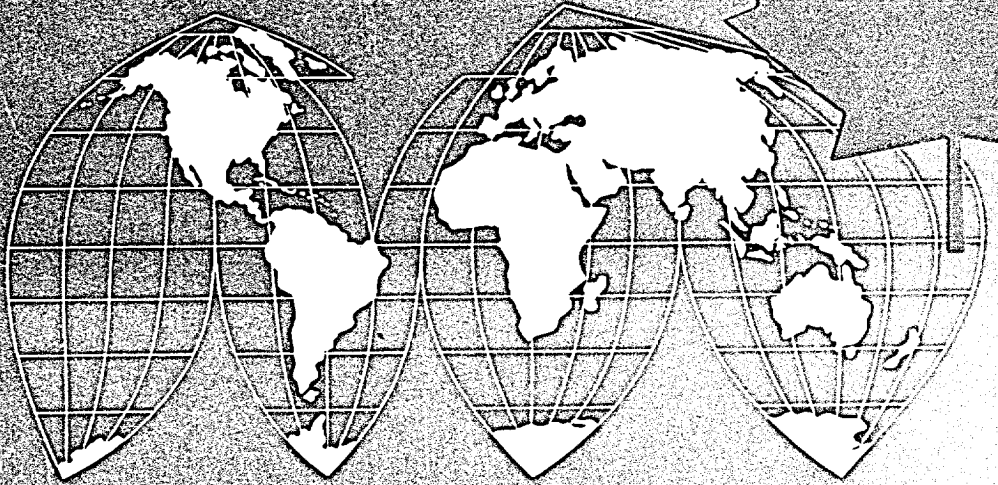


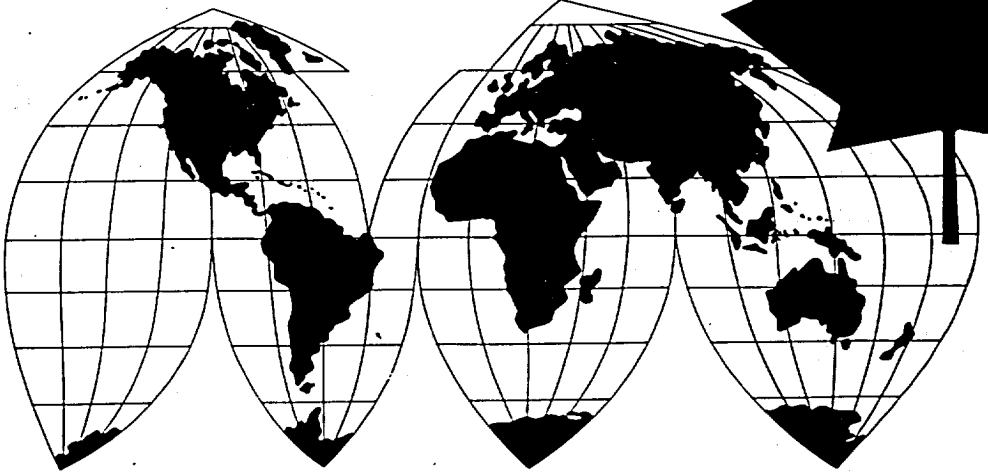
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You Want to Export ...



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So You Want to Export ...



Dept. of External Affairs
Min. des Affaires extérieures

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Ottawa, Canada, 1983
(aussi publié en français)

43-238-133

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So You Want to Export . . .

The best time for a company to consider exporting is after it has established itself successfully in its domestic market and has the capability to cater to new markets. Under these conditions the businessman can assume that he has a good chance of profitably expanding his markets by venturing into new markets outside Canada.

Exporting is for small firms as well as large. Certainly, it is not the preserve of the multinationals. Many smaller firms have made highly successful ventures into foreign markets and their involvement in the international marketplace has had positive effects on their performance at home.

Exporting is not, however, a casual business that you can profitably walk in and out of. Foreign markets today are both sophisticated and complex and the demands they make on a company are significant. The decision to sell overseas has considerable implications for the products, finances and organizational structure of the company. It requires a great deal of preparatory work and a real commitment to selling a product abroad on a continuing basis.

Before you launch forth into uncharted waters, you should carefully appraise your products and your company so that you will have some idea of the impact exporting could have on your business. Your appraisal should address the following factors:

- An assessment of your company's performance over the last three to five years.
- An evaluation of your present domestic requirements — how they would be affected by export sales and the estimated contribution of exporting to your company's profitability.
- The company resources that are available to support export activities.
- A critique of your different product lines to determine the international saleability of particular items.

If your initial appraisal proves negative, you should postpone your export activities until a more opportune time. Exporting always involves risks. The challenge is to make it profitable.

The purpose of this booklet is to give information and tips that can help Canadian firms enter new markets abroad. It is divided into three sections: **Making a Market Survey; Tips for Your Trip and Your Reference Sources.**

Making a Market Survey provides an informal overview on making the decision to export. It also identifies potential markets.

The second section, **Tips for Your Trip**, discusses some of the do's and don'ts when journeying overseas on sales visits or exhibiting at an international trade fair.

Your Reference Sources, the third and last section, contains a listing of useful information sources on overseas markets and a brief glossary of terms used in exporting.

Making a Market Survey

Your first concerns as a potential exporter are: product and market. The two are interdependent and are best handled through a market survey. Before you leave on your export trip, you must determine *which* of your products has the greatest export potential and *where* the most promising markets for this product are likely to be. To do this, you will need to critique each of your products within a global framework. Your product critique will identify your most promising products and specify two or three likely market areas that warrant further investigation.

Product Critique

Specifically, your product critique should address the following factors:

- Who are the users of your product? Does it have a wide use, or is its use limited to a particular socio-economic group? This may immediately rule out certain markets.
- Is the use of your product influenced by climatic or geographic factors?
- What is its shelf-life? A product with a very short shelf-life obviously cannot be in transit very long.
- What are the operating costs of your product? What other equipment must a buyer purchase before being able to use it?
- Does your product require assembly, or involve a special skill?
- Will special packaging or "instruction literature" be required? These costs must be taken into account in determining whether or not you can export it at a competitive price.
- Does your product involve technical standards or other regulations that may differ from country to country?

- How much product adaptation would be required before you could export? Are there markets where less or no adaptation is required?
- Does your product require after-sales service and would this pose insuperable problems?
- Does your product ship easily or would shipping costs be exorbitant?
- Are there certain countries where your product would not sell because of traditionally negative attitudes toward that type of product, or a glut in the market, import barriers or political factors?
- Do you have the capability to supply both Canadian and overseas markets?

The way you answer the above questions will help you decide if you are ready to venture into exporting. It will also help you narrow your market choices to the two or three most promising potential markets. In making your final selection, you should prepare a comprehensive profile for each of these markets. This will allow you to compare, appraise and select the market that offers the greatest likelihood of success.

List of Potential Markets

- 1.
- 2.
- 3.
- 4.

Remember, the first rule of exporting is: Don't go all over the globe in one fell swoop! Establish yourself in one market before spreading your wings any further. As well, focus your efforts on one or two products. Once they are successfully established abroad, others can follow.

Market Profile

In preparing a market profile, you will need up-to-date trade statistics and information for each potential market. To obtain this information is not as great a challenge as may appear at first glance. Utilize readily accessible domestic sources of information (see Sources of Information, page 6, and the Section *Your Reference Sources*). Much of the preliminary market research can be done in Canada and should enable you to identify your best market. Once a market is selected, you should visit it to confirm and supplement your knowledge of it before committing yourself to exporting there. Your market visit will, however, be much more successful if you approach it having made an assessment of what its potential and problems are likely to be.

Background Information

- Size of country, distances, climate, terrain and other geographical considerations that affect the saleability of your product.
- Size and distribution of population.
- Level and distribution of income.
- Level of purchasing power. Buying power is rising rapidly in many countries and, as a result, spending patterns are changing drastically. If you export consumer goods, pay special attention to the buying habits in that market.
- Extent and stage of development; plans for future development. This will have a direct bearing on the products that may be in demand over the next decade.
- Present economic situation; trade balance; availability of foreign exchange; credit standing.
- Present political situation.
- Cultural or religious considerations.

Accessibility of Markets

- Restrictions to import of goods through taxes; import duties; quotas;

licences; deposits required of importers.

- Market policy and attitude toward imports of products from Canada — preferential or Most Favoured Nation status.
- Currency controls and convertibility to Canadian dollars.
- Bilateral trade agreements favouring imports from other countries over Canadian goods.

Market Potential

- Current demand.
- Potential for long-term growth.
- Import statistics and trends by volume, value and country of origin.
- Domestic production of product and related products. Is present demand due to a temporary shortage?
- Price differential between domestic and imported product.
- Range of quality.
- Product range with the longest current and potential sales.
- Mark-ups at the importer, wholesaler and retailer level.
- Market control. Is market dominated and tightly held by a few established suppliers? How strong and how well organized is the competition?
- Acceptability of new products.

Market Regulations

- System of measurements used.
- Preferred pricing basis.
- Usual terms of payment.
- Marking and labelling requirements.
- Health, safety and technical standards that apply.

- Product adaptation necessary to accommodate preferences in taste, quality, colour.
- Special packaging requirements.
- Customary methods of selling.

Distribution Channels

- System of buying. Who is the local importer of your type of product and what is the typical mark-up or commission?
- Normal distribution channels. Are imported goods handled through wholesaler-importers for centralized buying or is the distribution characterized by a cumbersome system involving a series of middlemen?
- Agents or representatives required. The market structure and system of buying will determine whether you need a single, exclusive agency for your product or a number of representatives for different locations.
- Extent of sales promotion support expected by importer/agent and anticipated cost.
- Amount of stock typically carried by importers. Expected frequency and size of shipments.
- Adequacy of carrier services.
- Shipping costs. Are these sufficiently low to allow product to be sold at competitive prices?
- Adequacy and cost of inland transportation to get goods from ports to local markets.
- Possibility of negotiating commodity rates for recurring shipments.

Your market profile should have identified the most promising territory for export of your product as well as the names of potential buyers. However, the best market research includes personal visits. Your first export visit is essentially an exploratory one: to see the marketplace for yourself, to make initial contacts and to develop your market penetration strategy. You will be

able to do this much more successfully if you enter the market with a sound knowledge of how it functions and what its idiosyncrasies are.

Sources of Information

The trade statistics and information required for preparing a market profile are readily available from the Offices of Trade Development of the Department of External Affairs (DEA).

The DEA has a series of booklets called *A Guide for Canadian Exporters*. The booklets are comprehensive and contain geographic, climatic, cultural, economic and market data for specific countries or areas.

Separate booklets have been prepared on selected countries, entitled *Canada's Export Development Plan for . . .*, to assist existing and potential exporters interested in expanding business in that country. Booklets have also been prepared for a variety of commodities and industry sectors.

Updated trade statistics are available through the Statistics Canada publication *Exports by Commodity*. This is a monthly publication that lists trade figures by commodity and country. Statistics Canada will prepare, on request, special tabulations of unpublished data to meet specific needs of users. As well, its library has a comprehensive collection of international trade reports and other trade information from overseas sources.

Comprehensive market information is available from the Trade Commissioner Service of the Department of External Affairs. The focus of these trade offices overseas is Canadian exports and the scope of their services is wide. Some of the assistance available to the exporter through the Trade Commissioner Service is described in the next section of this booklet.

There are numerous other sources of information and assistance available. These include:

Large Experienced Exporters — Be sure to contact particularly those international businesses that export products related to yours, *but not directly competitive*. Ask them about market opportunities and where

they believe the promising markets are. You should also talk with other companies that export to the market you are investigating. They can give you a lot of useful information on local business practices, regulations and cultural considerations in that market.

Organizations Associated with International Trade — These include the Canadian Export Association, Canadian Manufacturers' Association, Canadian Chamber of Commerce or foreign Chambers of Commerce located in Canada and your trade associations. These organizations have excellent resources, both in terms of their membership and their libraries, and one can learn a great deal from their expertise.

Banks — International departments of commercial banks can be a valuable resource on financing, financial documentation, credit information and contacts with overseas banks.

(For additional sources of information see the section *Your Reference Sources*.)

The Trade Commissioner Service and the Exporter

The Trade Commissioner Service of the Department of External Affairs has an extended network of trade offices in other countries. The primary focus of these offices is to assist Canadian companies seeking export markets. While the scope of services offered by the trade offices abroad is fairly comprehensive, there is a limit to the extent of personal service a trade commissioner or commercial officer can offer to an individual company. It is therefore worthwhile to note what the Trade Commissioner (Service) can and cannot do.

What the Trade Commissioner Can Do

If this is your first venture abroad or, if you are assessing a new market, the trade commissioner can do some preliminary market research for you — provided you give him the necessary information about your product.

Having identified your priority markets, obtain the latest list of trade posts around the world from your nearest Industry, Trade and Commerce/Regional Economic Expansion office. Write to the trade posts in your priority markets providing:

- A summary of your company.
- Your previous experience as an exporter.
- Precise descriptions of your product.
- Important selling features.
- Type of distributor you are looking for.
- Tentative travel schedule.
- Request for introductions or appointments with potential agents, buyers, or both.
- 5-10 copies of your sales brochures, preferably in colour with multilingual copy.

The trade commissioner can assist you in determining:

- Whether your product can be imported into the market.
- Whether your type of product is already supplied by local producers, importers, or both.
- Buying practices in the market.
- The quality of support services and infrastructure for the market: banking, shipping, storage and brokerage facilities.
- Import policies and restrictions on imports.
- How to quote in the market.
- Social, cultural, business and market conditions.

Once you have completed your marketing plans in a particular country, inform the trade commissioner of your proposals. He can help you market your product by:

- Contacting local agents to assess their interest in carrying your product.
- Recommending suitable agents.
- Supplying credit and other business information on these local firms or agents.
- Recommending translation firms.
- Advising on advertising modes and preferences in the country.

When you are making a sales visit to a specific market, contact the trade post *well in advance*. Given sufficient notice, the trade commissioner can:

- Arrange your business appointments.
- Receive your mail and messages.
- Recommend a suitable interpreter.
- Identify sources of legal counsel, banking services and the like.

Even after you are firmly established in the market, the office of the trade commissioner can continue to assist and smooth the

way for you, provided you have kept them informed of your activities in that market. Specifically, the trade commissioner can:

- Intercede on your behalf when problems of duties, taxes or foreign exchange arise.
- Advise you in settling trade disputes.
- Advise you on recovery of overdue accounts.
- Maintain contact with your agent and provide him with support and encouragement.

Generally, the Trade Commissioner Service can be your eyes and ears in the local marketplace. However, in your own interest, you should make sure that the assistance you seek can reasonably be provided by the Service.

What the Trade Commissioner (Service) *Cannot* Do

- Sell your product. He can research the market for you, introduce you to buyers, recommend agents and set up appointments. From that point on, it is up to the exporter to sell.
- Be present at all your negotiations when you are closing a deal. But he can recommend the legal and technical experts to help you.
- Serve as your translator or interpretation service. But he will suggest names of good translators and interpreters you could use.
- Act as your agent. Do not expect the trade commissioner to spend three days a week marketing your product. He won't.
- Train or police your agents. He can maintain a liaison with them and encourage them but it is up to you to ensure your agents are trained and are working well.
- Be your debt collector. He can advise you on recovery of overdue accounts but cannot do the collection for you.

- Act as your travel agent. Travel and accommodation should be arranged through a commercial travel agent well in advance of your trip.

The extent to which the Trade Commissioner Service can assist a novice exporter depends greatly on the amount of information the trade office has about the exporting firm and its products and the ongoing contact that is maintained with the post. As well, it is important for the export firm to keep the trade office informed of its activities in that territory, plans for future development, advance notice of proposed exhibits or sales visits to the country and any other product or company information that could have a bearing on export sales. You should ask also that the trade office keep you informed of the conditions and needs of their territory and their assessment of future requirements as they relate to your product.

The production of this booklet has been supported by the Office of the Program for Export Market Development (PEMD), Department of External Affairs. PEMD provides assistance to Canadian companies to develop new export markets. The Program has a number of sections, each of which is designed to meet different needs for export marketing assistance. Information on the Program and applications for support can be obtained from the Regional Offices of Industry, Trade and Commerce/Regional Economic Expansion and the Business Centre in Ottawa.

Bon Voyage!

Tips for Your Trip

Promotional Literature and Advertising

Promotional literature and advertising play a central role in the success of a product overseas. Without this support the product, in its alien environment, may soon fade away and die. The smaller company entering a new market should not, however, commit itself to an elaborate advertising plan without having first ascertained that a market does in fact exist for that product in that territory. It is far preferable to establish some sales in the market before launching into an advertising campaign. Sales promotion literature, however, is an entirely different matter.

As an exporter, you should, from the outset, pay special attention to the promotional literature that supports and accompanies your product.

- Examine your existing product literature to see if it can be adapted to suit both your domestic and export needs. Many companies have spared themselves the expense of developing separate export catalogues and sales literature by having all copy in the three major export languages (English, French and Spanish). In this way, the same promotional materials can be used for the product in Canada and abroad.
- Your sales brochures and catalogues should be in colour. Include photographs of your product, showing how it is used and what it does. Highlight its special features and include price information wherever possible. In addition, include background information on your firm, giving a general idea of its size, scope of activities, etc.
- When preparing your catalogues, you should be aware of local tastes and preferences. In some countries, certain colours carry negative connotations. In parts of Africa, for example, the colour purple is associated with witchcraft.
- Pay special attention to the "copy" of your promotional materials. It should

either be multilingual — English, French and Spanish — or it should include the language of the market you are selling in. In the latter case, you would be wise to use a local firm for translating your copy into that language. Ask the Trade Commissioner Service to recommend suitable translators. You should also be aware of the fact that the same copy in two languages can be of varying lengths. Make allowances for this in planning your brochures or product instructional literature.

- The package in which your product is contained can be a terrific salesman! Make sure it is eye-catching, attractive, convenient and informative. Here again, the copy describing use and maintenance of the product should be comprehensive, clear and to the point. As well, you should use the package to inform the consumer of the special features of your product.
- All promotional material should be prepared with the user in mind. Who is he likely to be? What is his level of education? If you are selling to countries with a low level of literacy, your promotional and instructional materials should be largely pictorial.
- Do not forget metric is the most widely used system of measurement. Your product descriptions should state metric sizes.
- If yours is a consumer product, consider point-of-purchase advertising. This could be a simple cardboard display with colour photographs of your products being used. Point-of-purchase advertising has the advantage of ensuring good shelf space for your products in stores.

Once you have made some sales in your overseas market, you should work out an advertising and sales promotion plan with your agent. The types of advertising you choose will be dictated by your product and the tastes of local consumers. Here, you should ask and heed your agent's advice. However, you will need to work out a firm advertising plan with him. Where possible, the amount of monies allocated to sales promotion/advertising should be based upon total annual sales — perhaps three to five per cent. Ideally, your agent or

distributor should match this amount and should supply proof of having spent the money on advertising before you pay your share. Generally, it is also a good idea to give your agent only the basic design and copy of the advertisement. The local translation is best left to the agent, who will be able to ascertain that all the correct nuances and interpretations have been captured in the translation.

Communicating Overseas

At first glance, communicating business information overseas may not appear to differ greatly from domestic communications. There are, however, several features unique to international business communication that warrant highlighting.

For an exporter, overseas communications mean more than merely transmitting or receiving information. They are an important part of the total promotion campaign abroad and can do much to facilitate the entry of a company and its product into a foreign market. It is therefore important for the exporter to learn the accepted practices of international business communications and some of the pitfalls to avoid.

Writing Letters Overseas

Despite the coming of age of telecommunications, letters continue to be the main mode of overseas communications. In domestic correspondence, the businessman operates on familiar ground. He knows the business experiences, background, practices and procedures of his correspondent. He also speaks the same language. When exporting, however, the situation is completely reversed. The exporter frequently must communicate without this advantage of shared experience. He must bridge not only differences in the manner in which business is conducted, but also cultural and language barriers. Obviously, international business correspondence makes special demands of the businessman. Here are some of its unique features:

- Before you write a business letter overseas, look at your letterhead. It should provide all the necessary information: your company's name, address, tele-

phone number, cable address, telex number and, most importantly, *country*. Many letterheads do not contain the name of the country. A letter headed "Yellowknife, N.W.T." may mean nothing to a buyer in Nepal, unless the word "Canada" is also on the letterhead. Or your company may use a letterhead that lists the addresses of all its offices in Canada. Unless it is clear which office the letter is from, your reply may well go through several offices before reaching you. If your domestic letterhead is not suitable for the export side of your business, you should consider investing in a separate letterhead for export correspondence. Remember to use airmail-weight paper with airmail envelopes.

- In your international correspondence you should try, as far as possible, to use the language of the country you are writing to. This is "de rigueur" if the language is one that is widely used in international business (English, French, Spanish) and it is, by far, the most satisfactory solution. Obviously, this will be feasible only if you have access to translation services. If not, you could contact the trade representative in Canada for that country and ask what the international business language of the country is. In any event, in your foreign communications you should raise and settle the question of language early in your contact.
- In overseas correspondence, pay particular attention to the form and tone of your letter. Ensure that it conforms to accepted practices of the country. In export, much of your correspondence may be to businessmen who are not native speakers of the language of your letter. You should, therefore, endeavour to write in a style that is simple and clear. Use standard expressions. Avoid slang or colloquialisms that may be misunderstood or perceived as excessively familiar and lacking in courtesy. Always sign your letters personally. When you initiate correspondence overseas, your letter should project an image of a well managed, reliable business. It should look professional and should establish your credibility as an exporter. The foreign businessman does not have ready access to information about your company and its history. He cannot

easily run a credit check on your firm. So, first impressions are especially important.

- If you have a small company and your business involves frequent, long periods of travelling, you should establish a system for responding to overseas enquiries during your absence. A simple letter from your secretary acknowledging the communication and stating your probable date of return will keep the overseas importer from wondering whether or not you are still in business.
- Finally, a small, but frequently overlooked detail. Make sure to airmail your letters and use adequate postage. Do not assume your secretary knows this — check it out. If there is not sufficient postage on your letter, the post office will send it Via Sea and it could take up to three months to arrive!

Communicating by Telex and Cable

Frequently, the urgency of a piece of information or a business transaction will dictate the use of telex or cable. In using international telex/cable messages, you should pay particular attention to the following details:

- Resist the temptation of using abbreviations, “telegraphic” sentences and “bare bones” messages to save a few cents. The person receiving your cable in the telegraph office may not know the language and the result could be an embarrassing, garbled message, lost business and time. State your message in simple, standard language that conveys the intended communication.
- Be sure to include your complete cable/telex address for reply and state clearly how you want the response sent.
- Always mail copies of all telex and cable communications that you send. This will confirm the text of the cable and will serve as a reminder for the action to be taken.

Telephone Communications

International telephone calls are a standard tool-of-the-trade for the exporter. Unfortunately, all too often, calling overseas is frustrating. The problem of time differences, busy circuits, bad lines, different holidays and holy days and equipment breakdown — all seem to conspire against the exporter who is trying to get an urgent message overseas. While there is nothing one can do to overcome these problems, international telephone calls can be made easier if you keep the following tips in mind:

- In calling overseas, you will frequently be speaking with persons who are not native speakers of your language. As well, differences of accent, intonation and word usage will often make messages incoherent. You can alleviate this problem by speaking in a clear, distinct manner and using only the standard, accepted form of the language. Avoid colloquialisms or expressions that are peculiar to a particular culture or country. A useful tip to remember is to take your language cues from the party you are calling. You can usually judge a person’s proficiency in a language within the first minutes of a call and can adjust your communication accordingly.
- Have clear, detailed notes on hand of topics you wish to discuss and make a note of outcomes or arrangements you have agreed to. Toward the end of your conversation, you should confirm what you understand the agreement to be.
- Follow up all telephone calls with a letter confirming details of the conversation. The letter can also be useful for providing additional information, if necessary. As well, it will serve to remind your overseas contact of any tasks to be performed.

An Export Pricing Worksheet

How to Work out Export Prices

One of the early steps in campaigning for export markets is working out realistic export prices — or “costing”, as it is sometimes called. Too often, goods are priced for export merely on the basis of domestic price plus freight and insurance. Sometimes the resulting price is unrealistically high; occasionally it is too low. The would-be exporter should remember that foreign buyers usually have quotations from many countries to compare and will seek the best possible prices. Export quotations should therefore be kept as low as possible commensurate with a reasonable profit — and certainly a profit no higher than on domestic sales. Manufacturers who want eventually to make volume foreign sales should bear in mind that these will result from good quality offered at a fair price and should keep their profit to a minimum.

The following worksheet may serve as a sample guide to assist you in arriving at a realistic export price for your products.

EXPORT PRICING WORKSHEET (c.i.f.)

Date: March, 1983

Ref: 6243

Name of Customer: Mr. Buyer, Importers Inc.

Address: 162 Overseas Blvd., Foreign Country

Product: WIDGET

Special terms or conditions quoted:

Unit Quoted: 1,000

Gross Weight: 64 kg

Cubic Measure: 140 m³

Item	Cost (Can. \$)
Cost and Freight	
1. Cost of unit before profit	10,000
2. Profit at 10% (for example)	1,000
3. Overseas agent's commission at 7½% (for example)	825
4. Export packing	75
5. Labelling cost	10
6. Stencil marking cost	0
7. Strapping cost	5
8. Cartage	2
9. Freight to seaboard cost \$6.00 per 1,000 Type of carrier: Rail	6
10. Unloading charges	2
11. Terminal charges	1
12. Longload or heavy loading charges	0
13. Consular documents charges	N/A
14. Other charges (cable, phone)	4
15. Ocean freight cost	30
16. Forwarding agent's fee	10
17. Export credit insurance at 1% (for example)	100
18. Financing charges for credit sales	400
Total of Cost and Freight	12,470
Insurance	
19. Marine insurance (add 10% to total of cost and freight)	13,717
Approximate premium	+ 137
Amount to be insured	<u>13,854</u>
20. Type of insurance all risks Rate: 1% Premium: 138.54	138.54
Grand Total (c.i.f.)	12,608.54
Convert Canadian \$ to Export Market Currency	104,203 zks

Organizing Your Time

Ask a seasoned exporter for the single most important factor in planning an overseas business trip and he will probably tell you that it is organizing your time. The inexperienced overseas business traveller frequently makes the mistake of either trying to do too much in a single trip or, at the other extreme, haphazardly, hopping aboard a plane with little pre-planning. Pre-organization of your trip is critical to its success and one of the first maxims of planning is to organize your time.

Experienced exporters will tell you that no overseas business trip, especially the first one, should last longer than two weeks. The veteran traveller will also tell you not to try to cover more than one or two countries in a single trip. Certainly, it is a temptation to add a country to your list because it happens to be next door to one you are visiting. Or perhaps because your ticket allows you the extra stopover. No matter. Resist the temptation!

Once you have decided what countries you are going to visit, work out a travel schedule. Find out what the most productive travel time is for the countries you plan to visit. The Canadian Trade Commissioner's offices in these countries can advise you about holiday periods and holy days. You should also check with the consulates in Canada of these countries for good and bad business periods. You would not, for example, plan a visit to the Middle East during Ramadan when business slows down considerably.

When you are making your itinerary, plan to spend at least three days in each place — a week, if it is a major market. It is a good idea to spend the first day or two on your own, walking about, looking and listening and, generally, getting a feeling for the place you are in. Visit large department stores, supermarkets, or manufacturing plants if yours is an industrial product. See what people are buying, what the product range is, where the products come from, their prices and quality. Assess the competition. Listen to the radio, watch TV and read the local newspapers. This will give you an indication of how the people live, the types of advertising that appeals to them and, most importantly, cues about how the society/marketplace conducts itself. Time taken the first day can spare

you many "faux pas" and give you a chance to get your bearings and recover from the inevitable jet lag.

Plan to visit the Trade Post sometime during your first day or two, even if you have not enlisted their aid in arranging your business appointments or receiving your mail. The Trade Commissioner has first-hand knowledge of the country and you can receive a great deal of practical advice on how the society/marketplace conducts itself. Moreover, he is then in a better position to assist you if this is required after your return to Canada.

If your travels take you to the Far East and you have spent some time observing the city in action, you will have noticed that the attitude toward time is rather more relaxed there. Whereas in Canada a 9:00 a.m. appointment means precisely that, in many other countries it may mean "around 9:00 a.m.". You may find that where you were able to schedule five or six appointments per day in Canada, you may be able to schedule only two or three overseas. Take this into account when working out your travel schedule. As well, in many of these countries, business practices are more formalized and the pace of doing business is much slower than in North America. In some countries, business etiquette dictates the wearing of a business suit, no matter how hot the weather. In others, you are expected to observe the proper preliminaries of tea drinking and exchanging small talk before you start talking business.

A final point to remember is that conducting business overseas can be very wearing on you. The combination of jet lag, strange hotel rooms, different sights, sounds, tastes and textures, all conspire to wear you out. Go easy on yourself; don't cram all your week days with business and your weekends with travel. Give yourself the occasional break to relax and rejuvenate. If you don't, the pace will tell and ultimately your trip may be less productive.

A Checklist for an Overseas Sales Visit

In exporting, there is no substitute for getting up and going to see the market for yourself. But a successful sales trip over-

seas involves much more than a ticket and a plane ride. Pre-planning is essential. The following checklist highlights the ingredients of a productive export trip.

- If you intend to apply for PEMD assistance, make your application two to three months in advance. The Department of Industry, Trade and Commerce/Regional Economic Expansion Regional Office in your area has the necessary information and application forms for PEMD support.
- Two or three months ahead of your trip, write to the Trade Commissioner at the Canadian Embassy in that country. Your letter should contain the information outlined in the section *Making a Market Survey*.
- Specify your objectives for the trip. What do you expect to achieve from your visit? What are your goals? You should remember that the first sales visit overseas is an exploratory one. Be realistic in your expectations of what you can achieve on your initial visit.
- Contact your travel agent and have him prepare your itinerary. He will know the most efficient and cheapest travel routes.
- Once your itinerary is determined, have the agent make all airline bookings well in advance.
- Ask your travel agent for places to stay during your trip and have him make all hotel reservations. These should be confirmed at the time of booking and again just before you arrive.

In addition to the overall preparations you must make for any trip, an overseas export visit involves some special preparation. For your trip, you will need to take:

- A good supply of business cards. Give one to each person you meet in your appointments and make sure you get his business card. This is useful for building an export mailing list. You may consider having your business cards printed on both sides, with English or French on the one side and the language of the country on the other.
- Business stationery.
- A small dictaphone to record details of meetings and their outcomes, specific agreements/tasks you have undertaken and your follow-up plan.
- Sales brochures/literature describing your products, your capabilities and your policies. Ideally, these should be in colour and geared to your prospective market. The copy should be in the local language or multilingual.
- A photograph album showing close-ups of your products, your manufacturing facility and offices.
- C.I.F. prices for all your products for each country you want to visit.
- A schedule of sailings to these countries from major Canadian ports.
- A selection of small giveaways — something connected with your product or a souvenir from Canada.
- Samples of your product, if feasible. If you carry samples, find out about customs regulations of the country. You can check this through its trade representatives in Canada.
- Follow up your sales visit upon your return to Canada. For suggestions for following up business contacts made during your trip, see *After You Return* (Page 19).
- Inform the Trade Commissioner of your travel plans as soon as they are finalized.
- Apply for your Canadian passport. If you already have one, make sure it is still valid.
- Make sure you have the required entry visas for the countries you plan to visit.
- Take extra passport photos for additional visas or permits you may need on your trip.
- Check what immunizations are required for your trip. When you get the shots make sure your health booklet is properly stamped. Carry this with your passport.
- If you are planning on renting a car

while overseas, obtain an international driver's licence.

- Make the car rental arrangements for your trip well in advance. Confirm these a few days before you leave.
- If you are planning to recruit your agent(s) on this trip, make sure you have narrowed your list of agents down to two to three likely prospects.
- If you belong to a service club that is worldwide (e.g. Rotary), enquire whether there are branches in any of the cities you will be visiting. Get their addresses, phone numbers and preferably the name of a contact person. Service clubs are excellent ways of making business contacts.
- Contact your bank manager and ask him to give you a letter of introduction to a bank in each city you plan to visit. This can be useful if you want to check references of a potential agent or customer, or if you run into unexpected financial problems.
- Ensure that the funds you carry are more than adequate for your expected needs and are readily convertible.
- Do some background reading on each of the countries you plan to visit: its history, economy, social scene. How do people live there? What is the dress code? How do you greet people? How do you address them? When is the dinner hour? Will people invite you to their homes? What is the national sport? A little reading before you leave will make your visit a smoother one. Besides, for a small effort, you will generate much goodwill in your host country.

A Checklist for Exhibiting Overseas

International trade fairs have come of age. Today they are both the shop windows of the world and its marketplace. For the exporter, exhibiting at international trade shows is a vital part of the total sales promotion campaign. The novice exporter especially has much to gain by participating in trade fairs. Quite apart from the prospect of on-the-spot sales, international

exhibitions offer the novice exporter the opportunity to test out the market, to assess the competition, to see firsthand his competitors' sales and promotion methods and to make business contacts. As well, the international trade fair is an excellent hunting ground for agents as it is the meeting place for buyers and sellers from all over the world. It is a good idea to arrive in the country a few days before the fair opens and to stay on a few days after it closes to develop and follow up your business contacts.

The Department of Industry, Trade and Commerce/Regional Economic Expansion has prepared a film entitled *Come to the Fair — Participez aux foires*. The film is an introduction to International Trade Fairs and provides very useful information for first-time exhibitors. The film may be borrowed, free of charge, from ITC/REE Regional Offices, or may be viewed there.

One Year in Advance

Select the fair you want to exhibit in. There are many publications listing the international trade shows, including an excellent booklet published by Lufthansa: *Calendar of Events — Trade Fairs and Exhibitions* which is available from the airline at no charge. Your best source of information on trade fairs however, is likely to be from the Canadian Trade Commissioner Service. Contact their offices in the country or region where important trade fairs are held and ask for their appraisal of that fair as a suitable place for exhibiting your product. Two good sources for obtaining information on International Trade Fairs are the Regional Offices of ITC/REE and the Fairs and Missions Divisions of External Affairs. Ask for literature on the fair, catalogues from previous years and the statistics from the last year. When you make your decision, consider the following:

- How large an area does the fair cover?
- What is the range of products displayed?
- How many visitors attended last year?
- How many countries did they come from?
- Is the trend in attendance going up or down? How many companies exhibited?

- What countries did they represent?
- What was the range of products exhibited?
- What is the cost of space?
- What services are included?
- What will the extra services cost?
- What is the deadline for reserving space?
- What is the reputation of the fair's organizers?
- Find out what the customs and import regulations are for bringing in products to exhibit. Are special licences or deposits required? Can the goods be taken back to Canada easily or is there much red tape involved?
- Determine if there are other exhibit opportunities or business visits you can make in conjunction with the fair.
- Select the product line you will exhibit.

Nine Months in Advance

- Mail contracts for the trade fair.
- Send deposits for reserving space.
- Inform the Canadian Commercial Officer in the country you are exhibiting in and keep the office informed of your plans. Send them copies of relevant correspondence.
- Select the members of your company who will be going overseas with you.
- Make hotel reservations.
- Make travel arrangements.
- Plan your exhibit, layout and design. Make sure your booth has an "office space" in which to conduct business. The Canadian Exposition Centre (Department of Supply and Services) can offer you valuable advice on all aspects of exhibiting.
- Determine if you will hire a professional firm to construct and set up your booth. Finalize these

arrangements.

- Check the on-site facilities of the trade fair. Here again, the Trade Commissioner Service can help you. Check especially the sizes of doors and elevators.
- Decide if you are going to use a local public relations firm/man in the weeks immediately preceding the fair and during it. Make the necessary arrangements and draw up the contracts.
- Determine what sales literature must be prepared and translated and what languages the copy will be in. You may want to have a graphic designer plan the layout of the promotional literature.
- Select a freight forwarder and make arrangements for shipping your exhibits to the fair site, and back to Canada, if needed.
- Prepare the advertisement that will go into the fair catalogue, press releases, product details and other pre-fair publicity the show's organizers will require.

Six Months in Advance

- Check booth construction schedule with designer and/or builder.
- Formulate your shipping plans in accordance with the regulations of the fair.
- Determine what free samples and other giveaways you will take with you.
- Determine your exhibit approach. Veteran exporters will tell you that buyers and agents at exhibitions like to see product demonstrations, pick up product literature and talk to the manufacturer or his representatives.
- Determine your public relations approach. You may want to invite potential buyers to your display and arrange for a cocktail hour and reception to follow. You may want press releases or photographs of some important person visiting your display. You may want to place a small advertisement in international trade magazines indicating your product and

where you will be displaying it.

- Make plans for manning your booth. Your booth should be manned at all times when the fair is open. You should have adequate staffing in your booth — generally two people per square metre of space.
- Arrange for local personnel, interpreters, receptionists.
- Order exhibit supplies.

Four Months in Advance

- Finalize shipping arrangements. Contact transportation facilities, customs agents, freight forwarding.
- Re-check sales and promotional literature.
- Assign personnel assignments.
- Prepare manning schedule for booth.
- Start training of personnel — they will need to have a thorough knowledge of your products, capability, prices and delivery mode.

Three Months in Advance

- Re-check supplies and equipment.
- Arrange to ship. Insure exhibit.
- Make final approval on local publicity at fair.
- Order badges for booth personnel.

Two Months in Advance

- Send list of booth personnel to fair management.
- Send list of personnel who will be at local hotel. Re-confirm reservation dates. Finalize arrangements for photographer.
- Send invitations to potential customers/agents to visit your display.
- Re-check travel arrangements.

One Month in Advance

- Check on delivery of exhibit, equipment and supplies.
- Arrange for exhibit re-packing and return.
- Check on booth construction.

Week Before Show

- Orient booth personnel.
- Check hospitality arrangements.
- Set up on-site meetings with your personnel.
- Check on arrival and clearance of your exhibit and equipment
- Check supply of order books, business stationery, business cards, notepads and housekeeping items.
- Prepare tool kit for emergency repairs of display units and equipment.
- Meet with photographer to arrange for photos.
- Note all important phone numbers: fair manager, decorator, freight handler.
- Inform your Canadian office of your booth phone number.

Day Before Fair Opens

- Perform a final check on booth, furniture and equipment.
- Meet with booth personnel and finalize their schedules for manning the booth.
- Check that you have enough people on duty to allow you to keep appointments with potential customers and agents.
- Survey the entire fair. See what your competitors have set up and note ideas you can incorporate in a future display.

During the Fair

- Arrange daily breakfast meetings for briefing your personnel.
- Check on the competition. What they are offering; their prices and sales techniques.
- Seek out foreign manufacturers of complementary product lines to discuss the possibility of distributing your products in their home markets.

After the Fair

- Arrange for re-packing and return of your exhibit.
- Check bills and service charges.
- Try to stay on for a few days after the fair closes. Use this time to:
 - train your agent, if you have just recruited one;
 - follow up local contacts made during the fair;
 - visit the marketplace and note competitive products, prices, presentation and local advertising practices.
- Write follow-up letters to all promising contacts made during the fair.
- Send further details or sales literature that was requested.
- Give sales information to all personnel.
- Meet with personnel who accompanied you to the fair. Get their opinions. Make notes of sales techniques you learned during the fair and the pitfalls to avoid in future exhibitions.
- Inform the Trade Commissioner Service about the outcome of your participation in the fair and your future plans for that market.
- Check back with the Regional Office after you return to Canada to brief them on the outcome of your trip.

After You Return

When you return to Canada you will invariably find your desk piled high with work that has accumulated while you were abroad. Frequently, in the rush to get caught up, the novice exporter neglects to adequately follow up on his export trip. This is a serious mistake. While on-the-spot sales made during an overseas visit or exhibit can do a lot to help the balance sheet at year end, the success of an export business depends upon repeat sales. Adequate follow-up after an overseas trip can greatly facilitate your entry and continuing presence in an overseas market. After every sales trip overseas you should:

- Spend the first day after you return to Canada at home. Use this time to relax from your trip and to sort out the business cards, materials and information obtained during your visit. Prepare a list of names and addresses of people you should write a follow-up letter to. You could simply use their business cards. On each person's card write down the material or information requested. Draft a general follow-up letter thanking your contact for taking the time to meet with you and assuring him of your interest in that market. If you have appointed an agent in the area, give his name and address and suggest that he will call on your contact from time to time. The next morning, give your draft letter and the business cards to your secretary to put on word processor with personalized salutations and the appropriate materials enclosed for each person.
- Keep an "export mailing list" of all foreign businessmen and buyers you meet during your overseas visits. Write to them periodically, with copies to the Trade Commissioner — sending announcements of new products, copies of your export newsletter, or simply a general letter indicating your continuing interest in the market. The key here is to persevere and be visible. Keep your company and product name in front of buyers as much as possible.
- Write to the Trade Commissioner for the territory. Tell him how your sales visit went, who your agent is, what your plans are for that market and what additional information and/or

assistance you would like from him. If he knows you are active in the area, he can continue to look for sales leads for you.

- Keep your agent informed of all activities in that area. Send him copies of all your correspondence with local businessmen. Ask for his advice on sales promotion activities. Discuss

targets and marketing strategies with him.

- Make plans for regular visits to the market. In general, you should visit an export market once each year. This reinforcement is essential if your business is to be a success.

Bon Voyage and Good Luck!

Your Reference Sources

The Jargon of Exporting

C.I.F. (Cost, Insurance, Freight) — the exporter pays the cost of the goods, cargo insurance and all transportation charges to the named point of destination.

Canadian and Foreign Port Charges — charges for unloading or storing goods and for dock space before loading on a ship.

Certificate of Origin — a certification of the country where the product was made.

Commercial Invoice — prepared by the exporter or the forwarder. It is needed by the buyer to show ownership and arrange for payment to the exporter.

Consular Invoice — may be required by certain foreign governments to have tighter control over their imports. A consular invoice requires approval of that country's consulate in Canada and frequently involves a fee.

Customs Documentation Charges — special documents required by some countries to identify the origin and/or value of the shipment.

Customs Invoice — prepared by exporter or forwarder, this is a copy of the seller's commercial invoice, describing the goods bought. Customs invoices are used for import clearances and, occasionally, vary from commercial invoices.

Dock and Warehouse Receipt — domestic Bill of Lading needed for contracting with trucking firm or railroad, to ship goods from the exporter's loading dock to the port.

Export Declaration — prepared by exporter or freight forwarder for shipments valued in excess of a specified amount.

Export Licence — may be required for some export shipments, for example, strategic goods.

Export Management Company (EMC) — an independent firm which acts as the exclusive sales department for non-competing manufacturers. There is usually a formal

agreement to manage the manufacturer's exports. Some act as an agent for the manufacturer and, in such cases, are paid a commission on the export sales. Others operate on a "buy-sell" basis, that is, EMCs buy from their manufacturers at a set price, and resell to foreign customers.

Ex-factory — the price of goods at the exporter's loading dock, i.e., the buyer owns the goods at that point and bears all the risks and cost for subsequent delivery.

Ex-works Price — this price normally includes export credit insurance, financing charges and the profit margin. It excludes any costs which relate specifically to the home sales operation.

F.A.S. (Free Along Side) — the price of goods to delivery on the docks during loading. The buyer becomes responsible for the goods once they are on the docks alongside the ship.

F.O.B. (Free on Board) — the prices of goods on board the specified vessel at the specified port of shipment. If you have quoted F.O.B. prices, you are responsible for the shipment until it is loaded on board. This could cause problems in the event of a dock strike.

Financing Charges — bank fees and interest charges for handling payments, or for financing shipments.

Freight Forwarder Charges — charges for the use of internal freight forwarders.

Import Tariffs — foreign government taxes levied on exports.

Insurance Certificate — prepared by the exporter and his forwarder to indicate insurance of the goods against loss or damage.

Insurance Costs — cargo insurance to cover the risks of shipping.

Letters of Credit (L/C) — an arrangement whereby an importer arranges with his bank to transfer the amount of the transaction to a Canadian bank for payment to the Canadian exporter. This amount is available to the exporter provided the requirements of the letter of credit are met. When the exporter presents his invoices and shipping documents to the bank, he receives immediate payment.

Ocean (or Airway) Bill of Lading — prepared by the carrier or freight forwarder as a contract between the owner of the goods and the carrier. It is needed by the buyer in order to take possession of the goods.

Packing Lists — prepared by the exporter to show the quantity and type of merchandise shipped.

Organizations of Interest

Federal Government Programs

The Department of Industry, Trade and Commerce/Regional Economic Expansion has developed a variety of incentive programs for Canadian exporters. Call Zenith 0-3200 or the Business Centre in Ottawa at (613) 995-5771 (reverse charges) for more information. These include:

Program for Export Market Development (PEMD) — provides incentive for Canadian firms to enter or expand foreign markets by sharing the financial risk of entering new markets overseas. The program has seven different sections, each of which is designed to meet a particular export marketing need.

- Section A — Specific Project Bidding
- Section B — Market Identification Trips
- Section C — Participation in Trade Fairs Abroad
- Section D — Incoming Foreign Buyers
- Section E — Export Consortia Assistance
- Section F — Sustained Export Market Development
- PEMD FOOD — Development of Markets for Agriculture, Fisheries and Food Products

Further information on these programs may be obtained by writing to the nearest ITC/DREE Regional Office.

Promotional Projects Program (PPP) — promotes the sales of Canadian goods and services abroad through a number of sponsored projects including:

- Trade Fairs Abroad
- Trade Missions (Incoming and Outgoing)
- Incoming Trade Delegates and Buyers.

Further information may be obtained from the nearest ITC/DREE Regional Office or the appropriate Office of Trade Development (listed below).

Industry Sector Branches — serve as a liaison between industry and government. Their function is to assist Canadian industries in matters relating to technology, research and development, financing, marketing and management. The branches cover the major industry sectors and work closely with the Trade Commissioner Service and the Trade Development Offices to help Canadian firms develop and expand their overseas markets.

Offices of Trade Development — provide market information on foreign countries on trade-related matters. These offices are responsible for facilitating trade and developing export marketing strategies for their area. The Offices of Trade Development, with sub-divisions, are:

Africa and Middle East

Tel: (613) 992-1068

Africa Division

Tel: (613) 593-4963

Middle East Division

Tel: (613) 593-7030

Asia and Pacific

Tel: (613) 995-2888

Asia Division

Tel: (613) 996-9195

Japan and South Pacific Division

Tel: (613) 995-3054

Southeast Asia Division

Tel: (613) 996-8661

Europe

Tel: (613) 992-4815

Eastern Europe Division

Tel: (613) 593-4884

Western Europe Division

Tel: (613) 995-6438

Latin America and Caribbean

Tel: (613) 996-5533

Caribbean and Central America Division

Tel: (613) 992-0384

South America Division

Tel: (613) 996-5546

United States

Tel: (613) 994-4642

Business Information Centres — provide information on all federal and provincial government programs and services de-

signed to assist Canadian business. There are 10 Business Information Centres across Canada, one for each region of the country. The Business Information Centres have a toll-free number — Zenith 0-3200 — which automatically connects your call to the Centre nearest you.

COSTPRO — The Canadian Organization for the Simplification of Trade Procedures has developed a manual alignment technology that aligns data on documents used in shipments to the United States and overseas. It has also developed an electronic alignment technology. Further details can be obtained by contacting:

COSTPRO
151 Sparks Street
Ottawa, Ontario
K1P 5E3
Tel: (613) 234-4333

Other Federal agencies that offer programs or services for the exporter include:

Canadian Commercial Corporation — The Canadian Commercial Corporation responds to requests from foreign governments and international agencies seeking Canadian goods and services and capital projects. For information concerning capital projects contact:

Canadian Commercial Corporation
112 Kent Street
Tower B, Place de Ville
Ottawa, Ontario
K1A 1E9
Tel: (613) 996-0034

For information on traditional sales of equipment and services, contact:

Director General and Vice-President
Canadian Commercial Corporation
Export Supply Centre
Place du Portage — Phase III
Hull, Québec
K1A 0S5
Tel: (819) 997-5714

Canadian Government Expositions Centre — of the Department of Supply and Services offers a wide range of assistance on all aspects of exhibiting. For more information, contact:

Canadian Government Expositions Centre
440 Coventry Road
Ottawa, Ontario
K1A 0T1
Tel: (613) 993-2962

Export Development Corporation — provides the major form of export financing through credit and investment insurance services, long-term loans and guarantees. For more information, contact:

Export Development Corporation
P.O. Box 655
Ottawa, Ontario
K1P 5T9
Tel: (613) 237-2570

Canadian International Development Agency (CIDA) — administers Canada's development co-operation programs around the world. These projects are primarily implemented by the private sector through consultants, contractors, suppliers and manufacturers. For more information, write:

Canadian International Development Agency (CIDA)
200, promenade du Portage
Hull, Québec
Tel: (819) 997-5456

Statistics Canada — prepares and publishes a variety of statistical data on the export and import picture in Canada. It will also prepare special tabulations of unpublished data to meet specific needs of users. The Statistics Canada library has a comprehensive collection of foreign trade reports and other trade information published by sources overseas. Further information on the services provided can be obtained from:

Statistics Canada
Information Section, External Trade Division
R.H. Coats Building
Tunney's Pasture
Ottawa, Ontario
K1A 0T6
Tel: (613) 593-7276

As well, there are other organizations that offer services and expertise in the area of exporting. These include:

- Canadian Export Association
- Boards of Trade in major cities
- Canadian Bankers' Association

- Canadian Manufacturers' Association
- Dun and Bradstreet
- Trade Associations
- Local Chambers of Commerce
- Canadian Chartered Banks
- Airlines and Shipping Companies

Provincial Government Programs — All provincial governments have trade promotion programs. Some have trade centres in the United States, Europe and Asia. Their help to the exporter ranges from loans and insurance programs to incentive programs for participating in overseas trade fairs.

Additional Sources of Information

Area Handbook, Foreign Areas Studies, The American University, 5010 Wisconsin Ave. NW, Washington, DC 20016. A series of briefing handbooks containing socio-economic, historical, cultural and political data. Most countries are covered in the series.

Canadian Trade Index, The Canadian Manufacturers' Association, One Yonge Street, Toronto, Ontario, M5E 1J9, gives a complete listing of Canadian manufacturers and their products, including an identification of those interested in exporting.

Chase World Guide for Exporters, Export Credit Reports, Chase World Information Corporation, One World Trade Center, Suite 4533, New York, NY 10048. This guide covers 180 countries and contains such information as foreign import and exchange regulations. The report gives the credit terms granted for shipments by industry groups as a whole.

Development Forum/Business Edition and World Bank Monthly Operational Summary, United Nations, Palais des Nations CH-1211, Geneva 10, Switzerland, published twice monthly, provides advance project information from all the major multilateral institutions.

Exports by Commodities, Catalogue 65-004, Statistics Canada, Publications Distribution, Ottawa, K1A 0T6. Published monthly, *Exports by Commodities* provides the Canadian exporter with trade statistics classified by commodity and export market.

Exporters' Encyclopaedia, Dun & Bradstreet, 84 Carlton Street, Toronto, Ontario M5B 1L6, contains information on shipments to all countries from the United States.

Exporting, Centre of International Business Studies, Dalhousie University, Halifax, N.S. B3H 4H8, gives general export information useful for the new exporter.

Foreign Economic Trends, available by subscription from the Superintendent of Documents, Washington, DC 20402, provides economic data for all countries. It is updated every six months.

Foreign Trade Statistics, published by the OECD.

International Trade Reporter, Bureau of National Affairs, Inc., 1231-25th St. NW, Washington, DC 20037. Country-by-country shipping information with weekly looseleaf updating.

Market Share Reports Catalogue (PB294300), published by the Office of International Economic Research, U.S. Department of Commerce, Washington, DC 20230. The catalogue, which is free, lists all the reports available in the *Commodity Series* (PB286200) and the *Country Series* (PB286200).

Overseas Business Reports, Superintendent of Documents, Washington, DC 20402, gives updated business and economic information for any country in the world.

Shipping Documents and Customs Regulations, Department of Industry, Trade and Commerce/Regional Economic Expansion, Ottawa; leaflets on such topics as customs documents, consular legislation, special certificates and permits and bills of lading, among others.

Trade Directories of the World, Croner Publications, 211-05 Jamaica Avenue, Queen's Village, NY 11428, contains listing of all directories. It is updated with a monthly loose leaf service.

Understanding Exports, The Canadian Manufacturers' Association, One Yonge Street, Toronto, Ontario, M5E 1J9, is a guide for the Canadian exporter that includes such topics as pricing for export

markets, foreign representation, transportation, marine insurance and export documentation.

World Trade News, The Canadian Manufacturers' Association, One Yonge Street, Toronto, Ontario, M5E 1J9, a newsletter giving tariff and trade information, documentation and shipping requirements, export, joint venture and licensing opportunities, trade fairs and exhibitions and other information.

Regional Offices

If you have not previously marketed abroad, contact any Regional Office of the Department of Industry, Trade and Commerce/Regional Economic Expansion at the addresses listed below:

Newfoundland and Labrador

P.O. Box 8950
90 O'Leary Avenue
St. John's, Newfoundland
A1B 3R9
Tel: (709) 737-5511
Telex: 016-4749

Nova Scotia

Duke Tower, Suite 1124
5251 Duke Street
Scotia Square
Halifax, Nova Scotia
B3J 1P3
Tel: (902) 426-7540
Telex: 019-21829

New Brunswick

590 Brunswick Street
Fredericton, New Brunswick
E3B 5A6
Tel: (506) 452-3190
Telex: 014-46140

Prince Edward Island

P.O. Box 2289
Dominion Building
97 Queen Street
Charlottetown, Prince Edward Island
C1A 8C1
Tel: (902) 892-1211
Telex: 014-44129

Québec

Case postale 247
800, Place Victoria, 37^e étage
Montréal (Québec)
H4Z 1E8
Tel: (514) 283-6254
Telex: 012-0280

220, avenue Grande-Allée est
Pièce 820
Québec (Québec)
G1R 2J1
Tel: (418) 694-4726
Telex: 051-3312

Ontario

P.O. Box 98
1 First Canadian Place,
Suite 4840
Toronto, Ontario
M5X 1B1
Tel: (416) 365-3737
Telex: 065-24378

Manitoba

4th Floor
185 Carlton Street
Winnipeg, Manitoba
R3C 2V2
Tel: (204) 949-2381
Telex: 075-7624

Saskatchewan

1955 Smith Street
Room 400
Regina, Saskatchewan
S4P 2N8
Tel: (306) 359-5020
Telex: 071-2745

Alberta and Northwest Territories

Cornerpoint Building
Suite 505
10179-105th Street
Edmonton, Alberta
T5J 3S3
Tel: (403) 420-2944
Telex: 037-2762

British Columbia and Yukon

P.O. Box 49178
Bentall Centre, Tower III
Suite 2743
595 Burrard Street
Vancouver, British Columbia
V7X 1K8
Tel: (604) 666-1434
Telex: 04-51191

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