Making hotel reservations for clients taxes our limited resources. That is why we do not offer this service. However, clients appreciate when Posts can recommend accomodation in the major cities of their territory. If you have negotiated hotel discounts for visiting business people, let your clients know by providing them with a list of hotels and instructions and advertizing it on your Post Web page.

Building a Post Web Site
Develop your own trade-related Web site in five easy steps. If you are willing to dedicate 20 hours to this project, you could have your own Web site within three weeks. By referring your clients to it, you will save time answering requests and help your them better prepare for your market.

Respecting Commercial Confidentiality
Some "Dos and "Don'ts" when talking with Canadian companies.

Setting Up a Correspondence Unit
Setting up a Correspondence Unit can allow you to focus your efforts on value-added activities. Different models can be implemented. We offer you the Buenos Aires model.

Using the Trade Mission Agreement (coming soon)
To deal with the rising demand from institutional clients for help in organizing trade missions, posts should use the Trade Mission Agreement. The Agreement defines the responsibilities of the post and mission organizer so as to guarantee a relationship that is as mutually productive as possible. Get a copy of the Proposed Mission Agreement currently under discussion.

Taking a Snapshot of your Commercial Section
In various mission audit reports, the Inspector 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.

Passing the ball: Handover log
Before leaving your post, the elements contained in this check list would be useful for your successor.

Planning Training for the Officers at Post (coming soon)

76

The Trade Commissioner Service

Search

Standard letters | Cases | WIN | IFINet

InfoExport | Best Practices | Communication Tools

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: January 12, 1999

Post Support Tools - Communication Tools

Your communications tools are an efficient way of providing or obtaining general information on services and trade-related issues. They include:

- **the Fax Sheet**
- **the Services List folder**
- **Posts Web sites**
- **InfoExport**
- **TCS International**
- **CanadExport**
- **Investment Information/Hotlinks**

Fax Sheet
Like the Services List folder, the Fax Sheet describes our services to the Canadian business community. It is an abbreviated version of the Services List folder that can be faxed to a client. The Fax Sheet is available in hard copy or in an electronic format you can send as an attachment to an e-mail or WINfax transmission. Download the electronic version now. You can attach the Fax Sheet to letters you send to companies.

Services List folder
The Services List folder, available in English and French, is written and designed for private-sector clients. It is meant to help new and regular clients of the Trade Commissioner Service understand which services they should be seeking in Canada, and which services they can request from our posts. Give the folder to companies at trade events, or include it with a letter. To order copies, contact Jane Perrin at SXCI.

Post Web sites
Post Web sites are an extremely efficient medium for communicating information to clients. They save taxpayers time and money.

As a Post, you have two options:

- ask the Post Support Unit to help you create your own trade-related Web site by customizing InfoExport to your market. (See the InfoExport tab for more information.)
- set up your own post Web site according to guidelines established by the Department of Foreign Affairs and International Trade.

InfoExport
InfoExport is DFAIT's trade-related Web site. It is such a useful tool in disseminating information that we have created a specific section for it. See InfoExport for details.

TCS International
TCS International is a quarterly newsletter published by the Overseas

17

Operations Division, Trade Commissioner Service. It's purpose is the facilitate discussion of matters of common interest and concern among members of the Canadian Trade Commissioner Service. Two thousand copies are distributed.

Please send your contribution and comments to the TCS divisional e-mailbox, or facsimile at 613-944-0497. And don't forget to check our new look, design and focus in January 1998.

CanadExport
CanadExport, the Department of Foreign Affairs and International Trade's twice-monthly trade publication, is produced by the Communications Services Division (BCS) and is distributed to Canadian exporters, business people, trade associations, federal and provincial government departments, and missions abroad. It currently has a circulation of 70,000. It is also available on the Web.

CanadExport is an excellent way to advertise your specific trade news and promotional activities. Please submit your material for publication at least five weeks prior to the dates of publication (normally 1st and 15th of each month). For further information, contact BCS by fax:(613)996-9276; or e-mail: canad.export@extott23.x400.gc.ca

Investment Information/Hotlinks
Looking for information on Canada to give out to potential investors? Find it all on the Departmental Web site: "Why Invest in Canada", "Where To Go in Canada", "How To Set Up Business in Canada" and much more.

• The Trade Commissioner Service • Search

- What's New
- Our Role
- Client Management
- Client Policies
- Services to businesses
- Services to Partners
- Additional Services
- Post Support: People
- Post Support: Tools
- Discussion
- Francais

Last updated: January 20, 1999

Discussion

Provide comments, suggestions and ideas.

We welcome your input on:

The Mission Agreement
The Agreement defines the responsibilities of both the Post and the Mission Organizer so as to guarantee a relationship that is as mutually productive as possible. Download the proposed Mission Agreement and provide your comments using the Questionnaire.

- Questionnaire (in WP format)
- Mission Agreement (in WP format)

List of services to governments and associations
Print the List of services and provide comments using the Questionnaire.

- Questionnaire
- List of Services to governments and associations