

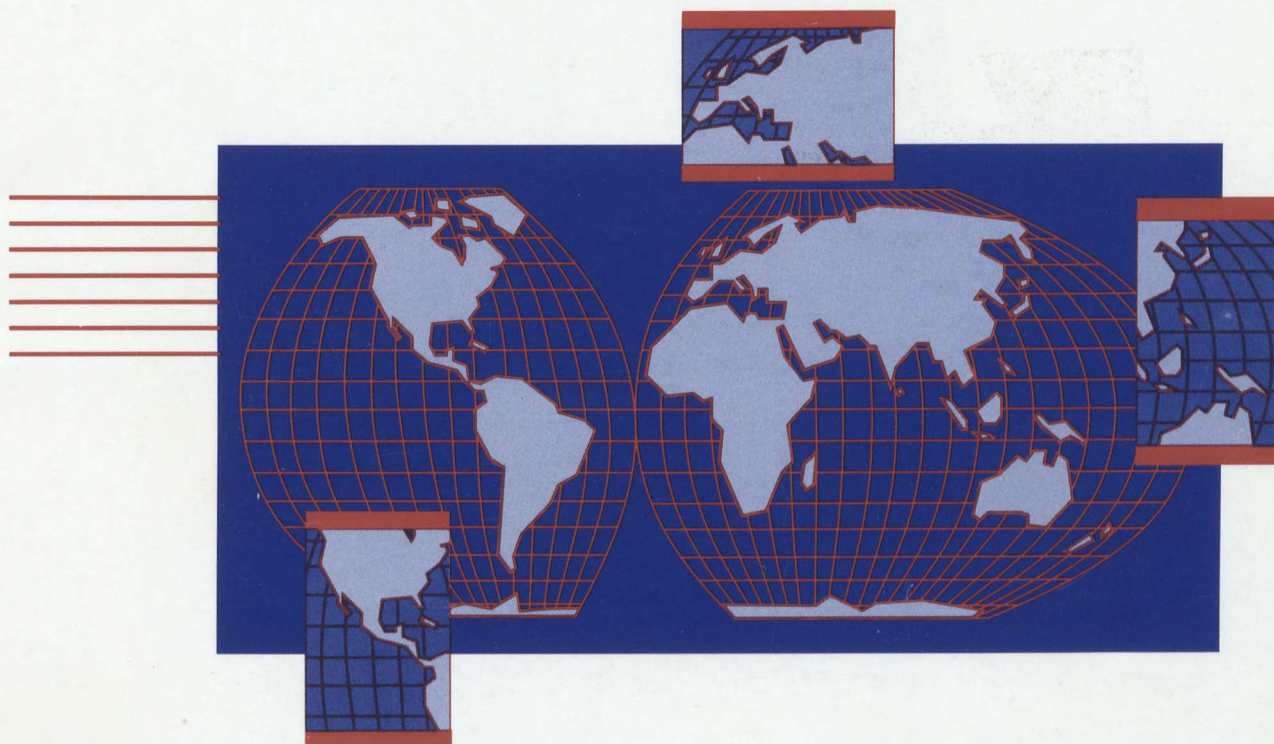
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LOOKING FOR INVESTMENT PARTNERS ABROAD

*Planning Your First International
Investment Trip*



Canada

This document has been prepared for Canada's Investment Development Program
and its participating departments: *Investment Canada, External Affairs and
International Trade Canada, and Industry, Science and Technology Canada*

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Cat. No. ID 54-6/1991E: 2000
ISBN 0-662-18729-3

TABLE OF CONTENTS

INTRODUCTION	1
ARE YOU READY TO GO INTERNATIONAL?	2
INITIAL DOCUMENTATION REQUIRED	3
SOURCES OF ADVICE	5
GOVERNMENT SOURCES OF ADVICE	6
GOVERNMENT ASSISTANCE OUTSIDE CANADA	7
GETTING ON WITH YOUR TRIP	8
GETTING YOUR MESSAGES ACROSS	9
SOME PRACTICAL ADVICE ON LOGISTICS	12
AFTER YOU GET HOME	15
APPENDICES	17

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An increasing number of Canadian companies of every size are seeking to establish business and investment links with enterprises outside Canada as a means of enhancing their Canadian operations. These Canadian firms are looking outside Canada for investment partners offering capital, technology or market access. Many are doing so for the first time.

Building international business linkages can be a rewarding experience but, as some companies have found out the hard way, it does involve facing up to some challenges not encountered at home.

Unfortunately, it is not uncommon for a Canadian business person to seek the assistance of Canadian Missions outside Canada only at the last moment, or to provide insufficient information to enable an effective response. The key is adequate planning and preparation.

This booklet is therefore intended to assist you in planning and preparing for an international trip to meet with potential investment partners. It contains practical advice, based on the experience of many companies, on how to conceptualize and arrange your first visit, and how to avoid some common pitfalls. We hope it will help make your investment mission effective and productive.

ARE YOU READY TO GO INTERNATIONAL?

FIRST, SOME QUESTIONS TO ANSWER

The first step in planning a visit should be to decide whether you really need to make it. In other words, begin with a realistic assessment of the pros and cons of seeking investment relationships outside Canada.

There may indeed be capital or interested entrepreneurs in a foreign country looking for a joint venture or other investment opportunity with a Canadian company. But never assume that they are just waiting with bags of money to invest abroad.

Essentially, your task will be to sell yourself and your proposal in a foreign country. The selling job will be tougher than in Canada. Winning the confidence of the prospect is likely to be more difficult than it is at home. The turf is unfamiliar and so is the competition - and there is plenty of competition.

So, at the start of the process, there are some important questions to ask yourself:

- Have you *fully* investigated what is available in Canada?
- Finding capital, technology or investment partners abroad demands an intensive effort. It often requires a series of trips over a period of months or years. Are you prepared to commit the time and do you have the other resources to meet these requirements?
- Are you ready to deal with the linguistic and cultural differences you will encounter in many foreign markets? If not, perhaps you should decide to deal, at least in the first instance, with companies having a basically similar business culture.
- Are you familiar with the business practices in the market you have targeted? Do you know, for example, what an American venture capital company will require from you before making a commitment of capital? Do you know the degree of detail or type of information a potential Japanese partner will require from you before considering your proposal?
- Do you know who to approach in that foreign market? Should you be dealing with a particular business association? Should you engage an intermediary? Is there a venture capital sector in that country, and has it shown any interest in making investments in North America?
- Do you know which companies to contact? Do you know how to verify their reliability, their performance, their technology, their management?

INITIAL DOCUMENTATION REQUIRED

You will first need to develop the following basic information materials:

- a description of what you are looking for;
- a description of your business proposition and why a potential investor should be interested; and
- a profile of your company.

Put yourself in the position of someone trying to offer professional advice, or trying to “sell” your proposal to a potential investor, or trying to arrange an appointment on your behalf. The above documentation will prove invaluable.

WHAT YOU ARE LOOKING FOR

Whenever you seek someone’s help or attention, you will be asked to describe what you are looking for as an investment or in a partner. So you should prepare a one-page description of your investment requirements, or of the kind of potential partner you seek.

WHAT YOU OFFER AN INVESTMENT PARTNER

“What’s in it” for a potential investor? Why should he or she take an interest in your company or your proposal? And are you clear what you are prepared to “bring to the table” to land the investment deal?

In order to benefit from the sources of assistance which follow, you will have to give them some “ammunition” with which to work. As they try to interest their contacts in your proposal, they will need a one-page business proposition that “sells” your opportunity.

COMPANY PROFILE

For now, a brief profile of your company which speaks to the topics listed in the accompanying section will be sufficient.

A company brochure or an annual report may also be useful as supplementary information.

THE COMPANY PROFILE

A Table of Contents

- | | |
|---|---|
| ✓ | Basic identifying material about your company such as corporate name, address, telephone, facsimile and telex numbers; |
| ✓ | A brief summary of your product and/or service lines; |
| ✓ | A brief history of the business to date, including current ownership, predecessor companies and other relevant information; |
| ✓ | Names of officers and directors of the company, including business and professional biographical sketches; |
| ✓ | The number of people employed and their major areas of activity; |
| ✓ | A summary of financial information including sales by major product/business lines or areas of activity. |

SOURCES OF ADVICE

DO YOU KNOW WHERE TO LOOK? WHO TO SEE?

Your own knowledge and business experience is probably the best guide to the most promising countries and companies to target for an investment mission. You may already have some particular firms or intermediaries in mind.

If not, there are many sources of information right here in Canada. Some are listed below and others can be found in the Appendices to this booklet. Local sources of information include: (See Appendix A)

- Canadian business associations such as the Canadian Chamber of Commerce, the Canadian Manufacturers' Association and the Canadian Exporters' Association
- businesses that have been there. Other companies with overseas links are usually ready to give you advice based on their experiences and contacts.
- legal and financial firms. Canadian banks, legal firms and consulting companies with offices in your target country can put you in touch with their associates. The same is true of Canadian branches of foreign banks. These institutions can also provide you with letters of introduction and recommendation.
- foreign embassies in Canada. They can provide you with both general, tourist information and business specific materials.
- local libraries, universities and community colleges. These are all good sources of background information about the target country and its commercial infrastructure.

Probably the most convenient points of contact with relevant federal government expertise and programs are the Federal Business Service Centres. These together with the addresses of other federal government departments and agencies actively involved in seeking to attract business investment to Canada are listed in Appendix B.

Provincial and territorial governments all operate trade and investment departments and some have representatives abroad. These sources are listed in Appendix C. Municipal and industrial commissioners have close links with federal and provincial government expertise in Canada and abroad, and are experienced in helping you make the right contacts.

Both the federal and provincial government offices identified above can provide you with the addresses of Canadian and provincial investment counsellors and commercial representatives outside Canada.

Most Canadian Missions and provincial trade offices abroad have investment counsellors or commercial specialists who can help you make the right contacts in your country of destination – provided they have adequate time and information.

To be helpful, an investment counsellor at a Canadian Mission needs two things that only you can provide – sufficient advance notice, and the documents described earlier.

CONTACT THE MISSION

Once you have done your homework and decided a trip abroad is warranted, write to the investment counsellor or commercial secretary at the Canadian Mission in the country or U.S. region you have selected. Introduce yourself and your intentions and enclose the documentation referred to on page 3.

Also, make sure you provide the investment counsellor with your return address, telephone number, fax number, etc. Allow plenty of time for the material to arrive and for a response. Allow for delays caused by people being absent from their offices, local holidays, competing demands on the investment counsellor's time and for further exchanges of information between you and the counsellor before you leave Canada. We recommend that your first letter be sent *at least three months in advance of your proposed trip*.

COPY YOUR CORRESPONDENCE TO INVESTMENT CANADA

We also suggest that you send a copy of your correspondence and the three enclosures to Investment Canada at the address in Appendix B. Investment Canada was created by the federal government to attract business investment to Canada and to assist Canadian companies in finding their investment requirements. This federal agency is, therefore, in the business of helping international investors examine investment opportunities in Canada, and helping Canadian companies establish links with potential sources of capital, technology or partnerships internationally. The agency works closely with investment counsellors at Canadian Missions around the world, as well as with provincial governments and municipal authorities.

RESPONSES TO YOUR COMMUNICATIONS

Initial responses from the investment counsellor or from Investment Canada may seek clarification or additional information but will probably also provide you with advice, perhaps identifying or suggesting firms, intermediaries or individuals warranting an appointment or interested in meeting with you.

So you have concluded that it is now time to actually undertake a trip to one or more countries for business meetings with potential investment partners; what next?

MAKING APPOINTMENTS

By now you have probably identified a number of individuals with whom you would like to meet and you may well find it most convenient to seek appointments directly. Alternatively, you may wish to ask the investment counsellor with whom you have already established a relationship to make appointments on your behalf. This person will be pleased to do so provided you have supplied the necessary “ammunition” described earlier, and your planned itinerary.

ARRIVING WITH A BUSINESS PLAN

Potential investors or partners will want to see a business plan when they meet with you. The structure of business plans and proposals varies, but in any case should include information on the following:

- a description of your company’s mainstay products, processes or services and the technology involved;
- business history;
- organization chart;
- résumés of senior executives;
- the characteristics that make your products or your services competitive;
- research and development activities;
- a financial statement which demonstrates the performance and strength of your company, and projections. It should point to what others have invested in your firm;
- market information such as your current market size, growth projections, customer profiles, sales forecasts, pricing, distribution methods, promotion, etc.;
- a review of existing competition, including an evaluation of their products, pricing and market share;
- the methods by which you produce your product or deliver your services;
- a description of your requirement (capital, technology, or a partner).

GETTING YOUR MESSAGES ACROSS

THE DECISION-MAKING PROCESS ...

In developing the materials you will take with you, it is important to be clear about the intended audience at every stage. On your first visit, you will probably not be dealing with top management but with middle management or technical or financial analysts. They will have been delegated responsibility to assess your proposals, but in most cases will not have the authority to make decisions or do anything more than refer your proposal to the decision makers or Board of Directors. So your proposal should be sufficiently attractive and self contained that the individual with whom you are meeting will have a package which he or she can support. With this in mind, think about the materials you bring to the meeting as a sales kit for your contact to use later in sending your proposal up the chain of command. Remember, too, that you cannot expect your proposal to have the kind of presentation support it would enjoy if you were doing the job personally. So make sure that each item fully communicates your messages unassisted.

... AND LANGUAGE

Many larger companies, particularly in the U.S., Europe and Asia, are continuously being approached by other companies seeking to gain their interest. Your proposal is therefore in a competitive environment; so it is vital to make it as professional, attractive and comprehensive as possible.

For example, can you provide information in your prospect's first language? Many of your competitors do so. While it is often true that the President or C.E.O. of the company is able to communicate in English or French, the people who initially review your proposal may have limited linguistic abilities. (In such circumstances, it may be much easier for them to advise against your proposal).

It is good practice, therefore, for your written materials to be in the first language of your potential partners. Here again, quality is essential so do not scrimp on translation costs. Also, check with particular care the meaning and acceptability of your brand name and logo in the language of the country. Specifically, make sure that it does not have negative, offensive or inadvertently comic connotations.

Seek the advice of the investment counsellor regarding the need for, and availability of, interpreters for your meetings.

**CAN YOU SPEAK
FOR YOUR
COMPANY?**

Can you make decisions and commitments for your company, or will a potential partner be frustrated, and quickly disinterested, because he or she is dealing with someone without sufficient authority? As well, be clear before you go to any meeting what you are prepared to offer in exchange for the investors' contribution to a deal.

ADDITIONAL ITEMS TO TAKE WITH YOU

**Your business
plan and oral
presentation
can be
complemented
by a number of
additional
items:**

- ✓ a letter of introduction and recommendation from your bank, your auditor, or your lawyer;
- ✓ samples of your products or services;
- ✓ a photograph album showing your products, your manufacturing or service facilities, major projects or other relevant material.
- ✓ a selection of complimentary gifts. Seek the advice of the Mission as to their appropriateness. If possible, select gifts relating to your business.

PRE-DEPARTURE CHECKLIST

SUPPORT MATERIALS

- ☐ Business plan or proposal.
- ☐ The investment you seek.
- ☐ "What's in it for the investor"
- ☐ Company profile
- ☐ Business cards
- ☐ Letters of introduction
- ☐ Complimentary gifts
- ☐ Photograph album
- ☐ Letterhead stationery
- ☐ Product samples
- ☐ AV projector and slides
- ☐ Compact sound recording unit to record decisions and required follow-up action

TRAVEL DOCUMENTS

- ☐ Valid Canadian passport
- ☐ Any visas or entry permits required by destination country
- ☐ Immunizations required by destination country
- ☐ Certificate of vaccinations
- ☐ Confirmed airline and hotel reservations
- ☐ International driver's licence (if you plan to rent a car).

ON-SITE ARRANGEMENTS

- ☐ Confirm interpretation arrangements, if needed.
- ☐ Confirm that your AV equipment is compatible with local power supply.

SOME PRACTICAL ADVICE ON LOGISTICS

RIGHT TIMES, WRONG TIMES

Plan your schedule carefully. Arrange your itinerary to avoid holidays, feast days and other special periods. Ensure that you do not find yourself on site when business activity traditionally slows down. Generally speaking, summer is not the best time to get things done in Europe. Business tends to slow down during school vacations and many companies close between mid-June and mid-August.

Make sure you know the normal hours of work. Don't assume they correspond to those in Canada.

Avoid the pitfall of too tight a schedule. Give yourself time to adjust and rest between the time you arrive and your first meeting; jet-lag can be debilitating. Give yourself time between meetings, allowing for much heavier traffic congestion than in Canada.

Choose a hotel convenient to the Canadian Mission or to the companies you intend to visit.

If you will be taking audio-visual equipment, make sure it is compatible with the voltage and electricity outlets in the country of destination. Make sure your host knows in advance of your intentions and that such a presentation will be convenient.

Planning to rent a car overseas ? Get an International Driver's Licence before you leave Canada. These are available from the Canadian Automobile Association (CAA). You'll need to present your valid Canadian operator's licence and two passport-sized photographs. As of January 1991, the fee was \$10.

ON ARRIVAL

Re-confirm your appointments and your onward or return flights.

Contact the Canadian Mission if you expect their assistance and let them know where you are staying should they need to contact you.

BUSINESS TRAVELLER'S TIP

In many foreign countries, airlines require you to confirm reservations, even on issued tickets, well in advance. Do so or you may lose your reserved space. Check with the airline for exact requirements.

AVOID THE PITFALLS

Make room in your pre-departure research for a review of the business and cultural practices in the country you are visiting.

The norms of business attire differ from country to country. In some tropical countries, for instance, you are expected to wear a business suit regardless of the heat, while in others, a coat is optional.

Find out in advance about gestures or body language that may cause offence.

To avoid possible embarrassment, find out before you go what you may encounter in the way of business entertainment practices.

Take plenty of business cards with you and enquire about local business card etiquette. (In Japan, it is considered rude to accept a business card and immediately put it in your pocket. Politeness requires you to study it carefully, nod and make a relevant comment.)

When in doubt, seek the advice of those at the Canadian Mission.

No one was ever insulted by an early arrival!

SOME WORDS OF CAUTION

Hopefully, your initial meetings will be encouraging but don't be dismayed if they are not. Remember, more than one trip may be necessary. Once a potential investment partner has been identified, however, you may well want to consider taking some additional steps. Before devoting too much time or revealing too much about your own business you should consider the following initiatives:

-
-
- prepare a confidentiality agreement. At some point you may wish to ask the other party to sign such an agreement. Since laws on confidentiality vary from nation to nation you will need reliable information about the country you are visiting. If in doubt, ask the Mission;
 - check on the reliability of the other party. Ask the Mission for advice on how to obtain information on the performance, financial strength and management of the company with whom you are considering a deal;
 - seek local professional advice. You will have to judge at what point in any discussions with the potential partner your interests require the advice of a local lawyer, auditor or banker.

AFTER YOU GET HOME

FOLLOW-UP IS VITAL

Once back in your office, the temptation may be to turn to other things. Try to do as much of the following before or during your return flight but in any event don't put it off. Here is a suggested agenda:

- organize the experience. Materials gathered on a business trip have a way of dispersing. Take the time to consolidate business cards, documents and other material into an organized file.
- start to fulfill any promises for further information or other commitments made on the visit.
- write follow-up letters to the prospects you contacted. Essentially, these should thank them for their time, summarize any decisions reached, answer outstanding questions, and confirm your understanding of any follow-up action promised.
- write to the investment counsellors or other Canadian officials with whom you have been dealing. Tell them how the meetings went and inform them about future plans and about any help you may still need.
- set up a mailing list and other systems needed to keep your contacts informed about new products and services, etc.
- prepare a short contact report or memo for your colleagues, including:
 - the people you met and their titles, addresses and phone numbers
 - the main topics covered during the meeting
 - any decisions or agreements reached
 - follow-up actions required, when and by whom.

CONCLUSION

Reaching out for foreign capital and partners is part of the process of adapting to the new global marketplace and for many Canadian companies, it is a logical strategy for growth. Your mission abroad can be an important milestone in the development of your company. Its success is much more likely when preceded by careful planning of the kind described here.

**INFORMATION
SOURCES*****Private Sector***

(Note: The following list includes organizations whose primary interest is not foreign investment but which have an active interest in exports or other foreign operations, and which accumulate information that could be useful in determining the possibilities in various countries.)

Chambers of Commerce

One function of the Canadian Chamber of Commerce is to help Canadian business compete effectively in foreign markets. In support of this role, the Chamber operates several regional and bilateral business councils or committees which seek to develop Canadian trade with specific regions, markets and countries. They include such groups as the Pacific Basin Economic Council (Canadian Committee), the Canada-Arab Business Council, the Canada-UK Committee and the Canada-Korea Business Council. Through its international division, the Chamber gathers information for its members on specific foreign markets. It has also established an electronic market communication network and data base called Chambernet which carries all hard-copy public information generated by the Chamber. The information on Chambernet is accessible on-line at reduced hourly rates by corporate members and at regular rates by others. The system is accessible at every office of the Chamber through the Telecom Canada I -Net system.

For more information contact

**Canadian Chamber of Commerce
Head Office,
55 Metcalfe,
Ottawa, Ontario, K1P 6N4
(613) 238-4000**

**Toronto (416) 868-6415
Montreal (514) 866-4334**

or contact your local Chamber of Commerce

Business Associations

Never forget that you are far from being the first Canadian company to venture abroad and you can profit from the experience of those who have gone before.

The Canadian Manufacturers' Association conducts an export development program for its members which supports overseas missions and shares information on foreign markets.

The Canadian Manufacturers' Association, 1 Yonge Street, 14th Floor, Suite 1400, Toronto, Ontario. M5E 1J9 Tel: (416) 363-7261, Fax: (416) 363-3779.

The Canadian Exporters' Association (CEA), in particular, has a membership of some 1,000 Canadian companies of every size active, directly or otherwise, in export. The CEA is a likely source of valuable information and can refer you to individual experts on specific markets and industries. With backing from the Canadian International Development Agency (CIDA), CEA conducts programs to promote joint ventures in various regions of the world, and is open to inquiries about the situation in these areas. The Association also operates a network of committees, each concentrating on specific aspects of the export business, and regional CEA Chapters meet regularly throughout Canada. CEA publishes newsletters and conducts seminars on foreign markets and provides expert consulting services for its members.

The Canadian Exporters' Association (CEA), Suite 250, 99 Bank Street, Ottawa, Ontario. K1P 6B9 Tel: (613) 238-8888, Fax: (613) 563-9218.

Banks

Canadian banks, investment and accounting firms with foreign branches can be an excellent source of in-country contacts and of in-Canada expertise on your target country. The Federal Business Development Bank, in particular, is a source of useful information.

Foreign banks with offices in the target country are further sources of data, information and contacts.

Universities and Colleges





Your local university or community college is a likely source of books and other materials, and of references to other institutions which have specialized in target countries or regions. Some academic institutions also offer courses and workshops on various facets of overseas business.




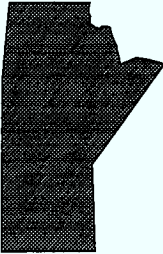


INFORMATION
SOURCES***Federal Government Departments and Agencies*****Industry, Science and Technology Canada (ISTC)**

The responsibilities of this department include helping Canadian businesses improve their competitiveness in foreign markets.

ISTC operates a Canada-wide network of **Business Service Centres**, and these are listed below. These offices are staffed and equipped to provide assistance and advice to companies within their regions. Their services include seminars, workshops and conferences on various aspects of trade and investment.

The Business Service Centres are also linked with a range of industrial sector branches in the department's headquarters which are, themselves, excellent sources of advice.

HEADQUARTERS 	ISTC 235 Queen Street 1st Floor, East Tower Ottawa, Ontario K1A 0H5 Tel: (613) 952-ISTC Fax: (613) 957-7942	PRINCE EDWARD ISLAND 	ISTC Confederation Court Mall 134 Kent St., Suite 400 P.O. Box 1115 Charlottetown, P.E.I. C1A 7M8 Tel: (902) 566-7400 Fax: (902) 566-7450 Telex: 014-44129
NEWFOUNDLAND and LABRADOR 	ISTC Atlantic Place 215 Water St., Suite 504 P.O. Box 8950 St. John's, Nfld. A1B 3R9 Tel: (709) 772-5511 Fax: (709) 772-5093 Telex: 016-4749	NOVA SCOTIA 	ISTC Central Guaranty Trust Tower, 5th Fl. 18801 Hollis Street P.O. Box 940, Stn. M Halifax, N.S. B3J 2V0 Tel: (902) 426-ISTC Fax: (902) 426-2624 Telex: 019-22525

NEW BRUNSWICK 	ISTC Assumption Place 770 Main St., 12th Floor P.O. Box 1210 Moncton, N.B. E1C 8P9 Tel: (506) 857-ISTC Fax: (506) 851-6429 Telex: 014-2200	ONTARIO 	ISTC Dominion Public Bldg. 1 Front St., West 4th Floor Toronto, Ont. M5J 1A4 Tel: (416) 973-ISTC Fax: (416) 973-8714 Telex: 065-24378
QUEBEC 	ISTC Business Service Centre 800 Place Victoria Suite 3800 P.O. Box 247 Montreal, Que. H4Z 1E8 Tel. : (514) 283-8185 Fax : (514) 283-3302 Toll Free : 1 (800) 361-5367	MANITOBA 	ISTC 330 Portage Avenue 8th Floor P.O. Box 981 Winnipeg, Man. R3C 2V2 Tel: (204) 983-ISTC Fax: (204) 983-2187 Telex: 075-7624
SASKATCHEWAN 	ISTC 401-119 4th Ave. South Saskatoon, Sask. S7K 5X2 Tel: (306) 975-4386 Fax: (306) 975-5334	ALBERTA 	ISTC Canada Place 9700 Jasper Ave. Room 540 Edmonton, Alta. T5J 4C3 Tel: (403) 495-ISTC Fax: (403) 495-4507 Telex: 037-2762 ISTC 510 - 5th St., S.W. Suite 1100 Calgary, Alta. T2P 3S2 Tel: (403) 292-4575 Fax: (403) 292-4578

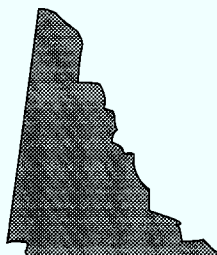
**BRITISH
COLUMBIA**



ISTC

Scotia Tower, Suite 900
650 W. Georgia Street
P.O. Box 11610
Vancouver, B.C.
V6B 5H8
Tel: (604) 666-0434
Fax: (604) 666-8330

YUKON



ISTC

108 Lambert Street
Suite 301
Whitehorse, Yukon
Y1A 1Z2
Tel: (403) 668-4655
Fax: (403) 668-5003

**NORTHWEST
TERRITORIES**



ISTC

Precambrian Building
10th Floor
Bag 6100
Yellowknife, N.W.T.
X1A 2R3
Tel: (403) 920-8568
Fax: (403) 873-6228

External Affairs and International Trade Canada (EAITC)

The department has five “geographic” branches, each focused on a specific area of the world (Africa and the Middle East, Asia-Pacific, Europe, Latin America and the Caribbean and the United States). Services provided by EAITC include basic export and export-related counselling, investment and tourism counselling, publications, market studies and information on government financial assistance programs. A separate branch supplies information on the U.S. market and specifically on the impact of the Free Trade Agreement.

Abroad, in addition to identifying promising markets and sectors, investment officers can serve as on-site advance people in planning your foreign visit. This service is provided in Canadian embassies, high commissions, consulates and other diplomatic missions around the world.

Names, addresses and other information about these missions are contained in the publication *Directory of the Canadian Trade Commissioner Service*, published by the department. For copies call 1 (800) 267-8376, or contact the International Trade Centres located at the regional offices of ISTC, or External Affairs and International Trade Canada, 125 Sussex Dr., Ottawa, Ontario K1A 0G2.

Investment Canada

Investment Canada, a federal agency, works closely with Canadian representatives abroad, other federal government departments, provincial and municipal authorities and the private sector to provide a range of services aimed at matching investor interests with specific opportunities.

For more information contact:

**Investor Services Group
Investment Canada
P.O. Box 2800
Postal Station “D”
Ottawa, ON
K1P 6A5
Tel: (613) 995-0465
Fax: (613) 996-2515**

Atlantic Canada Opportunities Agency (ACOA)

For companies in the Atlantic region, this federal agency is a valuable source of information and assistance on foreign markets. ACOA will also be able to refer you to other sources of information about target countries.

For more information, contact:

**Atlantic Canada Opportunities Agency
International Division
Blue Cross Centre
644 Main St.
Moncton, NB
E1C 9J8
Tel: (506) 851-2271
Fax: (506) 851-7403 [Toll-Free: 1 (800) 561-7862]**

Western Economic Diversification Canada (WD)

The western counterpart of ACOA, this agency is an excellent source of advice, assistance and references.

For more information contact WD at one of these locations:


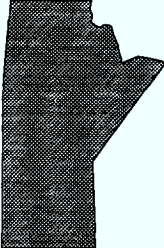


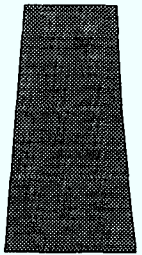

**Western Economic Diversification Canada (WD)
Suite 1500
Canada Place
9700 Jasper Avenue
Edmonton, Alberta
T5J 4H7
Tel: (403) 495-4164
Fax: (403) 495-6876**

Saskatoon (306) 975-4373

Winnipeg (204) 983-0726

Vancouver (604) 666-6256

INFORMATION
SOURCES*Provincial Government Departments*

BRITISH COLUMBIA 	Investment Branch International Business & Immigration 999 Canada Place Suite 629 Vancouver, B.C. V6C 3E1 TEL: (604) 844-1822 FAX: (604) 844-1830	MANITOBA 	Investment Promotion Branch Dept. of Industry, Trade and Tourism 410 - 155 Carlton St. 4th Floor Winnipeg, Man. TEL: (204) 945-2456 FAX: (204) 957-1793
ALBERTA 	Investment Dept. of Economic Development and Trade Sterling Place, 7th Floor 9940-106th St. Edmonton , Alta. T5K 2P6 TEL: (403) 422-6236 FAX: (403) 422-9139 TELEX: 037-2197	ONTARIO 	Investment Marketing Branch Ministry of Industry, Trade and Technology Hearst Block, 5th Floor 900 Bay St. Toronto, Ont. M7A 2E1 TEL: (416) 965-5711 FAX: (416) 324-3637
SASKATCHEWAN 	Industrial Opportunities Branch Dept. of Diversification and Trade 6th Floor 1919 Saskatchewan Drive Regina, Sask. S4P 3V7 TEL: (306) 787-2246 FAX: (306) 787-3989	QUEBEC 	Investment Promotion Dept. of Industry, Commerce and Technology 770 Sherbrooke St. W. 8th Floor Montreal, Que. TEL: (514) 982-3013 FAX: (514) 873-4503

NEW BRUNSWICK

Investment and
Immigration
Dept. of Commerce &
Technology
P.O. Box 6000
Fredericton, N.B.
E3B 5H1
TEL: (506) 453-0561
FAX: (506) 453-7904

**NEWFOUNDLAND
and LABRADOR**

Dept. of Development
P.O. Box 8700
St. John's, Nfld.
A1B 4J6
TEL: (709) 576-2510
FAX: (709) 576-5936

NOVA SCOTIA

Industrial Promotion
Branch
Dept. of Industry,
Trade and Technology
1800 Argyle St.
Suite 608
P.O. Box 519
Halifax, N.S.
B3J 2R7
TEL: (902) 424-5320
FAX: (902) 424-5739

**NORTHWEST
TERRITORIES**

Business Services
Business Development
Division
Dept. of Economic
Development and
Tourism
P.O. Box 1320
Yellowknife, NT
X1A 2L9
TEL: 403-873-7229
FAX: 403-873-0101

**PRINCE EDWARD
ISLAND**

Dept. of Industry
P.O. Box 2000
Charlottetown, P.E.I.
C1A 7N8
TEL: (902) 368-4250
FAX: (902) 892-3420

YUKON

Dept. of Economic
Development
Mines and Small
Businesses
P.O. Box 2703
Whitehorse, Yukon
Y1A 2C6
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