The Canadian Trade Commissioner Service

The Global Learning Initiative for Commercial/Economic Staff Course

Tool Kit of Reference Documents for Trade Commissioners and Trade Commissioner Assistants

Foreign Affairs and International Trade Canada
Affaires étrangères et Commerce international Canada

Canada

THE GLOBAL LEARNING LEARNING INITIATIVE FOR COMMERCIAL / ECONOMIC STAFF

Table of Contents

Tool Kit of Reference Documents for Trade Commissioners and Trade Commissioner Assistants

April 2012

1

Identifying Priority Sectors

THE NEED TO FOCUS

While we provide services to Canadian clients in all sectors on a responsive basis, our priority sectors are limited to those on which we will expend our resources in a proactive manner to help our clients generate business results.

The key questions then become:

- How should those priority sectors be determined?
- How many priority sectors can be realistically covered in a thorough, professional manner?

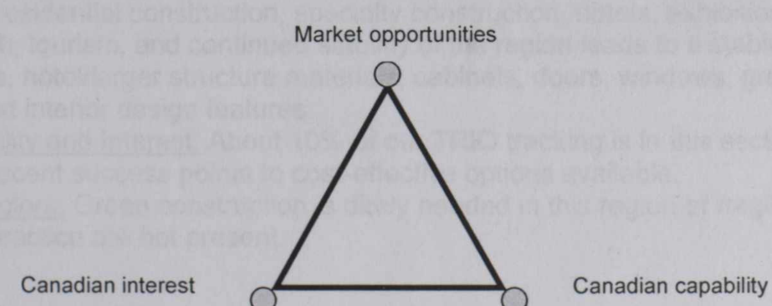
SELECTING PRIORITY SECTORS

The Triangle of Market Opportunity, Canadian Capabilities, Canadian Interest

To be deemed a priority, a sector must *simultaneously* meet three conditions; and those conditions should be clearly articulated in the Business Plan. To be considered a priority sector:

1. There must be a clear **market opportunity** for Canadian companies or organizations in that sector;
2. There must be demonstrated **Canadian capability** to exploit that market; and
3. There must be a clear, demonstrable **Canadian interest** in exploiting that market opportunity.

As illustrated below, all sides of this "triangle" must be present for a sector to be deemed a priority.



Note: It is possible that all three conditions are met but the sector is not considered a priority because the contribution of the TCS is negligible. For instance, the TCS may not necessarily add any value to the sale of commodities.

See Annex for further details.

HOW MANY PRIORITY SECTORS SHOULD A MISSION/RO HAVE?

- ➔ Rule of thumb: one priority sector per officer, consider HR resources available.
- ➔ Choose those priority sectors which are most likely to achieve planned results with available resources.
- ➔ Consult with colleagues at HQ and in region for additional guidance.

RATIONALE FOR YOUR SELECTION OF PRIORITY SECTORS

In section C. of the Strategy entitled "Priority Sectors or Markets Selection Rationale", you should indicate each priority sector or sub-sector which has been selected, and for each one, indicate:

- A brief description of the market opportunity, challenges and risks presented, including current size of market, realistic potential nature of domestic/foreign competition;
- Evidence of Canadian capability in the sector; and
- Demonstrated Canadian interest.

EXAMPLE OF RATIONALIZING PRIORITY SECTORS.

PRIORITY SECTOR RATIONALIZATION

Aerospace:
Market Size and Opportunity: 72% of aerospace components in the region are imported. Up to 30% of the sector demand comes from Tier 1 companies, and imports are on the rise. US components, while still dominating the market, are considered expensive and Tier 1 companies are looking to diversify their supply chains with equal quality but lower cost components.
Canadian Capability and Interest: AIAC, AQA and the OAC have a three year market entry strategy focused on our region. We are currently in year 2. 20% of our TRIO tracking is from this sector.
Other relevant factors: There is a long history of exports from eastern Canada in this sector.

Environmental Industries:
Market Size and Opportunity: Market is growing and the regional Development Bank projects expansion in this sector. Needs are directly linked to tourism sector, which is the regions largest and highest potential sector.
Canadian Capability and Interest: 15% of TRIO tracking is in this sector. Capabilities in waste water, solid waste, recycling programs, diversion programs, hazardous waste, and renewable energy are well suited to the area. Many Canadian firms have specialized in the region for quite some time and use it as their launching pad/proving ground for further international projects. Interest comes from both clients and partner clients.
Other relevant factors: Obstacles to change are substantial, but potential is very high.

Service Industries and Capital Projects:
Market Size and Opportunity: Market size is $200 million/year. Canada's share should ideally be at the level of our contribution of approximately $45 million.
Canadian Capability and Interest: Our capability and interest in IFI projects is substantial - 40% of our TRIO tracking is related to IFI's. We win about 70% of the technical assistance projects but only 2-5% of the capital projects.
Other relevant factors: n/a

EXPLORATORY
Building Products:
Market Size and Opportunity: The upcoming Olympic games will increase demand in this sector across the whole region for residential construction, specialty construction, hotels, exhibition areas, stands, stadiums. Increase in wealth, tourism, and continued stability of the region leads to a stable demand for residential housing materials, hotel/larger structure materials, cabinets, doors, windows, green construction materials and concepts, and interior design features.
Canadian Capability and Interest: About 10% of our TRIO tracking is in this sector. Cost of transportation is an obstacle but recent success points to cost-effective options available.
Other relevant factors: Green construction is direly needed in this region of fragile eco-systems, but awareness and practice are not present.

ICT:
Market Size and Opportunity: Deregulation across this sector presents opportunities for Canadian expertise. Market size is easily in the hundreds of millions of dollars, but hard to judge exactly due to varying stages of deregulation and implementation across the region. Sub-sectors of high potential include telecommunications technology, software (financial, tourism, GIS)
Canadian Capability and Interest: About 10% of TRIO tracking is in this sector. Language of operation helps in this highly technical sector.
Other relevant factors: IPR protection is generally very good in the region.

ANNEX

Market Opportunities

This is the first and most obvious criteria, and is the one which staff at missions are uniquely positioned to assess.

- Is the market growing?
- Are there demonstrable signs of commercial activity in this sector?
- Does this activity appear to have "staying power" to merit your ongoing proactive attention in the coming year and beyond?
- What competitive forces are at play in the market?
- Do Canadian companies have a clearly identifiable and sustainable competitive advantage?

Shouldn't the volume of enquiries from Canadian partner and business clients dictate a priority sector?

In some cases, missions feel obliged to declare a sector a priority (even when they feel there is no real market opportunity), primarily because they receive a high volume of enquiries and interest from Canadian companies and partner-clients in that market. To cite one example, in one U.S. post, the market for most consumer products is clearly saturated, consumer-demand is down in the region, "Buy America" sentiments are strong, and competition is fierce. Yet almost two-thirds of all enquiries from Canada come from the consumer products sector and/or Canadian partner-clients working with that sector. The proximity of the market makes it relatively cost efficient (compared to other markets) to organize missions; and, many SMEs who are relatively new to exporting have a high degree of interest in this market.

Should this be a priority sector for the missions?

The short answer is no. While responding to many enquiries consumes resources (hopefully in an efficient manner such as through an Info-Centre arrangement) this is not a sector in which the mission would be taking proactive action for its further development. Deeming this sector a priority would mean diverting resources away from another sector which holds more promise for Canadian companies, and where the mission could have a greater impact in expanding Canadian exports.

Canadian Capability - Competitive Advantage and Supply Capacity

In many markets, there is ample opportunity for Canadian business. However, opportunity alone is not enough to justify a sector as being a priority sector. Successful international business transactions require both the opportunity, and the Canadian capability, to compete and respond to that market opportunity. If there is insufficient Canadian capability, the mission should not dedicate the resources to that sector.

Do Canadian companies have sustainable competitive advantage?

In some cases, Canadian companies may be capable of providing supply, but may not have a sustainable competitive advantage. One example is that of Canadian bottled water[1]. Demand for bottled spring water has grown rapidly in many markets over the

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[1] This example is used for illustration purposes only. "Bottled water" on its own would not be considered as a priority sector.

past few years. The product has a clear competitive advantage in the domestic market and foreign markets in relative close proximity. Capacity expansion through new source springs and bottling plants provide it with supply capacity; however, high transportation costs (and more recently, a strong CDN dollar), plus the lack of brand awareness in the local market render it uncompetitive. Therefore, mission resources may be better used in serving another priority sector where Canadian companies demonstrate a stronger competitive advantage.

Can Canadian companies supply the market?

One other example of this condition not being met is lack of sufficient Canadian supply capacity. Some sectors have competitive advantage, there is market opportunity, but the Canadian industry is at or above capacity and cannot provide adequate supply to meet market demand. Canadian wine (and specifically ice wine) products come to mind as a case where there are physical limits to supply, which means that even though there is opportunity in many markets, and the sector has a clear competitive advantage, it can't supply the market demand, so the mission should focus its energies and resources on another priority sector.

Are there export-ready firms able to exploit opportunities?

A final example is that there are simply no Canadian companies that are export-ready or capable of meeting demand in the market. Where long-term market opportunities in many markets exist, the missions should alert the regional offices who in turn can share this information with the regional trade networks to assist in developing and counselling Canadian companies.

Canadian Interest

This side of the triangle is perhaps the one most overlooked by missions in deciding whether a sector is truly a priority. It is a constant challenge to attract the interest of Canadian companies when they have not selected that market as a priority for their own development and expansion. If an insufficient number of competitive Canadian companies are interested in the market, for whatever reason, then mission resources should be concentrated on areas where they *can make more of* a difference.

Canadian businesses have priorities too. What do you do if your market isn't one of them?

In many markets, attracting Canadian interest is a challenge in and of itself. In this case, we would recommend that this be identified in the business plan, and that initiatives be focused on raising awareness of capable Canadian businesses on concrete opportunities in the market. Other leading practices include adopting regional initiatives, "piggybacking" on missions to neighbouring countries (e.g. Poland, and other new E.U. members to try to attract or meet trade missions to Germany) and aggressive use of IBOC to disseminate leads.

When identifying priority sectors, remember all *three* conditions should be present. There should be a clearly identifiable market opportunity; AND, there must be Canadian capability in the sector to exploit that opportunity; AND, there must be interest among capable companies to exploit the opportunities in that market. However, even when sectors meet all three of these criteria, they should not necessarily all be priority sectors.

2

PRIORITIZING DEMANDS

PRIORITIZATION CHECKLIST

"The real challenge is not to manage time, but to manage ourselves."

Stephen R. Covey

Things to ask yourself to determine whether something is Urgent and Important

- **Is there a mandated deadline?**
- **Does the request require immediate attention?**
- **Can you reserve a block time in your diary in the near future (one week, two, more?) to take care of this request?**
- **By doing this task now, could it avoid a crises or emergency down the path?**
- **Is this a meeting that I really need to attend? Is it important to attend for the achievement of my goals and priorities?**
- **Is this request based on the priorities and expectations of others?**
- **By accomplishing this task, will it help build a helpful relationship with that person/colleague/client/manager?**
- **Is the request asking for a key service?**
- **Who is asking for it?**
  - **Management?**
  - **Client?**
  - **High Potential Client?**
  - **Not a client?**
- **Does the task you've been asked to do support your sector strategy? Does it contribute to the Purpose, Vision, Core Values of the Trade Commissioner Service?**
- **Can you transfer the task to another section, another person?**
- **Is it part of your Performance Management Review (PMP)?**

Remember that you need to know where your highest priorities are. You might want to raise your concerns and have the courage to say no to other tasks, sometimes apparently urgent but not as important. Be able to explain to the person requesting you to do something, that you really want to help and do the job they want you to do, but be able to explain your situation and ask them which projects you should delay or cancel to satisfy their request.

EFFECTIVE TIME MANAGEMENT

Time management does not mean working more hours or giving up your free time. It does mean ***working smarter.*** Someone who works smarter emphasizes ***effectiveness*** – i.e. getting the right things done vs. getting the most things done.

There are **four** necessities in effective time management/working smarter:

1. **Planning** - know what tasks you have to get done
2. **Prioritizing** – organize your tasks so you get the right ones done - on time
3. **Asserting** - you have to know when and how to say no
4. **Banking** – think of ways to save time and determine how to use it wisely

1. Planning:

Studies have demonstrated that for every minute a person spends planning, s/he saves 4 minutes in execution.

How do you plan?

Many of us use the **"to-do list"** as our workplan. We sit down once a day (either at the beginning of the day or the end) and write down all requests, projects, phone calls, deliverables, etc. that have to be done. Steven Covey calls this method a "first generation" time management approach – one characterized by **notes and checklists**.[1]

Alan Lakein – the father of time management – suggests making this list before the inevitable distractions of the day occur.[2] The to-do list should not include routine daily activities (e.g. lunch) that will be done anyway. Items for the to-do list may be derived from those on your master list, the previous day's list, or your personal calendar. Lakein says this list should be used to prioritize daily activities and provide the foundation and direction for the day.

The problem with a daily to-do list is that people often equate accomplishment with the number of items/tasks they are able to check off their list. This is the **wrong measure of success**. It is not the number of tasks you accomplish in a day that matters (especially in the workplace) – it's the importance of the tasks you accomplished that matters. It really doesn't matter if you accomplished 10 tasks on your list if you missed a major deadline.

Another problem with using a daily to-do list as your workplan is that it is often the important but not urgent elements that usually get pushed aside to make way for the day's emergency or "top priority" task is put on your desk. How many times have we heard: "Drop what you're doing, this is a priority."
Whether you're focusing on less important tasks or top priority tasks, managing your daily activities without a view to the future is an ineffective way to work. You are essentially reacting to events as they unfold instead of being proactive and thinking ahead.

How do you become proactive?

Steven Covey notes that **calendars** and **appointment books** are often used. These "second generation" time management tools help you look ahead and plan for activities and events that are coming in the future. He argues that while these tools are useful, you need to include a way to prioritize, clarify values and clarify the worth of activities based on their relationship to those values. In other words, you need to set goals – specific long, intermediate and short term targets

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[1] Steven Covey. *Seven Habits of Highly Effective People.* 1989 p. 149.
[2] Alan Lakein. *How to Control Your Time and Your Life.* 1973.

and identify a plan for accomplishing those targets deemed of greatest worth.[3] This **strategic planning** process is used in what Covey calls a "third generation" process.

How do you set goals?

First of all you need to identify what you expect to do and what you hope to accomplish in the short, medium and long term. The answer for Trade Commissioners and Assistants is easy. You are expected to offer the TCS's four Key Services, assist with accomplishment of the IBD Plan and achieve the key results as stated in your sector strategy.

Once you identify your goals and objectives, you then need to prioritize your tasks so that they support these goals/objectives. How do you decide which of the tasks on your to-do list are the most important? You have to prioritize.

2. Prioritization:

Every organization strives to provide clarity of purpose and a sense of direction. A common characteristic of effective and profitable organizations is the proper selection and prioritization of projects. A common characteristic of ineffective organizations is the lack of a prioritization process or the use of a process that is random.

In business today few of us have the luxury of working on a single deliverable at a time. We are constantly being battered by a deluge of conflicting priorities and shifting demands.

The clarity of purpose that organizations strive for is sometimes clouded by every project and initiative being labeled as "top priority." Everyone knows what "top priority" emergency work is. It's that problem that has to be fixed right now. Drop everything and attend to it, regardless of the cost and the impact on other activities. In a well-disciplined, highly evolved organization, unforeseen and real emergencies are few and far between. In organizations that are less evolved, it is more common to spend more time and resources on activities responding to crisis and urgent matters.

By characterizing everything as a high priority, managers and staff find themselves overloaded. They have more projects/tasks that "have to be done" than can be reasonably completed in the allocated amount of time and/or resources. This causes delayed delivery of projects that may be of great importance to the organization at the expense of projects that are of less importance.

A root cause for organizations not being able to select and prioritize projects effectively is the inability of their management and staff to establish a sound project selection and prioritization method.

Prioritization methods?

> *Anything less than a conscious commitment to the Important*
> *is an unconscious commitment to the unimportant*
>
> *Stephen R. Covey*

When you have to choose among several tasks, there are several prioritization tools you can use. These tools are there to serve you, not the opposite. So use them with flexibility.

The rest of this section makes a brief introduction to concepts of time management suggested by Stephen R. Covey, author of many books, the most famous of which is *The 7 Habits of Highly Effective People*.

[3] Covey. Ibid. p. 150.

Covey's approach is often summarized, overly simplified, and deprived of its substance by a presentation of Covey's famous Time Management Matrix (shown below). It takes only seconds to understand the matrix in which you can categorize activities and tasks in four quadrants based on their importance and urgency. But Covey's postulates on time management are much deeper.

Time Management Matrix

	Urgent	Not Urgent
Important	I	II
Not Important	III	IV

Covey states that most of us know what is important in our lives (and jobs) but the problem is that *"it doesn't get translated into the fabric of our daily lives"*. We make plans and then we turn around and start activities that bear no relations to the plan. If only we could get things under control, we could focus on the plan but things just keep happening that prevent us from doing this. This can be a tremendous source of frustration and stress.

Most of us have a natural attraction to focus on the urgent instead of the important. If this is repeated everyday, chances are that we suffer from urgency addiction. As Charles Hummel wrote in his book *Tyranny of the Urgent*...

> *The important task rarely must be done today, or even this week. (...) The urgent task calls for instant action (...) The momentary appeal of these tasks seems irresistible and important, and they devour our energy. But in the light of time's perspective prominence fades; with a sense of loss we recall the vital task we pushed aside. We realize we've become slaves to the tyranny of the urgent.*

One course of action suggested by Covey to try to break this cycle is to move from daily to weekly planning:

> *Daily planning provides us with a limited view. It's so "close up" that we're often kept focused on what's right in front of us. Urgency and efficiency take the place of importance and effectiveness. Weekly organizing, on the other hand, provides a broader context to what we do. (...) The activities of the day begin to take on more appropriate dimensions when viewed in the context of the week.*

A week is a unit of time long enough for most of us to plan at least one important activity for each of the important things in our lives or jobs. A day is just too short to make all that is important fit. The major flaw of planning from day to day is the natural attraction to focus on the urgent of the day and postpone everything else. Today's urgency provides an excuse (a lame one) for not addressing more important, challenging and difficult issues that require hard work and creativity.

Imagine for a moment a person obsessed with keeping his in-basket empty or near empty (let's call him Jack). Jack gives priority to the tasks that he can get rid of quickly, into his out-basket and off his desk as soon as possible, regardless of their importance. Jack wastes what could be his most productive hours of the day (morning hours because this is when he is rested) on urgent tasks that are quick and easy. In the remaining hours of the day, when he gets tired, Jack needs the excitement of the emergency mode to keep him going through the day so he looks for other urgent things to do. Jack never gets to do the tasks that are really important and that require hard thinking and creativity because by the time he is done with the tasks that are urgent - both important or not – he is emotionally and mentally tired. The important but not urgent tasks will have to wait until they become urgent. Jack's case is extreme but it makes the point.

Once in a while we must step back from the task immediately at hand and look at the big picture.

Tips to manage your week effectively

1. Make a list of your major responsibilities and goals (Q2). Include goals related to the business plan. There should not be too many items on this list. Keep the list and modify it as needed. This will be your compass; it should not change very much from week to week.

2. Look at the week ahead and determine what you can achieve during that time unit for each of the items on your list. Decide what you should be doing this week and block time for these activities (Q2).

3. Do not overbook your diary. Leave blocks of time empty to deal with unforeseen urgent matters (Q1). When you cannot do what you had planned because of a really urgent and important issue, be flexible: move the important activity you had planned to an "empty" block of time that you had deliberately left open in case of urgency.

4. Be persistent with this approach. You should start feeling some changes soon enough.

5. Talk to your CPM about time management and prioritization.

More reading on this subject is recommended. The quotes from Stephen R. Covey in this section are from his book First Things First.

3. Asserting:

It's easy to say "no" when there's a deeper "yes!" burning inside.
Stephen R. Covey

Life does not politely send us problems or situations one by one. We are barraged with requests and demands from many different angles all day long. Sometimes, saying "No" or "Later" is definitely in order. Examples of these situations include the following:

- when you cannot do the task (lack of time, inadequate qualifications, inability to be present at the time needed),
- when the request is a low-priority item,
- when it is not a service you are expected to provide (i.e. not a TCS Core Service),
- when someone else can do it better/more efficiently,
- when it is someone else's job,
- when an unrealistic deadline is imposed,
- when the request is illegal or unethical.

Saying "No" raises the issue of how to diplomatically say no. Authorities suggest that you start by being cooperative and attentive. Carefully listen to the request and reflect your understanding of the requirement. If appropriate, be sure to recognize the importance the requestor puts on his/her request. Then carefully explain your position vis-à-vis this request – why you cannot do it or why you cannot do it in the timeframe requested. If at all possible, offer an alternative solution. For example, you may want to suggest someone more capable of fulfilling their request. If time is the issue, you could try to work out a more acceptable arrangement. For example, you could ask the following:

- "Can the deadline be extended?"
- "Will a draft suffice temporarily instead of the finished document?"
- "Can I do a part of the project?"

At times, asking if the requesting party wants you to set aside everything else to work on this project may be appropriate. In this case, specifically mention the other projects that you will have to set aside. If the requesting party is not your immediate supervisor be sure to get their feedback/approval on this reprioritization.

4. Banking

Traditional time management systems focus on effectiveness but not on efficiency. Sure, it's important to get the right things done, but is also important to remember to be efficient with the time you have available. Remember:

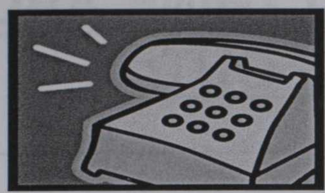
- Be creative with your time. A lot of tasks can be completed when you are waiting in lines, sitting in a doctor's office, traveling to and from work.
- Look for ways to be more efficient. Watch how others do it. Ask them to show you.
- Reward yourself – take the time you saved by working smarter to do those unimportant, not urgent but personally rewarding tasks you'd like to do (like having a life!).

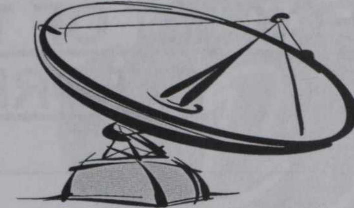
5. Final Word

A key teaching of GLI-2 is that planning, networking and outcalls are important activities to maintain and increase your value to clients. To be successful they require careful planning, preparation and execution. Be careful not neglect these activities for less important tasks.

You know this and at the same time you have to deal with many other less important tasks pressing on you and which are accumulating if you don't address them right away. It's difficult to turn your attention away from these tasks as you know you could deal with them easily and quickly and, boy!, what a relief it would be! You seek to reduce stress by getting these things off your desk first so you can focus on more important things later. The problem is that the stream of less important tasks and things to do is never ending; if you try to get it all done first, you will rarely have time and energy left for more important things that fully require your creativity and thinking abilities. You may feel occasional relief but in the long term you are neglecting important things until they become urgent themselves. By that time you have to rush as there's not enough time left to do the job to the level of quality that you wished.

In the long term, if you don't do your planning, networking and outcalls diligently, you become less valuable and relevant for our clients and for the TCS.





IS IT INFORMATION or INTELLIGENCE?

"The best way to differentiate your company from the competition, the best way to put distance between you and the crowd is to do an outstanding job with information….How you gather, manage and use information will determine whether you win or lose." *Bill Gates, 1999.*

Information is something that can be collected through secondary sources and is publicly available.
E.g. Uninvited, internet, brochures, publication, archives.

Intelligence can only be gathered through primary sources and is privately available.
Ex- Invited, outcall, site visit, cold call.

Information (HARD)	**vs.**	**Intelligence (SOFT)**
Public		Private
Accessible		Restricted
Historic		Current
Secondary Sources		Primary Sources
		Privileged
		Time Sensitive

INTELLIGENCE is where the added-value comes in.
- How do you ensure that you are doing your part?
- What's the best way to get it?

GET OUT THERE and MEET and TALK TO PEOPLE!!!

CHECKLIST OF THINGS TO THINK ABOUT BEFORE HEADING OUT:

- ✓ What are the company's products or services?
- ✓ What's the company history, what path led to them to its current situation? (Do your research)
- ✓ Who are their top five to ten customers?
- ✓ Are they trending up, trending down, or holding steady? (are they ready for new business?)
- ✓ What's their market share position? (are they financially stable?)
- ✓ What are their major divisions and locations?
- ✓ How many employees do they have?
- ✓ Are there any other characteristics that make this company stand out?
- ✓ What goods or services from Canada could they possibly be interested to import?
- ✓ Is there an opportunity to introduce S & T or Investment? (do they currently have any partnerships?)

SOURCES OF INFORMATION

WHERE DO YOU GET YOUR INFORMATION FROM?

HARD	*SOFT*
- raw data	- opinions
- facts	- commentaries
- statistics	- inference
- financial information	- rumours

ARCHIVAL SOURCES

Academic publications Annual reports to stock holders Directories

Company home pages Business school cases

Media quotes Press announcements Financial analyst reports

Databases Trade associations Court cases

EVENT-ORIENTED SOURCES

Community meetings	Financial analyst meetings
Government hearings	Professional meetings
Trade show	Exhibits

INTERNAL	*EXTERNAL*
- human resources	- associations
- senior management	- distributors
- manufacturing	- chambers of commerce
- research & development	- customers
- purchasing	- consultants
- sales force	- local labour commission

SEARCH ENGINES

Key things to remember about the net:
It was never intended for information retrieval
It is not a source of information
Wild wild west with standards

The Internet is Useful For:
Spotting trends (35%)
Confirming financial data (28%)
Picking up rumours (26%)
Uncovering leads (25%)
Finding scientific data (28%)

The following is a study that was done by Jonathan L. Calof, Director of the Canadian Institute for Competitive Intelligence. He wanted to demonstrate the wide range of responses that are found when doing an internet search.

They are all different:

SEARCHER	*1 NAME*	*TOPIC (1 KEYWORD)*	*MULTIPLE WORD*
	Calof	**Intelligence**	**Knowledge Management**
Yahoo!	**1**	**69**	**119**
Alta Vista	**806**	**1,522,140**	**162,130**
Google	**1,050**	**3,500,000**	**394,000**
NorthernLight	**954**	**3,214,892**	**168,108**
Excite	**400**	**574,005**	**27,520**

(Running an Intelligence Project. Statements ran November 2000, Jonathan. L. Calof, Canadian Institute for Competitive Intelligence)

Commercial Intelligence Work Plan

Introduction	
Mission: **Date:** **Modified by:** **Approved by (TPM):**	**Sector:** **Date Last modified** **Last Modified By:** **Date Approved**

Sector Action Plan

What are the measurable results you expect to achieve in this sector in the next year?

- *Please List:*

1.

2.

3.

Sector Overview

What do you already know about this sector?

- *History, policies, trends, predictions*

What do you need to learn in order to achieve the measurable results in this sector?			
What? • *Specific requests, leads, intelligence, general info, contacts, etc.*	***Who can help?***	***Do you know them ?*** √	***How do you plan on collecting this information/intelligence?*** • *Networking events, outcalls, data search, trade shows, interviews, etc.*

Proposed Workplan			
April	**May**	**June**	**July**
August	**September**	**October**	**November**
January	**February**	**March**	**April**

NOTES:

The Jules Léger Library

Linking Information and knowledge

The Library's mandate is to support the research needs of DFAIT staff at headquarters and missions and of Canadian and foreign clients conducting research in the subject areas mandated by the Department.

Reference Desk: (613) 992-6150 Fax number: (613) 944-0222
SIGNET email: Library / Biblio Tech Services (AIML)

Virtual Library

The Virtual Library provides desktop access 24 hours a day, 7 days a week to over 100 databases containing over 100 millions pages of TRADE, POLITICAL and ECONOMIC information relevant to the Department. Full text copies of all major newspapers (world-wide), news wire services, periodicals, specialized journals, and more, including all Canadian newspapers, are available to employees from the Virtual Library.

Client Coaching

To help you get the most out of the virtual Library and other information resources, such as the Internet, the Library provides coaching for Headquarters and Missions in various ways:
in class coaching, individual or small group coaching, on-site missions visits and remote shadowing.

For more details, please contact the Reference Desk (AIML) by telephone (613) 992-6150, or email at Library / Biblio Tech Services (AIML)

Portfolio/Reference Service

Our Portfolio Services comprises five key portfolios, each with an assigned reference/research librarian specializing in the issues and information tools of relevance to their subject area and client group. The portfolio librarians provide reference and research service, collection development and client coaching.

To get in touch with your portfolio librarian, contact the Reference Desk at (613) 992-6150.

Virtual Library Information Guide 2010

1. Introduction

Traditionally libraries have always provided reference services, organization of resources, and access to these resources. Technological advances now enable us to provide convenient access to electronic information 7 days a week, 24 hours a day, every day of the year! The Virtual Library does just that by providing staff, both at headquarters and abroad, with seamless desktop access to over 100 databases of relevance to the department.

2. What is the Virtual Library?

The Virtual Library is available through the department's secure network, SIGNET, and effectively transforms the desktop of departmental staff, whether located in Ottawa or posted abroad, into a virtual branch of the Library. Databases, CD-ROMs, and corporate applications that were once only available to departmental staff based in Ottawa are now shared globally. The Virtual Library service was developed to provide universal access for staff to the department's collection of electronic resources.

The Virtual Library currently houses over 100 databases, English and French and select other languages, from statistical data to working papers of international organizations, maps, travel information, economic and political country reports. Access to up-to-the-minute news sources and political analysis from commercial online service providers such as Factiva, Oxford Analytica, the Economist Intelligence Unit (EIU), CEDROM, and Infomart is also provided.

3. Who can use the Virtual Library?

The Virtual Library is available to staff, whether they are based at headquarters in Ottawa or posted abroad at one of the Canadian embassies or missions. Because the Virtual Library is available through SIGNET, you are not permitted to let a non-departmental colleague, client etc., use your account. Similarly, enterprise licenses with commercial vendors have been negotiated by the Library on behalf of the department to provide access to departmental staff only. For further details please see the section on Copyright and licensing.

4. Copyright and Licensing, or Who can us the Virtual Library and for what purposes?

The department's licensing agreements with the vendors are for the provision of resources to departmental staff. Generally speaking these are contracts which stipulate that a departmental user may not reproduce, distribute, display, sell, publish, broadcast or circulate the information to any third party, nor "share the password" (if they have access to the passwords), but may review and download for their own work-related use and include articles in internal reports and/or reports to customers, on an occasional and infrequent basis. For example, the licensing agreement with the Economist Intelligence Unit states that authorized employees on the network may print or download reasonable portions for use in carrying out the usual business purposes of the client, and on an occasional and irregular basis provide unsubstantial portions to non-authorized individuals. In all cases, authorized employees must include source attribution, thereby acknowledging the origin of the materials. For any deviations outside the allowable standard, the vendors must be contacted for permission and in some cases charges may be incurred.

We ask that all employees, at headquarters and abroad, abide by the terms of these agreements. Should you have any questions or require clarification please do not hesitate to contact the library at 613-992-6150 or via email at Library / Biblio Tech Services (AIML).

5. Coaching and other assistance

To help you get the most out of the Virtual Library, coaching is available to staff in headquarters and at missions. You can be trained in person (on-site visits or hands-on training here in Ottawa) or via long distance.

For help using the Virtual Library or for coaching, contact a Portfolio Librarian at (613) 992-6150 or send an email to Library / Biblio Tech Services (AIML)

4

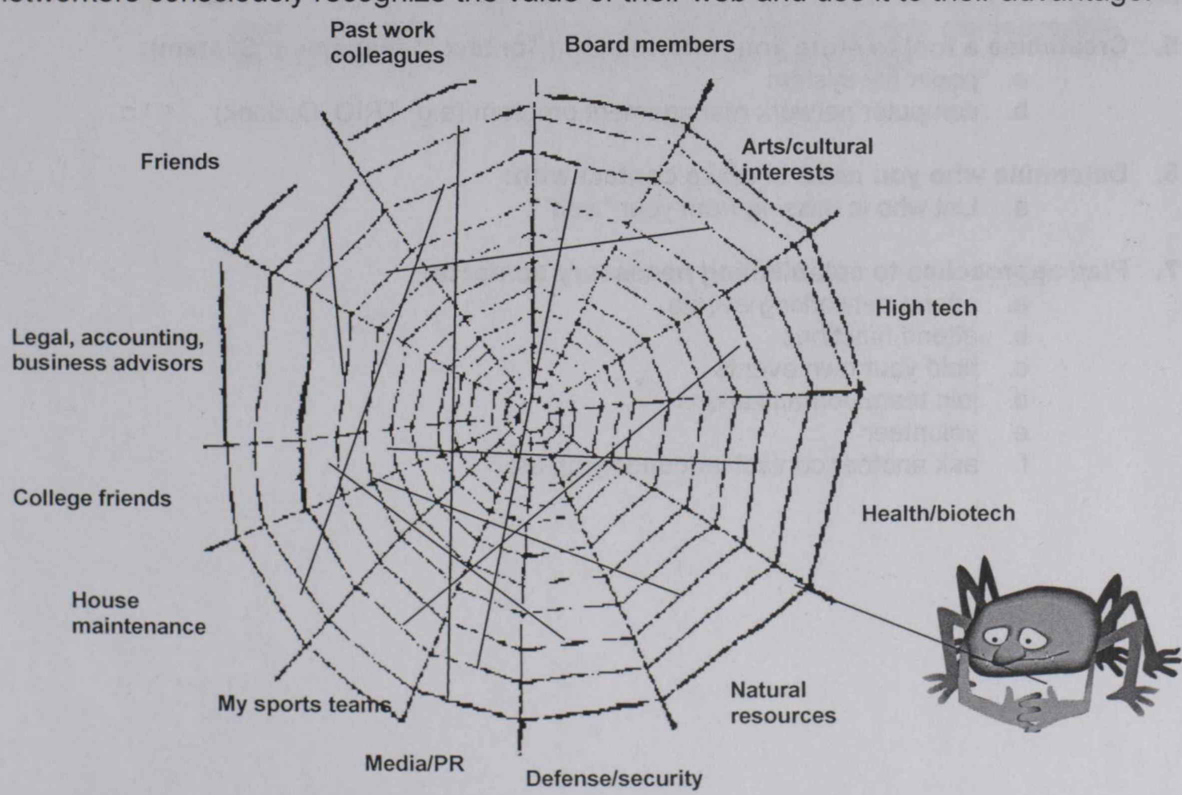
SPINNING YOUR WEB: THE VALUE OF NETWORKING

By Joanne Lemmex[1]

Networking is a process of cultivating relationships. It is not only about making contacts - it's about developing a "network" of people that help one another in various aspects of their personal and/or professional lives.

Business networking is a conscious process whereby people help each other achieve their professional objectives. The ability to network effectively is integral to business development; however, one should not confuse the process of networking with processes of sales and marketing. Networking is a method that is utilized by good sales and marketing professionals to achieve their goals. The salesperson wants to make money and the marketing team wants to collect market intelligence – *the goal of a networker is to make contacts.* These contacts they make may result in increased sales and/or intelligence, but this is not the primary objective of networking.

People build webs of relationships all the time – for a variety of reasons – consciously or unconsciously. A good networker has built an intricate web of contacts. Great networkers consciously recognize the value of their web and use it to their advantage.



[1] Joanne Lemmex is an Organizational/Business Development consultant in Ottawa. She has successfully demonstrated the value of networking in many of her business and personal ventures. As testament to her abilities she was chosen as one of Ottawa-Carleton's 40 top business professionals under 40. She was also nominated for the Young Entrepreneur of the Year in the Ottawa-Carleton Business Achievement Awards. In 1998 Joanne was invited by the Canadian Embassy to appear as a delegate to the Canada-US Business Women's Summit in Washington D.C.

CREATING A PERSONAL NETWORKING PLAN

1. **Identify your professional objectives:**
   a. I need to increase profile in your area
   b. I need to identify leads for future sales calls
   c. I need to gather market intelligence, etc.

2. **Brainstorm a list of people who can help you meet your objectives:**
   a. actual individuals you know (Mr. X, Ms. Y, etc.)
   b. the type of people you need to know (lawyers, engineers, artists, etc.)
   c. business organizations that can help you (Boards, Associations, etc.), etc.

3. **Identify who you already know:**
   a. What they do
   b. Their position
   c. What they want to do
   d. What they like
   e. What they need/want
   f. Who they know
   g. Who they want to know
   h. What organizations they belong to, etc.

4. **Categorize/organize your network in a way that is easy for you to find people:**
   a. by business sector
   b. by shared activity (soccer team, board member, parents of children's friends)
   c. by relationships, etc.

5. **Create/use a tool to store your information (Contact Management System):**
   a. paper file system
   b. computer network management program (e.g. TRIO, Outlook)

6. **Determine who you need to make contact with:**
   a. List who is missing from your "web"?

7. **Plan approaches to establishing necessary contacts:**
   a. attend networking events
   b. attend functions
   c. hold your own events
   d. join teams/organizations
   e. volunteer
   f. ask another contact introduce you, etc.

8. Get out there – "NETWORK"!!!:

a. Be visible - create respect and admiration for yourself
b. Introduce yourself, what you need and what you can offer
c. Establish yourself as a helpful expert in some area – be the "go-to" person
d. Listen to others – at all levels (everyone can be a useful contact regardless of title, level, etc)
e. Look for ways you can help your contacts
f. Offer your assistance graciously and generously
g. Share your contacts

9. Add people to your contact management system:

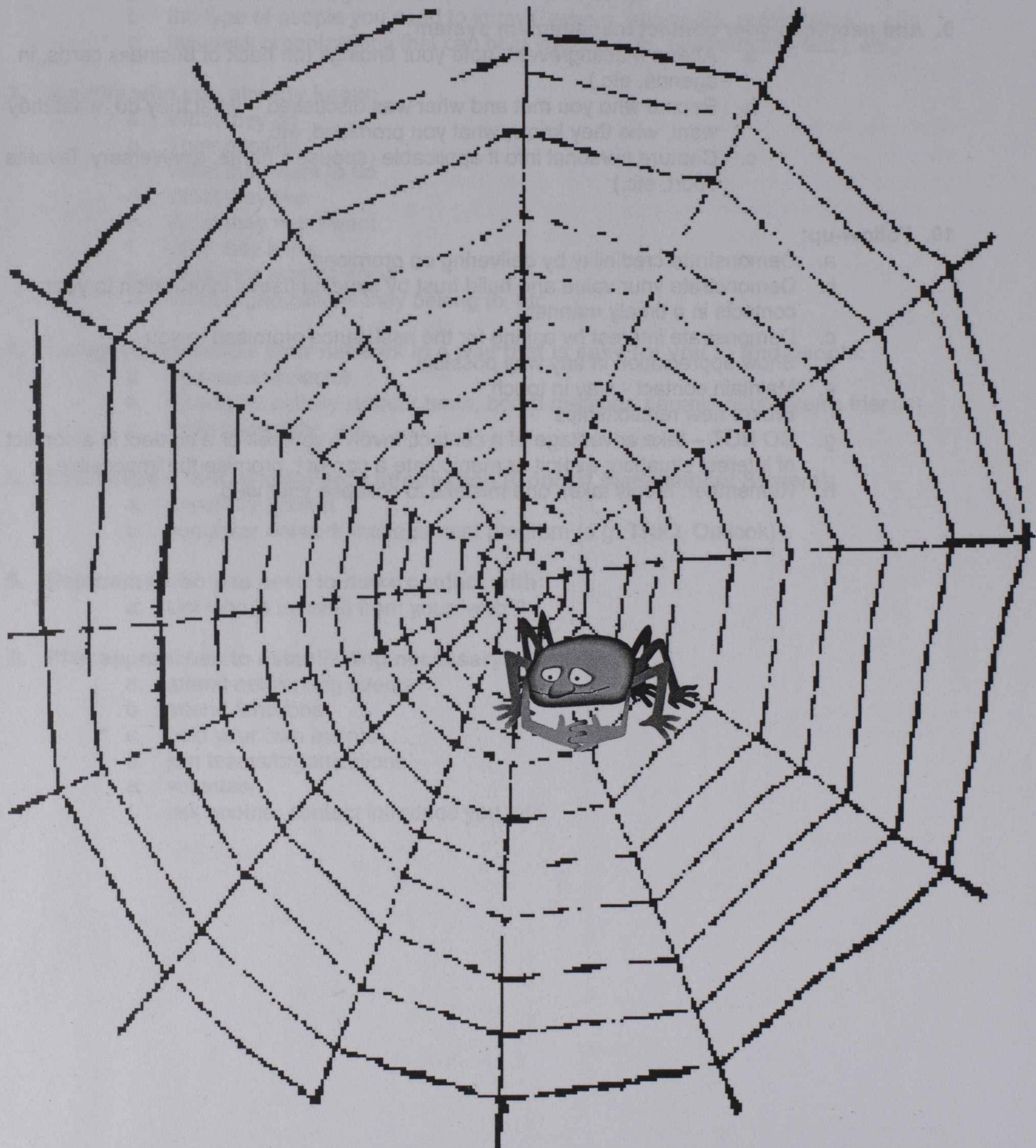
a. After a meeting/event, note your findings (on back of business cards, in agenda, etc.)
b. Record who you met and what was discussed – what they do, what they want, who they know, what you promised, etc.
c. Capture personal info if applicable.(spouse's name, anniversary, favorite sport, etc.)

10. Follow-up:

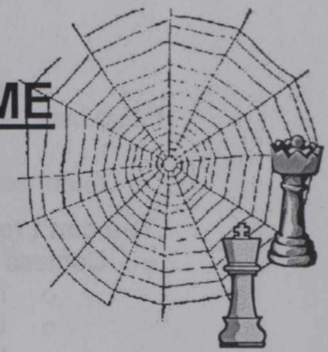
a. Demonstrate credibility by delivering on promises
b. Demonstrate your value and build trust by sending useful information to your contacts in a timely manner
c. Demonstrate interest by asking for the assistance promised to you
d. Show appreciation in any way possible
e. Maintain contact - stay in touch
f. Broker new relationships
g. DO NOT – take advantage of a contact; involve yourself or a contact in a conflict of interest situation; exploit or manipulate a contact; promise the impossible
h. Remember: It only takes one mistake to collapse your web.

WHO IS IN YOUR WEB?

1. What is your objective?
2. Who do you know?
3. Who do you need to know?
4. How will you meet them?



TIPS FOR PLAYING "THE EVENT" GAME



Objective of the game:

- o Connect with 7 new people
- o Acknowledge contacts currently in your web

Items needed to play:

- o A minimum of 32 business cards per person (assume 4 tables of 8 people)
- o A memorable 28 second personal pitch
- o Questions to ask individuals + during a formal Q&A session

How to prepare for the game:

- o Do your homework – if possible know something about the other guests; who they are; what they will be interested in
- o Identify who you want to/need to meet
- o Get ready: Remember, everyone is there to network – don't be shy. Play the game. It is expected.

How to play the game:

- o Apply your name card – eye level; right chest
- o Scan the room and identify targets
- o Walk over and introduce yourself and make small talk if necessary
- o Hand out your card at every opportunity
- o Find out what interests others and ask questions
- o Focus 100% of your attention on your conversation. Make eye contact and practice active listening
- o Answer questions graciously and succinctly
- o Make a mental (or actual) note of what a new contact does; what they could offer someone in your network; how you could assist them; and how they may assist you in the future
- o Move on graciously when you are not engaged by a group or your one-on-one time is up.

Rules of the game - You must:

1. Be efficient – time is limited and very valuable to people in the room
2. Make everyone you speak with feel important
3. Call people by their names
4. Treat everyone as equals
5. Pass on some information or contact name that will help someone
6. Bring two people together
7. If you see someone standing alone, go over and talk to them (rescue a wallflower)
8. Adhere to the 20 second "hover" rule – if you are not included in a conversation within 20 seconds, move on (ref: Darcy Rezac – *"The Frog and the Prince"*, 2003)
9. Circulate – don't stay in one place
10. Do not become a "cling on" to others.
11. Work the room. Do not hang around chit-chatting and snacking.

AWKWARD NETWORKING MOMENTS

You can't remember a name:

- o Confess – "I'm sorry, I've met so many people today, your name escapes me"
  - o If you should know it – have your networking team-mate introduce themselves
  - o Listen when others introduce themselves to that person
  - o Last resort – excuse yourself before you get too far into the conversation – find out their name, and return.

Someone forgets your name:

- o Smile and say "Hello, my name is xxx, we met (when, where)... It's so nice to see you again."

You can't pronounce a name:

- o Ask them to repeat it. It's better to show your difficulty than insult their name.

You enter a room and don't know anyone:

- o Scan the room and note easily accessible groups or "wall flowers"
- o Introduce yourself to a "wall flower"
- o Join a friendly group - do the 20 second "hover" – if they don't engage you, move on
- o Start your own group – stand near the door and greet people
- o If there is a guest speaker, sit in a good position and ask a short, interesting question during Q&A – be sure to state your name, organization and country
- o Stand in line for the bar and engage conversation with others in the line.

You have no confidence:

- Practice. Practice. Practice.
- Join public speaking groups (e.g. Toastmasters, Dale Carnegie)
- Join groups where members have a mutual interest of yours.

You are asked a question that you cannot answer:

- o Be honest
- o If you don't know, say you will find out and get back to them (great follow-up opportunity)
- o If you cannot answer for various reasons (i.e. confidential) – you should know this ahead of time and prepare a response; often, you can offer something that might satisfy their curiosity
- o If it is an unexpected question, let that person know you are sorry but you are unable to answer at this time
- o You can always use "no comment" if necessary

You are not included in the discussion at your table:

- o Wait for an opportunity and break into the conversation
- o Start with a question which shows you were listening and you are interested in what the person was saying
- o Have your networking teammate bring you into their conversation

Someone tries to monopolize your time:

- o Introduce this person to someone else and move on
- o Graciously excuse yourself: "Please excuse me, there is someone I have to talk to. It's been nice talking to you."

Someone treats you poorly (ignores you, walks away):

- Get over it. Don't let it affect you. That person may be just having a bad day; don't take it personnaly.
- Talk to someone you know until you get your composure back.

You are asked an embarrassing or inappropriate question:

- o Do not answer the question but give them honest feedback - privately. "When you said that, I found it very embarrassing/inappropriate."
- o If it was an honest mistake, they will learn from your honesty and save themselves future problems
- o If it was intentional, you have made your position known in a professional manner.

You are holding a plate of hors d'oeuvres and a drink:

- o Eat before an event
- o Stand to the side and eat before you mingle
- o Drink non-alcoholic drinks if possible.

Should you use a flight/train as a networking opportunity?

- o Introduce yourself and read your seatmate's behavior – respect their need to be alone
- o Be sure to check their continued interest: "I feel I've taken enough of your time…"
- o If you need alone time, say "I'm looking forward to reading this book…"
- o Delegate meal time as the time to network.

You forgot to follow up with someone:

- o Don't call out of the blue - find a reason to reconnect with them
- o Apologize but don't make excuses
- o Send them some information you think may be of interest to them
- o Use holidays greeting cards/events as an opportunity to restart connections.

A GOOD Networker....	A BAD Networker...
o Is genuinely interested in other people – is naturally curious o Participates in, and contributes to, numerous group activities – not just formal networking events o Is engaging - makes others feel important/interesting o Is proactive – the first to extend their hand. The first to introduce others o Has a good handshake (North America) o Respects networking customs in cross-cultural environments (e.g business card etiquette in Japan - meishi) o Has simple, readable and scan-able business cards o Exchanges business cards at every opportunity o Acknowledges and respects the business cards of others o Calls people by their names – it's friendly and flattering and it helps others who may have forgotten o Has a memorable 28 second introduction memorized o Is prepared o Knows when to move on – what is the acceptable amount of time to stay with one person or group o Understands and adds substance to conversations – they read relevant/current newspapers, books, etc. o Acts as a teammate (helps others work the room) o Sits two seats over from their networking teammate at table events o Mentors others – staff, "wallflowers", children o RSVPs all invitations o Gets to events early – then can greet others as they arrive instead of entering conversations that are going on o Checks table seatings so they don't waste reception time chatting with tablemates. o Dresses appropriately – better to be overdressed than underdressed o Hosts their own networking events o Ensures their assistants are door openers not gatekeepers o Has an effective and organized contact management system o Follows up regularly o Sends personalized notes that include information useful to their contact.	o Doesn't really enjoy meeting people o Thinks networking is about collecting business cards o Socializes (chit-chat and snacks) with one or two people instead of circulating in a room o Invests a lot of energy talking to people they already know (close contacts) o Focuses on selling themselves (you may never sell something to someone in your network… this isn't the goal… the goal is to build your web) o Forgets to bring business cards o Doesn't take or hand out enough business cards o Hands out poorly designed or inappropriate cards o Sets their expectations too high (I will get a customer today) o Does not engage in conversations o Does not ask questions – or asks inappropriate ones o Assesses an event by the CEO quotient o Doesn't make you feel important o Judges people o Makes inappropriate comments/jokes o Disrespects cultural norms/customs o Becomes too personal o Doesn't focus on you – they constantly scan the room o Misses great opportunities – fundraisers, volunteering, galas, golf, etc. o Is unaware when they are in a networking opportunity o Talks about politics, religion, their children or details about their personal lives o Does not RSVP or fails to show up if they said they would o Drinks too much o Eats while working a room o Monopolizes one person's time (clings on) o Does not know when or how to move on o Forgets to follow up o Sends marketing materials the day after an event o Turns a new email contact into a pen pal o Sends broadcast email messages or form letters.

NETWORKING SKILLS INVENTORY

Beverly Byrum-Robinson and J. David Womeldorff

In the blank preceding each statement, write the number that indicates how often you engage in the behaviour described. Use the following key:

Almost always=5	**Often=4**	**Sometimes=3**	**Seldom=2**	**Almost never=1**

___ 1. I probe for underlying issues in a conversation.

___ 2. My work is perceived as competent by others.

___ 3. I take time to talk to people whenever I meet them.

___ 4. I let people know I remember something personal about them.

___ 5. I make certain that my work fits into the larger picture.

___ 6. I get along with personality styles other than my own.

___ 7. I ask people about their desires and goals.

___ 8. I "go the extra mile" in delivering a task or project on time.

___ 9. I follow the rules of basic courtesy (e.g. being sensitive to others' time, thanking people, giving social greetings).

___ 10. I purposefully listen to the way others talk, and I use their language when I respond.

___ 11. I look for options and alternatives to problems or issues.

___ 12. I introduce myself to people who are new to the organization and/or whom I do not know.

___ 13. I ask questions that expand the range of conversation.

___ 14. I influence the decisions of others because of my track record.

___ 15. I let people know I appreciate them when they help me.

___ 16. I pick up information about the "culture" I am in at the time.

___ 17. I check out information before I proceed with a task.

___ 18. I let people talk without interrupting them.

___ 19. I use a system that helps me remember who people are and what they do.

___ 20. I see tasks through to completion.

___ 21. I act to build and maintain a good reputation in my organization.

___ 22. I encourage others to talk and give me information about their jobs (e.g. activities, responsibilities, pressures).

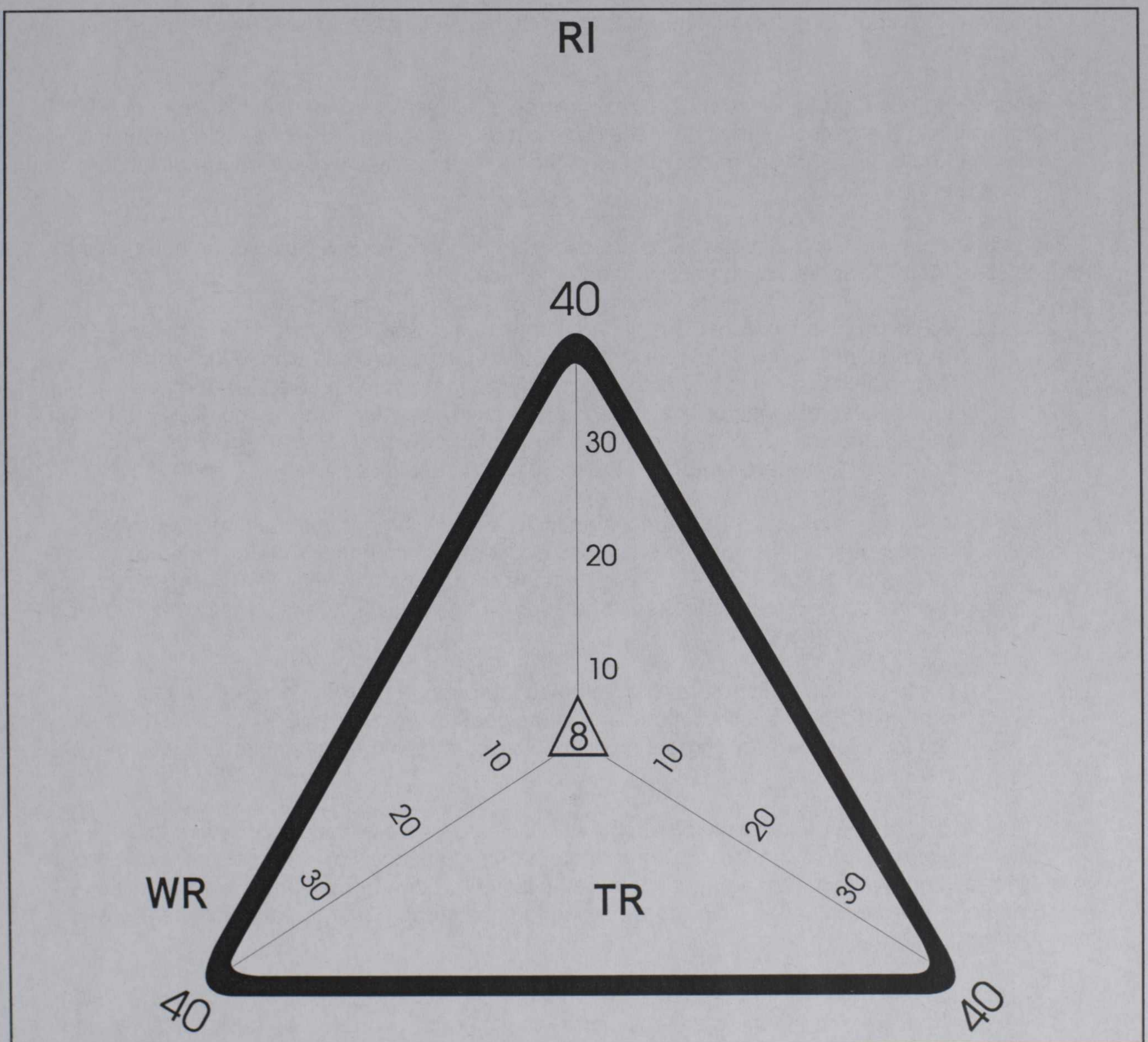
___ 23. I meet my goals and objectives to my "client's" satisfaction.

___ 24. I use eye contact when others are talking to me.

NETWORKING SKILLS INVENTORY SCORING SHEET

Transfer your scores from the list of items to the following columns and add the scores for each of the columns:

Relevant Information	Track Record	Working Relations
1. ____	2. ____	3. ____
4. ____	5. ____	6. ____
7. ____	8. ____	9. ____
10.____	11.____	12.____
13.____	14.____	15.____
16.____	17.____	18.____
19.____	20.____	21.____
22.____	23.____	24.____
RI Score: ____	TR Score: ____	WR Score:


RI
40
30
20
10
8
10
20
30
10
20
30
WR
TR
40
40

NETWORKING SKILLS INVENTORY

INTERPRETATION SHEET

Plot your scores on the triangle by drawing a dot on each of the three heavy lines inside the triangle to represent your score for each dimension. For example, your "relevant information" score should be plotted on the vertical line.

After the three dots are drawn, connect them with the straight lines. Now shade in the triangle you have drawn.

Networking is the ability to create and maintain an effective, widely based system of resources that works to the mutual benefit of oneself and others through the skill dimensions of using relevant information, having good working relations, and maintaining and communicating a good track record.

The three networking skill dimensions are explained below. They will aid you in determining which areas of your networking ability need enhancement.

1. **Relevant information**. This dimension relates to seeking information by learning and remembering who all the relevant parties to your job are and what different responsibilities, perspectives and personalities they have. It also includes discerning where these responsibilities, perspectives and personalities are in conflict, what goals and sources of power each group (or individual) has and to what extent the group or individual is prepared to act on those goals and use that power.

2. **Working relations**. This dimension includes building and maintaining positive relationships with everyone on whose cooperation and input you depend in accomplishing your job. This can be done by engaging in activities that yield respect, admiration, and friendship - such as addressing people's needs, being considerate, and showing appreciation.

3. **Track record**. This refers to developing a reputable performance record that demonstrates credibility. You can build a good track record by doing competent work that involves excellent problem solving, decision making, and implementation in a timely manner.

The size and shape of your networking triangle indicates several aspects of your current networking style. First, the larger your triangle, the more actively and consciously you probably engage in networking from a mutual-gain perspective. Second, the more equal the sides of your triangle, the more balanced is your networking focus and the better the dimensions are working together.

The bias of this model is that the larger the triangle, the more effective you are at networking. The balance between the three dimensions is also important. If one side is significantly larger or smaller that the others, pay attention to the skills and behaviours that make up the dimension(s) of the smaller side(s).

More important than your actual scores is *how the information derived from the size and shape of your triangle can be used to improve your networking effectiveness*. If your dimensions are fairly balanced, you may want to review your scoring sheet and circle the lowest-scored item in each dimension. If there is a significant difference in the scores of any of the dimensions, review the dimension(s) that is/are most in need of improvement and circle one to three of the lowest-scored items. Once you have identified your lowest items, reread the item statement to determine behaviours on which you will want to place emphasis and concentration for improvement.

5

TIPS FOR CONDUCTING OUTCALLS

Did you ever think of this?
Think of the outcall as an informal backyard conversation in which you want to find out how much your neighbour paid for his new deck but cannot come out and ask. How would you approach this situation?

You become the detective and utilize your questioning listening, and observation techniques!

1. **Prepare:**
   - Review available information (e.g.- reference, online, etc...)
   - Become comfortable with vocabulary (e.g.- the products, the players)
   - Plan out objectives for the outcall (e.g.- what information is needed, why is it needed, how the information will be used, etc..)

2. **Question:**
   - Prepare a list of questions before hand that must be answered (script), less than 10 questions are recommended.
   - Prioritize these questions.
   - Develop and practice open-ended questions

3. **Listen:**
   - Use your active listening techniques.
   - Tune out other matters and distractions from your thoughts
   - Be genuinely interested in talking and listening to the other person.
   - Not the forum to introduce how - smart you are, how much money you make, etc...

4. **Look:**
   - Survey the premises, in what condition is it in?
   - Look for plaques on the walls- are thee any partnerships?
   - Look at the staff- do they look happy?
   - Go in with objectives in mind but don't let your focus blind you to unexpected opportunities that present themselves. Be alert.

5. **Introduce:**
   - The value and role of the TCS in facilitating business
   - Investment Opportunities
   - S & T Opportunities

THE PHONE CONVERSATION: THE COLD CALL

For each telephone call go through the following steps:

Get Ready:

- Make sure that you are ready to complete the entire interview- plan for no interruptions
- Get physically comfortable
- Make sure you have all interview materials at hand (Ex - call list, questions, log sheet, etc…)

Making contact:

- "Smile when you dial"
- If the contact is not available do not leave a message. Take note of when the best time is to call back.
- Give a short pleasant greeting, explain who you are and why you are calling, if available provide a referral name.
- Explain how much time you intend to take.

Gather information:

- Create a comfort zone- be polite and friendly
- Keep it natural and conversational- do not read from a script.
- Allow enthusiasm to show in responses
- Ask for clarification when it is needed.

Sign off:

- Thank the contact for taking time to talk to you.
- Reaffirm any commitment to follow up, follow through.

Log it:

- Use departmental tools to log the conversation.
- Give details on new information
- Disseminate new information to appropriate people

OUTCALL / SITE VISIT PLANNER

Introduction	
Mission:	**Sector:**
Date: **Modified by:** **Approved by (TPM):**	**Date Last modified** **Last Modified By:** **Date Approved:**

OUTCALL / SITE VISIT STRATEGY

What are your objectives for this site visit?

- *Please List:*

1.

2.

3.

4.

5.

Background

What do you know about this company/contact?

- *History, policies, trends, predictions*

POST-VISIT INFORMATION SHEET

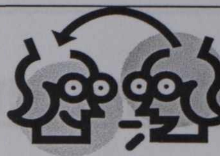
What did you find out about this company/contact?

What? • *Specific requests, leads, intelligence, general info, contacts, etc.*	***Who did you meet with?***	***Did you know them beforehand?*** (√)	***How do you plan on disseminating this information/intelligence?*** • *Intelligence vs. Information* • *TRIO, VTC, directly to the client.*

TIPS FOR THE SITE VISIT

The site visit allows you to have first hand sense of the company on a grander scale. While you are there take a look around and investigate. Here is a cheat sheet of things that you should notice while doing a site visit. They have been divided into 2 categories: Direct and Subtle.

DIRECT:	*SUBTLE:*
Read… Available press information. - are there any press clippings? - are there news broadcasts on the company?	**Examine…** The location. - what condition is the building in? - beehive or dormitory? - tidy or messy?
Ask…. Direct questions. - how many people are employed here? - what are your products?	**Assess…** The staff. - look at their faces - do they look happy?
Examine… Marketing materials. - are there any brochures available? - do the images on the brochures match what you see physically?	**Survey…** The technology. - is it up-to-date? - are they equipped for new/more business?
Inspect… The surroundings. - are there any awards/plaques on the walls?	**Investigate…** S&T and Investment. - are there any indications of partnerships (look for certificates/plaques)? - can Canada's S&T be introduced?



TIPS: ASKING OPEN-ENDED QUESTIONS

Asking questions is unfortunately the least often used skill when communicating. We often avoid asking questions to prevent ourselves from appearing uninformed, too inquisitive or too challenging. Like listening, asking questions is an artful skill that requires daily practice. When questions are focused on understanding perspectives that are different than our own, questions can be used to help us create common understanding and dialogue.

Open-ended questions vs Closed questions:

- Open-ended questions allow for a wider variety of responses than their counterpart, the closed-ended question.
- Closed questions are useful for gaining specific facts, limiting the range of responses, or focusing on situations that have only one correct or acceptable answer.
- Open-ended questions are useful in gaining information when that information is based on an individual's own experience, reactions, feelings or thoughts. With an open-ended question there is typically no "correct" answer.

YOU WANT TO BE ASKING OPEN-ENDED QUESTIONS!

An open-ended question is a question that begins with one of the following words:

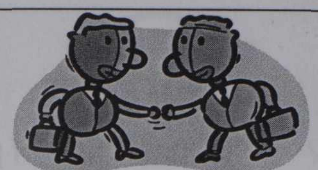
What, Why, Where, When, and How.

Here are some examples:

OPEN-ENDED:	*CLOSED:*
What is that product made of?	Is that made of plastic?
How did the pricing negotiating go?	Did you negotiate the price?
How did that help you?	Did that help you?

Other examples of open-ended questions:

What are your goals?
Tell me how you researched…what did you learn from this?
How would you describe your experience?
Have you researched if there is a market for your product...?
What if we were to look at it this way?
What would help me to understand your perspective?



INTERVIEWING TECHNIQUES

" Interviewing people can be hard work. It's not like a conversation. You have to keep your distance and you have to keep thinking. For (some) it's the hardest kind of work there is."
Deep End, by Geoffrey Norman, p.80
(published by William Morrow & Co. Inc. NY, 1994)

YOUR JOB IS <u>NOT</u> TO IMPRESS:

Your intellect	Your savoir-faire
Your experience	Your education
Your income level	The greatness of your children

Dr. Albert Mehrabian: "What a person says is but 7% of what is communicated, you must learn to listen well to be able to read between the lines"

<u>ACTIVE LISTENING MEANS:</u>

Being engaged in the conversation
- Proper eye contact
- Good body language

Suspending judgement
- Keep an open mind

Seeking clarification
- If you are not sure then ask

Paraphrasing what you hear
- Repeat back what they have just said
- E.g. "That is really fascinating that you product does…"

Summarizing the meeting
- Excellent way to prove your listening techniques
- E.g. "From what I understand you company does…"

6

CDIA Checklist for Trade Commissioners

This checklist is intended for internal use by Trade Commissioners who have CDIA responsibilities at Post. It provides an overview of the information that they should be familiar with in order to assist TCS clients who are considering investment in their territory.

First of all, ensure that the company is a client of the TCS

The advice you give to clients should be:

- ✓ Objective information
- ✓ Based on fact
- ✓ Sources of information are identified
- ✓ Information and intelligence to help the client make a decision to invest or not in the market
- ✓ Strategic advice on entering and doing business in the market, including branding and advice related to investing and participating in global value chains
- ✓ An informed opinion that represents the post's best assessment of the current and future development of the market

What to avoid:

- × Putting a promotional spin on the information, which clearly reflects host country interests and priorities
- × Actively encouraging the company to invest (or not) - present CDIA as one option for greater access to market share, R&D, etc.
- × Press conferences and/or media campaigns in which you may be asked to defend the advantages of investing in a given jurisdiction, or to solicit investment from other Canadian or foreign companies

Basic Resources for Potential Investors

- ✓ Investment guides to your country produced by reputable sources
- ✓ List of service providers (lawyers, consultants, banks, accountants)
- ✓ List of key contacts
- ✓ Contact information at the local investment promotion agency
- ✓ Information about upcoming events (i.e. trade shows, events)

Investment Climate

- ✓ Economic climate
- ✓ Political climate towards foreign investment
- ✓ Host government priorities
- ✓ Market intelligence
- ✓ Major Canadian investors in your market (successes, failures, experiences)

Regulatory Framework and Operating Environment

- ✓ Institutional framework (i.e. government authorities, policies and legislation; transparency of the regulatory system; dispute settlement mechanisms)
- ✓ Investment agreements (FIPAs, Double Taxation Agreements, FTAs etc)
- ✓ Private ownership regulations
- ✓ Foreign-Trade zones/Free ports and investment incentives
- ✓ Real estate (i.e. land rights, ownership, concession of state land and leases
- ✓ Taxation, profit repatriation and exchange control
- ✓ Human resources
    - Labour regulations
    - Recruitment
    - Compensation and benefits
    - Hiring foreign nationals
    - Termination of employment
- ✓ Financing
    - Canadian government financing institutions
    - Canadian commercial banks operating in your market
    - Domestic banks operating in your market
    - Foreign banks operating in your market
- ✓ Protection of property rights
- ✓ Infrastructure and utilities
- ✓ Environmental regulations

7

Policy and Procedures for Reporting Allegations of Bribery Abroad by Canadians or Canadian Companies

Policy

It is DFAIT's policy that any information officers receive regarding suspected bribery of foreign public officials, or related offences, by Canadian individuals or companies should be forwarded to the RCMP, in accordance with the procedure below. Related offences include: conspiracy to bribe, attempting to bribe, aiding and abetting, counselling, an intention in common to bribe and possession of property or proceeds of property obtained or derived from bribery or laundering that property or those proceeds.

Procedures for Reporting Allegations of Bribery

1. Officials should report and turn over any information regarding suspected bribery of foreign public officials, or related offences, to their Director or, if abroad, to the Senior Trade Commissioner or equivalent level. To this end, officials should include in their reporting, any background and analysis for suspecting that bribery has occurred or will occur.
2. *Note that the utmost confidentiality must be exercised with regard to allegations or information, as public disclosure could be damaging to the company and expose the Department to the risk of liability.* All information should be shared with other officials only on a need-to-know basis and classified at a Protected B level.
3. The foregoing information should be forwarded to the Director of the Trade Commissioner Service Support Division (BTS), copying the relevant trade and political geographics, the Executive Director of the Justice Legal Services Division (JUS) and the Deputy Director Criminal, Security and Diplomatic Law Division (JLAA), together with any background, analysis or advice provided by the mission (Protected B and the use of C5 system)
4. In all cases, BTS with advice from JUS, JLAA and relevant geographics will redact (i.e. black out) the following information: 1) any information identifying individuals; 2) any information contained in the documents that could be injurious to Canada's international relations or national defence or national security; 3) any information that is clearly proprietary to the company or amounts to trade secrets; and 4) any further exemptions permissible under the *Privacy Act* and the *Access to Information Act*.
5. Once all relevant exemptions are redacted, the documents will be forwarded to the RCMP Commercial Crime Division (Anti-Corruption Unit) by JLAA, copying the following divisions: BTS, the relevant geographic(s), JUS and MIS.
6. If it chooses, the RCMP may request or compel the production of unredacted versions of the same information for the purpose of a lawful investigation under s. 8(2)(e) of the *Privacy Act* or pursuant to another lawful mechanism such as a production order under s. 487.012 of the *Criminal Code*.
7. If the RCMP makes a request for information from DFAIT pursuant to a lawful investigation, DCP will notify JUS and JLAA as well as the geographics, prior to processing the request.

Further Advice and Assistance for DFAIT employees:

At any point, officers may seek advice on this policy or on Canada's anti-bribery obligations under international law from the Legal Bureau Criminal Law Section (JLAA), or on aspects of the Canadian domestic legal process from DFAIT Justice Counsel (JUS).

Officials are not obligated to speak to the RCMP without the assistance of JUS. Officials contacted by the RCMP or any investigative body should immediately inform JUS, which will provide support and guidance in accordance with the Treasury Board Policy on Legal

Assistance and Indemnification of Crown Servants, available at:

http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?section=text&id=13937.

Reporting of Allegations of Wrongdoing Among Canadian Officials

In order to implement the *Public Servants Disclosure Protection Act* (PSDPA), DFAIT has developed Internal Disclosure Procedures to encourage employees in the public sector to come forward if they have reason to believe that serious wrongdoing in relation to the public sector has taken place or is about to take place, and to provide them with protection against reprisal when they do so.

In this framework, DFAIT officials may use the Internal Disclosure Procedures to make a protected disclosure if they believe that a wrongdoing has or will take place. The Director of the Values and Ethics Division (ZVE) has been designated as the Senior Officer responsible for receiving and dealing with disclosures of wrongdoings made by DFAIT employees. The Senior Officer must provide advice and guidance to a public servant who is considering making a disclosure. Further information on DFAIT's Internal Disclosure Procedures is available at http://intranet.dfait-maeci.gc.ca/department/six/oig/values/disclosure_procedures-en.asp

DFAIT officials may contact ZVE with any questions regarding the Values and Ethics Code for the Public Service and the process for making protected disclosures under the PSDPA.

Questions and Answers

Q. How can I tell whether an allegation that a bribe has been paid is credible enough to warrant following this policy?

A. One of the underlying goals of this policy is to not put missions in the difficult position of having to make judgement calls on law enforcement matters respecting allegations of bribery. Whereas it is open to missions to discount clearly unsubstantiated rumour or innuendo about alleged bribes, it should not be forgotten that information may have significant value in the context of an ongoing criminal investigation that is not immediately apparent on its face. As such, officers should generally forward all information respecting allegations of bribery to HQ for onward transmission to the RCMP.

Q. I'm not sure whether the *Corruption of Foreign Public Officials Act* was contravened. For example, the alleged bribe in question might be a facilitation payment.

A. Officers are not required to conduct legal analysis but are merely requested to pass on all information, even if it is not obvious that that law was broken. For example, while paying facilitation payments is not per se an offence, whether or not a payment constitutes a facilitation payment or a bribe is often unclear, and therefore information about it should be passed on to be assessed by law enforcement authorities.

Q. Does this policy place officers in the uncomfortable position of having to investigate

Canadian companies?

A. Officers are not expected to act as investigators or conduct extensive inquiries. However, officers should not harbour or conceal information relating to criminal acts if such information is received. This policy strikes a balance by asking officials to pass on information that is received in the course of their professional activities, but they are not charged with seeking out such information. Officers are encouraged to proactively inform Canadian companies about the CFPOA at the earliest opportunity.

Q. What support is available to officers who comply with this policy? What if the RCMP decides to question mission staff?

A. Officials contacted by the RCMP or any investigative body should immediately inform JUS, which will provide support and guidance in accordance with the Treasury Board Policy on Legal Assistance and Indemnification of Crown Servants, available at:

http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?section=text&id=13937

Officials are not obligated to speak to the RCMP without the assistance of JUS.

Q. Our Trade Commissioner is locally-engaged staff (LES). While he/she has information relating to allegations of bribery, he/she is not cleared to Protected B. Should LES' implement this policy?

A. The policy itself is unclassified once approved. It is recommended that LES Trade Commissioners should be made fully aware of the policy, and they could serve a particularly important role in awareness-raising of the CFPOA among companies.

However, the transmission of information of suspicions of bribes to BTS and the RCMP under this policy is classified and should be done over C5 Protected B to safeguard the reputation of the individuals and company in case the allegations are unfounded or not investigated further. Thus, it must be implemented by someone with an appropriate security level.

Any LES with concerns about implementing this policy should immediately speak with their Supervisor, BTS or JUS.

Q. What if a Canadian company complains that a foreign competitor secured a contract through bribing a foreign public official? Should this information be handled according to this policy as well?

A. This policy and procedure applies only to allegations of violations of Canadian law. However, Canadian companies with concerns about alleged illegal activities of foreign companies may contact the RCMP directly (Commercial Crime hotline: 613-991-4331). The RCMP is in regular contact with their foreign counterparts, particularly those of OECD countries, and may pass on tips they receive to appropriate law enforcement officials.

Q. What should I do if a company informs me that it is considering paying a bribe in order to resolve a problem with local government officials or agencies?

A. If a company suggests that it is considering paying a bribe, officers are required to strongly advise them against doing so and further inform them that bribing foreign public officials is an offence under Canadian law.

8

Client Definition

(Date Modified: 2010-11-22)

- Client Definition Criteria
- Questions and Answers
- Client Definition Case Studies

Client Definition Criteria

To qualify for TCS service, companies or organizations must have:

- A demonstrated capacity for and commitment to internationalization;
- Meaningful economic ties to Canada; and
- The potential to contribute significantly to Canada's economic growth.

TCS clients can be:

- Large or small organizations
- Foreign subsidiaries of companies registered or incorporated in Canada
- Representatives of qualified clients, such as consultants, distributors, agents and students. (All representatives must provide evidence of their relationship with a qualified client in writing.)

Consider the business activity too, not just the organization - Depending on the potential for economic benefit to Canada, an organization may qualify for service in relation to one of its products, services or business lines but not another.

Serve or Refer - If an organization does not qualify for service from the TCS, it should be referred to another resource (organization, website, directory, etc.).

Questions and Answers

Who decides if an organization qualifies for service?
The decision is made by the TCS office when contacted by the organization. You may consult other TCS offices in making this decision, but it is unprofessional to refer an organization to another TCS office without determining whether they qualify for service.

How do I determine if an organization qualifies for service?
Get the information you need to know if the organization - and its business activities in your market - meet the client definition criteria. Potential sources of information include:

- Client – Use the Client Questions standard letter
- Regional Office
- Posts that have worked with the organization (info in TRIO)
- Partners that may know the organization
- TRIO
- Dun & Bradstreet
- Corporations Canada – Industry Canada database of federal corporations
- Better Business Bureau
- Canadian Company Capabilities – Industry Canada directory. Note that information is not verified by Industry Canada
- Internet Search Engines – Google, Bing, Altavista, Clusty, etc.
- Yellow Pages - Reverse Telephone Number Lookup
- Google maps – Satellite view can provide information about offices and facilities
- Dow Jones Factiva and other Virtual Library tools

TCS policies and guidelines provide guidance on particular situations. When in doubt, consult your commercial program manager or colleagues. If you require further assistance, contact the Post Support Unit (PSU) or the Regional Office Support Unit (RSU).

Does a company automatically qualify for service if they are in TRIO or have a VTC account?
No. A VTC account is given to any organization that can prove it has economic ties to Canada and is part of the Canadian business community. It is up to you to determine if the organization meets the remaining two client definition criteria – commitment to internationalization and economic benefits for Canada.

How do I respond to an organization that does not qualify for service?
Organizations

- with **no economic ties** to Canada or
- whose business activities present **insufficient economic benefit** to Canada

should be referred to an appropriate external resource (organization, website, directory, etc.)

Organizations that do not yet have the capacity or commitment to internationalization but do meet the other client criteria should be referred to Canada Business.

How do I determine if a client qualifies for an enhanced level of service?
Clients with high-potential meet some or all of the following conditions:

- They demonstrate significant commitment to internationalization in a given market.
- They have unique technology or intellectual property with significant commercialization or market potential.
- They have the necessary management expertise and experience.
- They have a sustainable competitive advantage.
- They have the support of Trade Commissioner Service partners.

Based on available resources, particular market conditions, area or trade office priority sectors or initiatives and the client's degree of commitment, key service enhancement may be extended at the discretion of an individual trade office in Canada or abroad.

Trade commissioners should inform clients with high-potential in a given market that an enhanced level of service is being offered and that they should not expect the same service level in the future or from other offices.

More information on working with high-potential clients.

Case Studies

Case #1: A wholly-owned foreign subsidiary of a Canadian company

A US-based company 100% owned by a major Canadian financial institution approaches a post in Eastern Europe with a request for information about an upcoming tender for the privatization of a telephone company. They have significant international experience in the field of privatization consulting, and want to be included in the tender process. They hope that some of their bankers from Canada and the US would be able to advise the local government on the privatization.

Is this a client of the TCS?

Answer: Yes

The benefits to the Canadian economy must be considered on a case-by-case basis. Although the contribution of a foreign affiliate to the Canadian economy may not be as significant as that of Canadian company, there are benefits (see below an excerpt from the Chief Economist's 2008 State of Trade Report that explains the impact of affiliates' sales). In this instance, it also became clear that the parent company would have submitted the request on behalf of its subsidiary, if service had not been provided. The appropriate service in this case would be the provision of key contacts that could provide information on the privatization plan. In the case of a high potential client, the post could be more proactive and call on its contacts to gather more information/leads for the client, involving, if required, the STC or HOM to achieve this. The post could also stay alert for business opportunities which fit the capabilities and interest of the client and communicate to the client any additional information/intelligence discovered later about the tender or other business opportunities.

The Chief Economist's 2008 State of the Trade Report indicated "Sales by foreign affiliates of Canadian businesses are equivalent to approximately three quarters of the value of Canadian exports of goods and services. These sales abroad are another measure of Canadian interests abroad, and bring important benefits to Canada. These benefits may come not only in the form of repatriated earnings, but also as a means of enabling entry into foreign markets, gaining access to new technologies and/or increasing competitiveness through entry into or development of value chains. These sales do not however have the same impact on the Canadian economy as exports in terms of jobs creation or contribution to Canadian economic growth."
For the full text, please click here.

Case #2 A Canadian company marketing its IP overseas

A Canadian company has conceptualized an innovative motor design for which it built a prototype. The company wants to sell its design, prototype and IP rights to anyone abroad interested in taking over ownership of the IP and bringing the design to the commercialization stage.

Is this a client of the TCS?

Answer: No.

While the company interested in selling its IP would stand to gain an immediate profit from receiving TCS assistance, overall, this transaction would not bring significant and lasting commercial benefit to Canada. All the downstream and more significant benefits associated with the commercialization of the intellectual property (initial investment, job creation, business growth) would be reaped by the foreign country where the products stemming from the IP would be manufactured and marketed. Since this is not in Canada's long term interest, the TCS must refrain from activities that would facilitate the sales of Canadian-grown innovation to foreign buyers which offer little or none of the downstream economic benefits of commercialization for Canada.

Case #3 An investment bank seeking to sell stocks overseas

A Canadian investment bank approaches the Trade Commissioner Service at a mission in the Middle East seeking buyers for an energy stock listed on a Canadian stock exchange. Is this service within the investment role of the TCS?

Answer: No.

Companies seeking to sell stocks are not considered clients of the TCS, since the sale of stock in an individual company, which may have little or no economic activities in Canada even though it is listed in Canada, is unlikely to contribute significantly to Canada's economic growth and does not fall within the mandate of DFAIT's Investment Services. Trade Commissioners support DFAIT's Investment Agenda by identifying qualified targets with a demonstrated capability and interest in establishing or expanding an operation in Canada beyond a sales and distribution function. Officers then facilitate the introduction of these investors to domestic partners that have an investment attraction capability, such as provinces/territories and municipalities. In this case, the bank should be referred to a local service provider who can help it identify potential local buyers.

The Toronto Stock Exchange (TSE) periodically goes on promotion tours abroad to convince foreign companies to list on them. Our posts can support the TSE on its tours but for foreign companies, it takes more than a listing on the exchange to qualify as TCS clients.

Case #4 A Canadian firm's exclusive representative abroad

A company in the Netherlands contacts a number of European posts on behalf of a Canadian company, stating they are the Canadian firm's exclusive representative for Europe. The Dutch company is requesting the names of local distributors interested in carrying alcoholic beverages produced by the Canadian company. Trade Commissioners at the posts contacted wonder if this foreign company can be considered a client of the TCS.

Answer: Yes, this company represents a client of the TCS.

Although the Dutch company is not a client, it nevertheless is a legitimate intermediary which represents a Canadian company that meets all of the TCS client definition criteria. The Dutch company is an established alcohol distributor with an extensive capacity and commitment to internationalization. The sale of Canadian spirits internationally has the potential to contribute significantly to Canada's economic growth. Posts should, however, confirm the representation and distribution arrangements with the Canadian client prior to providing service.

The post provided service and tracked the SR in TRIO under the Dutch company's name and made sure the Canadian company which benefited could be easily identified.

Case #5 A one-person company trying to market its invention abroad

A Canadian entrepreneur has developed a new technology for plastic shopping bags that allows the bags to remain upright, making them easier to fill and rest on flat surfaces. Although she has not made an attempt to market her product in Canada, she decides to contact posts overseas to see if they will assist her in marketing her new idea. The Trade Commissioners at post wonder if she is a client of the TCS.

Answer: No.

Although the entrepreneur has come up with an innovative idea, as a one-person operation that does not appear to have any international business experience, it is unlikely that she has the capacity for and commitment to internationalization. The post has to evaluate whether the idea has a significant capacity to bring economic benefit to Canada. Plastic shopping bags are becoming less prevalent in a number of markets overseas and may be difficult to sell in large quantities. Further, since this entrepreneur has not made any attempt to manufacture the bags or commercialize her technology in Canada , merely selling the idea overseas will deprive Canada of all the possible downstream economic benefits of commercialization.

The company should be referred to a Canada Business office in order to obtain advice and develop a business plan before soliciting the assistance of the TCS in foreign markets.

Case #6 A Canadian company sourcing inputs abroad

A Canadian wood flooring manufacturer contacts a post in South America looking for a list of potential suppliers to source exotic wood, which it will then process in Canada into wood floor boards. 99% of the company's production is then exported to other countries. Is this a client of the TCS?

Answer: Yes

Canadian companies that import goods only for resale in Canada are not usually considered to be clients of the TCS, since it does not contribute significantly to Canada's economic growth (i.e. it does not create new wealth for Canada).

However, in this case, sourcing this specialty wood abroad allows the Canadian company to diversify its flooring selection. The transformation in Canada of the imported wood into floor boards gives it an added value created in Canada. Its resale abroad has the potential to contribute significantly to Canada's economic growth, even if the raw materials are obtained abroad. As part of the department's Integrative Trade Model, Trade Commissioners should support Canadian companies' efforts to produce their goods and services at lower cost or to expand their product lines to make them more competitive internationally.

In this case, the post served the client by providing them with a list of potential wood suppliers in the country. To foster Corporate Social Responsibility, the TCS should only provide the coordinates of suppliers that are know to practice sustainable forestry.

However, posts that receive these types of sourcing requests should keep in mind the "Globe & Mail test": what if the G&M reported that TCS is helping Canadian companies to source exotic woods from suppliers that have unsustainable forestry practices and are a threat to biodiversity, indigenous populations and the climate? Posts should always keep CSR standards in mind when recommended possible sources.

Case #7 A Canadian company facing difficulty meeting RFP requirements

A Canadian company has asked for assistance from a post in answering an RFP to build a boat hull, responding to specific technological requirements. The company has received considerable attention in the press for its innovative designs and technology, and is seeking to expand to overseas markets after having achieved success in Canada. However, after some research, and after speaking to executives of local company, the officer at post realises that, while they may be capable of producing the boat hull, they will not be able to do so within the foreign company's expected deadline. Is this company a client of the Trade Commissioner Service?

Answer: Yes

The fact that they will not be able to meet the requirements of this particular RFP does not mean that this company is not a client. It has developed an innovative product through research and development, and has commercialized it successfully in Canada. It appears committed to expanding on the international scene, and its international activities have the potential to contribute significantly to Canada's economic growth. The TCS can work with this company to help them prepare for international markets. Depending on the specific situation, the post could provide a market potential assessment and qualified contacts, or suggest that the company first work with a TC at a regional office to obtain the preparation for international markets service. The post could also remain alert for other business opportunities which fit the capabilities and interest of the client and communicate to the client any additional information/intelligence discovered later about the RFP or other business opportunities.

Case #8 The Dean of a Canadian university looking for research partners overseas

The Dean of the Faculty of Science of a major Canadian university is coming to your post to explore potential areas of research collaboration with local universities. She is particularly interested in meeting with researchers in the fields of Cognitive Science and Psychology. The Trade Commissioner at post is concerned that there is no significant economic benefit to Canada from organizing discussions regarding psychology with local academics. She wonders if the Dean can be considered a client.

Answer: Yes, the Dean (and the University) are clients of the Trade Commissioner Service

Basic research has a tendency to develop into commercial applications. As such, even when there is no specified commercial end-point in view, research institutions are considered to be clients of the TCS. In many instances, what seems to be research with no immediate commercial value when looked at from one field can be interpreted as a research result and of interest to commercialization in another field.

The post provided the Dean with a list of relevant contacts at the major local universities and institutes

It should also be added that international agreements of this type between educational institutions also often result in increased numbers of international students coming to Canada to study, which is a lucrative market (estimated $5B per year to Canada's economy). Some missions have education officers on the PERPA side, and TCs who are only responsive for education should consult with PERPA colleagues on education promotion issues.

Content Owner: PSU (BTR)

Criteria in Identifying Our Clients

(Date Modified: 2010-11-17)

Demonstrated capacity for and commitment to internationalization

You can determine if a potential client demonstrates capacity for and commitment to internationalization by considering several key factors.

Your potential client will have done the following:

- conducted research on foreign markets and opportunities. This will be apparent from their verbal or written communication with you regarding markets and opportunities in those markets;
- appointed resources (human, materiel, time and financial) dedicated to internationalization. This will be apparent from their verbal or written communication with you regarding their organization, its structure, organizational chart and international marketing budget; and
- developed a credible business plan. This will be apparent from the content of the business plan (or portions of it), communicated to you in writing or verbally. The proposed approach to international markets and objectives should make sense and be realistic.

It is important to determine whether or not your potential client has taken these important steps as this will enable you to gauge their capacity for and commitment to internationalization.

Meaningful economic ties to Canada

Having meaningful economic ties includes, among other things, maintaining established offices, a subsidiary, a plant, a research and development establishment or a joint venture in Canada.

Having a mailing address in Canada and/or being listed on a Canadian stock exchange is not sufficient to qualify an organization as a Trade Commissioner Service (TCS) client.

Companies that are registered in Canada but conduct all their business activities outside Canada do not qualify as clients. For example, many mining companies have offices in Toronto because they are listed on the Toronto Stock Exchange. However, as these companies conduct all other business activities outside Canada, they would not qualify for TCS service. That being said, maintaining a relationship with these companies can be beneficial, as a potential source of market intelligence and in terms of understanding and encouraging the company's Corporate Social Responsibility (CSR) plans.

Foreign companies with meaningful economic ties to Canada qualify for TCS service whenever they request services that will directly maintain, strengthen or contribute to economic ties and benefits to Canada. A foreign-based organization that has no links to Canada other than its being owned by one or more Canadians does not qualify as a TCS client, e.g., a hotel in the Caribbean or a sawmill in Eastern Europe that is owned by Canadians but has no other economic links to Canada. Paying taxes in Canada does not qualify a company for TCS service.

Potential to contribute significantly to Canada's economic growth

There are no precise targets or thresholds for measuring potential to contribute significantly to Canada's economic growth. Generally, you can assess potential in terms of the positive impact that an organization's international activity will have on the Canadian economy. These benefits to Canada could take the form of increased exports of Canadian-made products or services, technology transfer, new job creation, increased research and development activity or increased production in Canada.

Note: In considering these criteria, the size of the company/organization should not be a deciding factor when determining your level of assistance. Firms that are small today may be the business giants of tomorrow. For example, Research In Motion was founded by two students from the

University of Waterloo in 1984. Few would have guessed that 26 years later, in 2010, RIM would be the firm with the second largest market capitalization in Canada ($34.5B – June 15, 2010).

Common Questions

Q. What happened to the "export ready" concept to qualify clients?

Answer: "Export-ready" was a good concept to qualify clients when our focus was mainly on export development. In today's integrative trade reality, Canadian organizations engage in international business in more ways than just export development. Two-way investment and innovation are today's mantra for which the "export ready" concept is less meaningful.

As an example, our clients now include small knowledge-base organizations looking for foreign capital and partnerships to bring their ideas to market and grow into real businesses. They are not "export-ready" but are nevertheless our clients. In this case, it's their capacity for and commitment to internationalization - as opposed to readiness for exports - which should determine if they are our clients or not.

The "capacity for and commitment to internationalization" concept is wider and better adapted to our integrative trade reality as it equally applies to our export, investment, and innovation clients

Q. What happened to the "Canadian content" concept to qualify clients?

Answer: "Canadian content" was a good concept to qualify clients when our focus was on export development. In today's integrative trade reality, Canadian companies and organizations engage in international business in more ways than just export development. Two-way investment and innovation are today's mantra for which the "Canadian content" concept is less meaningful.

The concepts of "meaningful economic ties to Canada" and "potential to contribute significantly to Canada's economic growth" are wider and better adapted to our integrative trade reality as they can be applied to our trade, investment, and innovation clients.

Q. What happened to the "investor-client" concept?

Answer: Foreign-owned businesses in Canada which qualify as clients of the TCS are entitled to the same services as Canadian-owned businesses. Foreign firms which have not yet decided to invest in Canada are potential foreign investors. They are very important to us and there are many things we do to promote and facilitate investment in Canada but we do not call them clients.

Q. What happened to the "partner-client" concept to define other federal government departments, provincial and municipal governments, and associations?

Answer: When consulted, these stakeholders told us that our client base and theirs overlap. Their motivation in working with us is to ensure our common clients have access to a range of services. When they ask for service from the TCS, it is rarely for themselves and mostly on behalf of a client. As such, they want us to consider them strictly as partners and not as clients.

Key Contacts

If you've been through all of the resources above and still have not found what you are looking for, contact the team at the Post Support Unit and we will help you.

Content Owner: PSU (BTR)

Service Level for Clients with High-potential in a Given Market

(Date Modified: 2010-11-21)

When dealing with clients with high-potential in a given market, trade commissioners should take a more active role in problem solving. This involves taking concrete action and using a more proactive approach than when providing service to regular clients. Generally, the trade commissioner knows the client with high-potential and has likely provided service to this client in the past.

You do not need a direct request from a client with high-potential in order to initiate an enhanced level of service. Take action when you discover something that could be a problem for the client, e.g., a change in local customs procedures. In such situations, you should inform the client of the problem and suggest a course of action to solve it.

A trade office must use its collective judgment in deciding whether or not to extend enhanced service to clients who are not considered high-potential in a given market. The way in which to proceed differs from case to case and from one country to the next.

Trade commissioners should consult within the office before providing the level of service reserved for clients with high-potential. This level of service is extended only at the discretion of the individual trade commissioner, based on available office resources, particular market conditions, ease of access to responsible government or industry officials, other trade office priorities and the client's degree of commitment.

Before taking any action, try to find out if that action will have any bearing on any other Canadian organizations or interests.

A commercial program manager or head of mission may be called upon to contribute where appropriate (e.g., when the client has a good reputation and the problem has serious negative economic implications for the client and, by extension, for Canada).

The following are examples of actions that can be taken when providing enhanced service:

- making telephone calls to ask for clarification about a situation or to seek an appointment for the client;
- consulting with third parties, such as other embassies, to seek advice;
- sending letters or other written communications on official letterhead;
- accompanying the client to meetings;
- using hospitality funds to facilitate meetings of stakeholders;
- undertaking outcalls to local officials;
- developing and executing long-range plans to rectify the problem where the outcomes are important; and
- involving the commercial program manager and/or head of mission in resolving problems.

Please refer to the following links for content pertaining to letters of support and letters of introduction.

Content Owner: PSU (BTR)

Clients with High Potential in a Given Market
(Date Modified: 2010-11-05)

Clients with high-potential in a given market should meet one or all of the following conditions:

- They demonstrate significant commitment to internationalization in a given market.
- They have unique technology or intellectual property with significant commercialization or market potential.
- They have the necessary management expertise and experience.
- They have a sustainable competitive advantage.
- They have the support of Trade Commissioner Service partners.

Based on available resources, particular market conditions, area or trade office priority sectors or initiatives and the client's degree of commitment, key service enhancement may be extended at the discretion of an individual trade office in Canada or abroad.

It is important that trade commissioners inform clients with high-potential in a given market that an enhanced level of service is being offered to them. Clients should be informed that they may not be able to expect the same service level in the future or from other TCS offices.

High Potential Client Criteria

Commitment to internationalization in a given market

Evidence that a client is not only committed to internationalization but to your specific market:

- The client has conducted research on the specific market and its opportunities.
- The client has developed a credible business plan for the market. This should be apparent from the business plan (or portion of it) that the client has communicated to you in writing or verbally.

This information normally comes directly from the client but you may also be able to find it elsewhere, i.e., in TRIO. Clients can also demonstrate their commitment to internationalization in a given market through:

- timely responses to commercial intelligence provided by the trade office and to changing market conditions; and
- perseverance in the market, e.g., repeated visits to the market and flexibility in approaching the market when progress does not meet expectations.

Unique technology or intellectual property with significant commercialization or market potential

Evidence that the client has unique technology or intellectual property with significant commercialization or market potential includes the following:

- The client has products or services with a clear advantage over the competition.
- The client has products or services for which demand is greater than supply in the local market (e.g. cheap, clean water, in many parts of the world).
- It appears to be difficult for competitors to come up with competing products and services of comparable price and quality.
- Intellectual property protection is in place for the features and properties of the client's products (e.g. patents, copyrights, brand registration, trademarks).

Management expertise and experience

A study commissioned by The Conference Board of Canada in 2008 concluded that, while the age of an organization does not determine international success, the experience and expertise of its management team count for a lot. In assessing a client's commitment, you should gauge the previous international experience and relevant qualifications of the management team. Not only should clients have management expertise but they should also be able to show that they have the capacity to supply or expand to meet increased demands resulting from the internationalization of their activities.

Sustainable competitive advantage

A client can be considered to have a sustainable competitive advantage in a given market if some or all of the following conditions are in place:

- The client enjoys preferred market access through a bilateral or regional trade agreement.
- Canadian goods and services have a better reputation than those of competitors.
- There is an absence of or weakness in local and foreign competition.
- The client's products and services are better suited to local market conditions than those of competitors.

Support of Partners

The support provided to a client by TCS partners can be indicative of a clients' high-potential in a given market. Partners include, but are not limited to, Export Development Canada, the Canadian Commercial Corporation, Natural Resources Canada, the Atlantic Canada Opportunities Agency, Western Economic Diversification, Canada Economic Development, provincial governments, municipalities and other government departments (OGDs).

Content Owner: PSU (BTR)

9

The Canadian Trade Commissioner Service
Everywhere you do business

Le Service des délégués commerciaux du Canada
Partout où vous faites des affaires

Online TCS Client Survey

April to June 2011 Results

The Canadian Trade Commissioner Service
Everywhere you do business
Le Service des délégués commerciaux du Canada
Partout où vous faites des affaires

Survey Results – April to June 2011

This document outlines the responses to the Transactional Survey received from Canadian clients and partners for the period April to June 2011. These results are quarterly and select results are available on a continual basis in the IBD Dashboard for those posts with greater than ten responses.

Methodology

- Canadian clients and partners who receive a key service automatically are sent a survey request 60 days following the date the key service was closed in TRIO.
- TCS clients will only be sent one survey request every 180 days regardless of how many services they have received, based on individual contact email addresses, not organization names.

Response Rate

April to June 2011

- Emails sent – 4775
- Survey opened but not completed - 856
- Responses received – 825 (713 Canadian clients, 112 partners)
- Response rate of 17.28%

Results Highlights

- Client satisfaction with overall quality of TCS service delivery is 77.21%.
- High adherence to TCS service standards (over 85%)
- "Being creative" is seen as the area requiring most improvement
- "Understanding how to help the client" continues to be a challenge
- "Gaining access to information/intelligence" and "Gain confidence to explore or expand operations in a foreign market(s)" seen as highest value
- Precursor to success: 58.49% of clients actively pursued an opportunity.

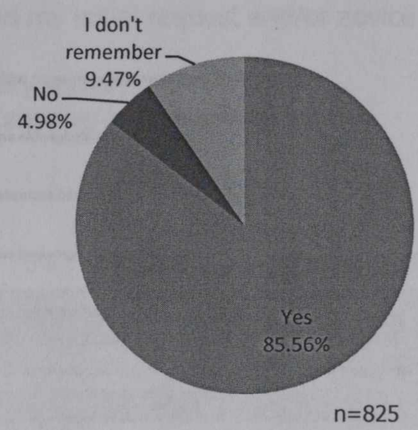
	Satisfied Clients (%)[1]	Average Client Satisfaction[2]	Timeliness Service Standard Met (%)	Clients Actively Pursued Commercial Agreement (%)	Response Rate to survey (%)
Africa and Middle East	72.84	4.00	92.20	63.46	17.69
Asia Pacific	79.52	4.26	95.40	60.67	19.20
Europe	80.01	4.29	96.30	57.14	16.88
Latin America and Caribbean	74.73	4.01	89.16	56.16	20.32
North America	76.65	4.16	94.74	57.14	14.32
Regional Offices	75.44	4.06	96.08	56.41	15.71
Global	**77.21**	**4.16**	**94.50**	**58.49**	**17.28**

1. Percentage is based on those who responded 'Satisfied' (4) or 'Very Satisfied' (5) to *How satisfied were you with the overall quality of TCS service delivery?*

2. Average of all responses (1 = very dissatisfied, 5 = very satisfied, n/a) for the question to *How satisfied were you with the overall quality of TCS service delivery?*

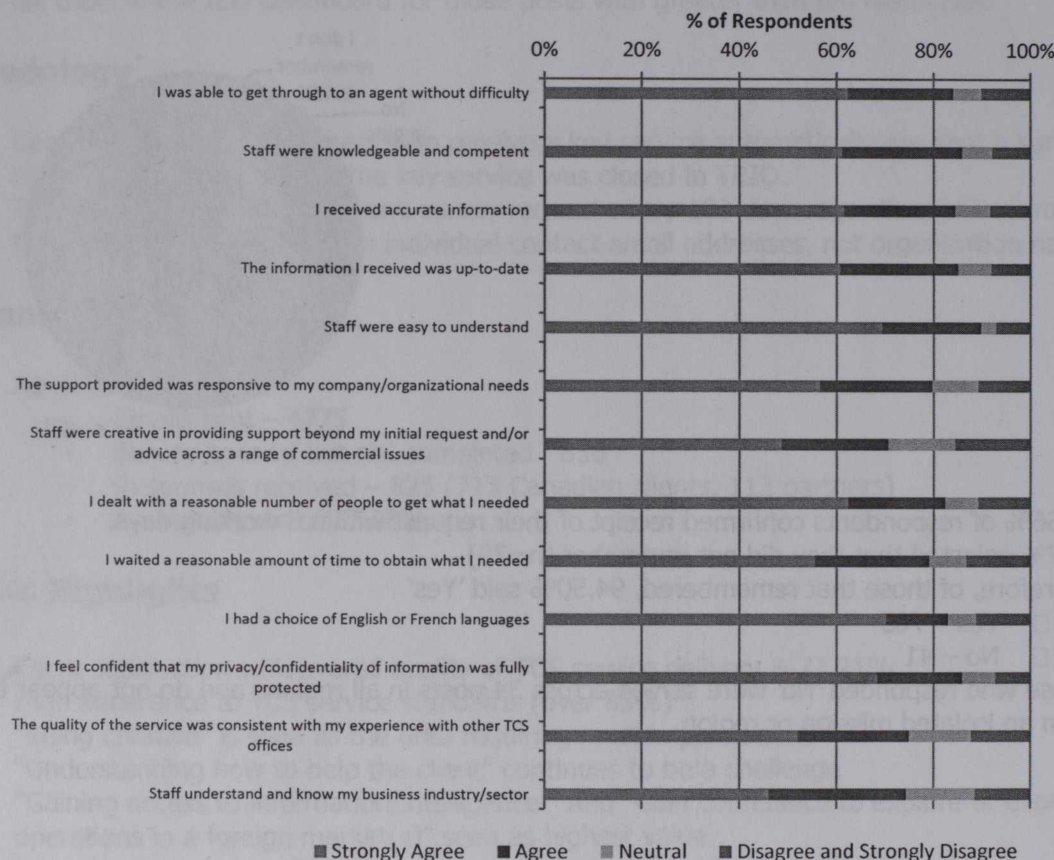
Question 1

Did someone from the Canadian Trade Commissioner Service (TCS) acknowledge receipt of your request for assistance within five working days?



- 85.56% of respondents confirmed receipt of their request within 5 working days.
- 9.47% selected that they did not remember (n=79)
- Therefore, of those that remembered, 94.50% said 'Yes'
    - Yes – 705
    - No – 41
- Those who responded 'No' were served across 34 posts in all regions and do not appear to come from an isolated mission or region.

Question 2
With reference to the above interaction (i.e. key service delivered), please indicate how much you agree or disagree with the following statements (1 = strongly disagree, 5 strongly agree, n/a)



* based on responses other than N/A

In all cases, greater than 40% of respondents state they 'Strongly Agree' with the statements, and a further 20% 'Agreed'. The lowest percentage of 'Agree' and 'Strongly Agree' is the "*Staff were creative in providing support beyond my initial request and/or advice across a range of commercial issues*" at 70.89%.

The highest results were seen in;

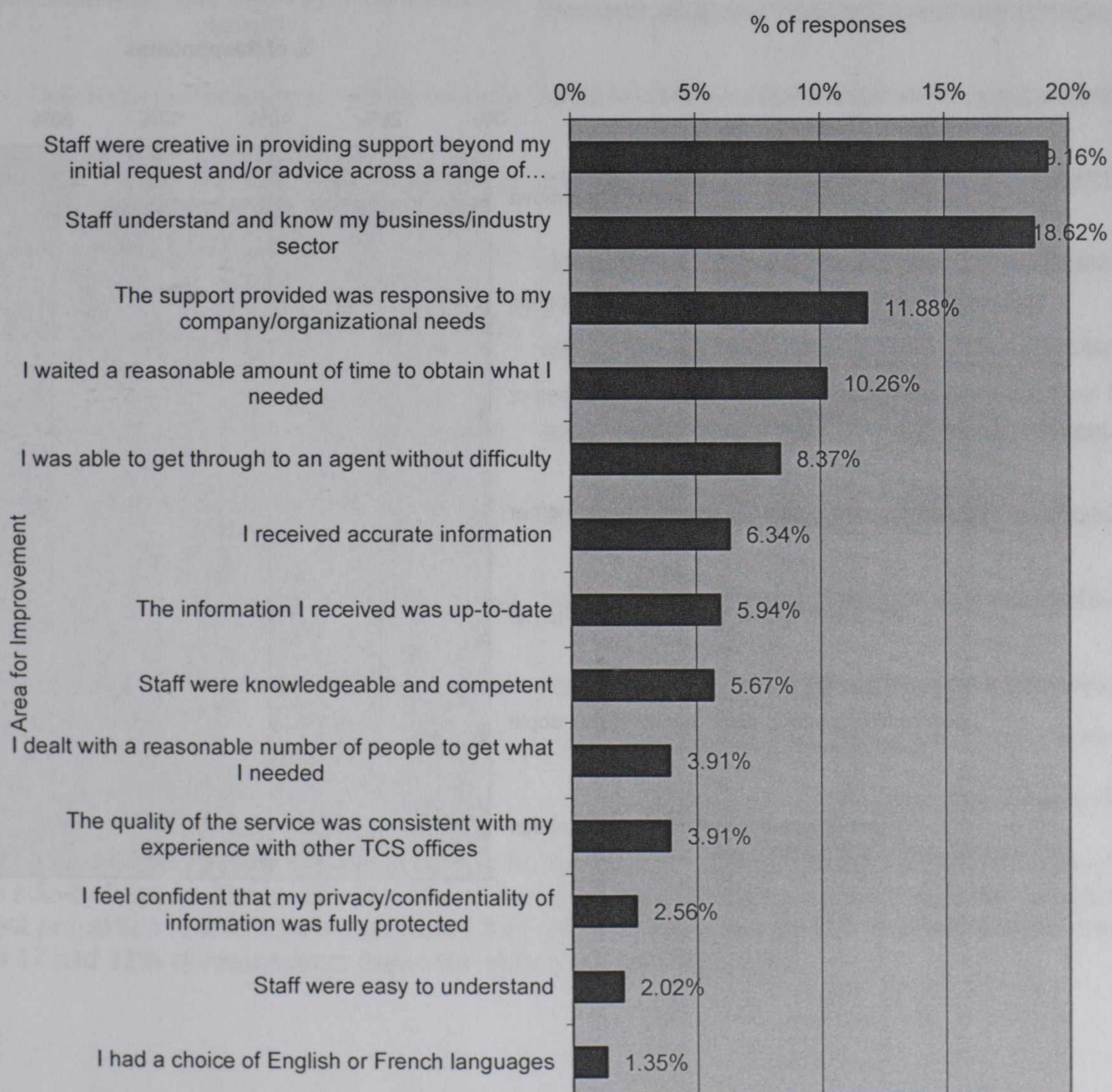
- Staff were easy to understand (89.80%);
- Staff were knowledgeable and competent (85.88%);
- I feel confident that my privacy/confidentiality of information was fully protected (85.87%)
- The information I received was up-to-date (85.06%);

Question 3

If we could only improve three of the areas in Q.2, which should we focus on?

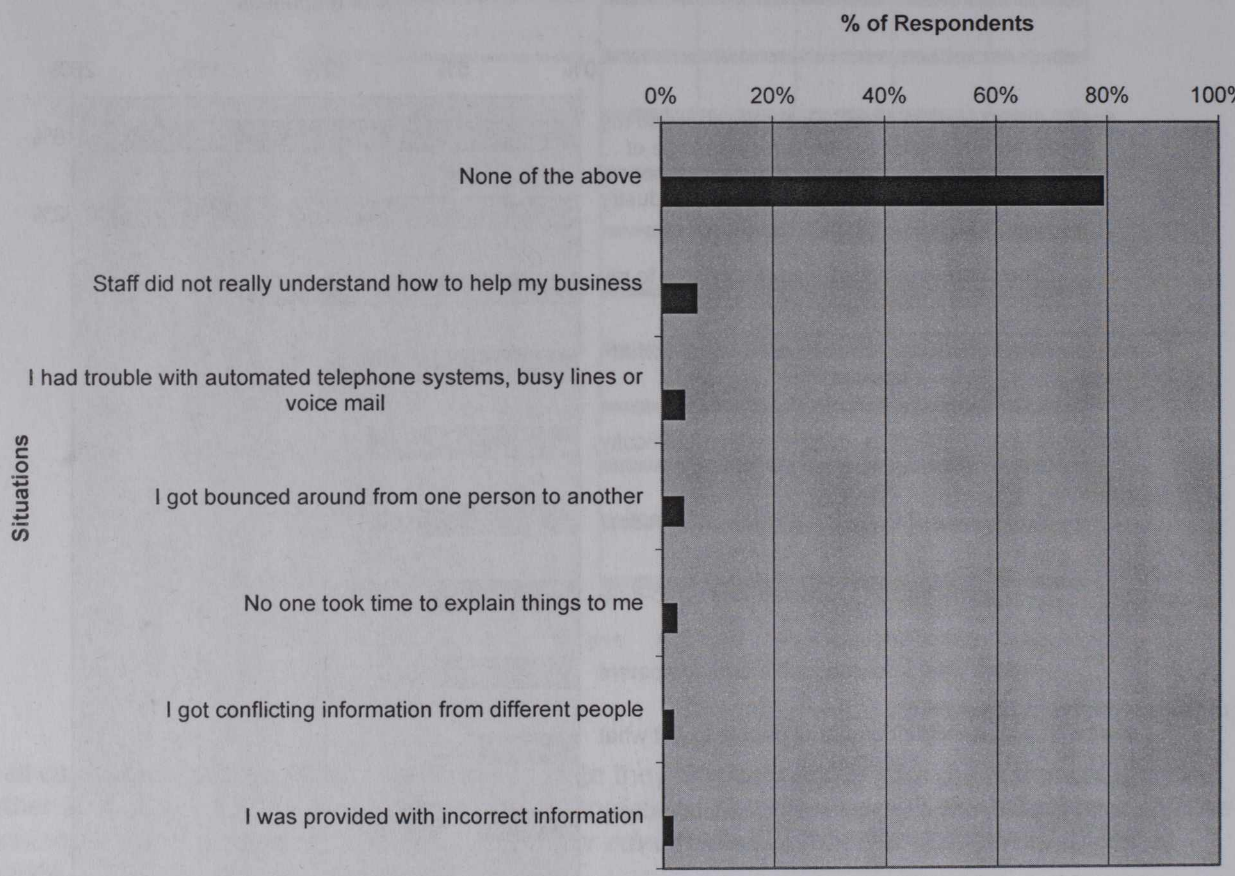
Given the results, the largest issue identified by clients continues to be:

- Staff were creative in providing support beyond my initial request and/or advice across a range of commercial issues;
- Staff understand and know my business/industry sector;
- The support provided was responsive to my company/organizational needs.



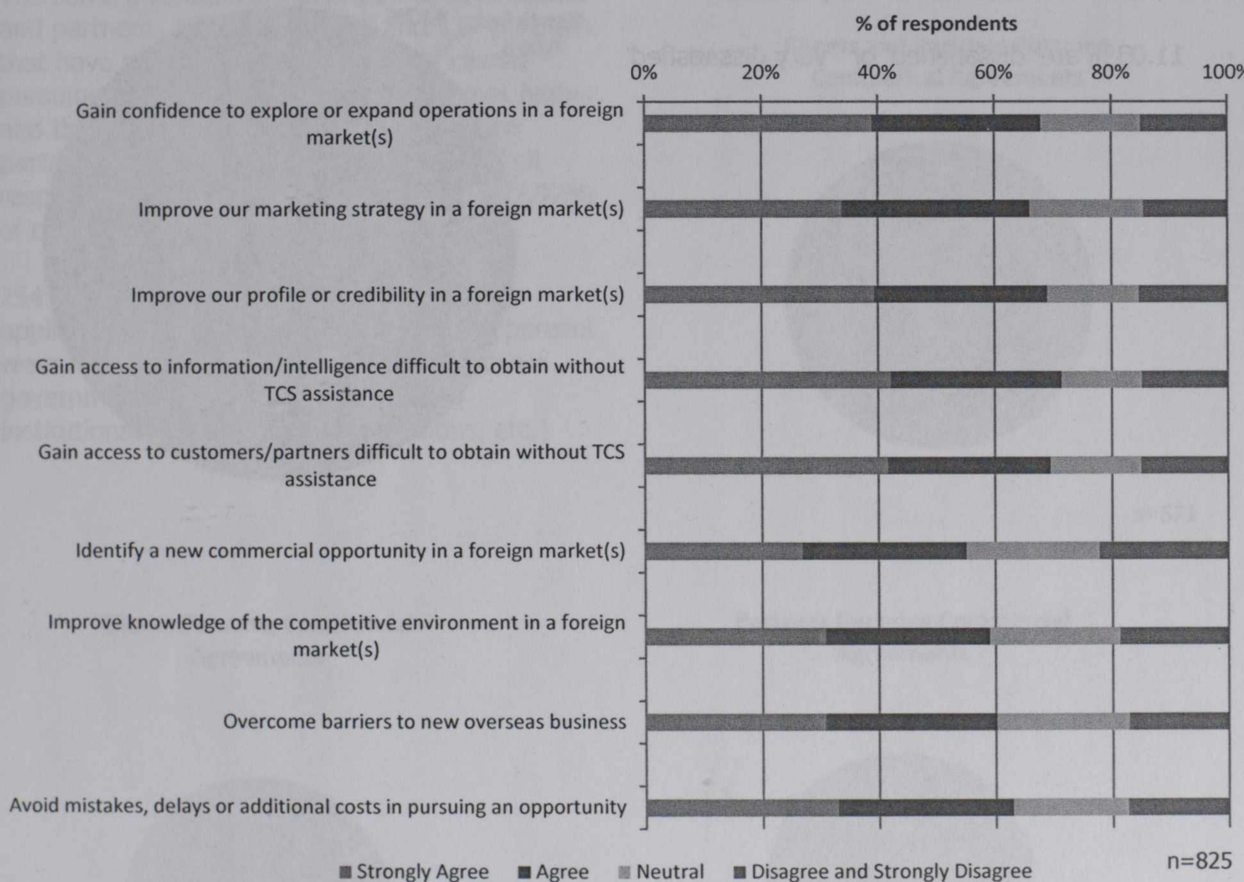
Question 4
Did you experience any of the following situations while being served by the TCS?

Respondents were given the option to select multiple applicable answers. None of the above was by far the most frequent answer; 79.39% of respondents (701) selected it. Of the 124 that selected one or more of the statements, *'Staff did not really understand how to help my business'* came as the top choice. (6.34% / 56 respondents) and *'I had trouble with automated telephone systems, busy lines or voice mail'* (4.08% / 36 respondents).



Question 5
We are interested in better understanding the short-term outcomes and effects of our services. Please indicate how much you agree or disagree with the following statements: (1 = strongly disagree, 5 = strongly agree, n/a)

The TCS helped my company/organization to:



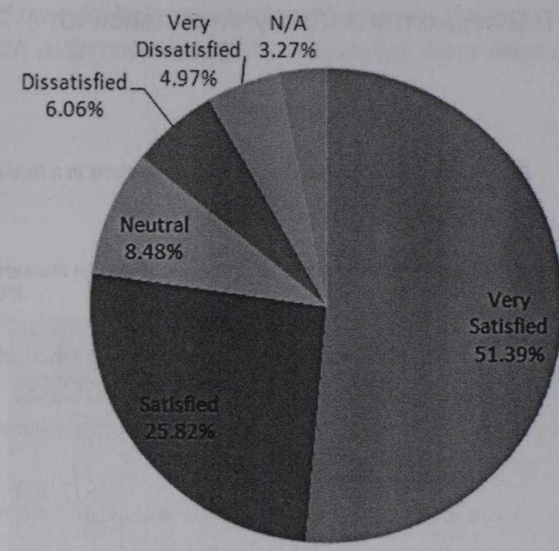
*based on responses other than N/A

Gain access to information/intelligence difficult to obtain without TCS assistance appears to be the most valuable activity listed to clients with 71.41% as 'Agree' or 'Strongly Agree'. This is also the category with the lowest proportion (16.48%) of respondents that selected 'not applicable'. In all other instances between 17 and 32% of respondents found the statement 'Not applicable'.

Question 6

How satisfied were you with the overall quality of TCS service delivery? (1 = very dissatisfied, 5 = very satisfied, n/a)

- 77.21% are 'satisfied' or 'very satisfied'
- 11.03% are 'dissatisfied' or 'very dissatisfied'

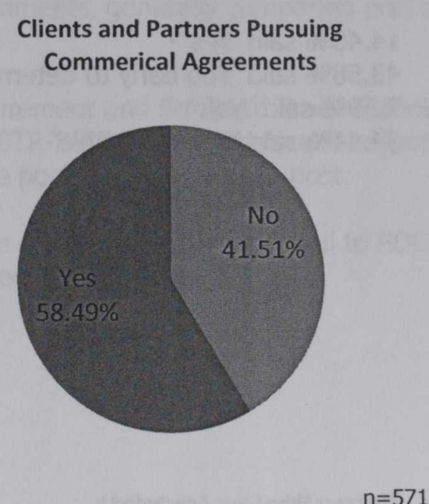


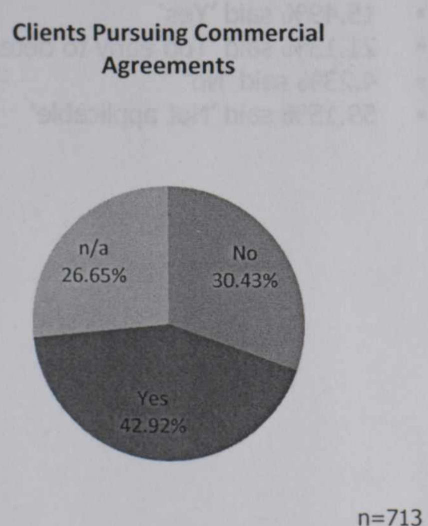
Question 7

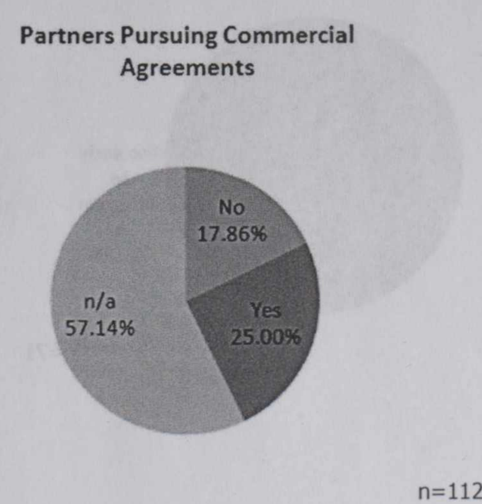
Since receiving the support of the TCS, have you actively pursued and/or entered into negotiations of a commercial agreement (e.g., sales, licensing, investment, innovation or supply arrangement) with a client/partner in your target market?

The same questions are provided to both clients and partners. With 713 clients and 112 partners that have responded, the number of clients pursuing opportunities is fourteen percent higher, and this question is not applicable to more partners than clients. Overall 40.49% of all respondents are pursuing opportunities (42.92% of clients and 25% of partners).

254 respondents or 30.79% selected 'not applicable'. Of these respondents, 25% percent were not business clients but partners (other government departments, educational institutions, associations, municipalities, etc.)



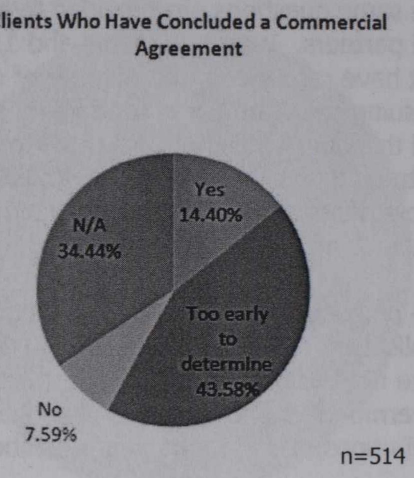


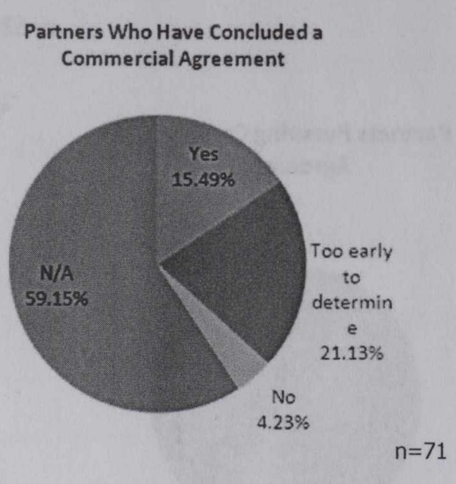


Question 8
If you answered "yes" to the previous question, did you conclude a new commercial agreement in the target market? Note: This question was changed at the start of Q3, and therefore different data is available. Given the context of the new question, the values have decreased, as now the clients need to have concluded a commercial agreement.

Clients that Responded:

- 14.40% said 'Yes'
- 43.58% said 'Too early to determine
- 7.59% said 'No'
- 34.44% said 'Not applicable'





Partners that Responded:

- 15.49% said 'Yes'
- 21.13% said 'Too early to determine
- 4.23% said 'No'
- 59.15% said 'Not applicable'

Question 9

Question 9 provides a text field for general comments. Of the 825 responses, there are 207 comments.

There have been a range of comments:

- 157 were positive comments about TCS services;
- 25 were negative comments;
- 13 were mixed with both positive and negative comments, generally comparing posts;
- 12 responses provided suggestions to the TCS;

A process has been implemented between Performance Measurement and Strategic Trade Planning (PDC) and the Trade Commissioner Service Renewal Division (BTR-PSU) to investigate and respond to (as necessary) the negative comments as well as disseminating the positive comments to post.

In the event that clients have questions, an email box has been created to direct an email to PDC, RSU, PSU and BCI. This will ensure that the client has been answered as applicable.

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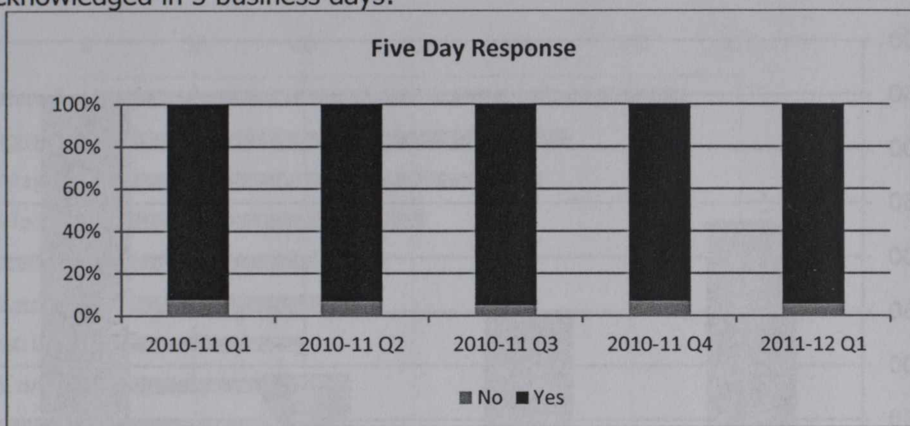
Partout où vous faites des affaires

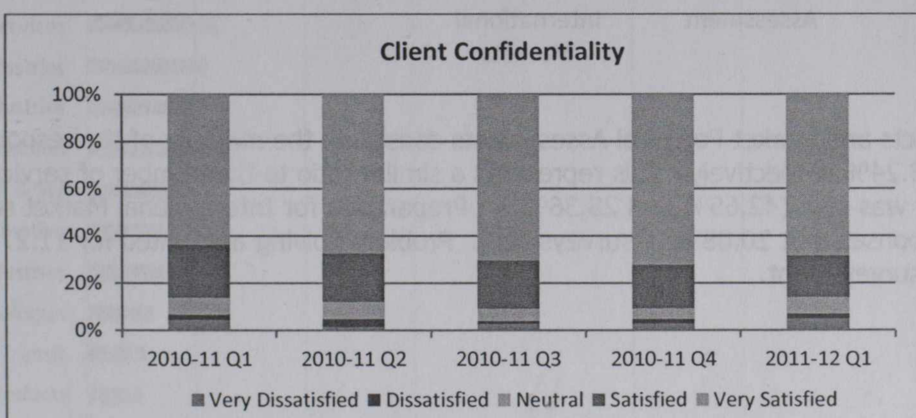
ANNEX

TCS Service Standards

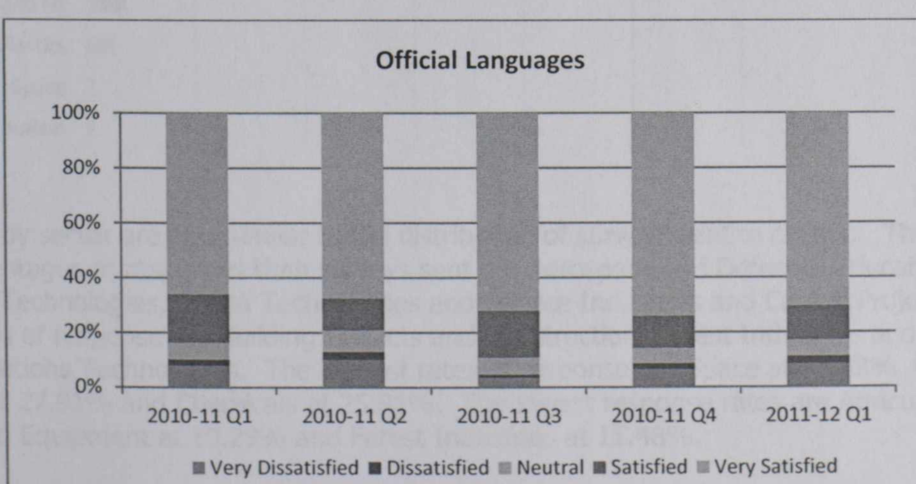
Enquiries are acknowledged in 5 business days:



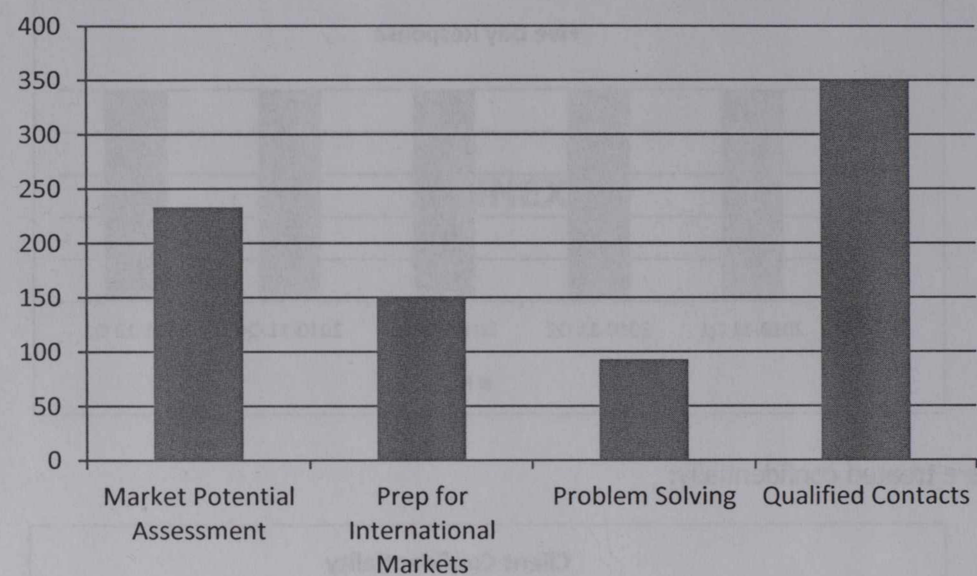
All enquiries are treated confidentially:



Clients are served in the official language of their choice:

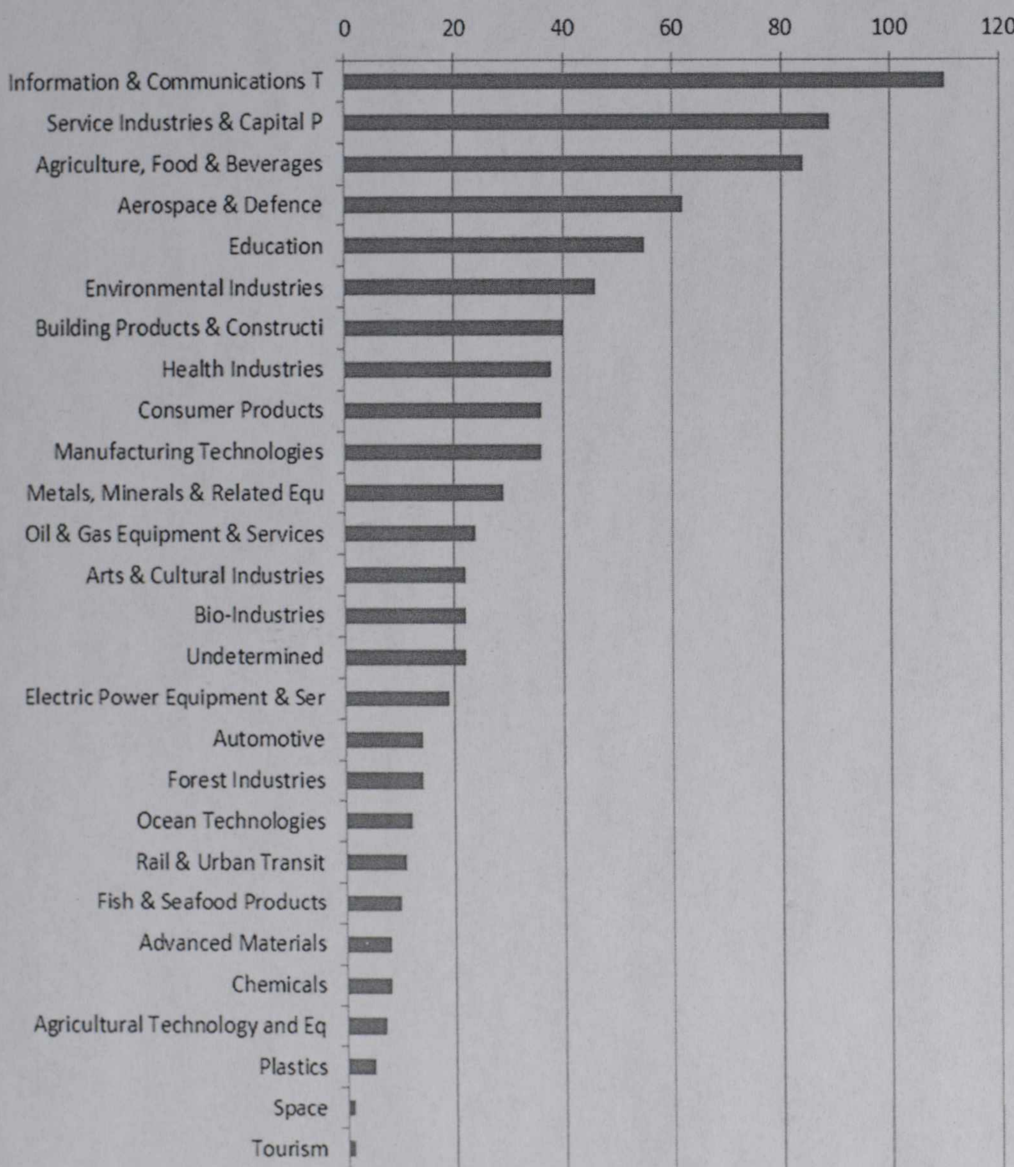


Responses by Key Service type



Qualified contacts and Market Potential Assessments constitute the majority of the responses, making up 42.30% and 28.24% respectively. This represents a similar ratio to the number of services delivered for which a survey was sent (42.65% and 28.36%). Preparation for International Market services made up 18.18% of responses, but 20.08% of surveys sent. Problem Solving accounted for 11.27% of responses and 8.92% of surveys sent.

Responses by Sector



Response Rate	
110/753	14.61%
89/481	18.50%
84/484	17.36%
62/285	21.75%
55/246	22.36%
46/275	16.73%
40/286	13.99%
38/221	17.19%
36/199	18.09%
36/178	20.22%
29/158	18.35%
24/131	18.32%
22/120	18.33%
22/143	15.38%
22/164	13.41%
19/103	18.45%
14/95	14.74%
14/122	11.48%
12/43	27.91%
11/45	24.44%
10/74	13.51%
8/39	20.51%
8/31	25.81%
7/68	10.29%
5/22	22.73%
1/3	33.33%
1/6	16.67%

The responses by sector are very similar to the distribution of surveys sent to clients. Those that make up larger percentages of responses than surveys sent are Aerospace and Defence, Education, Manufacturing Technologies, Ocean Technologies and Service Industries and Capital Projects. Those with lower rates of response are Building Projects and Construction, Forest Industries and Information and Communications Technologies. The highest rates of response are Space at 33.33%, Ocean Technologies at 27.91% and Chemicals at 25.81%. The lowest response rates are Agricultural Technology and Equipment at 10.29% and Forest Industries at 11.48%.

10

International Business Opportunities Centre (IBOC) Pipeline

Matching Business Leads

November 2011