



# CANADEXPORT

TRADE + INVEST + PROSPER

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SPECIAL FALL EDITION  
NOVEMBER 2007

## ▶ TOP STORIES

### When a sweet deal goes sour

Doing business abroad doesn't always turn out as planned. Business deals can derail with miscommunication, ill will or just plain bad luck. So how can Canadian entrepreneurs resolve their disputes without the expense of going to court? There is a better way. [see page 3](#)

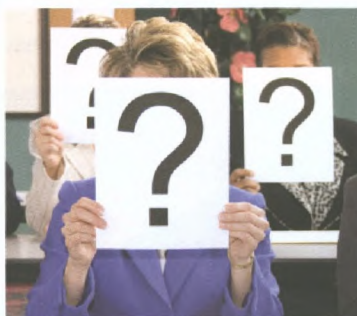


### Location, location, location

Quick. What are Hefei, Kunming and Wuhan? If you don't know, you might want to listen to the latest *CanadExport* podcast. They're just three of China's so-called second-tier cities and which say are at the heart of this Asian tiger's roaring economy. Tune in to find out why location is key for Canadian entrepreneurs. [see page 9](#)

### An entrepreneur's winning mantra for success

Ask Tanya Shaw Weeks what it takes to succeed in the global marketplace and she will tell you to ask as many questions as you can all the time. As President and Chief Executive Officer of Unique Patterns Design Ltd., Weeks should know. [see page 4](#)



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For years now, the economies of Latvia, Lithuania and Estonia have been firing on all cylinders. Since accession to the European Union in 2004, these countries have posted the highest growth rates of any member country. [see page 5](#)

### ▶ Iroquois cranberries cause a stir

The Wahta Mohawks in Ontario have been selling their cranberry products in the international marketplace for some time, but now they have their eyes on the health conscious markets of Southeast Asia. Too far sighted? Canadian trade commissioners don't think so. [see page 7](#)

### ▶ Ontario company eyes returns on its investment

As Mexico continues to strengthen its place in the global supply chain, manufacturers of all stripes are establishing operations there—taking advantage of available labour, lower costs and Mexico proximity to the rest of North America. [see page 8](#)

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## Is China worth the risk for SMEs?

Canadian small businesses can succeed in China but they shouldn't be seduced into believing there aren't any risks, says a Canadian trade specialist.

Erin Wilkinson, exporting co-ordinator at Alberta's Business Link, says there is a lot of hype these days about outsourcing opportunities in China but often the risks can be greater than in other developing markets such as Mexico.

"When you get something cheap, there is often a reason for it," she cautioned participants at the FITT national conference in Vancouver.

Wilkinson cited the recall of pet food in Canada and the United States after the discovery of contaminated ingredients. The source of the contamination came from China where, she says, there are often different standards of manufacturing and quality control.

Small businesses therefore need to go into China with their eyes open and be well briefed. They need a good business plan and articulate that plan to potential partners. They must also assess doing business with China to ensure their cost savings will outweigh the risks.

"Entrepreneurs are very successful about their products and services but they are often not very good at communications and planning," she says.

When outsourcing to China, SMEs need to communicate their special requirements and standards, and ensure adequate methods of quality control locally. But it doesn't stop there: they also need to consider protection of their ideas and patents.

"Anytime you go abroad, you risk your intellectual property by outsourcing a product," Wilkinson says. "It's an issue we always have to be aware of in doing business anywhere in the world."



Be prepared before you leap into China, says one trade expert.

Wilkinson says some companies protect their intellectual property by outsourcing different processes to different companies to ensure that no one person outside their organisation is exposed to the whole process. Of course, doing this can also increase costs and logistical problems.

Despite the risks, there are lots of ways to ensure success in China, says Wilkinson. And help is always available from trade officials with the Government of Canada and provincial governments.

For more information, go to [www.exportlink.ca](http://www.exportlink.ca) or [www.infoexport.gc.ca](http://www.infoexport.gc.ca).

### GENERAL INFORMATION

*CanadExport* is published electronically twice a month by Foreign Affairs and International Trade Canada.

*CanadExport* paraît aussi en français.

ISSN 0823-3330

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## Deal gone bad? Resolve it with arbitration

For a growing number of international companies, arbitration is the preferred way to resolve disputes.

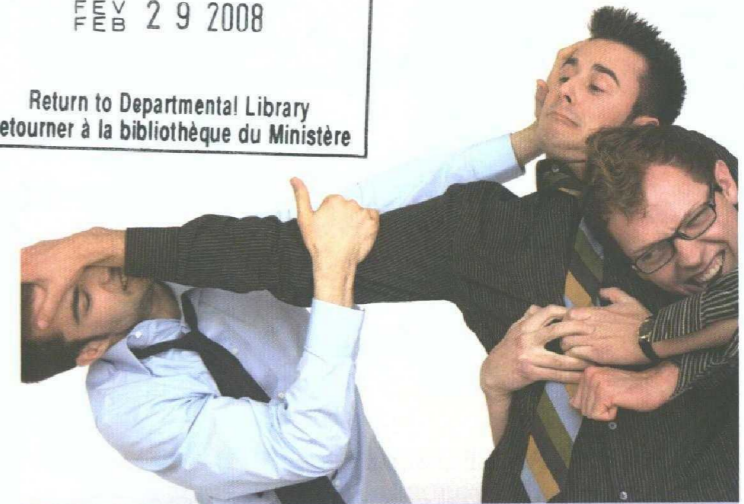
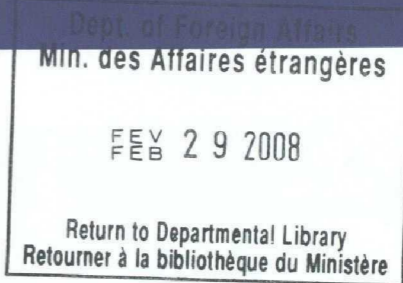
Those working in business know that things don't always turn out as planned. If a business operates internationally, even more problems can arise. In addition to the uncertainties of foreign markets, things can go awry over miscommunication, ill will or plain bad luck. This can lead to undelivered goods, misappropriated technology or cancelled contracts.

"Often international transactions involve complicated contracts that engage many parties, including foreign governments or multiple companies," said John Lorn McDougall, a partner with Fraser Milner Casgrain LLP in Ottawa and chair of the Canadian Chamber of Commerce's Arbitration Committee. "There are a number of problems that can arise, such as claims for breach of contract or for illegal or wrongful conduct."

So what can be done to protect a business?

For more and more companies, the answer is international commercial arbitration and other forms of alternative dispute resolution. As foreign investment and international trade have grown, so too has demand for alternatives to litigation.

These days, international commercial arbitration is experiencing a boom. *The Financial Times* of London recently



Experts say when the going gets tough in business, resist litigation and embrace arbitration.

reported that three out of four corporate legal counsels at multinational companies would prefer to settle cross-border commercial disputes by arbitration.

It's no wonder then that the International Chamber of Commerce (ICC), whose International Court of Arbitration is among the oldest and largest arbitration forums in the world, has logged more than 500 new cases a year in the last few years. Companies around the world routinely include ICC arbitration clauses in their contracts.

Arbitration - see page 11

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## A Canadian entrepreneur's winning mantra for success

Ask Tanya Shaw Weeks what it takes to succeed in the global marketplace and she will tell you to ask as many questions as you can all the time.

"Don't be shy. There's a lot of information out there to tap into that is very helpful," she says.

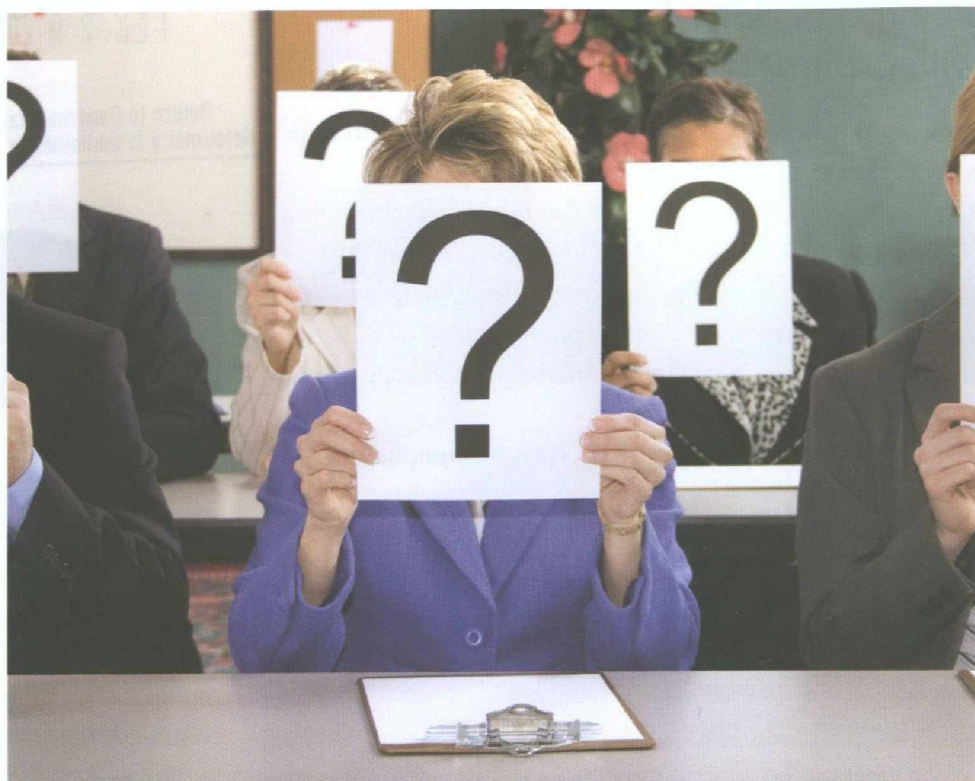
As President and CEO of Unique Patterns Design Ltd., Weeks should know. After about 10 years of exporting, 93% of her company's sales are made in foreign markets.

She established Unique Patterns in Dartmouth, Nova Scotia, in 1994. The company uses proprietary software developed by Tanya and engineers at Dalhousie University's ID Laboratory to provide custom-made clothing patterns to over 12,000 home-sewing customers.

It is the only company in North America offering this type of service. Unique Patterns currently exports to the United States, Singapore, Japan, Austria and England.

Across Canada, women entrepreneurs like Weeks are taking their products and services to the world. And like her, they are asking questions and seeking information to enhance their export success.

It is estimated that between 10,000 and 40,000 businesses in Canada owned by women or jointly-owned with women are exporting and this accounts for close to 40% of their total sales. Seventy-four percent of these exporters are making sales in the United States, while 60% have exported to Asia and slightly fewer have made sales in Europe.



One Canadian entrepreneur says that to succeed in the global marketplace, you have to ask a lot of questions.

These statistics are all the more impressive considering that more than half of women exporters indicate that they encounter export challenges specific to their gender. These include cultural differences and not being taken seriously as business owners.

Canadian businesswomen also encounter other challenges, including a lack of support networks, cash flow problems, obtaining information on foreign markets and dealing with foreign laws and regulations.

Weeks sought help from diverse government services to overcome some of these obstacles.

Like many entrepreneurs, she tapped into the knowledge and assistance Industry Canada and the Canadian Trade Commissioner Service. She consulted with trade commissioners

throughout the United States to identify opportunities and potential customers.

In response, both to the growing number of women exporters in Canada and the special concerns women have regarding business in foreign markets, Foreign Affairs and International Trade Canada developed a businesswomen in trade website at [www.international.gc.ca/businesswomen](http://www.international.gc.ca/businesswomen).

The site includes essential tools to make exporting simpler and to provide information on potential markets, trade leads and assistance programs. Women interested in trade missions, conferences and export workshops will find the calendar of events beneficial.

For more information, go to [www.international.gc.ca/businesswomen](http://www.international.gc.ca/businesswomen), [www.exportsource.ca](http://www.exportsource.ca) and [www.infoexport.gc.ca](http://www.infoexport.gc.ca).

## The mighty Baltics: Hear them roar

For years now, the economies of Latvia, Lithuania and Estonia have been firing on all cylinders.

Since accession to the European Union in 2004, these countries have posted the highest growth rates of any member country. So it comes as no surprise that American, European, Nordic and Asian companies have set up shop there to sell, invest and use these three countries as launching pads to the more than 640 million consumers in Russia and the EU.

But how are Canadian entrepreneurs doing in a region showing such promise?

Claire Poulin, Canada's Ambassador to Latvia, Lithuania and Estonia, concedes there is a lot of work to be done but adds that there is no better time than now for Canadians to bring their business to the region.

"For Canadian companies, some of the biggest opportunities in all these countries can be found in construction and building products (including green building products), the agri-food sector, information and communications technologies, and energy and environment," says Poulin.

Canada's top official in the Baltics says that the infusion of massive amounts of EU money, or so-called 'structural funds', is fuelling a boom in residential and commercial construction, not

to mention all kinds of infrastructure including rail, roads, information technology and the energy sector.

"Income and corporate tax rates are low, and EU and NATO accession has given these nations a boost of confidence. There are too many opportunities to ignore. After all, Canada is well perceived in the Baltics. We are seen as technologically advanced, and we are seen to offer quality at a great price. But not enough people here are getting the message. We risk losing out simply because we have not given this market enough emphasis."

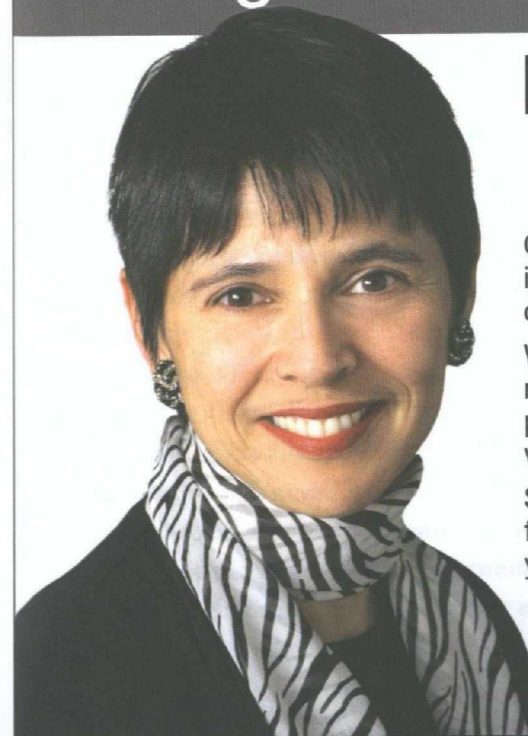
In addition to being more proactive, Poulin advises Canadian entrepreneurs to contact the Canadian Trade Commissioner Service.

"We are here to help Canadian entrepreneurs. Let us give you the market intelligence you need on your sector and let us put you in touch with the right people. Our support can go a long way."

For more information, contact Irena Cirpuse, email: [irena.cirpuse@international.gc.ca](mailto:irena.cirpuse@international.gc.ca), Canadian Embassy in Riga, and go to [www.infoexport.gc.ca](http://www.infoexport.gc.ca).



## Doing business abroad?



## It pays to have the right connections.

Canadians doing business abroad need reliable contacts with in-depth knowledge and local know-how. Finding the right people can be challenging. Finding the wrong ones can be costly.

We are the Canadian Trade Commissioner Service—Canada's most comprehensive network of international business professionals. With over 23,000 business contacts around the world, we can help you get connected and on your way.

So put our seasoned team of international trade experts to work for you today. And see what the right connections can do for your business.

Barbara Giacomini,  
Trade Commissioner  
San Francisco, United States

[www.infoexport.gc.ca](http://www.infoexport.gc.ca)  
1-866-923-9611



## Biotechnology firm finds its catalyst

When Dr. Ali Tehrani and his team started Zymeworks in 2004, they weren't sure their small start-up could get the attention of the big biotechnology players in California. But just three years in, and with some help from Canada's Trade Commissioner Service, the Vancouver-based firm's molecular simulation software is more visible than ever.

Zymeworks' focus is to develop industrial enzymes for specific market needs and applications using molecular simulation software.

"Enzymes are natural protein molecules that act as catalysts in biochemical reactions," says Dr. Tehrani, CEO of Zymeworks. "But nearly every manufacturing process in every industry depends on one or more chemical reactions as well. These reactions have traditionally used unnatural chemical-based catalysts that are toxic, energy intensive and expensive to maintain and dispose of," he says.

Tehrani points out that enzymes are the most viable alternative to chemical-based catalysts to reduce costs and environmental impact, and to significantly improve product purity and quality.

In the pulp and paper industry, for example, chemical agents used to make paper white are usually made from chlorine dioxide, which can then seep into soil and water systems. Zymeworks' technology can replace the toxic bleaching chemical with a natural enzyme that accomplishes the same thing without damaging eco-systems.

### The catalyst for change

But developing a good product is one thing, selling it is quite another. Tehrani says knocking on biotech doors in California can be daunting, considering that it is one of the world's biggest and most sophisticated clusters for biotechnology. He explains that promotional packages can be sent out, but they usually go no further than the secretary.

For Tehrani, this is where the Trade Commissioner Service was indispensable. He was first approached by the Trade Commissioner Service at a trade event and that proactive help is starting to pay off for Zymeworks.



In 2004, Dr. Ali Tehrani started Zymeworks, a biotech firm that has benefited from the Trade Commissioner Service.

"The Trade Commissioner Service put us in contact with the right people and that is opening doors for us now. The best way to put it is you could have one or two good full-time business development employees, and/or you could have trained professional in the Trade Commissioner Service who provide you with information and open doors for you. The best part is that you don't have to pay for it and you can use the saved time and money to attend meetings."

Zymeworks is now well on its way to licensing the right to produce and use its proprietary enzymes. The company is also looking to make strategic partnerships with established chemical or pharmaceutical companies for bio-product research, development and commercialization.

Dr. Tehrani says companies in California like Diversa, Genencor

International and Biomarin are trend setters in the world of industrial biotechnology.

"These companies are proof that there is money to be made in this field. Establishing a relationship with them gives us credibility within our market and the investor community," says Tehrani.

He adds that credibility, not to mention the saved time and money, makes the Trade Commissioner Service a valuable tool for those looking to take their business out of Canada.

"There are hidden jewels in California that will be very hard to find by non-local groups without the help of experts. The Trade Commissioner Service is the best connection for Canadian companies to find these great business collaborators and opportunities."

For more information, go to [www.infoexport.gc.ca](http://www.infoexport.gc.ca) and [www.zymeworks.com](http://www.zymeworks.com). ◀

## Iroquois cranberries cause a stir

Iroquois Cranberry Growers, owned and operated by the Wahta Mohawks of central Ontario, began by planting half an acre of vines in the 1960s. Their farm has since expanded to over 68 acres, providing increased employment opportunities for community members.

While Iroquois Cranberry Growers has been selling its basic product—fresh and frozen cranberries—in the international marketplace for some time, it is identifying and pursuing new markets for its value-added products with the help of the Canadian Trade Commissioner Service.

It all began in 2001, when Marketing Manager Linda Commandant was preparing to take part in SIAL Montreal, one of the food industry's major annual trade fairs. Before the show, Commandant did some pre-show promotion with a number of trade commissioners who were meeting in Ottawa.

"I arranged to have samples of our products at the meeting so they would be familiar with our company prior to the show and it all took off from there."

Based on discussions at the trade fair, Commandant established working relationships with the trade commissioners who have clients with an interest in cranberries. She says the market with the most immediate potential was Poland.

**"Trade commissioners are better acquainted with the market and can tell me if I'm reading the markets correctly," says Linda Commandant of Iroquois Cranberry Growers.**

"The trade commissioner had firm contacts with a buyer interested in our juice. We are now figuring out the size, price and packaging that will work best in that market. It takes a while to develop confidence in international relationships. You have to meet, talk through how you could work together and what you have to offer before supply arrangements can be established. The Trade Commissioner Service has been helping us throughout this process."

Commandant takes a methodical approach to identifying potential clients. She focuses on the health-food industry and studies high-end product trends.



"I do my initial research independently. When I get to the point that I feel ready to make contacts in a new market, I talk to the Trade Commissioner Service. It serves as a sort of check and balance—the trade commissioners are better acquainted with the market and can tell me if my thinking rings true, if I'm reading the markets correctly."

Commandant is pleased with the immediacy of the response she gets from the Trade Commissioner Service.

"Even when they don't know the answer, they reply right away and tell me how long they will need to figure it out. I'd advise anyone looking to export to check with the Trade Commissioner Service before they spend a dime—find out what the market is really like before you invest."

In terms of emerging markets, she has her eye on Southeast Asia. "There is such a high level of health awareness and interest in health-promoting products—our premium, pure, unsweetened juice, with its natural health benefits, should spark consumer interest."

As for its plans for the future, she says Iroquois Cranberry Growers is looking to find an affordable way to take part in more international trade shows, as the food industry holds two key shows every year that attract all of the important buyers.

"If you don't take part, you fall off the international radar," says Commandant.

For more information, go to [www.infoexport.gc.ca](http://www.infoexport.gc.ca) and contact Linda Commandant, Iroquois Cranberry Growers, tel.: (705) 762-2354, email: [Linda@iroquoiscranberries.com](mailto:Linda@iroquoiscranberries.com), website: [www.iroquoiscranberries.com](http://www.iroquoiscranberries.com). ◀



## Ontario company eyes returns on its investment

Canadian investment in Mexico is a matter of companies putting their money where their business is.

As Mexico continues to strengthen its place in the global supply chain, manufacturers of all stripes are establishing operations there—taking advantage of available labour, lower costs and geographic contiguity with the rest of North America. Their suppliers are increasingly following suit.

The trend is particularly pronounced in the automotive industry: hardly a surprise given the degree of integration among manufacturers and suppliers in that sector. The big auto makers are declaring their need to have partners close to their Mexican plants; companies like Magna, Dofasco and others have been quick to respond.

Such is the case too with Samuel Manu-Tech Inc., a billion-dollar public Canadian metals and plastics manufacturer with 60 facilities in Canada and the United States.

Having kept an interested eye on the Mexican market since 1999, Samuel Manu-Tech was ready to move in 2005 when a longtime customer, an auto-sector manufacturer in the northeastern city of Saltillo, asked Samuel Manu-Tech to set up a local stainless-steel tube production facility nearby.

The company leapt at the opportunity—augmenting, not displacing, its domestic operations.

### In the fast lane

The new Mexican company, Tubos Samuel de Mexico, the sister company to Associated Tube Industries in Markham, Ontario, are both divisions of Samuel Manu-Tech.

“Because we’d begun gathering info on Mexico in 1999, we were already quite familiar with conditions in Saltillo,” said Scott Sweatman, president of Associated Tube Industries.

Sweatman says that the company had more or less been waiting for the right opportunity to arise.

“We could produce these particular products effectively in our Markham plant but the transportation costs would be too high, and our customer wanted proximity. The Mexico venture coincides with our goals to grow our businesses and to generate a good return on investment.”

The Mexico facility represents purely an expansion of the company’s operations. The distance between its Canadian plant in

Markham and the new one in Saltillo is such that each serves a distinct regional market. Sweatman says that over time, there could conceivably be competition between the two for some of the company’s simpler tubing business.

“Associated Tube Industries in Markham will always be the centre of technical excellence within the group, and it will specialize in more exotic tubing products, leaving Tubos Samuel de Mexico to produce commodity tube exclusively,” he says.



A worker packages seat belt components in a maquiladora plant in Reynosa, Mexico. A maquiladora is a factory that imports materials on a duty- and tariff-free basis for assembly or manufacturing and then re-exports the assembled product.

Samuel Manu-Tech approached the Trade Commissioner Service in 2005 to learn more about investing in Mexico. Sweatman said he received excellent information from the Consulate General in Monterrey.

Canadian trade commissioner David Valle explains, “We provided information on available incentives, government contacts, wage and salary rates, cost of buildings, utilities—all necessary for Samuel Manu-Tech to plan effectively for establishing a long-term presence in Mexico, one oriented toward continual growth.”

According to Sweatman’s projections, Samuel Manu-Tech will start to see returns on its investment this year.

The example of Samuel Manu-Tech should be a heartening one for other Canadian companies in a wide range of industries, says Valle.

“Mexico is a key link in the global supply chain, and Canada is well-positioned to forge a place for itself here.”

For more information, go to [www.infoexport.gc.ca/mx](http://www.infoexport.gc.ca/mx) or [www.samuelmanutech.com](http://www.samuelmanutech.com).

## China’s second-tier cities are first-rate for business

Shanghai, Beijing and Guangzhou together form China’s commercial nerve centre, attracting the biggest companies from around the world. But as costs surge in these major cities, businesses are looking elsewhere.

A *CanadExport* podcast explores the rise of China’s second-tier cities and the impact their burgeoning middle classes will have on Canadian entrepreneurs with China on their minds.

Hear the experiences of Michael Budman, co-founder of Canadian retailing icon Roots Canada, a company which has just launched a 90-store expansion across China.

Listeners might also be surprised to hear just how far a Vancouver company is expanding in China. Nebur-King Coffee has set up some 20 cafes in China’s major cities, but has plans to import Canadian dairy cattle, open a bank, and farm a 1,000-acre tea plantation.

To put all this in perspective, host Michael Mancini talks to Dr. Robert Kalafsky, a professor of economic geography with the University of Tennessee. Kalafsky is an expert in economic and industrial geography, international trade and manufacturing and has advised Canadian Manufacturers and Exporters, the country’s largest trade and investment association.



An investor reacts to rising share prices at a stock exchange in Kunming, China. The city has been spruced up as part of China’s “go west” campaign, aimed at increasing investment in the remote western regions.

Finally, Andrew Smith, senior trade commissioner with the Canadian Embassy in Beijing, shares some valuable advice on doing business in China and on how the Canadian Trade Commissioner Service can help entrepreneurs get a leg up on the competition.

For more information, go to [www.canadexport.gc.ca/podcasts](http://www.canadexport.gc.ca/podcasts).

## Get certified as an international trade professional

Canada’s Forum for International Trade Training has accredited four international business courses at Toronto’s Ryerson University towards its professional designation for international trade specialists.

Ryerson joins some 26 educational partners across Canada that offer accredited programs towards the CITP designation.

The nod means that Ryerson students who have successfully completed the courses in international business, marketing, law and management can now leapfrog to advanced standing towards the educational requirements of FITT’s own Certified International Trade Professionals designation, or CITP.

FITT is the only organization in Canada to award the CITP designation, a credential which attests to an individual’s international business skills and experience. It is the highest level of professional accreditation available in the country.

Established in 1992, FITT was developed to provide the training and the tools necessary to increase Canada’s export market share.

Trade practitioners say the CITP designation identifies the holder as a highly qualified international trade professional in tune with today’s global business environment.

For more information, go to [www.fitt.ca](http://www.fitt.ca).



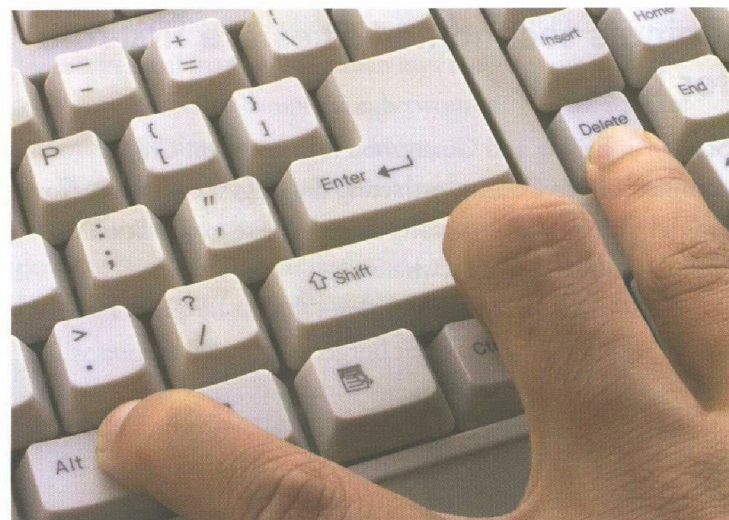
## Mexican ICT fair re-boots this winter

Mexico City, February 26-29, 2008 > The Canadian Embassy in Mexico City is organizing a Canada pavilion at Expo Comm, Mexico's largest and longest running exhibition and conference of telecommunications, wireless, networking and Internet technologies.

Experts say some 150 Canadian companies are already active in the Mexican ICT market. According to Canada's Trade Commissioner Service, the biggest opportunities are in software solutions and IT services, telecom (mobile applications), electronic components and service, IT security, multimedia and e-learning.

By attending Expo Comm, Canadian companies can build on their strong presence in the Mexican ICT market, which is growing at a rate of more than three times the country's gross domestic product. In 2006, this sector grew by some 14%, imports were up 24% and software purchases increased by 13%.

Last year's event attracted 289 exhibitors and five international pavilions, including Canada's, which received the



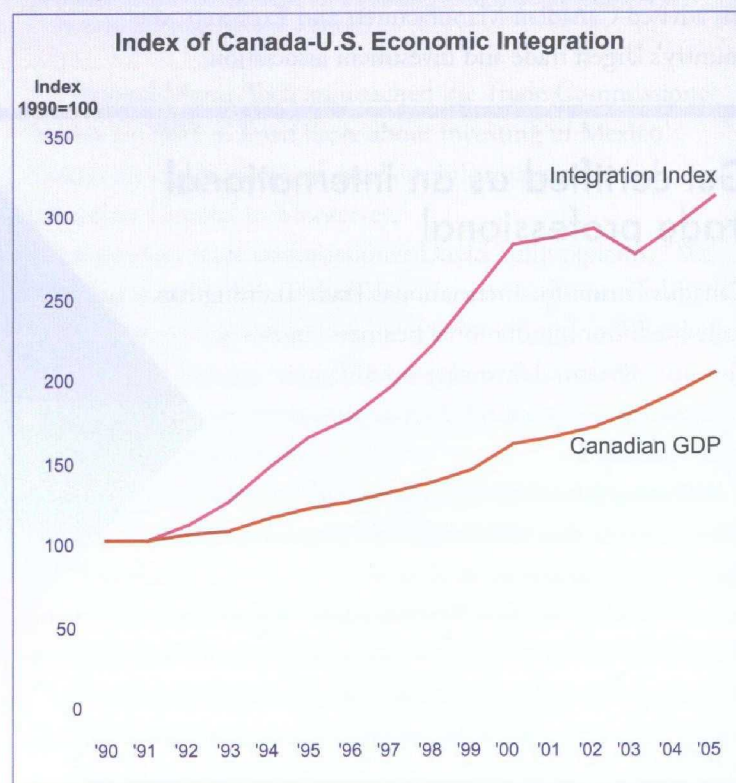
award for the best international pavilion. Complementary services, including company matchmaking, will be organized by Canadian officials in Mexico for those who register before December 20, 2007.

For more information, contact Emily Lukas, Foreign Affairs and International Trade Canada, tel.: (613) 944-2780, email: [emily.lukas@international.gc.ca](mailto:emily.lukas@international.gc.ca).

## Canada-U.S. economic integration continues, but at a slower pace

The perception that Canada and the U.S. have become more economically integrated following the implementation of the North American Free Trade Agreement is broadly supported by a range of statistics. But the high-tech collapse of 2000 and the security changes which followed 9/11 led to a perceived thickening of the border and uncertainty about future integration. An index created by Foreign Affairs and International Trade Canada's Office of the Chief Economist shows that the pace of integration did slow after 2001, but has begun to pick up again in recent years. Economic integration allows firms to acquire inputs and serve markets from wherever it is most efficient to do so. Moreover, evidence suggests that economic integration allows firms in both countries to better contend with international competition.

Provided by the Office of the Chief Economist, Foreign Affairs and International Trade Canada ([www.international.gc.ca/eet](http://www.international.gc.ca/eet)).



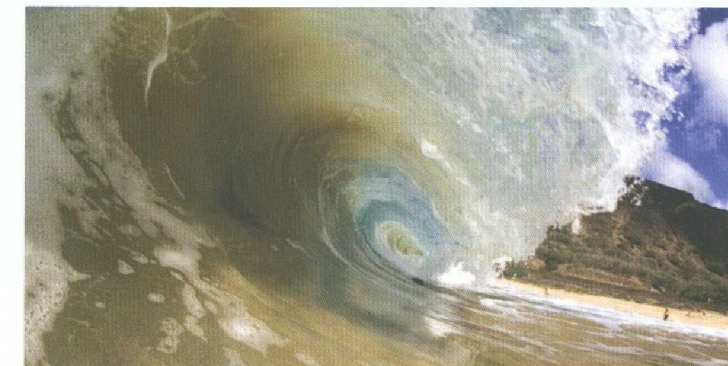
Data: Statistics Canada

## Where the ocean market meets

Abu Dhabi, January 21-23, 2008 > The Middle East Ocean Science and Technology Expo will feature the most current technology available to the growing industry of ocean technology and marine science.

Every segment of this dynamic market continues to require new technologies, whether in underwater defence, offshore oil and gas, environmental surveying and monitoring, pollution control, shipping, or ocean mapping and engineering.

Attending buyers and specifiers, including engineers, scientists, government, military and industry professionals, will be able to use the expo as a place to source products and services and build relationships with hundreds of global suppliers.



The Middle East ocean market holds exciting opportunity for both the region's own buyers and suppliers as well as the international community.

For more information, contact David Jayaraj, Organiser's Agent, Middle East Ocean Science and Technology Expo, tel.: (416) 802-9452, email: [davidjayaraj@rogers.com](mailto:davidjayaraj@rogers.com).

## Arbitration - continued from page 3

Arbitration has many advantages over litigation, say experts. It is often faster and more cost-effective, and it affords flexible procedures in a less public forum. In addition, McDougall says, "in many jurisdictions, home-field advantage can be decisive, making international arbitration preferable to litigating disputes in your adversary's home courts."

Arbitration under the auspices of the ICC is subject to several international treaties, under which countries agree to recognize and enforce agreements and awards. The main treaty, the New York Convention, counts over 130 countries as parties. As a result, arbitral awards are generally easier to enforce internationally than court decisions.

Established in 1923, the ICC's International Court of Arbitration pioneered international commercial arbitration. Today, some 120 lawyers and legal experts from more than 80 countries and territories compose the court. This gives it a rich and diverse cultural and legal perspective.

In addition, the court is supported by a 50-person secretariat in Paris—which includes 30 attorneys of over 20 nationalities that speak all of the world's main languages—that is routinely considered the best administrative staff in the business.

"ICC arbitration is flexible. The parties can tailor the arbitration to their needs and have control over many other elements of the arbitration, such as who will hear the case and

where the arbitration will take place," says Perrin Beatty, President and CEO of the Canadian Chamber of Commerce, the Canadian representative to the ICC.

"As well, the ICC court scrutinizes awards for form and substance, which enhances their quality. ICC awards are seen as high quality ones that are respected worldwide. This recognition, and the ICC court's scrutiny, are very helpful at the enforcement stage."

Arbitration hearings are not public proceedings, Beatty notes, and only the parties themselves receive copies of the awards.

"Unlike court cases that can become the subject of media attention, arbitration cases are not publicized since these are private proceedings."

Also attractive to business people is the fact that arbitration awards are subject to fewer challenges than court judgments.

"For this reason, arbitration can be a more efficient and affordable means of dispute resolution than court litigation," says McDougall. "From start to finish, the timeline for an arbitration is often shorter than for a similar lawsuit. This means cases can be resolved sooner and at less cost to the parties."

For more information on ICC arbitration, go to [www.chamber.ca](http://www.chamber.ca), under "ICC Arbitration," or contact Brian Zeiler-Kligman at the Canadian Chamber of Commerce, tel.: (613) 238-4000, ext. 225, email: [bzeiler-kligman@chamber.ca](mailto:bzeiler-kligman@chamber.ca).





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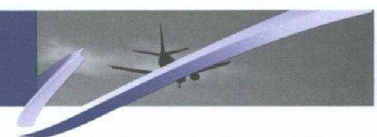


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## BUILDING PRODUCTS

Orlando, February 13-16, 2008 > Join the Canadian pavilion at the **International Builders Show**, the largest residential building and design exhibition in the U.S. **Contact:** Robert Grison, Canadian Export Development Inc., tel.: (613) 825-9916, fax: (613) 825-7108, email: [cced@sympatico.ca](mailto:cced@sympatico.ca), websites: [www.canbuild.org](http://www.canbuild.org) and [www.buildersshow.com/Home](http://www.buildersshow.com/Home).

London, February 26-28, 2008 > **Ecobuild** is the United Kingdom's only event dedicated to sustainable design and construction. It attracts hundreds of suppliers of green building products and services and brings together professionals from all parts of the construction sector.

**Contact:** Jason Kee, Canadian High Commission in the United Kingdom, tel.: (011-44-20) 7258-6600, email: [jason.kee@international.gc.ca](mailto:jason.kee@international.gc.ca), website: [www.ecobuild.co.uk](http://www.ecobuild.co.uk).

Vilnius, April 23-28, 2008 > **Resta 2008** is the 15th international exhibition on construction and renovation.

**Contact:** Lithuanian Exhibition Centre, tel.: (011-370-5) 245-1800, fax: (011-370-5) 245-4511, email: [info@litexpo.lt](mailto:info@litexpo.lt), website: [www.litexpo.lt](http://www.litexpo.lt). Connect to the electronic registration system at EPUS, website: <http://epus.litexpo.lt>.

## ICT

San Jose, January 19-27, 2008 > Join the Canadian photonics showcase at **Photonics West 2008**, North America's largest commercial exhibition on optics, lasers, biomedical optics, optoelectronic components and imaging technologies. The event attracts more than 1,000 exhibitors and 15,000 attendees from both the San Jose area and the international optics and photonics community.

**Contact:** Suzanne Auger, National Research Council of Canada, tel.: (613) 993-4485, email: [suzanne.auger@nrc-cnrc.gc.ca](mailto:suzanne.auger@nrc-cnrc.gc.ca).

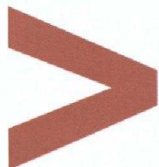
Shanghai, March 18-20, 2008 > **Electronica & Productronica China 2008** are by far the largest trade fair for electronic components. Exhibitors can use this international event as a platform to meet top decision makers in the electronic industry.

**Contact:** Brigitte Mertens, tel.: (416) 237-9939, fax: (416) 237-9920, email: [bmertens@canadaunlimited.com](mailto:bmertens@canadaunlimited.com), website: [www.canada-unlimited.com](http://www.canada-unlimited.com).

## PLASTICS

Buenos Aires, March 25-29, 2008 > **Argenplas 2008** is an international plastics fair that will focus on technology, production, sales and marketing in sectors like transportation, building products, telecommunications, medical and packaging.

**Contact:** Paula Solari, Canadian Embassy in Argentina, tel.: (011-54-11) 4808-1000, fax: (011-54-11) 4808-1015, email: [bairs-commerce@international.gc.ca](mailto:bairs-commerce@international.gc.ca), website: [www.argenplas.com](http://www.argenplas.com). ◀



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