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# A Manual on Export Marketing

by George T. Jacob



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of Canada

Industry, Trade  
and Commerce

and Regional  
Economic Expansion

Gouvernement  
du Canada

Industrie  
et Commerce

et Expansion  
économique régionale

Canada

**A MANUAL ON EXPORT MARKETING**

by

**George T. Jacob  
British Columbia Institute of Technology  
Burnaby, B.C.**

**Published by the Small Business Secretariat  
Department of Industry, Trade & Commerce and  
Regional Economic Expansion  
Ottawa, Ontario  
K1A 0H5**

**1983**

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Available in Canada through

Authorized Bookstore Agents  
and other bookstores

or by mail from

Canadian Government Publishing Centre  
Supply and Services Canada  
Ottawa, Canada, K1A 0S9

Catalogue No. C 28-2/6-1983E  
ISBN 0-660-11490-9

Canada: \$14.95  
Other countries: \$17.95

Price subject to change without notice

## **THE AUTHOR**

George T. Jacob is head of the International Business program and instructor in Exporting and Marketing courses at the B.C. Institute of Technology, 3700 Willingdon Avenue, Burnaby, B.C., V5G 3H2.

Jacob has an international background in education and business experience. After taking a B.A. degree in Economics from India and working in the insurance field, he attended universities in U.S.A. graduating with another degree in Business and Master of Business Administration degree in International Business. Returning to India he worked in the textile industry — as Sales Manager for an international garment manufacturer, with responsibility for national and export marketing.

Jacob came to Canada in 1968 and after taking a teaching certificate joined B.C.I.T. in 1969. In addition to teaching he has in the past done consultation work with federal government agencies, and has produced manuals for in-company training programs.

## **PURPOSE**

This Manual is principally directed at Small Business Exporters in Canada, especially those who are just entering the export business or expanding their exports.

The main purpose of the Manual is to serve as a guide to the various aspects of exporting. The secondary objective is to stimulate research into foreign markets by Canadian firms of all sizes.

Exporting requires skills in a number of important areas such as:

- \* Research into foreign markets and identification of potential markets.
- \* Selection of the market niche or target market the firm proposes to serve.
- \* Assessment of the strengths and weaknesses of competitors' marketing strategies.
- \* The manufacture of products that meet the physical and cultural needs of the marketplace and which are superior to competitors' products.
- \* Pricing the product competitively.
- \* Writing of sales contracts.
- \* Selection of the most suitable distribution channel from several alternatives available and making appropriate transportation arrangements.
- \* Understanding documentation requirements.
- \* Obtaining adequate financing for the different facets of the operation and taking advantage of government assistance.
- \* Using effective communication methods to promote sales.
- \* Providing satisfactory after-sales service.

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**CHAPTER 1**  
**YOUR EXPORT POTENTIAL**

## CHAPTER 1

### YOUR EXPORT POTENTIAL

#### 1.1 Introduction

Many Canadian firms are penetrating world markets with products as common as fish, frozen vegetables, hand saws, hub caps, and hard hats. In fact, in all manufacturing sectors — wood, pulp and paper, primary metals, machinery, and transportation equipment — the small firms have performed just as well as the medium-sized and large companies in terms of domestic products exported. The personal attention provided by small businesses is a great asset in developing export trade.

Small firms have the advantage of serving market niches not served by large corporations. Usually, the multinational firms concentrate on expansion into those markets that offer the greatest profit potential and knowingly bypass smaller markets. These bypassed segments as well as others can serve as profitable markets for the small exporter. Another advantage of small firms is that they can sense, retrieve, and react to market information more quickly than large corporations with their multilevel hierarchy of decision-making.

In order for a firm to start exporting, it must begin with an assessment of its resources. These include: production capacity to provide supplies of the product; availability of one or two persons with the skills and time to look after the export operation; the patience necessary to locate and analyze potential markets; research to select buyers; the tenacity to pursue trade leads vigorously; and a strong commitment to follow through once the decision is made to export.

#### 1.2 Potential Markets

The prospective exporter must have some understanding of world markets in general. A quick overview of the larger markets of the world is given below.

**A. Industrialized Country Markets:** The industrialized countries of the world, particularly the U.S.A. and Western Europe, are Canada's "traditional markets." Nearly 70percent of Canada's exports are directed towards the United States alone. However, domestic growth in most industrialized countries has slowed down and export opportunities are shifting away from the "traditional markets" to the Middle East, South-East Asia and Latin America.

In the industrialized countries, the main opportunities for exporting, licensing or joint venturing products lie in the high technology fields such as telecommunications, computer information systems, automation equipment, electrical and electronic equipment, aerospace products, and various types of parts, components and sub-assemblies. Opportunities also exist in the defence-related industries as well as for many types of consumer products.

**B. Newly Industrializing Country Markets:** The newly industrializing countries (or NICs, as they are called) are the faster-growing developing countries of the world which are now producing and competing with industrial countries in highly sophisticated industrial and consumer products. These countries are:

Brazil	Singapore
Greece	Spain
Hong Kong	South Korea
Mexico	Taiwan
Portugal	Yugoslavia

The rapid growth of their industries and their growing personal income are creating a demand for the importation of many industrial and consumer products.

The NICs import a major share of their requirements of manufactured products from the industrialized countries, but Canada's share of this market is relatively small. The main Cana-

dian exports to the NICs are crude and processed materials and agricultural products; manufactured goods form only an insignificant portion of those exports. However, with sound marketing plans, Canadian firms can sell many more manufactured goods in these markets.

- C. **Developing Country Markets:** The developing countries of the Middle East, Africa, South-East Asia and Latin America offer large potential for Canadian exporters. Present Canadian export penetration of these markets is poor compared to other major trading nations.

In most developing countries there are two distinct consumer markets — the modern sector and the traditional sector. The modern sector usually is found in the capitals or large cities with jet airports, international hotels, new factories, and a small but very affluent and westernized upper class. This sector consumes many products sold in the western countries, such as stereo systems, fashion clothing, television sets, packaged food, and so on, requiring relatively minor changes in products and packaging from country to country.

The traditional sector with its larger population, however, offers the greater potential, but requires a higher degree of adaptation to the market's needs. Such adaptation may require different strategies in product, pricing, promotion, or distribution than for the modern sector. Unfortunately, many exporters overlook this important distinction that exists between the two market sectors in a developing country and treat the whole country as one market.

- D. **Socialist Country Markets:** In order to export to the socialist countries, marketing strategies different from those for other markets of the world are necessary. Not only are all purchases made through state-owned trading companies, but methods of payment are also different. Due to the lack of foreign exchange, most socialist countries, especially those in eastern Europe, rely on counter-trade for payment of goods bought.

### 1.3 Need for Commitment

The first and foremost requirement in exporting, whether a firm is big or small, is a firm commitment to exporting by its management. If a firm is looking for growth and diversification, it is wise to look into the overseas markets. Although inherently more complex and risky than domestic marketing, exporting offers more challenge and greater profits.

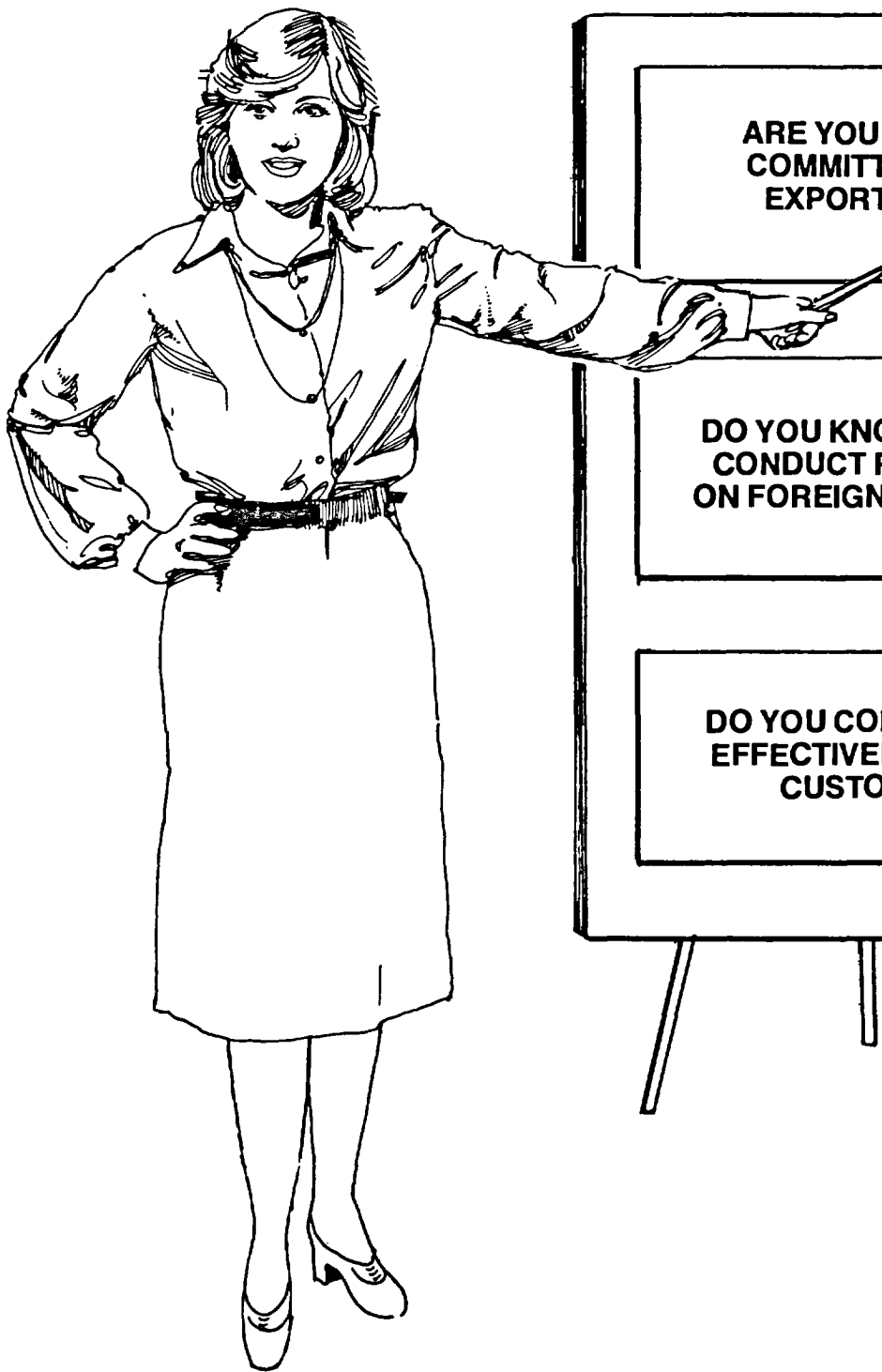
Seasoned exporters often remark that exporting is not for the amateur; if a firm plans to get into the export field, it must be prepared to approach the activities in a professional manner. Exporting is not a sporadic activity as some may construe, and export markets are not simply an outlet for excess inventory. If a business is to succeed in exporting, it must, first of all, **make a firm commitment** to pursue and cultivate the market systematically. Unfortunately, some firms do not give exporting the same dedication they give to their domestic markets, thus allowing their competition to become established in the foreign markets.

### 1.4 Need for an Overall Marketing Plan

A manufacturer who is considering exporting his product must have an overall marketing plan which covers a range of activities, from production to after-sales service. These activities would include plans for market entry, competition analysis, product modification and production, selection of channel and distribution, pricing, financing production and exports, promotion, study of tariff and non-tariff barriers, and estimation of short-term and long-term sales potential. Many questions may be asked in this process, relating to each major activity, which are given below.

#### A. Market Entry

- Which market offers the best potential for my product?
- What is my target market? In other words, do I know the market niche I am planning to serve?
- What is the size of the target market? What is my production capacity and can I meet the potential demand?
- How much money should be budgeted for research, a visit to the market, etc.?
- What kinds of research are needed?



**ARE YOU FULLY  
COMMITTED TO  
EXPORTING?**

**DO YOU KNOW HOW TO  
CONDUCT RESEARCH  
ON FOREIGN MARKETS?**

**DO YOU COMMUNICATE  
EFFECTIVELY TO YOUR  
CUSTOMERS?**

## **B. Competition**

- What is the extent and nature of the competition?
- What are the strengths and weakness of my competitors?
- How much of the product is imported and how much is locally produced?
- Approximately what market share is enjoyed by my competitors?
- Do the competitors control the distribution channel so that market entry will be difficult for me?
- Do my competitors have obvious cost advantages in production and distribution of the product?
- What is the price of my product in comparison with the competitors'?

## **C. Product**

- How is the product going to be used by the end user?
- What are the preferences in, for example, size, style, design, and colour in my potential market?
- What product modifications are required? What is the cost of such modification?
- What technical problems are anticipated in the use of the product?
- What are the special features of my product in comparison with my competitors'?
- Are there any specifications by the country regarding material content, tolerances, grading, etc.?
- If repair services are required, are there facilities for them?
- What are the labelling and marketing requirements of the country?
- What type of packaging is needed for protection in transit and storage at various locations?
- What after-sales services should I provide?
- Is there a strategy I can use for product appeal?

## **D. Distribution**

- What is the distribution structure of the country (the types of middlemen through whom products are distributed)?
- How are imports similar to mine usually handled?
- What types of channels are used by the competition?
- Who are the major distributors, agents, wholesalers, and retailers handling the product?
- Which channel is most likely to be effective for my product?
- Do middlemen give credit facilities to their dealers? What margins do the middlemen obtain on their sales?
- What criteria would I use to evaluate my potential agent or distributor who represents me?
- Are there national distributors who cover the whole country?
- Are there adequate warehouse and storage facilities in the marketplace?
- What delivery considerations must be looked into?
- What are the alternatives in transporting the goods to the market? How adequate are the transportation facilities in the country?
- What are the various shipping costs?
- What distribution strategy can I use?

## **E. Pricing/Financing**

- What are the sources for financing the exports?
- What federal and provincial government assistance is available?
- Have I searched the sources of financing adequately to obtain the most favourable interest rate?
- What is my production cost for various volumes?
- What is my profitable per unit cost at various volumes?
- What are the import duties and taxes in the country?
- What types of price quotations are preferred by customers? That are the prices I should quote?
- What are the payment terms I need to give my customers?

- How flexible can I be with prices and terms of payment by the importer?
- What is the end price of the product to the user?
- Is there government control over prices in the export market?
- What pricing strategy should I use?
- Are there any foreign exchange remittance problems facing my customers?
- Is there foreign exchange control?
- What is the country's currency exchange rate with Canadian dollars? Is it stable?
- What documents are needed by the importers?

**F. Promotion**

- Do I have an adequate budget for promotion?
- Who will bear the burden of promotion after the goods are shipped?
- Is cost sharing of promotion desirable?
- How effective is the agent's or distributor's sales force?
- What types of promotion are needed for the product?
- What types of assistance from the federal and provincial governments are available?
- How should the product and package be designed so as to attract the customer?
- What brand name or trademark should be used? Should a trademark be protected?
- In what languages should brochures be printed for distribution?

**G. Cultural Factors**

- What are the cultural barriers that can affect my exports?
- To what extent is English spoken by my customers?
- How much do I know about the customers — their customs, habits, religions, festivals, holidays, taboos, and so on?
- Am I aware of the problems in communicating with customers in the market?
- What are the business practices of the country?

**H. Economic/Governmental/Political Factors**

- What is the population of the country? What is the growth of the economy as a whole and of the industrial sector the product is part of?
- Which system of weights and measures and what electric currents are used?
- What are the main industries and incomes? What is the inflation rate?
- What are its economic development plans?
- Where are its main ports and free trade zones?
- What are the tariff barriers?
- What is the government's import policy?
- Is there a bilateral agreement with Canada? Is the country a recipient of Canadian aid?
- Is there "red tape" in government agencies?
- What is the extent of free market competition?
- Does the country belong to any trading block with free trade between member countries?

**1.5 Organizing for Export**

Exporting is a highly skilled operation demanding a variety of functions from management. Although the size of a firm, its products, and its scale of export business will influence the structure of its export division, the most important factor for success is the degree to which the many functions of its management are oriented towards the customer.

The smallest export firm or the export department of a major firm may consist of an export manager, a shipping clerk, and a secretary, even though it is possible to start exporting as a one-person organization. The various functions of a firm will be organized essentially as shown on the following page.

## HEAD OF FIRM/EXPORT MANAGER

- Plan, organize, direct, and control all activities of the firm/department
- Actively seek overseas markets through marketing research
- Plan field visits from time to time, maintain correspondence with customers
- Handle all overseas enquiries and follow-up enquiries
- Ensure product quality
- Calculate export price and quote price
- Provide appropriate packaging, branding
- Maintain supplies, specify delivery dates, execute orders
- Research transportation alternatives
- Liaise with government departments engaged in export promotion
- Prepare promotional material, actively promote product
- Participate in trade shows, missions, and exhibitions
- Arrange loans, handle major financial matters
- Provide after-sales service

## SHIPPING CLERK

- Maintain close contacts with shipping firms and insurance companies
- Arrange dispatch of exports
- Help Export Manager in calculation of prices with freight information
- Reserve space in vessels
- Supervise packing; make sure goods are packed well
- Prepare all shipping documents as required by importer or shown in Letter of credit
- Deliver documents to bank; arrange collection
- Arrange for pre-shipment inspection when needed
- Maintain customer cards showing details of each shipment made, sales order book, purchase book, indent sheets, etc.
- Help Export Manager with research on markets

## SECRETARY

- Maintain records of all correspondence
- Type all correspondence
- Maintain sales records up-to-date
- Type invoices, shipping documents
- Help research work of Export Manager

### 1.6 Communicating with Foreign Firms

Because of the vast distances separating sellers and buyers, as well as cultural and language problems, communication often becomes distorted or inadequate in the export business.

**Telex** is excellent due to speed and accuracy but its use is limited. If you do not have this facility, it can be rented from CNCP Telecommunications. For those firms whose monthly telex volume does not warrant the expense of machine rental and operation, it is possible to share a telex machine with other firms — this new service is becoming available in larger towns. On the same basis it is also possible to rent office space and office services in downtown locations at a substantially reduced cost — this service is especially helpful to new firms entering the export business.

**Telephone** is a very effective tool in export sales. One of the problems with its use is time difference; for example, Japan and other Pacific Rim countries are approximately 10 hours ahead of Toronto time. One must, therefore, stay late in the office in order to communicate with customers in the Pacific Rim who will be going to their offices the following morning, their local time. Similarly, the customers in the Middle East or Africa are ahead by many hours and to talk to any one in these areas in their offices, one will have to call very early in the morning from Canada. Person-to-person calls, although more expensive, may be cheaper in the long run, as many station-to-station calls may be wasted.



A cable address is essential for the export business. CNCP Telecommunications again will give you details on cost, how to register, etc. The present cost is \$55 per year. The address should be easily pronounceable, between six and ten letters, and it cannot be a company name or personal name.

Letters can be very effective as a sales tool provided good care and thought are put into them. The better exporters put considerable effort into writing letters, whether to solicit new business from leads obtained from periodicals, newspapers, directories, etc., or to confirm telephone conversations or reply to trade enquiries.

When writing letters, ask the following questions:

1. Is the quality of the paper used and the typing layout excellent, since the customer gets the first impression about your operation from your letter.
2. Is the design of the letterhead impressive? Are the address, cable address, telex number, telephone number, etc. shown legibly? Does the letterhead show "Exporter of ..." or "Export Department of..."? Do you have a logo for your firm? A logo can enhance your company's image.
3. Is the salutation appropriate? In some countries, the first name is used with Mr., not the last name as in Canada. (When in doubt, use "Dear Sir", if directed to a company official, or "Dear Sirs", if directed to the firm). Some countries address firms "Messrs." (short for messieurs) in place of "Dear Sirs". In countries like Saudi Arabia, where top government officials may also be members of royalty, proper salutations must be shown in the letter according to the person's status, for example, "His Excellency AbdulKhalamAzad Director, Government Supplies and Services," instead of "Mr. Abdul Kham Azad".
4. Does your customer understand English or is there a need to translate?
5. Is literature describing your product enclosed? Is the literature in the customer's language, if you think the customer would prefer that?
6. Are the price quotations made according to the custom of the country?
7. Are any major changes to the product to be made?
8. Are there special labelling or marking requirements?
9. What weights and measurements are used? What is the electric current used?
10. Is the letter signed by the appropriate person in your firm, showing the name and title clearly?

**Complaints** must be handled most tactfully and claims settled fairly. The saying, "the customer is always right", should be kept uppermost in mind when handling complaints or settling disputes. That does not mean you should allow a buyer to take advantage of you when he or a third party is clearly at fault. Sometimes you may be dealing with unscrupulous merchants overseas and you must protect your own interests.

**Mailing list:** For your regular customers, use the mail effectively to let them know from time to time about new products or added facilities to your office which may be of interest to them. It is important to keep in touch with your customers even if they do not buy from you on a regular basis.

**Enquiries:** Answer all enquiries promptly even if some do not relate to your business — a little help may turn out to be of benefit to you at some future date.

## 1.7 Translation Services

When writing to customers in countries where English is not widely understood, it is highly desirable to use the country's language for correspondence. However, this may pose a problem with some countries where more than one language is spoken and it is not clear what language the customer understands. A little research into such matters will provide you with the answers, but if in doubt, use English. In several African countries French is preferred over English.

Brochures illustrating your product or product specifications also may be translated for customer appeal. For example, many firms dealing with the Arab countries now use Arabic in addition to English in brochures.

Professional translation services are available in most cities; some are certified legal translators, and some do freelance work. One translation service in Vancouver deals in 86 languages and will type letters in Chinese or Japanese. Cost varies according to the nature of the content and the length.

**Personal visit:** The need for face-to-face contacts cannot be stressed adequately. Personal visits are needed for:

- researching market potential and studying competition;
- interviewing prospective agents and distributors;
- face-to-face contacts with customers;
- participation in trade fairs or trade missions.

Neither telex nor telephone is an adequate substitute for a personal visit. More than likely your competition will be visiting the marketplace and you must also be prepared to make visits. How to plan for market visits is described in the next chapter.

**Contacts with the local trading community:** The exporter must keep in contact with not only his customers but also the local bankers, shipping companies, insurance firms, and so on. Sometimes foreign trade enquiries are directed to a bank or shipping company and contacts with them may aid you in obtaining export orders. It is also worthwhile to take time to attend seminars, conferences, etc., which may be available in your town from time to time, in order to upgrade your skills and to keep up with the numerous changes taking place in the export field. Besides, these occasions will help you in developing valuable contacts.

**CASE STUDY (A)**  
**ABC HARDWARES LTD.**

ABC Hardwares Ltd. is a small firm located in a suburb of Toronto engaged in the manufacture and sale of a line of cutting tools. The firm distributes the products in Ontario and the four western provinces through wholesalers, as well as through three major retail hardware co-operative chain stores.

ABC Hardwares was started two years ago by the present owner and president, Mr.J.J.Smith. Smith started his career as a salesman for a large hardware manufacturer and after several years in that job was promoted to Sales Manager, Western Canada. In the years he worked as Sales Manager he saw increasing opportunities for marketing simple manual and power cutting tools. With the money he saved and borrowed, plus a loan from the Federal Business Development Bank, he started ABC Hardwares.

All marketing aspects of the company are directed by Smith. Only two other people work in the office: TimJones, a young graduate of the B.C. Institute of Technology in International Business, who assists with sales, and MaryLouBaker, Secretary.

Sales in the first year reached 90 percent of forecast and in the second year exceeded expectations. Smith knew, however, that he could make larger profits from exporting his products and so began to look earnestly for leads. One day he came upon the following item in the "Export Digest", published by the Canadian Export Association:

"Large hardware dealer in Singapore  
interested in importing hand saws in various  
sizes. Contact Eng Hue Co. Private Ltd.,  
20 Cuff Road, Singapore 0820."

Six months previously, Smith had written to an importer in Egypt in response to a similar advertisement in the periodical "Trade Channel" and, four months ago, to a firm in Malaysia, but he has not heard from them. Although somewhat discouraged, Smith called his secretary the day after he saw the news item in the "Export Digest" and dictated the letter on the following page. When he showed the letter to Tim, he (Tim) commented that the letter was inadequate and needed a lot more information than Smith gave.

A.B.C. Hardwares Limited  
11,111 Main Street  
Toronto, Ontario  
Canada  
T3S 1Z6

June 5, 19\_\_\_\_

Eng Hue Company Private Ltd.  
20 Cuff Road  
Singapore 0820

Dear Sirs:

We learn through the Canadian Export Association's "Export Digest" that you wish to import high quality hand saws. We are in the business of manufacturing saws and other cutting tools from high quality steel. Please refer to our attached brochure for details of the saws and others tools we make.

We can supply you large quantities of saws. The saws come in three sizes, 45cm, 60cm, and 75cm in length. Our prices are as follows:

	45 cm	60 cm	75 cm
F.O.B. Toronto for 10 cases — each case containing 1 doz.	\$600.00	\$840.00	\$1,200.00

In orders above 10 cases we give a discount of 10 per cent on each order. The minimum order is 10 cases.

We have built a good reputation in Canada for our products and our bankers are ...

Please contact us if you need further information.

Yours truly,

(sd)

Enc. 1

phone: (416) 123-0001

cable: FINEDGE

Telex: 01-123456

## Questions

1. How adequate is the letter as a response to the advertisement?
2. If the letter is inadequate, how would you improve it?

\* \* \*

The letter is quite inadequate as a reply to the enquiry and is not likely to elicit a response from the customer for a number of reasons:

1. The letter leaves too many questions unanswered for the customer.
2. Private importers in Singapore like C.I.F. quotations (see Appendix I) instead of F.O.B., and in Singapore dollars. The letter shows inexperience.
3. There are marking and labelling requirements for imports.
4. How long are the price quotations valid? This is a serious omission.
5. What is the firm's supply capacity? "Large quantities" is too vague and suspect — no one has unlimited capacity.
6. The design of the letterhead does not appear to facilitate the objective for which it is made, i.e., for the customer to find the address or telephone number easily.
7. The name and designation of the person who wrote the letter are missing — the customer is left to guess who wrote it. In case the customer wishes to make a person-to-person telephone call, whom shall he ask for?

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**REMEMBER! YOUR LETTER IS YOUR SALES REPRESENTATIVE!**

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An improved letter, written carefully and answering the most likely questions the customer may have, would look somewhat like the one shown on the next page. Note that the address, telephone, and telex numbers stand out.

**ABC HARDWARES LIMITED**  
Exporters of Quality Cutting Tools  
11,111 Main Street  
Toronto, Ontario, Canada, Postal Code — T3S 1Z6

Telephone: Area Code 416, 123-000

Telex: 01-123456

Cable Address: "FINEDGE"

Ref: FE-101

June 5, 19\_\_\_\_

Eng Hue Company Private Ltd.  
20 Cuff Road  
Singapore 0820

Dear Sirs:

We are pleased to learn from the Canadian Export Association's "Export Digest" that you wish to import different sizes of Hand Saws made from high quality steel.

We are in the hardware manufacturing business — we make Hand Saws as well as a variety of other cutting tools. In our factory, located in Toronto, we use the finest steel produced in this country for our products. Laboratory tests have shown that our saws last 25 per cent longer than those of all our competitors. For your information, we are attaching a brochure illustrating the three sizes of saws we make.

In Canada, we sell to a number of large wholesalers and retail hardware chain stores. We are looking at foreign markets for exports and are very much interested in selling to Singapore and other South-East Asian countries. Our bankers are ...

We can supply you 10 cases (1 dozen to each case) in our three sizes from stock. Larger orders require at least four months' notice, depending on the size of the order, and we can supply quantities of up to 50 cases a year.

Our prices for the three sizes of saws are shown on the next page. It is necessary to receive an order before October 31, 19\_\_\_\_, to invoice at these prices; prices will be higher after this date. Minimum order is 10 cases and, on orders over 10 cases, we give a discount of 10 percent of invoiced value.

	Length of Saw		
	45 cm	60 cm	75 cm
"Hand Saws" 10 cases			
C.I.F. Singapore	US \$601.00 S \$1,241.00	US \$764.00 S \$1,578.00	US \$1,097.00 S \$2,265.00

S = Singapore Dollars

We shall be happy to execute your order against a Confirmed Irrevocable Letter of Credit in Canadian or U.S. dollars covering the value of the order.

Please give us detailed instructions on marking and labelling requirements, as well as packing.

Direct freighter service from Vancouver to Singapore is available once every five weeks.

You may reach us by telex, at 01-123456, or telephone, (416) 123-0001.

Yours truly,

(sd)

J.J. Smith  
Export Manager

Enc: Brochure  
JJM:ims

Advertisements of this type can be found in periodicals (Canadian and foreign) on exporting/importing:

**BENIN:** i) **Textile piece goods; beverages, hot drinks, wine and beer; cigarettes;** confirmers are sought by importers of general merchandise ETS. A. NACYTHES CO., Carre 134 134 Jonquet, B.P. 03-2960, COTONOU R.P. BENIN. (Attention: N. Igban, Import Manager), Telex:5003 att. NACY.

ii) **Textiles, Canned Foods, Garments, Electronics, Shoes, Drinks, Plates, Used Clothing, Cosmetics, Plastics, "Leaderates", Luggage, Carpets, Rugs, and Musical Applicances.** These items are sought by Mr.Agu Udensi, Director, ADENIC UNIVERCIAL IMPORT' Carre123, Missebo, COTONOU, BENIN. (Mail address: B.P.2283. CONONOU). Tel: 32-29-58. Telex: 1110 Cabine Telex Cotonou.

**AUSTRALIA:** Group of Retail Gift Stores seeking to expand their range of imports for **Giftware and Prints** would like to hear from interested exporters. Please send catalogues, price lists in US \$ F.O.B. nearest port, carton quantity and cubic measurements of carton, to KOTEK FAMILY HOLDING CO. PTY LTD., c/o P.O. Box 29 Kingway West, 2208N.S.W. Australia.

**BANGLADESH:** Regular imports of **Rape Seed and Milk Powder** sought by EBANGLADESH TRADING HOME & OVERSEAS, G.P.O. Box No. 1128, Chittagong, BANGLADESH. Please address offers to Mr.Rahman, Manager (Imports), including details of delivery system, packing systems, Bankers (Letters of Credit), supply period, prices with commission, agency conditions, catalogue, etc. This firm is also interested in hearing from exporters of **Aluminum Ingot, Cement, and Marble Chips.**



## BIBLIOGRAPHY

### Suggested Readings/References:

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International Trade Centre  
UNCTAD/GATT  
Geneva, Switzerland
2. International Marketing, 5th Edition  
Gateora, P.R. & Hess, J.M.  
Richard D. Irwin Inc.  
Homewood, Illinois 60430  
U.S.A.
3. Guides for Canadian Exporters: ASEAN  
ITC/REE Regional Offices  
or  
Department of Industry, Trade & Commerce and  
Regional Economic Expansion  
235 Queen Street  
Ottawa K1A 0H5
4. Pacific Rim Export Markets  
Ministry of Industry & Small Business  
315 Robson Square  
800 Hornby Street  
Vancouver V6Z 2C5
5. Selling to New Markets: Africa. \$4.00  
The Canadian Business Review  
The Conference Board of Canada  
25 McArthur Road  
Ottawa K1L 6R3
6. Exporting to Japan. \$45.00  
Yearly publication containing a list of over 4,000 products that firms  
in Japan plan to import. Contact the nearest Japan External Trade  
Organization.
7. Business America — Bi-weekly  
U.S. Department of Commerce  
U.S. Government Printing Office  
Washington, D.C. 20402

**APPENDIX I**

**LANGUAGE, CURRENCY, WEIGHTS AND MEASURES, ETC.  
OF MAJOR COUNTRIES OF THE WORLD**

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
Afghanistan	FOB CIF	Afghani	US \$ or £ Stg.		Metric	AC 50/60 Cycle 220 Volts 1,3 Phases	via Karachi
Algeria	CIF	Algerian Dinar	Algerian Dinar & US \$	French English	Metric	AC 50 Cycle 127/220, 220/ 380 Volts, 1,3 Phases	El Djezair
Angola	FOB CIF	Kwanza	US \$	Portuguese English	Metric	AC 60 Cycle 200 Volts	Luanda Lobito
Argentina	CIF FOB C & F C & I	Peso	US \$	Spanish	Metric	AC 60 Cycle 120/240, 120/ 208 Volts, 1,3 Phases	Buenos Aires
Australia	FOB CIF	Australian \$	Australian \$ US \$	English	Metric	3 Phase 240/415 Volts	Sydney Melbourne Brisbane
Bahamas	FAS FOB CIF (Opt.)	Bahamas \$	£ Stg.	English	Metric	AC 60 Cycle 120/240, 120/ 208 Volts 1,3 Phases	Nassau
Bahrain	CIF CIFC	Bahrain Dinar	£ Stg. US \$	English	Metric	AC 50 Hz 1 Phase, 230 Volts, 3 Phase 400 Volts	Manama Minasuleman
Bangladesh	C & F FOB	Taka	US or £ Stg.	English	British Metric	AC 50 Cycles 230/400 Volts 1,3 Phases	Chittagong
Barbados	CIF	Barbados	£ Stg. or US \$	English	Metric	AC 50 Cycle 120/208, 110/ 200 Volts 1,3 Phases	Bridgetown

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
Belgium	FOB Factory & IS	Franc	Belgian Franc	English	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Antwerp
Belize	CIF	Belize	US \$	English	British Metric Acceptable	AC 60 Cycle 110/220, 220/ 440 Volts 1 Phase	Stann Creek
Benin	CIF	CFA Franc	French Franc	French	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Cotonou
Bermuda	FOB	Bermuda \$	Bermuda \$ or US \$	English	British Metric Acceptable	AC 60 Cycles 115/30, 120/ 208 Volts 1,3 Phases	Hamilton
Bolivia	FOB	Peso	US \$	Spanish	Metric	AC 50 Cycle Volts vary 1,3 Phases	via Rosario Argentina
Brazil	CIF FOB C & F	Cruzerio	US \$	Portuguese	Metric	AC 60 Cycle Volts vary 1,3 Phases	Rio de Janeiro, Santos
Burma	FOB C & F	Kyat	£ Stg.	Burmese	British	AC 50 Cycle 220/440 Volts 1,3 Phases	Rangoon
Cameroon	CIF FOB C & F	CFA Franc	French Franc US \$	French	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Douala- Bonaberi
Canada	CIF	Canadian \$	Canadian \$	English	Metric	AC 60 Cycle 120/140 Volts 1 Phase	Halifax
Central Africa	CIF or C & F	CFA Franc	French Franc or US \$	French	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	via the Congo Zaire

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
Chad	CIF or C & F	CFA Franc	French Franc or US \$	French	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Douala
Chile	FOB or FAB	Peso	US \$	Spanish	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Coquimbo, Talcahuano (various)
China	C & F or FOB	Renminbi	£ Stg. or US \$	Chinese or English Acceptable	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Shanghai, Tientsin (various)
Colombia	FOB	Peso	US \$	Spanish	Metric	AC 60 Cycle Volts vary 1,3 Phases	Barranquilla Cartagena (various)
Costa Rica	CIF or FOB	Colon	US \$	Spanish	Metric	AC 60 Cycle 120/240 Volts 1,3 Phases	Limon or Golfito or Puntarenas
Cuba	FOB	Peso	Peso	Spanish English Acceptable	Metric	AC 60 Cycle 110/220 Volts Three Phase	Antilla Cardenas (various)
Cyprus	CIF	Cyprus Pound	£ Stg. US \$	Greek English	British or Metric	AC 50 Cycles 240/415 Volts 1,3 Phases	Famagusta
Denmark	CIF or FOB	Krone	US \$ or £ Stg.	English or German	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Copenhagen
Djibouti	CIF	Djibouti Franc	French Franc or US \$	French	Metric	AC 50 Cycles 220/380 Volts	Djibouti
Ecuador	CIF or C & F or FOB	Sucre	US \$	Spanish	Metric	AC 60 Cycles Volts vary 1,3 Phases	Guayaquil
Egypt	CIF	Egyptian Pound	£ Stg. or US \$	English	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Alexandria Port Said Port Suez

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
El Salvador	CIF	Colon	US \$	Spanish	Metric	AC 60 Cycles 115/230 Volts 1,3 Phases	Acajutla Cutuco La Libertad
Ethiopia	CIF or C & F	Ethiopian Birr	US \$ £ Stg.	English	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Assab, Massawa
Fiji	FOB CIF	Fiji Dollar	Australian \$ or £ Stg.	English	Metric	AC 50 Cycles 240/415 Volts 1,3 Phases	Suva
Finland	CIF FOB	Markka	Finmarks (CIF) US \$ - £ Stg.	English or German	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Helsinki Hanko (various)
France	CIF or FOB or FAS or C & F	Franc	French Franc	French	Metric	AC 50 Cycles 220/380, 127/ 220 Volts, 1,3 Phases	Marseilles Le Havre (various)
Gabon Republic	CIF FOB or C & F	CFA Franc	French Franc US \$	French	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Owendo, Port Gentil
Germany, West (Fed. Rep. of)	CIF	Deutschemark	Deutschemark US \$	German	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Bremen, Hamburg
Ghana	FOB C & F	CEDI	£ Stg. US \$	English	Metric	AC 50 Cycles 220/400 Volts 1,3 Phases	Tema, Takoradi
Greece	FOB CIF	Drachma	£ Stg. US \$	French or English	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Piraeus, Salonika
Guadeloupe	CIF	Franc	French Franc	French	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Pointe-A-Pitre

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
Guatemala	CIF FOB	Quetzal	US \$	Spanish	Metric	AC 60 Cycle 120/240, 10/ 220 Volts 1,3 Phases	Puerto Barrios Thomas de Castilla
Guinea-Bissau	FOB	Guinea Peso	US \$	Portuguese	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Bissau
Guyana	CIF	Guyana \$	£ Stg. US \$	English	British Metric	AC 60 Cycle 110/120 Volts	Georgetown
Haiti	FOB	Gourde	US \$	French English	Metric	AC 60 Cycles 110/220 Volts 1,3 Phases	Port-Au-Prince
Honduras	CIF FOB	Lempira	US \$	Spanish English	Metric	AC 60 Cycles 110/220 Volts 1,3 Phases	Puertos Cortes
Hong Kong	CIF	Hong Kong \$	Hong Kong \$ £ Stg. US \$	English	Metric	AC 50 Cycle 200/346 Volts 1,3 Phases	Hong Kong
Hungary	FOB	Forint	US \$	Hungarian English Acceptable	Metric	AC 50 Cycles 200/380 Volts 1,3 Phases	via Antwerp
Iceland	CIF FOB	New Kronor	Krona or US \$	English	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Reykavik
India	CIF	Rupee	US \$ £ Stg. Rupees	English	Metric	AC 50 Cycles 230/400 Volts 1,3 Phases	Bombay, Calcutta Madras
Indonesia	C & F FOB	Rupiah	US \$	English	Metric	AC 50 Cycles 127/220 Volts 1,3 Phases	Jakarta, Surbaya (various)

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
Iran	CIF C & F FOB	Iranian Rial	US \$ £ Stg.	English French German	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Khorram-Shahr
Iraq	FOB	Dinar	Iraqi Dinar	Arabic English	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Basra
Ireland	CIF	Irish Pound	£ Stg.	English	British Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Dublin, Cork, Cobh
Israel	FOB	Israeli Shekel	US \$ £ Stg.	Hebrew, Arabic English	Metric	AC 50 Cycles 230/400 Volts 1,3 Phases	Haifa Ashdod Eilat
Italy	FOB	Lira	Lira US \$	Italian	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Genoa, Naples, Venice
Ivory Coast	CIF	CFA Franc	French Franc	French	Metric	AC 50 cycles 220/380 Volts 1,3 Phases	Abidjan
Jamaica	CIF	Jamaica \$	US \$ £ Stg.	English	Metric	AC 50 Cycles 110/220 Volts 1,3 Phases	Kingston
Japan	CIF FOB	Yen	US \$ Yen	English	Metric	AC 50 & 60 Cycles, 100/200 Volts, 1,3 Phases	Yokohama, Kobe (various)
Jordan	C & F	Jordan Dinar	US \$ £ Stg.	Arabic English	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Aqaba
Kenya	FOB CIF	Kenya Shilling	£ Stg. US \$ Kenya Shillings	English	Metric	AC 50 Cycles 240/415 Volts 1,3 Phases	Mombassa



Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
Korea South	CIF FOB	Won	US \$	English	Metric	AC 60 Cycles 100/200 Volts 1,3 Phases	Pusan Inchon
Kuwait	C & F or CIFC	Kuwait Dinar	US \$ £ Stg.	Arabic English Acceptable	Metric	AC 50 Cycle 240/415 Volts 1,3 Phases	Shuwaikh
Lebanon	CIF FAS	Lebanese Pound	US \$ £ Stg.	Arabic English Acceptable	Metric	AC 50 Cycles 110/190, 220/ 380 Volts 1,3 Phases	Beirut
Liberia	CIF FOB C & F	Liberian \$	US \$	English	British	AC 60 Cycle 120/240, 120/ 208 Volts 1,3 Phases	Monrovia
Libya	CIF C & F	Libyan Dinar	£ Stg. US \$	Arabic English Acceptable	Metric	AC 50 Cycles 127/220 Volts 1,3 Phases	Benghazi, Tripoli
Luxembourg	CIF	Luxembourg Franc & Belgian Franc	Luxembourg Franc	English	Metric	AC 50 Cycles 120/208, 220/ 380 Volts 1,3 Phases	Antwerp
Madagascar	CIF FOB	Madagascar Franc	French Franc US \$	Malagasy French	Metric	AC 50 Cycles 220/380, 127/ 220 Volts 1,3 Phases	Toamasina, Majunga Diego-Suarel
Malawi	CIF	Kwacha	£ Stg. Kwacha	English	British Metric	AC 50 Cycles 230/400 Volts 1,3 Phases	via Beira & Nacala
Malaysia	CIF FOB	Malaysian Ringgit \$	Malaysian \$ US \$ £ Stg.	English	British Metric	AC 50 Cycles 240/415 Volts 1,3 Phases	Penang, Kelang

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
Mali	CIF	Mali Franc	US \$ French Franc	French	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	via Port of Dakar
Martinique	CIF FOB	French Franc	French Franc	French	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Port de France
Mauritania	C & F	Ouigiya	US \$ French Franc	French	Metric	AC 50 Cycles 220 Volts 1,3 Phases	Nouadhi 'Bou
Mauritius	CIF FOB	Mauritius Rupee	£ Stg. ;	English	Metric	AC 50 Cycles 230/400 Volts 1,3 Phases	Port Louis
Mexico	CIF	Peso	US \$ Peso	Spanish	Metric	AC 60 Cycles 127/220 Volts 1,3 Phases	Veracruz (various)
Morocco	CIF FOB C & F	Dirham	Dirham	French	Metric	AC 50 Cycles 115/200 Volts 1,3 Phases	Casablanca
Mozambique	CIF C & F	Meticals	US \$ £ Stg.	Portuguese English Acceptable	Metric	AC 50 Cycles 220/380 Volts 3 Phase	Maputo Beira Nacala
Netherlands	CIF FOB	Guilders	Guilder US \$	English Dutch French	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Rotterdam Amsterdam
New Caledonia	CIF FOB FAS	CFP Franc	French Franc US \$	French	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Noumea
New Zealand	FOB CIF	New Zealand \$	New Zealand \$	English	Metric	AC 50 Cycles 230/400 Volts 1,3 Phases	Auckland, Wellington, Lyttleton

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
Nicaragua	CIF FOB C & F	Cordoba	US \$	Spanish	Metric	AC 50 Cycles 120/240 Volts 1,3 Phases	Corinto
Niger	CIF FOB Ex-Factory	CFA Franc	French Franc US \$	French	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	via Cotonou, Benin
Nigeria	CIF FOB	Naira	Naira £ Stg.	English	Metric	AC 50 Cycles 230/415 Volts 1,3 Phases	Lagos Harcourt
Norway	CIF	Krone	Kroner US \$	Norwegian English Acceptable	Metric	AC 50 Cycles 230 Volts 1,3 Phases	Oslo
Oman	CIF	Riyal Oman	US \$ £ Stg.	English	Metric	AC 50 Hz 1 Phase, 220 Volts, 3 Phase 380 Volts	Mina Gaboos
Pakistan	C & F	Rupee	US \$ £ Stg.	English	Metric	AC 50 Cycles 230/400 Volts 1,3 Phases	Karachi
Panama	FOB	Balboa	US \$	Spanish	Metric	AC 60 Cycles 110/220 Volts 1,3 Phases	Balboa
Papua, New Guinea	FOB	Kina	Australian \$	English	Metric	AC 50 Cycles 415/240 Volts	Moresby
Paraguay	FOB	Guarani	US \$	Spanish	Metric	AC 50 Cycle 220 Volts 1,3 Phases	via Argentine Uruguay (various)
Peru	CIF FOB FAS	Sol	US \$	Spanish	Metric	AC 60 Cycles 220 Volts 1,3 Phases	Callao

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
Philippines	CIF FOB	Peso	US \$	English Spanish	Metric	AC 60 Cycles 110/220 Volts 1,3 Phases	Manila
Poland	FOB CIF	Zloty	US \$	English	Metric	AC 50 Hz 1 Phase 220 Volts, 3 Phase 380 Volts	Gdynia Gdansk Hamburg Rotterdam
Portugal	FOB	Escudos	Escudos	Portuguese or English	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Leixdes, Lisbon, Oporto
Puerto Rico	CIF	US \$	US \$	English	British or Metric	AC 60 Cycles 120/240 Volts 1,3 Phases	San Juan, Ponce
Qatar	CIF CIFC	Riyal	£ Stg. US \$	English	Metric	AC 50 Hz 1 Phase 220 Volts, 3 Phase 380 Volts	Ummsaid Doha
Samoa (Western)	CIF	Tala	£ Stg.	English	British	AC 50 Hz 1 Phase 240 Volts, 3 Phase 415 Volts	Apia
Saudi Arabia	CIF	Saudi Riyal	£ Stg. US \$	Arabic English Acceptable	Metric	AC 60 Cycles 110 Volts	Jeddah
Senegal	CIF	CFA Franc	French Franc US \$	French	Metric	AC 50 Cycles 110/220 Volts 1,3 Phases	Dakar, Kaolack
Sierra Leone	FOB	Leone	£ Stg.	English	British Metric	AC 50 Cycles 220/440 Volts 1,3 Phases	Freetown
Singapore	CIF	Singapore &	Singapore &	Chinese or English	Metric	AC 50 Cycles 230/400 Volts 1,3 Phases	Port of Singapore

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
South Africa	FOB	Rand	Rand £ Stg.	English	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Cape Town
Spain	CIF	Peseta	Peseta	Spanish	Metric	AC 50 Cycles 127/220, 220/ 380 Volts, 1,3 Phases	Barcelona
Sudan	C & F	Sudanese Pound	£ Stg.	English	Metric	AC 50 Cycles 240/415 Volts 1,3 Phases	Sudan
Surinam	CIF	Surinam Guilders	US \$	English Spanish French	Metric	AC 60 Cycles 127 Volts 1,3 Phases	Paramaribo
Sweden	CIF	Krona	Kroner US \$	Swedish	Metric	AC 50 Cycle 220/380 Volts 1,3 Phases	Helsingborg Gottenburg
Switzerland	CIF	Swiss Franc	Swiss Franc US \$	German French Italian	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	via Lisbon, Rotterdam, Hamburg
Syria	CIF FOB C & F	Syrian Pound	US \$ £ Stg.	English	Metric	AC 50 Cycle Volts vary	Latakia Banais Tartous
Taiwan	CIF FOB	New Taiwan Dollar	£ Stg. or US \$	Mandarin, English, Japanese Acceptable	Metric	AC 60 Cycles 110/220 Volts 1,3 Phases	Keelung, Kaoshing, Taichung
Tanzania	CIF FOB	Tanzanian Shilling	Tanzania Shillings US \$ £ Stg.	English	Metric	AC 50 Cycles 230/400 Volts 1,3 Phases	Dar-Es-Salaam

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
Thailand	CIF FOB C & F	Baht	US \$ £ Stg.	English	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Bangkok
Trinidad and Tobago	CIF	Trinidad and Tobago \$	US \$ £ Stg.	English	Metric	AC 60 Cycles 115/220 Volts 1,3 Phases	Port-of-Spain
Tunisia	CIF	Dinar	Dinar French Franc DM US \$	French	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Tunis, Sfax Sousse, Bizerte
Turkey	CIF FAS	Turkish Lira	US \$	Turkish	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Istanbul
Uganda	CIF	Uganda Shilling	£ Stg.	English	Metric	AC 50 Cycles 240/415 Volts 1,3 Phases	via Port of Mombasa, Kenya
United Kingdom	CIF	Pound Sterling	£ Stg.	English	Metric	AC 50 Cycles 240/415 Volts 1,3 Phases	Bristol, Humber (various)
USA	FOB CIF	US \$	US \$	English	British		New York Boston New Orleans Seattle Los Angeles
Upper Volta	CIF	CFA Franc	French Franc	French	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	via The Ivory Coast
Uruguay	CIF FOB	Peso	US \$	Spanish	Metric	AC 50 Cycles 220 Volts 1,3 Phases	Montevideo
Venezuela	CIF FOB C & F	Bolivar	US \$	Spanish	Metric	AC 60 Cycles 120/240 Volts 1,3 Phases	La Guaira, Maracaibo (various)

Country	Customary Terms of Quotation	Local Currency	Currency Normally Used in Quotation	Preferred Language for Correspondence	Weights and Measures	Electric Current	Main Ports of Entry
Yemen Arab Republic	CIF C & F	Riyal Yemen	US \$ £ Stg.	English	Metric	AC 50 Cycles 230 Volts	Hodeida, Mocha
Yemen People's Republic	CIF CIFC	Yemeni Dinar	US \$ £ Stg.	English	British	AC 50 Cycles 230/400 Volts 1,3 Phases	Aden
Yugoslavia	FOB CIF	Dinar	US \$	English German French	Metric	AC 50 Cycles 220/380 Volts 1,3 Phases	Rijeka Koper
Zambia	CIF	Zambian Kwacha	£ Stg.	English	Metric	AC 80 Cycles 220/380 Volts 1,3 Phases	via Port of Da-Re-Salaam, Tanzania

**CHAPTER 2**  
**MARKETING RESEARCH**



## CHAPTER 2

### MARKETING RESEARCH

#### 2.1 Introduction

Marketing research is essential for providing the most reliable data on which an exporter can base his decisions. The quality of information available may vary from uninformed opinions to thoroughly researched facts.

Initially, research must be conducted at home — it is surprising how much data can be collected from the home base. However, for detailed information on competition, pricing, the product use, and so on, a visit to the marketplace is required.

This chapter shows how to conduct marketing research to locate an export market and develop sources of information, and how to plan for foreign visits, where required.

#### 2.2 Marketing Research at a Glance

Exhibit 2:A, on the next page, shows at a glance the foreign marketing research process.

#### 2.3 Understanding Commodity Classification

In order to collect statistical data from publications, one must be familiar with the classification used for products.

Trade statistics for commodities and countries are published under the Standard International Trade Classification, or S.I.T.C., codes in United Nations and U.S. publications. Canada uses its own system, called Canadian International Trade Classification, or C.I.T.C., codes in Canadian publications. Both classifications are revised from time to time to accommodate new commodities traded on world markets.

**S.I.T.C.** These codes have been revised twice, the latest called "Revised 2". Sometimes a single publication may contain commodity statistics under the old "S.I.T.C. Revised 1" as well as under the latest "Revised 2" code numbers; these numbers may be different for the same product. For example, the code number for Hand Saws under "S.I.T.C. Revised 1" is 695.2, and under "S.I.T.C. Revised 2", 69593. To avoid confusion, the researcher must be aware of this distinction.

**C.I.T.C.** As mentioned earlier, C.I.T.C. codes are used in Canada only for trade statistics and tariff classification purposes. C.I.T.C. is a seven-digit numbering system designed to accommodate all products exported and imported. Some examples are:

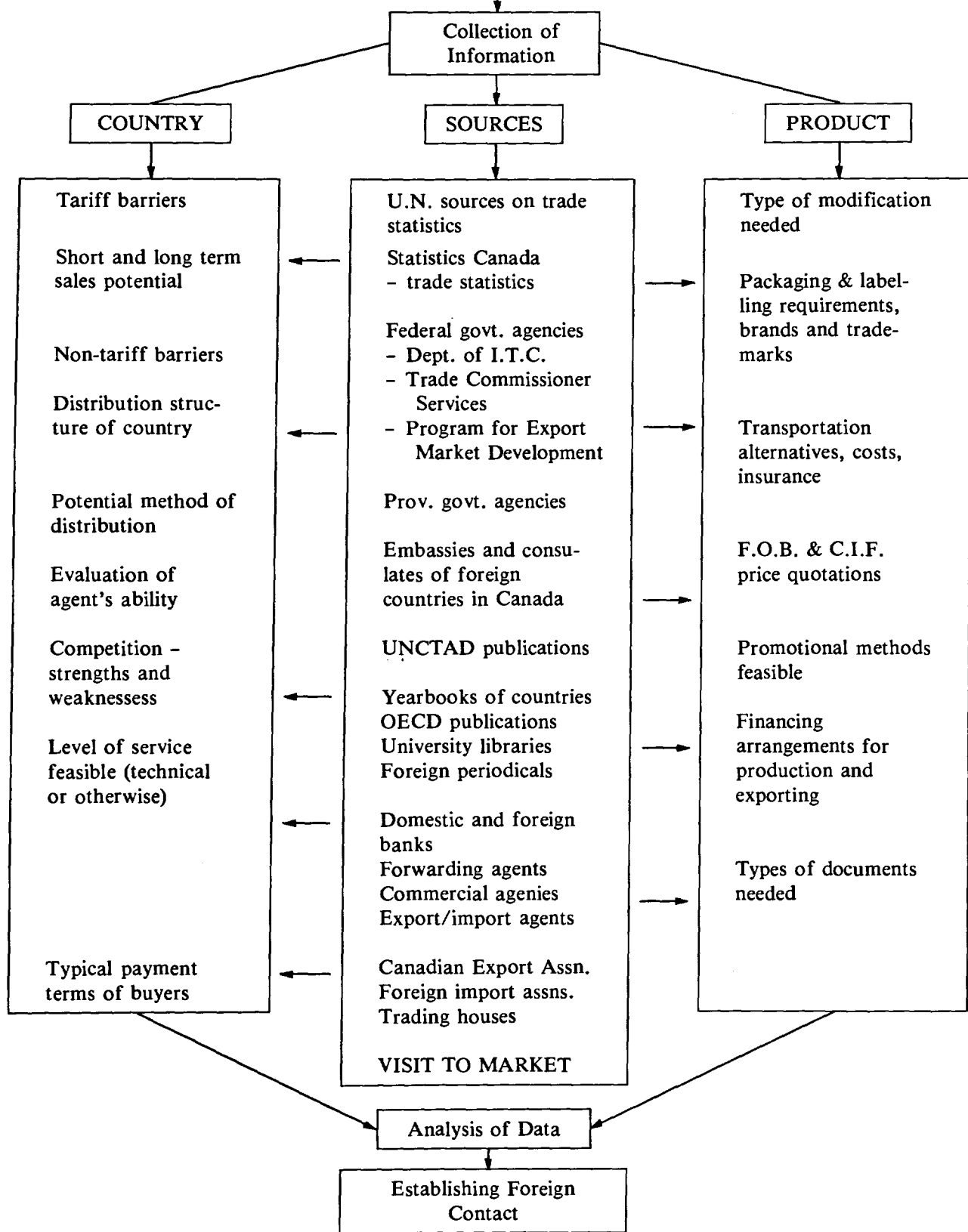
752-29-29 Saws, Hand, complete  
339-99-70 Firelogs, compressed, sawdust  
351-99-20 Paper, newsprint, all kinds/grades/colours.

However, this system is not yet in full operation and export/import statistics published by Statistics Canada continue to be under five-digit codes. Statistics Canada publications classify exports under X.C.C. or Export Commodity Classifications, and imports under M.C.C. or Import Commodity Classifications. Examples are:

X.C.C. 68399 — Transformers and parts  
X.C.C. 75229 — Hand Saws, saw blades and parts  
M.C.C. 77148 — Typewriters.

Exhibit 2: A

MARKETING RESEARCH



The main publications covering Canadian trade statistics are published by Statistics Canada. These are available in larger libraries, in Statistics Canada offices, or through direct subscriptions. For example:

Publication No. 65-202,  
Exports — Merchandise Trade — Annual  
Shows exports by country and trading area,  
modes of transport, regions of lading, etc.

Publication 65-001  
Summary of External Trade — Monthly

Publication No. 65-003  
Exports by Country — Quarterly

Publication No. 65-004  
Exports by Commodities — Monthly.

**Computerized International Trade Data:** The Department of Industry, Trade & Commerce and Regional Economic Expansion (ITC/REE), Trade and Structural Analysis Office, Ottawa, collects statistical data according to the S.I.T.C. classification for some 2,600 individual commodities, covering 66 trading nations as well as the European Economic Community and the Organization for Economic Co-operation and Development. The trade data is compiled from the United Nations Statistical Offices; the same data is available in U.N. publications, such as the "Yearbook of International Trade". They charge a nominal fee for their services.

Finsbury Data Services, 68-74 Carter Lane, London C4V5EA, England, telephone (01) 236-9771, telex 892520 FINDATG, a British-owned firm, now operates an on-line international business information service known as Textline, which can be accessed from North America by using the Tynmet and Telenet systems in the usual way.

Their data-base comprises information on companies, products, and markets obtained from newspapers, journals, and other publications covering the U.K., France, Germany, Switzerland, Italy, Ireland, Denmark, the Netherlands, and Spain, in Europe, as well as Japan, Latin America, the Middle East, and Africa.

They charge \$120 per hour of contact time and the services are available in North America each working day from 4 a.m. to 6 p.m., Eastern Standard Time, or 1 a.m. to 3 p.m., Pacific Standard Time.

**U.S. Trade Statistics.** These are published by the Department of Commerce, based on the S.I.T.C. system, and largely in Imperial weights and measures. The chief publication relating to trade statistics is F.T. 410 "U.S. Exports — Schedule E, Commodity by Country".

In Europe, the system used commonly for trade classification is called C.C.C.N., or Customs Co-operative Council Nomenclature.

#### 2.4 Use of Trade Statistics

The collection and analysis of trade statistics is only a beginning point in the assessment of the sales potential of a product. Since statistics are often available only for product groups rather than individual products, the researcher has to be careful in interpreting the data collected.

Trade statistics show market trends and trade performance comparisons between countries rather than sales opportunities; the market must be probed in much more depth to arrive at the target market size and sales potential.

#### 2.5 Locating a Foreign Market

A step-by-step approach to selecting the market that may offer the best export potential for a product is shown below. These steps are divided into two stages: Stage I for research at home; and Stage II for a visit to the foreign market.

### **STAGE I — At-Home Research**

- Step 1 Study the most recent import statistics of several countries for your product (or product group, if individual statistics are not available) from the "Yearbook of International Trade Statistics", United Nations, or some other source.
- Step 2 Select a few countries which import the product in sizable quantities.
- Step 3 Collect the data on Worksheet No. 1. Analyze the data according to size and growth, but also taking into account the present economic and political conditions. Select one or two countries.
- Step 4 Look up Statistics Canada publications to find out if the product is exported from Canada and, if so, in what quantities.\* Then refer to the "Canadian Trade Index" to find who is your competition from Canada.
- Step 5 Study the markets selected in detail, using the Checklist of Factors to be Researched and Sources, shown on the following pages. Start with the ITC/REE\*\* publication "Markets for Canadian Exporters", or "Overseas Business Reports" by the U.S. Department of Commerce, U.S. Printing Office, Washington, U.S.A.
- Step 6 Contact the regional office of ITC/REE or the Foreign Trade Commissioner Service for tariff, present market conditions, list of importers, etc.
- Step 7 Start corresponding with potential buyers from a list generated from World Trade Directories, Country Directories, Buyers' Guides, Trade Commissioner Service, etc.

### **STAGE II — Visit the Foreign Market (see also page 144)**

- \* This information can be obtained from the "Yearbook of International Trade Statistics" as well, but Statistics Canada gives more up-to-date information.
- \*\* The Department of Industry, Trade & Commerce is in the process of amalgamating with the Department of Regional Economic Expansion and will be known as the Department of Regional and Industrial Expansion (DRIE) in future.

**DO YOU KNOW HOW TO  
LOCATE A POTENTIAL  
MARKET ABROAD?**

**ARE YOU AWARE OF THE  
MANY SOURCES AVAIL-  
ABLE IN CANADA FOR  
MARKET RESEARCH?**

**DO YOU REALIZE THAT MARKET  
RESEARCH CAN OPEN UP NEW  
MARKETS FOR YOUR PRODUCT?**



### **How to Use Worksheet No. 1 for Selection of a Market**

- Column 1 to 4** Transfer data from statistical documents for the years available.
- Column 5** Rank the size of the market according to value in column 4 (or column 3 if data is not available for the fourth year). Refer to Example 1 on the next page — you will see that Italy ranks 1, the highest in value in column 4, and Ireland ranks 5, the lowest in value.
- Column 6** Calculate the percentage growth of each market — the last year's value over the first year's value, and rank accordingly. In the example, the Saudi Arabia market registered the highest growth (130%) and therefore ranks 1, versus Japan which grew the least (12%) and hence ranks 5.
- Column 7** Simply add the two rankings. Remember, the lower the number, the higher the ranking (2 has a higher ranking than 4, etc.).
- Column 8** As seen in the example, both Saudi Arabia and Italy came up with the same ranking, 3, and they offer the best potential in comparison with Ireland, which has the lowest ranking, 9, or Japan with the next lowest ranking, 8. Ireland was 5 only in size and 4 only in growth and, taken together, it registered the lowest rank.

SELECTION OF EXPORT MARKETS ACCORDING TO SIZE & GROWTH

Product: Pens, Pencils, Fountain Pens

S.I.T.C.  
Product Code #8952 Revised 2

Columns:	1	2	3	4	5	6	7	8
POTENTIAL MARKETS	IMPORTS				Rank size of value latest year	Rank market growth last year over 1st year	Total of two rankings col. 5 plus col. 6	Final Rankings
	Value: 1977	Value: 1978	Value: 1979	Value: 1980				
Saudi Arabia	13,875,000	15,090,000	20,839,000	31,958,000	2	1	3	1
Japan	28,001,000	39,164,000	41,365,000	31,428,000	3	5	8	3
Spain	15,890,000	14,285,000	22,735,000	28,220,000	4	3	7	2
Ireland	4,557,000	4,503,000	5,517,000	7,794,000	5	4	9	4
Italy	29,852,000	35,192,000	51,395,000	64,742,000	1	2	3	1

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Value shown in: U.S. \$

Source: Yearbook of International Trade Statistics, 1980. Volume II.  
p. 801

SELECTION OF EXPORT MARKETS ACCORDING TO SIZE & GROWTH

Product: Duplicating/Addressograph Machines

S.I.T.C.  
Product Code #914-91 Revised

Columns:	1	2	3	4	5	6	7	8
POTENTIAL MARKETS	IMPORTS				Rank size of value latest year	Rank market growth last year over 1st year	Total of two rankings col. 5 plus col. 6	Final Rankings
	Value: 1975	Value: 1976	Value: 1977	Value: 1978				
Indonesia	885,000	1,317,000	1,117,000	1,402,000	3	4	7	4
Malaysia	500,000	540,000	652,000	927,000	4	2	6	3
Phillippines	997,000	805,000	1,258,000	1,622,000	2	3	5	2
Singapore	1,076,000	1,538,000	1,975,000	2,307,000	1	1	2	1

38

Value shown in: U.S. Dollars

Source: Supplement to World Trade Annual Vol. V, 1975, 1976, 1977 and 1978



SELECTION OF EXPORT MARKETS ACCORDING TO SIZE & GROWTH

Product: Spraying Machinery

S.I.T.C.  
Product Code #74527 Revised 2

Columns:	1	2	3	4	5	6	7	8
POTENTIAL MARKETS	IMPORTS				Rank size of value latest year	Rank market growth last year over 1st year	Total of two rankings col. 5 plus col. 6	Final Rankings
	Value: 1977	Value: 1978	Value: 1979	Value: 1980				
S. Korea	10,447,000	12,314,000	17,303,000	18,067,000	2	2	4	2
France	62,820,000	72,464,000	103,977,000	132,850,000	1	1	2	1
Portugal	7,988,000	6,982,000	9,620,000	11,295,000	3	2	5	3
Egypt	4,587,000	7,488,000	3,803,000	n.a.	4	4	8	4

39

Value shown in: U.S. Dollars

Source: Yearbook of International Trade Statistics Vol. II. 1980, p.665

SELECTION OF EXPORT MARKETS ACCORDING TO SIZE & GROWTH

Product:

Product Code #

Columns:	1	2	3	4	5	6	7	8
POTENTIAL MARKETS	IMPORTS				Rank size of value latest year	Rank market growth last yr. over 1st year	Total of two rankings col. 5 plus col. 6	Final Rankings
	Value: 19	Value: 19	Value: 19	Value: 19				

40

Value shown in:

Source:

## 2.6 Estimating Market Demand: Short Term

The data on Worksheet No. 1 shows the total market for the product or product line in a market. The country might be importing the product from ten, twelve, or more sources. What you need to know now is: "What is the sales potential for my own products?"

First, you should know the target market you are trying to sell to. If you are selling, say, furniture, who are you specifically aiming at: the consumer for household use, factories for special use, or companies for office use? Once you decide on your target market, the market size can be determined.

Secondly, where are you intending to sell? Is your product used throughout the country, or only in the main city or cities?

Finally, what percentage of customers in the target market is likely to buy your product? Here you have to use your own judgement. By comparing the quality of your product with that of your competitors, estimating market reaction, and considering your price, you are the best person to estimate the demand. The more thorough your investigation, the more realistic your assessment will be. If, for example, you estimate that the target market consists of 5,000 potential customers in two cities, and that 2 per cent will buy your product, then 100 customers multiplied by the average value of their purchases in a year is your annual sales potential. This figure will then be the focal point in your marketing plan and it will help you plan your production, financing, and so on.

## 2.7 Estimating Market Demand: Long Term (Worksheet No. 2)

This worksheet helps to assess long-term potential for a product in the market you have selected for export. A possible problem, however, is the unavailability of production and/or consumption figures, especially recent figures, for various manufactured products. The "Statistical Yearbook" by the United Nations shows production figures for several commodities and some manufactures, but these are very limited. Also, production figures are available in quantities only while import figures are shown in dollars and, hence, to find the total market for a product, production figures have to be converted into dollars, or vice versa. A good source of information on production as well as imports is the statistical publications of the country. These may be acquired when visiting the country or by writing the agency which publishes such statistics.

An analysis of figures on Worksheet No. 2 shows the trend in domestic production and imports. By comparing the Canadian exports to the total market, you will get a good idea as to how Canadian products are performing in relation to the competition. Of course, with higher technology, a country can vastly increase production in a short time in the future and cut down imports; for long-term market potential assessment, therefore, it is vital to take into consideration the country's advancement in technology, availability of technical personnel, policies regarding imports, and so on.

## 2.8 Checklist of Factors to be Researched

The following are many of the important questions to be asked by the exporter.

### A. The Market

1. What are the tariff barriers, taxes, and import policies for the product?
2. What is my target market or market niche?
3. What is the size of the market, its growth rate, and short- and long-term potential?
4. What is the domestic production?
5. Who are my main competitors and what is their market share? Do any dominate the market?
6. What are the strengths and weaknesses of the competitors?
7. How does the market operate — through distributors, wholesalers, or without middlemen?

### B. The Product

1. What modifications are needed to meet the needs of the target market?
2. How is the product used?
3. What size, colour, design, etc. are preferred by the users?

## DOMESTIC PRODUCTION AND IMPORTS

## Example 1

Product: Television<sub>2</sub> Receivers (Bl. & Wh. plus colour)

Country: South Korea

Code No. 7761 — S.I.T.C. Revised 2 &amp; X.C.C.63720

Value: U.S. dollars

Source: Year book of International Trade Statistics

Vol. II, 1980, p. 706. &amp; Statistics Canada Exports: Merchandise Trade Annual 1975 to 1981

	1975	1976	1977	1978
	Value	Value	Value	Value
DOMESTIC PRODUCTION	\$1,228,000	\$ 2,290,000	\$ 2,990,000	\$ 4,826,000
IMPORTS	6,122,000	38,043,000	20,042,000	38,487,000
TOTAL MARKET	7,350,000	40,333,000	23,032,000	43,313,000
Exports from Canada	\$ 5,000	nil	nil	nil
Percentage of Canada's Exports	0.00068	-	-	-

1979: \$1,000

1980: \$1,000

1981: \$1,000

## DOMESTIC PRODUCTION AND IMPORTS

## Example 2

Product: Newsprint

Country: Brazil

Code No. 6411 S.I.T.C. Revised 2 &amp; XCC 35109

Value: Canadian dollars

Source: U.N. Statistical Yearbook 1979/80. p. 294

Quantity: Metric tons

Yearbook of Intn'l Trade Statistics Vol. II 1980, p. 481 &amp; Stat. Can. Exports: Merchandise Trade, Annual 1976 to 1981

	1976	1977	1978	1979
	Value	Value	Value	Value
DOMESTIC PRODUCTION	\$382,850,000	\$487,044,000	\$638,528,000	\$ 895,520,000
IMPORTS	77,876,000	100,593,000	102,888,000	136,121,000
TOTAL MARKET	460,726,000	587,637,000	741,416,000	1,031,641,000
Exports from Canada	\$24,175,000	\$32,712,000	\$29,544,000	\$40,246,000
Percentage of Canada's exports	5.25%	5.57%	3.98%	3.90%

Domestic production. 1976: 1,234,000 metric tons × \$310 p. ton, 1977: 1,467,000 × \$332,  
1978: 1,814,000 × \$352 and 1979: 2,320,000 × \$386

DOMESTIC PRODUCTION AND IMPORTS

Product:

Code No.

Source:

Country:

Value:

DOMESTIC PRODUCTION				
IMPORTS				
TOTAL MARKET				
Exports from Canada				
Percentage of Canada's Exports				

4. What are the features of my product in comparison with competitors' products?
5. If the product is new, has it been tested adequately?
6. What are the branding, packaging, and labelling requirements?
7. What are the technical specifications of my product?
8. What after-sales services, such as parts, repair, etc., are required?
9. Are health and safety standards met?
10. Is technology changing fast? Can I maintain product superiority?
11. Are there any production or supply problems?
12. Can the buyer rely on me for uninterrupted supplies?

**C. Price**

1. What are the various price quotations to specific markets?
2. How much flexibility do I have on price?
3. What are my competitors' prices?
4. What mark-up is desired over cost?
5. What is my profitability at various price levels?
6. How reliable and accurate is the cost information?
7. What are the terms of payment desired from buyers?
8. Can I offer a "price package"?

**D. Distribution**

1. What is the distribution structure of the country?
2. What are the mark-ups normally sought by middlemen in the industry?
3. What kind of promotional assistance will be given by the middlemen?
4. What is the quality of the sales force of my agent?
5. Who are the main importers; what is their reputation, efficiency, and financial strength?
6. What are the alternative methods of exporting to be considered?
7. Does the country specify the type of distribution allowed?
8. Is an exclusive agency or distributorship desirable?
9. Is the market dominated by one middleman or manufacturer?
10. How are the goods to be packed for transportation?
11. What types of carriers are needed? What are the transportation costs?
12. What are the port facilities?
13. Is the agent capable of providing satisfactory technical service?

**E. Promotion**

1. What kinds of promotion are desired and feasible?
2. What kind of promotional allowance is to be given to the agent?
3. What are the promotional techniques used by my competitors?
4. Have I prepared brochures for mailing to potential buyers?
5. Are translations desired for promotional materials?
6. Do I look actively for sales leads?
7. How can I generate sales leads?
8. Am I familiar with buyers' guides, trade directories, etc.?
9. How often is the market to be visited for personal contact?
10. What barriers are there in communicating effectively with the marketplace?

**F. Financing and Documentation**

1. How will my production and exports be financed?
2. Do I have a budget for the major activities of the firm?
3. What type of credit is to be offered to buyers?
4. What are the exchange rates? Is the currency convertible?
5. What types of documents are required? Are there any particular problems?
6. What kind of assistance is provided by banks?

7. Do I know about the various federal and provincial assistance programs?

**G. Country/Culture**

1. What is the population size, growth, income levels, etc.
2. What is the economic situation in my market?
3. Will the political situation affect trade?
4. What are the business practices of the country?
5. When are the festivals and holidays?
6. Are there trade agreements with Canada? Does the country receive foreign aid?
7. What is the attitude towards foreign products by the government and consumers?
8. Are there religious practices I should be aware of?
9. What peculiarities of the market should I take into consideration?

**H. Strategies**

1. Do I have an overall marketing plan?
2. Will the product compete on performance, features, reliability, price, credit terms, after-sales service, and styling, or on a combination of these and other factors?
3. If selling to consumers in a developing country, am I aiming the product at the large market sector or at the small, very affluent, "westernized" markets?
4. Will sales be obtained by creating a new market, or sub-market, or by taking sales away from competition?
5. Can my product be positioned strategically in relation to other products to serve the market which I have selected?
6. Will the product be marketed in a few selected markets of a country, or nationally?

As a foreign visit is costly, every phase of the visit must be planned carefully in advance.\*

Travel arrangements must be made well ahead of the departure date and all air and hotel reservations must be confirmed. Similarly, interviews with prospective customers and, if desired, the Canadian Trade Commissioner, also must be confirmed. Make sure that your visit is not made during festival periods or holidays.

If you have not visited the country before and are not familiar with the business customs and culture of the people, it is desirable to do some advance research. The currency of the country, the exchange rates with Canadian and U.S. dollars, and the quotation of prices at F.O.B. and C.I.F. rates for the chief destinations in the market, must be checked carefully in advance.

Allow plenty of time between appointments and do not hurry to see your customers right after landing — you must be well rested and fresh when talking with your prospective clients.

Because the culture and customs of each country are different, it is possible to feel somewhat uncomfortable in your dealings, but do not be unduly concerned.

Check if, in addition to your passport, you need a visa to enter the country. Visitors have been stranded at airports due to visa problems. Take a few extra copies of your photograph for visa purposes in case it becomes necessary to apply for one, such as for an unplanned visit to a neighbouring country.

\*It is assumed that you have complete knowledge of the product(s) you sell, and have acquired personal selling skills before undertaking the trip.

Enquire about federal and provincial travel assistance programs.



## 2.9 Sources of Market Information

The following are some of the major sources for market research purposes.

MARKET DATA	SOURCE	REMARK
<b>A. TRADE</b>		
- Tariff barriers, rates, import policy, customs requirements, product classification, internal taxes.	1 Exporters' Encyclopedia Directory, P.O. Box 2007, Jersey City, N.J., U.S.A. (201) 547-6050 or branches in Canada	Basic information. To keep updated on tariff or major changes, obtain their twice-monthly updating Bulletins. Directory available in major libraries.
	2 Consulate/Embassy of country in Canada	
	3 Canadian Trade Commission Service.	
	4 U.S.A. only: U.S. Customs Directory 1301 Constitution Ave. NW Washington D.C. 20229 (202) 566-8195	Shows rate of duty for products entering U.S.A.
	5 "Exporting to the United States", Dept. of Treasury, U.S. Customs Services, Wash., D.C. 20229	100 page booklet Very useful
- Export/Import Statistics, quantities imported from various countries, main exports, growth in market,	1 Yearbook of International Trade Statistics, United Nations, New York	Annual. 2-year lag on trade figures. 2 volumes - by country and commodity group. S.I.T.C. Codes used. Statistics for 139 countries.
	2 Supplement to World Trade Annual Walker & Co., 720 - 5th Avenue, New York, N.Y. 10019	3 to 4-year time lag on statistical data. 5 volumes.
	3 U.N. Monthly Bulletin of Statistics, United Nations, New York.	Most recent data available. Only few commodities or products listed.
	4 Statistics Canada Merchandise Exports Annual - Catalogue #65-202.	Annual Stat. Canada offices in major cities have other trade-related publications as well. See their catalogue.

MARKET DATA	SOURCE	REMARK
- trade summary, balance of trade and payment	- Yearbook of National Accounts Statistics, U.N., New York	Summaries only
- standards	- Product standards institutions of the country and Canada.	See Chapter 4 for several sources.
- Canadian exporters, products exported	1 Canadian Trade Index Canadian manufacturers' Association, 1 Yonge St. Toronto, M5E 1J9 2 Export Canada Directory, P.O. Box 1048, Station A, Surrey, B.C. V3S 4P5	
- Canadian Trading Houses	- Directory of Canadian Trading Houses	New. Available at I.T.C. or F.B.D.B. Offices
- Market surveys	1 UNCTAD/GATT, P.O. Box 30, CH-1211, Geneva, Switzerland 2 Industry, Trade & Commerce. Economic Surveys of selected countries. 3 Foreign Trade Statistics & Trends in World Supply & Demand for Agricultural Products. OECD Publications, Suite 1207, 1570 Pennsylvania Ave. N.W. Wash. D.C. 20006 U.S.A. Telephone (202) 724-1857	Reports available on a few products only
<b>B. ECONOMIC/ GEOGRAPHIC</b>		
- Economic indicators, income, purchasing power, domestic production, consumption, product usage levels	1 U.N. Statistical Yearbook, Annual, U.N., New York & the Monthly Bulletin of Statistics. 2 Statistical Yearbook for the country, published by the country in English and country's language. On Japan contact their JETRO offices in Canada.	Data on major industries - over 100 countries - gives production figures for some products. Major libraries carry some.

MARKET DATA	SOURCE	REMARK
	3 Directory of International Statistics, International Labour Office, CH-1211, Geneva, Switzerland	Last published in 1976 only.
- Energy	- Yearbook of World Energy Statistics, United Nations, New York	Production consumption and trade of solids, liquids, gases and electricity.
- Education	- Statistical Yearbook on Education, UNESCO Paris	Enrollment public expenditures, R & D expenditures.
- Engineering	- Bulletin of Statistics on World Trade in Engineering Products, United Nations, New York	Production, consumption, and trade figures.
- Economic development plans	- published by national governments - sometimes available in libraries in Canada.	Eg., Brazil's 5-Year Economic Plan
- Production of commodities and manufacturing	- Quarterly Bulletin of Statistics for Asia and Pacific, United Nations, New York	
- market share studies	- Market Share Reports Catalogue U.S. Dept. of Commerce Springfield, Virginia, U.S.A. 221261 Tel (703) 487-4600 Also: Director of Marketing Division, Bureau of USA Trade Development 235 Queen St. Ottawa Tel: (613) 593-5467	P.B. 81-174070 - reports on over 900 manufactured products sold in 100 countries. Trade performance of U.S. in comparison to 13 other nations.

### C. COUNTRY

- Basic information such as size, population, neighbouring countries, chief ports, air routes business hours, holidays, currency, weights and measures, electric current used, languages, travel facilities, banks, business customs and practices, climate.	1 Markets for Canadian Exporters, Industry, Trade & Commerce.	Free from I.T.C. offices - many countries of the world covered - check year of publication.
	2 Overseas Business Reports, U.S. Dept. of Commerce. International Trade Administration Washington, D.C. 20230	Reports on all major countries of the world. Order from U.S. Govt. Printing Office, Wash. D.C. (202) 783-3238
	3 The Times Atlas of the World	

MARKET DATA	SOURCE	REMARK
	4 Handbook of International Trade & Development Statistics Supplement, UNCTAD/GATT, Geneva, Switzerland	Especially good on developing countries.
	5 Exporter's Encyclopedia	
- Present Political situation	1 Current Periodicals, newspapers.	
- Religion, culture, taboos, attitude towards foreign products	2 Encyclopedias e.g. Encyclopedia of Islam	Available in some libraries.
	3 Articles on the subject from "Business Periodical Index"	Refer library.
	4 Annuaire de l'Afrique du nord, Centre Nationale de la Recherche Scientifique Paris	Papers on Algeria, Morocco, Libya, Tunisia, etc.
	5 The Middle East & North Africa, Europa Publications, 18 Bedford Square, London, WC1B3JN	History, religion, culture etc. for 27 Middle East Countries
<b>D. DISTRIBUTION</b>		
- Foreign importers, trading houses, distributors, agents, wholesalers, retailers, buyers, etc.	1 Bottin International Didot-Bottin, 28 Rue Du Docteur-Finlay 75015 Paris	Very useful source
	2 International Telephone Directory, 25 Rue Roque-De-Fillol 92800 Pateaux/Paris	Partial listings only
	3 Stores of the World Directory, Newman Book Ltd., 48 Poland Street, London, W1V 4PP, England	Retail chains, department stores executives, addresses. Not thorough.
	4 Trade or commercial directories published by the country.	Many countries publish. Excellent reference source.
	5 World Marketing Directory, Dun & Bradstreet, Exchange Place, Jersey City, N.J., U.S.A.	Available in library or Dun & Bradstreet offices in Canada

MARKET DATA	SOURCE	REMARK
	6 New World Trade Index, Eagle Publishing Co., 63B Landsdowne Place Hove, BN3 1FL England	1982/83 - Listing of traders in over 60 countries.
	7 Buyers' Guide published on behalf of importers of the foreign country	E g. Buyers' Guide, Singapore - over 4,000 products listed.
	8 "Exporting to Japan", Japan External Trade Organization offices in Canada	List of over 4,000 products of interest to Japanese buyers.
	9 American Export Register, Thomas International Publishing Co., 1 Penn Plaza, 250 W. 34th Street, New York, N.Y. 10119 (212) 695-0500	U.S. Manufacturers and product classifications, brokers, freight, forwarders, etc.
	10 Canadian Trade Index Directory, Canadian Manufacturers' Assn., 1 Yonge Street, Toronto	
	11 "Trade Channel" Eugene C. Smith Associates, Postal Drawer "AA", Millwood, N.Y. U.S.A. 10546 (212) 775-1060	Periodical - fortnightly. Good trade leads.
- Trading Houses in Canada, buying agents	1 Directory of Canadian Trading Houses, Service Industries Branch ITC/REE, Ottawa 995-8107	New - comprehensive listing of 640 Canadian Trading Houses.
	2 Japanese trading companies in Canada	Some large ones with international connections
	3 Foreign buying agents in Canada	Resident Buyers
	4 Monographs on trade channels, certain countries	Libraries
- Transportation, Shipping costs, routes, sea and air shipping costs	1 Freight forwarders, domestic and foreign	
	2 Shipping companies	
	3 Airlines	

MARKET DATA	SOURCE	REMARK
	4 "Export/Import Traffic Mgmt. & Forwarding" by Alfred Murr, Cornell Maritime Press, Cambridge, Maryland, U.S.A. 21613	Book
<b>E. PRICES</b>		
	1 Monthly commodity price bulletin, UNCTAD/GATT, Geneva	Price indexes on several commodities
	2 Commodity Trade & Price Trends, Annual, World Bank, published by John Hopkins University Press, Baltimore, U.S.A.	
	3 Yearbook of International Trade Statistics	Price indexes for certain commodities — refer to last section, Vol. 2
	4 International Financial Statistics — International Monetary Fund, Wash., D.C.	Monthly — price indexes only.
	5 Handbook of International Trade & Development Statistics, Supplement, United Nations	Price indexes for all countries 1970-1979
<b>F. FINANCE &amp; DOCUMENTATION</b>		
- Financing of exports, foreign exchange, terms of payment, handling of documents, etc.	1 Local bankers - domestic and foreign	Banks have booklets on export financing - usually free
	2 "Trade Financing" Euromoney Publications Ltd., Nestor House, Playhouse Yard, London, EC4, England	
	3 "How to Finance Exports," Canadian Bankers' Assn. P.O. Box 282, Toronto	
	4 Finance companies	
	5 Federal Business Development Bank	Local branch

MARKET DATA	SOURCE	REMARK
	6 COSTPRO — The Canadian Organization for the Simplification of Trade Procedures. 1515 Sparks Street, Ottawa, Ontario K1P 5E3	Vol. III — Canadian Trade Document Alignment System Manual for Simplification of Documents
	7 Factoring companies	Includes some banks
	8 Incoterms — Canadian Chamber of Commerce handbook, International Chamber of Commerce, 1080 Beaver Hall Hill, Montreal H2Z 1T2	
	9 Freight forwarders	Handle all documents.
	10 Customs brokers	Handle all documents.
	11 “Uniform customs and practices for documentary credits”. The International Chamber of Commerce, 1080 Beaver Hall Hill, Montreal H2Z 1T2	
	12 “ABC — Assistance to Business in Canada” — Ministry of Supply & Services Canada, 1979, Cat. No. 1D31/61/1979	Federal governments directory of business assistance programs.
	13 Price Waterhouse Foreign Exchange Information Guide, for over 100 countries 10 Rockefeller Plaza, New York, N.Y. 10020 (212) 974-0600	Helpful for investors.
	14 Documentation Handbook, Dun & Bradstreet	Available as a package with Exporters’ Encyclopedia.
- Investments, joint ventures etc.	1 Canadian International Development Agency, Place Du Centre, 200 Promenade du Portage, Hull, Quebec	Administers many projects abroad.
	2 Provincial government programs	Contact provincial govt. agencies on small business, industry, foreign trade.

MARKET DATA	SOURCE	REMARK
3	Canadian Commercial Corp. 112 Kent Street., Tower B, Place De Ville, Ottawa	Buys goods & services in Canada for governments abroad.
4	Export Development Corpora- tion P.O. Box 655, Ottawa, Ont.	Provide credit and invest- ment insurance services, long-term loans, and guarantees.



## **STAGE II: Foreign Visit (continuation of 2.5)**

You should take with you:

- business cards
- letterheads, and other stationery
- samples of the product, if feasible, which can be taken into the country free of customs duties under Carnet
- brochures, pamphlets and photographs of the product
- a pocket dictaphone for making notes
- photocopies of clients' letters which show the addresses and telephone numbers
- audio-visual materials, if possible, to show your product in action
- a pocket calculator, for price quotation purposes
- appropriate clothing (check weather conditions)
- personal effects, medicines
- sufficient money (travellers' cheques in dollars and local currency)
- international driver's licence, if you plan to drive an automobile
- adequate medical coverage.

While visiting, you should research:

- competitors' products, prices, distribution methods, and promotional techniques
- the distribution structure of the country (the type of middlemen used and how goods are distributed in cities and villages)
- how the product is used
- who specifically constitutes the target market
- approximate size of target market. You may be able to obtain facts and figures published in the country; check statistical and other sources.

Visit several agents or distributors if you plan to distribute through one of them: you must engage the best to represent you. Check with others about the reputation and financial strength of your prospective agent or distributor. Ask questions and insist on visiting one or more wholesalers or retailers with your agent or distributor.

Upon your return from the trip, you probably will not have any firm commitment from the clients you visited. Follow up your leads with letters. Because you spent money and time, it is natural to feel disappointed if a sales contract did not materialize from the visit. However, this is only the beginning point of your export program and it may take more time and effort before you are rewarded.

### **2.10 Exporting to the U.S.A.**

Exporting to the United States requires knowledge of various market factors which are peculiar to the country. Because of the nearness to Canada, it is natural to think that exporting to the U.S.A. is not difficult in terms of the technical requirements.

American buyers tend to view Canadian suppliers in the same light as their own domestic suppliers and hence all aspects of exporting, such as tariff classification of the product, documentation requirements, customs brokerage, application of U.S. laws regulating imports of foods and drugs, consumer product safety, environmental protection, labelling, and so on, are up to the Canadian exporter to look after.

Before signing a contract with a U.S. buyer, you should ensure that all costs relative to importing into the U.S.A. have been taken into your calculations; otherwise, you may find yourself exporting at a loss. More about documentation will be discussed in Chapter 8.

The office of U.S. Relations (U.S.R.), Department of External Relations, Ottawa, will assist exporters, especially first-time exporters, to the United States with technical as well as market access information. They can be reached by telephone at (613) 996-5471.

## 2.11 Assembling a Library

The following are some of the publications recommended as a ready reference source. Before buying, check out the prices (prices shown here for some publications are approximate) and, wherever possible, see sample copies first.

1. Exporters' Encyclopedia, including updating bulletins, Documentation and World Marketing Directory.  
Price: \$425.00  
Dun & Bradstreet  
Contact nearest office (in Canada), or 1 Exchange Place,  
Suite 715, Jersey City, New Jersey 07302 U.S.A.  
Telephone: (201) 547-6057
2. Markets for Canadian Exporters — booklets — as many as available, from Regional Office Industry, Department of Industry, Trade & Commerce and Regional Economic Expansion, Government of Canada. Free
3. Overseas Business Reports  
Superintendent of Documents  
Washington, D.C. 20402 Price: \$1.50 U.S. per copy  
Telephone: (202) 783-3238
4. Canadian Trade Index  
Canadian Manufacturers' Association  
1 Yonge Street, Toronto, M5E 1J9 Price: \$69.00
5. Yearbook of International Trade Statistics  
United Nations, New York  
Price: \$75.00 U.S. for Vol. I & II  
Telephone (212) 754-7708
6. Foreign Business Practices  
U.S. Government Printing Office  
Washington, D.C. 20402  
Materials on licensing, joint ventures, investing, review of world patent, and trademark laws
7. Statistics Canada — Merchandise Export Annual  
Catalogue #65-202 Price: \$30.00
8. Trade Financing, 1981  
Euromoney Publications  
Nestor House, Playhouse Yard  
London EC4, England
9. Digest of Commercial Laws of the World  
Oceana Publications Inc.  
Dobbs Ferry  
New York, 10522 N.Y.
10. Winning Business in Arab Markets  
- Paperback, 1976, 162 pages  
Graham & Trotman Ltd.  
20 Foubert's Place  
Regent Street  
London, W1V 14H
11. London Chamber of Commerce Journal  
69 Cannon Street  
London EC4N5AB, England

12. **Market Share Reports**  
U.S. Department of Commerce  
International Trade Administration  
Washington, D.C. 20230  
May be ordered from the National Technical Information  
Service, U.S. Department of Commerce, Springfield,  
Virginia 22161 U.S.A.  
Country Reports: \$13.00 U.S. each  
Commodity Reports: \$11.00 U.S. each
13. **Buyers' Guide for countries the exporter is interested in.**
14. **Booklets, brochures on financing, documentation, etc., available from banks.**
15. **INCOTERMS**  
International Chamber of Commerce  
1080 Beaver Hall Hill, Montreal, H2Z 1T2  
Also pamphlet on "Documentary Credits"  
Telephone (514) 866-4334
16. **Japan External Trade Organization Offices in Canada (JETRO) — Buyers' Guide and publications on marketing in Japan.**
17. **Eurostat, Statistical Office of the European Communities**  
L-2920, Luxembourg  
Available only from:  
The GATT Secretariat  
Villa le Bocage, Palais des Nations  
121 Geneva 10, Switzerland

## Periodicals

1. **"Canada Commerce"**, Department of Industry, Trade & Commerce and Regional Economic Expansion, Ottawa, free.  
Telephone: (613) 995-8900
2. **"World Trade News"**, Canadian Manufacturers' Association  
1 Yonge Street, Toronto, Ontario, M5E 1J9  
Telephone: (416) 363-7261
3. **"World Marketing"**, Dun & Bradstreet,  
Box 2007, Jersey City, N.J., U.S.A.  
Also comes as a package with Exporters Encyclopedia.  
Telephone: (201) 537-6050
4. **"Trade Channel"**, E.C. Smith Associates,  
Postal Drawer "AA", Millwood, New York, N.Y., U.S.A. 10546  
Telephone: (212) 775-1060
5. **"Transportation Guide"**, Southern Publications  
1450 Don Mills Road, Don Mills, Ontario, M3B 2X7  
Telephone: (416) 445-6641
6. **"International Trade Forum"**, UNCTAD/GATT  
International Trade Centre, Geneva, Switzerland

Private organizations in the U.S.A. such as Business International, U.S. International Marketing Co., Inc., Oceana Publications, etc., publish a variety of market research studies, books, monographs, and so on, but prices are fairly high.

#### **2.12 Pitfalls in Export Marketing Research**

When collecting information on foreign markets, particularly developing country markets, the exporter must be aware of the following:

1. Statistics on trade may not be available in the form desired. Trade figures for many products may be shown together.
2. Information may be old or incomplete.
3. Recent data on indigenous production, consumption, and expenditures are not easily accessible since they are not, in most cases, available in Canada.
4. Some market information may be extremely difficult to obtain — there may not be much published data.
5. Primary research techniques used in North America, such as mail questionnaires or personal interviews (e.g., with housewives), are not suitable in many countries due to cultural factors.

The researcher must be innovative in using the available market data to suit his purpose.

**CASE STUDY (B)**  
**RESEARCH — ABC HARDWARES LTD.**

Four weeks after he wrote the letter to Eng Hue Co., Singapore, Mr. J. J. Smith received a reply seeking clarification on the quality of the steel used in the Hand Saws, and the names of a few of ABC's buyers in Canada. About six weeks later, he received the first export order from Eng Hue Co. for eight dozen saws to be shipped C.I.F. Singapore Harbour.

Smith now wanted to find out more about the possibilities of exporting to Singapore, and perhaps to neighbouring countries as well. Some of the questions that came to mind were: how big is the Singapore market? What is the potential for export in some of the bigger markets like Indonesia, HongKong, and South Korea? First, he checked those countries' import policies by referring to the Trade Commissioner Service to find out what kinds of barriers were imposed for saws, and found none. Next, he checked the two statistical publications, "Yearbook of International Trade Statistics", and "World Trade Annual", for import data. Neither publication carried statistics specifically on hand saws but showed figures for "Hand Tools", S.I.T.C. Code 6953. Although this information was not exactly what he needed, since the actual sales of saws were not separated from other Hand Tools, it was nonetheless useful for gauging the market in general for tools, including Hand Saws. So he collected the import figures on Worksheet No.1 for Singapore, Indonesia, South Korea, and HongKong, all of which are large importers of Hand Tools. This data is shown on the Worksheet on the following page.

The analysis of the data on the Worksheet showed Singapore and HongKong as having the highest rating (4), but as the Singapore market was larger and he had already obtained an order from a buyer, Smith rated it as the number1 potential market, followed by HongKong, SouthKorea, and, lastly, Indonesia.

Smith next wanted to know who the manufacturers of Hand Saws in Canada were and to where they exported. The "Canadian Trade Index Directory", published by the Manufacturers' Association of Canada, showed ten Canadian manufacturers currently exporting or interested in exporting Hand Saws. Next, Smith referred to the "Merchandise Trade — Exports Catalogue" from Statistics Canada to see the quantities exported from the country. Statistics Canada showed export figures for different types of hand tools and the larger export figures for Hand Saws were as shown on page 62.

## SELECTION OF EXPORT MARKETS ACCORDING TO SIZE &amp; GROWTH

Product: Hand Tools

S.I.T.C.  
Product Code #6953 Revised 2

Columns:	1	2	3	4	5	6	7	8
POTENTIAL MARKETS	IMPORTS				Rank size of value latest year	Rank market growth last year over 1st year	Total of two ran- kings col. 5 plus col. 6	Final Rankings
	Value: 1977	Value: 1978	Value: 1979	Value: 1980				
Singapore	19,532,000	22,059,000	26,907,000	33,691,000	1	3	4	1
Indonesia	12,200,000	10,347,000	13,361,000	19,141,000	3	4	7	4
S. Korea	7,834,000	13,566,000	23,398,000	15,891,000	4	1	5	3
Hong Kong	14,771,000	20,531,000	23,307,000	28,188,000	2	2	4	2

Value shown in: U.S. Dollars

Source: Yearbook of International Trade  
Statistics, Vol. II, 1980, p. 595

Canada's Export of Hand Saws: X.C.C. #75229

	<u>1979</u>	<u>1980</u>	<u>1981</u>
United Kingdom	\$140,000	\$181,000	\$223,000
South Africa	63,000	246,000	93,000
Australia	174,000	122,000	170,000
New Zealand	196,000	254,000	156,000
Philippines	0	207,000	7,000
U.S.A.	297,000	162,000	199,000
Singapore	0	0	0
Others*	<u>159,000</u>	<u>294,000</u>	<u>115,000</u>
<b>TOTAL</b>	<b>\$1,029,000</b>	<b>\$1,466,000</b>	<b>\$1,063,000</b>

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\* 20 other countries



**APPENDIX II**

**A. ADDITIONAL SOURCES FOR MARKET RESEARCH**

**B. CANADA'S TRADE COMMISSIONERS ABROAD**

## A. ADDITIONAL SOURCES FOR MARKET RESEARCH

1. World Guide to Trade Associations  
K.G. Saur, Verlag K.G.  
Munich, West Germany  
Names and addresses of associations,  
chambers of commerce, societies, etc.
2. COMECON Foreign Trade Data, 1980  
Statistics on European socialist countries  
Greenwood Press, 88 Post Road West, Westport, CT. 06881 USA
3. American Import & Export Bulletin  
P.O. Box 13219  
Philadelphia, Penn. 19108 U.S.A.
4. "Export Briefs", Foreign Agricultural Service,  
U.S. Department of Commerce,  
Room 5935, South Building,  
Washington, D.C. 20250
5. The Energy Decade, 1970-1980.  
Statistical and Graphic Chronicle, 100 countries  
World Energy — Industry Information Services  
4202 Sorrento Valley Blvd.,  
San Diego, Calif. 92121 U.S.A.  
Telephone: (714) 452-7675
6. "International Report", Chamber of Commerce of U.S.A.  
1615 H Street, N.W., Washington, D.C. 20065  
Monthly newsletter — reviews of international trade and investment policy developments, advance  
information regarding trade fairs, conferences, etc.
7. Canadian Export Association  
Suite 250, 99 Bank Street, Ottawa, Ontario  
Telephone: (613) 238-8888  
Helps exporters through meetings, seminars, newsletter, library, etc. Books may be borrowed on loan  
from their library in Ottawa, by members.
8. Kelly's Manufacturers & Merchants Directory  
Kelly's Directories Ltd.  
Windsor Court  
East Grinstead House  
West Sussex, RH 11 1XB  
Buyers' Guide mainly for goods produced in England.
9. Trade Directories of the World  
Croner Publications  
211-03 Jamaica Avenue  
Queens Village, N.Y. 11428  
Trade directories of Europe, Africa, The Americas, Asia, and Australia. They also publish the Kom-  
pass Directory — specialized directories containing European mailing lists.
10. Predicasts F & S Index, International  
Index of articles on international trade selected from journals throughout the world.  
Predicasts Inc., 11001 Cedar Avenue,  
Cheveland, Ohio, U.S.A.  
Telephone: (215) 795-3000

11. Metric Laws & Practices in International Trade  
U.S. Department of Commerce  
Washington, D.C.
12. U.N. Conference on Trade & Development (UNCTAD)  
Box 30, CH-1211, Geneva, Switzerland.
13. United Nations statistical publications.
14. Import associations abroad.
15. Packaging institutes abroad.
16. Boards of trade in Canada and abroad.
17. World trade centres abroad.
18. Foreign Chambers of Commerce.
19. Trade associations.

B. Canada's Trade Commissioners Abroad

Country	Mailing Address	Cable Phone Telex
Algeria	C.P. 225, Alger Gare Algiers, Algeria	CANAD ALGER 60-66-11 (408) 52036 (CANAD ALGER)
Argentina	Canadian Embassy Casilla de Correo 3898 Suipacha 1111 Buenos Aires, Argentina	CANADIAN BUENOS AIRES 32-9081 to 88 (33) 21383 (CEICANAD AR)
Australia	Canadian High Commission Commonwealth Avenue Canberra ACT 2600, Australia	DOMCAN CANBERRA 73-3844 (71) 62017 (DOMCAN AA62017)
82	Canadian Consulate General Prince's Gate East Tower, 17th Floor 151 Flinders Street Melbourne 3000, Australia	CANADIAN MELBOURNE (03) 654-1433 (71) 30501 (CANGOVT AA30501)
	Canadian Consulate General A.M.P. Centre, 8th Floor 50 Bridge Street Sydney, N.S.W. 2000, Australia	CANADIAN SYDNEY (02) 231-6522 (71) 20600 (CANGOVT AA 20600)
Austria	Canadian Embassy Luegerring 10 A-1010 Vienna, Austria	CANADIAN VIENNA 63-36-91 (-95), 63-66-26/27/28 (47) 75320 (DOMCAN A)
Bangladesh	Canadian High Commission G.P.O. Box 569, House CWN 16/A Road 48, Gulshan Dacca, Bangladesh	DOMCAN Dacca 303863 65818/Answerback: 65818 DMCN BJ

Country	Mailing Address	Cable Phone Telex
Barbados	Canadian High Commission P.O. Box 404, Commonwealth Development Corporation Building, Culloden Road, St. Michael, Bridgetown, Barbados	DOMCAN BRIDGETOWN 6-2456 2247/ Answerback: 2247 CANADA WB
Belgium	Canadian Embassy rue de Lozum, 6 1000 Brussels, Belgium	CANADIAN BRUSSELS (2) 513-79-40 (46) 21613 (DOMCAN B)
Brazil	Canadian Embassy Caixa Postal 07-0961 SES-Av. das Nacoes, lote 16 70000 Brasilia D.F., Brazil	CANADA BRASILIA Brasilia 223-7515 (38) 611296 (611296) (ECAN BR)
	Edificio Metropole Avenida Presidente Wilson 165/6 andar 20000 Rio de Janeiro — RJ — Brazil	DOMINION RIO DE JANEIRO (21) 240-9912 (38) 2122583 (ECAN BR)
	Canadian Consulate General Caixa Postal 22002 Edificio Top Center Evenida Paulista, 854, 5 andar Sao Paulo, Brazil	CANADA BRASILIA (011) 287-2122, 287-2234, 287-2601, 287-2213, 287-2011 (38) 1123230 (1123230 CCAN BR)
Britain	Commercial Division Canadian High Commission One Grosvenor Square London, W1X 0AB, England	DOMINION LONDON (01) 629-9492 261592 (CDALDN G)
	Tourism Program Canada House, Trafalgar Square London, SW1Y 5BJ, England	DOMINION LONDON (01) 629-9492 261592 (CDALDN G)

Country	Mailing Address	Cable Phone Telex
Birmingham	Canadian Consulate Bristol and West House 2 St. Philip's Place Birmingham, B3 2QJ Britain	Mapleleaf Birmingham (021) 233-2127 336041/Answerback 336041
	Canadian Consulate Ahsley House 195 West George Street Glasgow G22HS, Scotland	CANTRACOM GLASGOW (041) 248-3026 (77) 778650 (CDAGLW G)
Cameroon	Canadian Embassy Immeuble Soppo Priso rue Conrad-Adenauer, C.P. 572 Yaounde, Cameroon	DOMCAN Yaounde 23-02-03, 22-29-22, 22-29-36 8209 (DOMCAN 8209KN)
Chile	Canadian Embassy Ahumada 11, 10th Floor Casilla 771 Santiago, Chile	DOMCAN SANTIAGO DE CHILE 64189/62256 (34) 3490068 (0068 DOMCAN C)
China	Canadian Embassy 10 San Li Tun Chao Yang District Peking, People's Republic of China	521475 DOMCAN PEKING
Colombia	Canadian Embassy Apartado Aereo 53531/2 Calle 76 No. 11-52 Bogota 2, Colombia	CANADIAN BOGOTA 235-5066/235-5477 (35) 44568 (DMCA CO)
Costa Rica	Canadian Embassy Apartado Postal 10303 6th Floor, Cronos Building Calle 3y Avda Central San Jose, Costa Rica	DOMCAN SAN JOSE 230446 (376) 2179 (DOMCAN)

Country	Mailing Address	Cable Phone Telex	
Cuba	Canadian Embassy Apartado 6125 Calle 30 No 518 Esquina a7a, Avenida Miramar Havana, Cuba	CANDIAN HAVANA 2-6421/22/23 (28) 511586 (CAN CU)	
Czechoslovakia	Canadian Embassy Mickiewiczova 6 125 33 Prague 6, Czechoslovakia	DOMCAN PRAGUE 326941 (66) 121061 (DMCN C)	
Denmark	Canadian Embassy Kr. Bernikowsgade 1 1105 Copenhagen K, Denmark	DOMCAN COPENHAGEN (01) 12-22-99 (55) 27036 (DMCNC DK)	
69	Ecuador	Canadian Embassy Edificio Belmonte, 6th Floor Calle Corea 126 Y Ave. Amazonas	(2) 459-231 2622 (DOMCAN ED)
Egypt, Arab Republic of	Canadian Embassy 6 Sharia Mohamed Fahmi el Sayed Garden City	CANADIAN CAIRO 23110 (91) 9-2677 (CANCAR UN)	
Ethiopia	Canadian Embassy African Solidarity Insurance Building Unity Square P.O. Box 1130 Addis Ababa, Ethiopia	DOMCAN ADDIS ABABA 44-83-35, -6 21053/Anserback: DOMCAN	
European Communities	Mission of Canada to the European Communities rue de Loxum, 6 B-100 Brussels, Belgium	CANMISEUR 513-0600 (46) 21613 (DOMCAN B)	

Country	Mailing Address	Cable Phone Telex
Finland	Canadian Embassy Pohjois Esplanadi 25B 0100 Helsinki 10, Finland	DOMCAN HELSINKI 171141 (5) 121363 (121363 DMCNH SF)
France	Canadian Embassy 35 Avenue Montaigne 75008 Paris, France	CANADIAN PARIS (01) 723-0101 (42) 280806 (CANAD B 280806F)
	Tourism Program Canadian Embassy (Annex) 37 Avenue Montaigne 75008 Paris, France	CANADIAN PARIS (01) 723-0101 (42) 280806 (CANAD B 280806F)
	Canadian Consulate General Croix Du Mail, Rue Claude-Bonnier 33080 Bordeaux Cedex, France	DOMCAN BORDEAUX 95-15-61 560 768/Anserback: DOMCAN 56768F
	Canadian Consulate General 24, Av. du Prado 13006 Marseille Marseille, France	DOMCAN MARSEILLE 37-19-37, -38, -40 420775/Answerback: DOMCAN MRSL
Gabon	Canadian Embassy P.O. Box 4037 Libreville, Gabon	32-65-96 890655/Answerback: 890655 CANADA S.  72.41.54; 72.41.56; 72.41.69 5527/Answerback: DOMCAN 5527 GO



Country	Mailing Address	Cable Phone Telex
Germany	Commercial Division Canadian Embassy Friedrich-Wilhelmstrasse 18 53 Bonn, Federal Republic of Germany	CANADIAN BONN 231061 (Area code 41) 886421 (DOMCA D)
	Canadian Consulate General Immermannstrasse 3 4 Duesseldorf, Federal Republic of Germany	CANADIAN DUESSELDORF (0211) 353471 (41) 8587144 (DMCN D)
	Canadian Consulate General Esplanade 41-47 2000 Hamburg 36, Federal Republic of Germany	CANADIAN HAMBURG 351805 (41) 215555
	Canadian Government Office of Tourism 6 Frankfurt, Biebergasse 6-10 Frankfurt, Federal Republic of Germany	CANADIAN (611) 280157 (04) 189020 (CANA D FRANKFURT)
Ghana	Canadian High Commission E115/3 Independence Ave. P.O. Box 1639 Accra, Ghana	DOMCANADA ACCRA 28555, 28502 2024/Answerback: DOMCAN ACC
Greece	Canadian Embassy 4 Loannou Ghennadiou Street Athens 140, Greece	CANADIAN ATHENS 739-511 (601) 215584 (215584 DOM GR)
Guatemala	Canadian Embassy Galerias Espana, 6th Floor P.O. Box 400, 7 Avenida 11-59, Zona 9 Guatemala City, Guatemala, C.A.	CANADIAN GUATEMALA CITY 69455/5/7/9 65839/63049 (37) 5206 (5206 DOMCAN GU)

Country	Mailing Address	Cable Phone Telex
Guyana	Canadian High Commission P.O. Box 10880 High and Young Streets, Georgetown, Guyana	DOMCAN GEORGETOWN 72081, -5 2215/Answerback: DOMCAN GY
Haiti	Canadian Embassy C.P. 826 Edifice Banque Nova Scotia Route de Delmas, Port-au-Prince, Haiti	DOMCAN PORT-AU-PRINCE 2-2358, 2-4231, 2-4919 3490069/Answerback: DOMCAN 3490069
Hong Kong	Commission for Canada - 14/15 Floors, Asian House 1 Hennessy Road, P.O. Box 20264 Hennessy Rd. Post Office, Hong Kong	DOMCAN HONG KONG 5-282224, 5-282423 (802) 73391 (DOMCA HX)
Hungary	Canadian Embassy Budakeszi ut 55/dP/8 H-1021 Budapest, Hungary	CANADA BUDAPEST 365-728, 365-738 (61) 224588 (CANADA H)
India	Canadian High Commission P.O. Box 5208 Shantipath, Chanakyapuri New Delhi — 11021, India	CANADIAN NEW DELHI 61-9461 (81) 312346 (DOMCAN ND1 2346)
Indonesia	Canadian Embassy 5th Floor, Wisma Metropolitan P.O. Box 52/JKT, Jakarta, Indonesia	DOMCAN JAKARTA 584417, 584566, 584631 (73) 44345 (DMCAN JKT)
Iraq	Canadian Embassy P.O. Box 323, Central Post Office Baghdad, Iraq	DOMCAN BAGHDAD (01) 5521459 (491) 2486 (DOMCAN IK)
Ireland	Canadian Embassy 65/68 St. Stephen's Green Dublin 2, Ireland	DOMCAN DUBLIN (01) 781-988 (500) 5488 (DMCN EI)

Country	Mailing Address	Cable Phone Telex
Israel	Canadian Embassy 220 Hayarkon Street P.O. Box 6410 Tel Aviv, Israel	CANADIAN TEL AVIV 228122 (606) 341293 (CANAD IL)
Italy	Canadian Embassy Via G.B. de Rossi 27 00161 Rome, Italy	CANADIAN ROME (6) 864-327/855-341 (43) 610056 (DOMCAN 1)
	Canadian Consulate General Via Vittor Pisani 19 20124 Milan, Italy	CANTRACOM MILAN 652-600/657-0451 (43) 310368 (CANCON 1)
Ivory Coast	Canadian Embassy C.P. 4104, Immeuble "Le General" Avenue du Commerce et Bottreau-Roussel Plateau Abidjan 01, Ivory Coast	DOMCAN ABIDJAN 32-20-09 (983) 3593 DOMCAN ABIDJAN
Jamaica	Canadian High Commission P.O. Box 1500, Royal Bank Building 30-36 Knutsford Boulevard, Kingston 10, Jamaica	CANADIAN KINGSTON (JAMAICA) 92-61500/92-61509 (291) 2130 (BEAVER JA)
Japan	Canadian Embassy 3-38 Akasaka 7-Chome, Minato-ku Tokyo 107, Japan	CANADIAN TOKYO (03) 408-210/18 (72) 22218 (DOMCAN J22218)
	Tourism Program Canadian Embassy (Annex) Yamakatsu Peal Building, 5th Floor 5-32, Akasaka 8-Chome, Minato-ku, Tokyo, Japan	CANADIAN (03) 479-5851 (72) 22218 (DOMCAN J22218)
Kenya	Canadian High Commission P.O. Box 30481, Nairobi, Kenya	DOMCAN NAIROBI 334033 (987) 22198 DOMCAN

Country	Mailing Address	Cable Phone Telex
Korea	Canadian Embassy Kolon Building, 45 Mugyo-Dong, Jung-Ku P.O. Box 6299, Seoul 100, Republic of Korea	SEOUL DOMCAN 776-4062/68 (801) 27425 (CANADA K27425)
Kuwait	Canadian Embassy P.O. Box 25281 Safat, Kuwait	CANADA KUWAIT 51.14.51/55.57.54 (496) 3549 (MCAN 3549 KT)
Lebanon	Canadian Embassy C.P. 2300 Beirut, Lebanon	DOMCAN BEIRUT 350-660-1, -2, -3 (494) 20652 (DOMCAN LE)
Malaysia	Canadian High Commission P.O. Box 990, A.I.A. Building, Ampang Road, Kuala Lumpur, Malaysia	DOMCAN KUALA LUMPUR 89722/5 and 89795 (84) 30269 (DOMCAN MA)
Mexico	Canadian Embassy Calle Schiller No. 529 Apartado Postal 105-05) Mexico 5 D.F., Mexico	CANADIAN MEXICO CITY (905) 254-3288 (22) 1771191 (DMCNME)
Morocco	Canadian Embassy 13 bis rue Jaafar As-Sadik C.P. 709 Rabat-Agdal	713075/76/77 (407) 31964M (CDARABAT MO)
Netherlands	Canadian Embassy Sophialaan 7 The Hague, Netherlands	DOMCAN THE HAGUE (070) 61-41-11 (44) 31270 (DMCN NL)
	Tourism Program Canadian Embassy (Annex) Laan Van Meedervoort 96 The Hague, Netherlands	CANADIAN (070) 46-44-00 (44) 31270 (DMCN NL)

Country	Mailing Address	Cable Phone Telex
New Zealand	Canadian High Commission P.O. Box 12-049 Wellington North 1C1 Building, 3rd Floor, Molesworth Street Wellington, New Zealand	DOMCAN Wellington 739577 (74) 3577 (DOMCAN NZ)
Nigeria	Canadian High Commission P.O. Box 851, New Niger House 1/5 Oduniami Street, Lagos, Nigeria	CANADIAN LAGOS 660130/153/177/201/211 (905) 21275 (DOMCAN NG)
North Atlantic Council	Delegation of Canada to the North Atlantic Council 1110 Brussels, Belgium	CANDEL BRUSSELS 215-8853
Norway	Canadian Embassy Postuttak Oslo 1, Norway	CANADIAN OSLO (2) 46.69.55 (56) 71880 (DOMCAN)
Pakistan	Canadian Embassy P.O. Box 1042, Diplomatic Enclave Ramna 5, Islamabad, Pakistan	CANADIAN ISLAMABAD 21101-04 (82) 82700 (DOMCAN PK)
Peru	Canadian Embassy Libertad 130, Miraflores Casilla 1212, Lima, Peru	CANADIAN LIMA 463890 (36) 25323 (PE DOMCAN)
Philippines	Canadian Embassy 4th Floor, Cibeles Building 6780 Ayala Avenue Makati, Metro Manila, Philippines	DOMCAN MANILA (02) 87-65-36 or 87-78-46 (75) 63676 (DOMCAN PN)
Poland	Canadian Embassy Ulica Metejki 1/5 Srodmiestce, Warsaw 00-481, Poland	DOMCAN WARSAW 29-80-51 (63) 813424 (CANAPL)

Country	Mailing Address	Cable Phone Telex
Portugal	Canadian Embassy Rua Rosa Araujo, 2 7th Floor, Lisbon 2, Portugal	CANADIAN LISBON 56-25-40 (404) 12377 (DOMCAN P)
Romania	Canadian Embassy 36 Nicolae Iorga, C.P. 2966 Oficiul Postal No. 22 72228 Bucharest, Romania	50-63-30/50-59-56 (651) 10690 (CANADA R)
Saudi Arabia	Canadian Embassy King Abdul Aziz Street Queen's Building, 6th Floor, P.O. Box 5050, Jeddah, Saudi Arabia	DOMCAN JEDDAH 6434900/4597/4598/4587 401060 DOMCAN SJ
76 Senegal	Canadian Embassy 45, av. de la Republique C.P. 3373 Dakar, Senegal	DOMCAN KAKAR 210290 632 (DOMCAN SG)
Singapore	Canadian High Commission Faber House, 7 & 8th Floor 230/236 Orchard Road, Singapore 0923	CANADIAN SINGAPORE 737-1322 (87) 21277 (DOMCAN RS)
South Africa	Canadian Embassy Nedbank Plaza Corner of Church and Beatrix Arcadia, Pretoria 0083, South Africa	CANDOM PRETORIA 287062/3/4 3720 (3-720 SA)
Spain	Canadian Embassy Apartado 117, 35, Nunez de Balboa Madrid, Spain	CANADIAN MADRID 431-4300 (52) 27347 (DOMCAN E)
Sri Lanka	Canadian High Commission P.O. Box 1006, 6 Gregory's Road Cinnamon Gardens, Colombo 7 Colombo, Sri Lanka	DOMCANADA COLOMBO 59-58-41; -43; -44; 59-87-97 21106/Answerback: 21106 DOMCAN CE

Country	Mailing Address	Cable Phone Telex
Sweden	Canadian Embassy P.O. Box 16129, S-103 23, Stochholm 16, Sweden	CANADIAN STOCKHOLM (08) 23-79-20 (54) 10687 (DOMCAN S)
Switzerland	Canadian Embassy Kirchenfeldstrasse 88 3005 Berne, Switzerland	CANADIAN BERNE 44-63-81 (45) 32489 (DMCNB CH)
Tanzania, United Republic of	Canadian High Commission P.O. Box 1022, Pan Afr. Insurance Bldg., Independence Avenue, Dar-es-Salaam, United Republic of Tanzania	DOMCAN DAR-ES-SALAAM 20651 41015/Answerback: 41015 DOMCAN
Thailand	Canadian Embassy The Boomitr Bldg., 11th Floor, 138 Silom Road, P.O. Box 2090 Bangkok 5, Thailand	DOMCAN BANGKOK 234-1561/8 (86) 82671 (82671 DOMCAN TH)
Trinidad and Tobago	Canadian High Commission Huggins Building, 72 South Quay, P.O. Box 1246, Port-of-Spain, Trinidad	MAPLE LEAF PORT OF SPAIN 62-34787, 62-37254/8 (294) 3429 (3429 DOMCAN WG)
Tunisia	Canadian Embassy 3 Rue du Senegal, Place de Palestine C.P. 31, Belvedere, Tunis, Tunisia	DOMCAN TUNIS 286-577 12-324
Turkey	Canadian Embassy Nenehatun Caddesi 75 Gaziosmanpasa, Ankara, Turkey	DOMCAN ANKARA 27-58-03/04/05 (607) 42369 (DCAN TR)
Union of Soviet Socialist Republics	Canadian Embassy 23 Starokonyushenny Pereulok Moscow, USSR	CANAD MOSCOW 241-9034/9155/5070 (64) 413401 (DOMCAN SU)

Country	Mailing Address	Cable Phone Telex
United Nations	Permanent Mission of Canada to the United Nations 866 United Nations Plaza, Suite 250, New York, N.Y. 10017-1897	CANINUN NEW YORK CITY (212) 751-5600 00126228 (CANINUN NYK)
United States	Canadian Embassy 1746 Massachusetts Avenue, N.W. Washington, D.C. 20036-1985	CANADIAN WASHINGTON (202) 785-1400; 483-5505 0089664 (DOMCAN A WSH)
	Tourism Program, Canadian Embassy (Annex), N.A.B. Building, Suite 200, 1771 N. Street, N.W. Washington, D.C. 20036-1985	CANADIAN (202) 223-2855 0089664 (DOMCAN A WSH)
	Canadian Consulate General 900 Coastal States Building, 260 Peachtree Street, N.W. Atlanta, Georgia, 30303-1290	- (404) 577-6810 00542676 (DOMCAN ATL)
	Canadian Consulate General 500 Boylston Street Boston, Massachusetts 02116-3775	- (617) 262-3760 00949625 (DOMCAN BSN)
	Canadian Consulate General One Marine Midland Centre, Suite 3550, Buffalo, New York 14203-2884	- (716) 852-1247 0091329 (DOMCAN BUF)
	Canadian Consulate General 310 South Michigan Avenue, 12th floor, Chicago, Illinois 60604-4295	DOMCAN CHICAGO (312) 427-1031 00254171 (DOMCAN CGO)
	Canadian Consulate General Illuminating Bldg., 55 Public Square Cleveland, Ohio 44113-1983	CANADIAN CLEVELAND (216) 771-0150 00985364 (DOMCAN CLV)



Country	Mailing Address	Cable Phone Telex
	Canadian Consulate General 2001 Bryan Tower, Suite 1600 Dallas, Texas 75201-3051	CANADIAN DALLAS (214) 742-8031 00732637 (DOMCAN DAL)
	Canadian Consulate General 1920 First Federal Building 1001 Woodward Avenue, Detroit, Michigan 48226-1966	CANADIAN DETROIT (313) 965-2811 002307 15 (DOMCAN DET)
	Canadian Consulate General 510 West Sixth Street, Los Angeles, California 90014-1377	- (213) 627-9511 00674119 (DOMCAN LSA)
	Canadian Consulate General 15 South Fifth Street Minneapolis, Minnesota 55402-1078	- (612) 333-4641 00290229 (DOMCAN MPS)
	Canadian Consulate General Suite 2110, International Trade Mart, 2 Canal Street, New Orleans, Louisiana 70130-1459	- (504) 525-2136 058237/Answerback: DOMCAN NLN
	Canadian Consulate General 1251 Avenue of the Americas New York City, N.Y. 10020-1175	CANTRACOM NEW YORK CITY (212) 586-2403 00126242 (DOMCAN NYK)
	Tourism Program Canadian Consulate General Exxon Bldg., Room 1030, 1251 Avenue of the Americas New York City, N.Y. 10020-1175	- (212) 757-3583 00126242 (DOMCAN NYK)
	Canadian Consulate General 3 Parkway Bldg., Suite 1310 Philadelphia, Pennsylvania 19102	CANADIAN PHILADELPHIA (215) 561-1750 00945266 (DOMCAN PHA)

Country	Mailing Address	Cable Phone Telex
	Tourism Program Canadian Consulate General 3 Parkway Bldg., Suite 1810 Philadelphia, Pennsylvania 19102	- (215) 563-1708 00845266 (DOMCAN PHA)
	Canadian Consulate General One Maritime Plaza, Alcoa Building, Suite 100, Golden Gateway Center San Francisco, California 94111-3468	- (415) 981-2670 0034321 (DOMCAN SFO)
	Tourism Program Canadian Consulate General One Maritime Plaza, Alcoa Building, Suite 1160, Golden Gateway Center San Francisco, California 94111-3468	- (415) 961-8516 0034321 (DOMCAN SFO)
	Canadian Consulate General 412 Plaza 600, Sixth and Stewart Seattle, Washington 98101-1286	- (206) 223-1777 032-8762 (DOMCAN SEA)
	Tourism Office Canadian Consulate General Suite 814, 600 Steward Street Seattle, Washington 9810101286	- (206) 557-3811 032-8762 (DOMCAN SEA)
Venezuela	Canadian Embassy Edificio Torre Europa, Piso 7, Avenida Francisco de Miranda Chacaito, Caracas, Venezuela	CANADIAN CARACAS (2) 339776 (31) 23377 (DOMCAN VE)
Yugoslavia	Canadian Embassy Proleterskih Brigada 69 11000 Belgrade, Yugoslavia	DOMCAN BELGRADE 434-524 (62) 11137 (11137 YU DOMCA)

Country	Mailing Address	Cable Phone Telex
Zaire, Republic of	Canadian Embassy Edifice Petrozaire Coin Ave. Wangata et boul. du 30 juin Kinshasa, Republic of Zaire	DOMCAN KINSHASA 22706 and 24346 (982) 21303 (DOMCAN ZR)
Zambia	Canadian High Commission P.O. Box 31313 Barclays Bank, North End Branch Cairo Road Lusaka, Zambia	DOMCAN LUSAKA 75187, -8 ZA 4248/Answerback: DOMCAN ZA 4248
Zimbabwe	Canadian High Commission 45 Baines Avenue P.O. Box 1430 Harare, Zimbabwe	CANAD SALISBURY 793801 (907) 4465 (4465 RH)

**CHAPTER 3**  
**MARKET DEVELOPMENT**

## CHAPTER 3

### MARKET DEVELOPMENT

#### 3.1 Introduction

The key to the development of a market abroad for any product is the channel of distribution. An exporter may use overseas middlemen, local middlemen, or no middlemen at all for selling his products.

In determining the best channel for marketing its products, a firm should consider such factors as the buying habits of potential customers, the firm's profit potential, the availability of in-house marketing skills, and short- and long-term goals.

In some countries, such as Libya, it is mandatory for an exporter to sell through a native agent or distributor. Whatever the market, it is advisable to study the country's regulations concerning agency or distributor agreements before a middleman is appointed to represent you.

#### 3.2 Customer Need

In the process of developing a market for a product, the exporter must start with the potential customers first rather than last. The exporter must seek answers to many questions surrounding his customer and product to bring into focus the type of channel suitable for his firm:

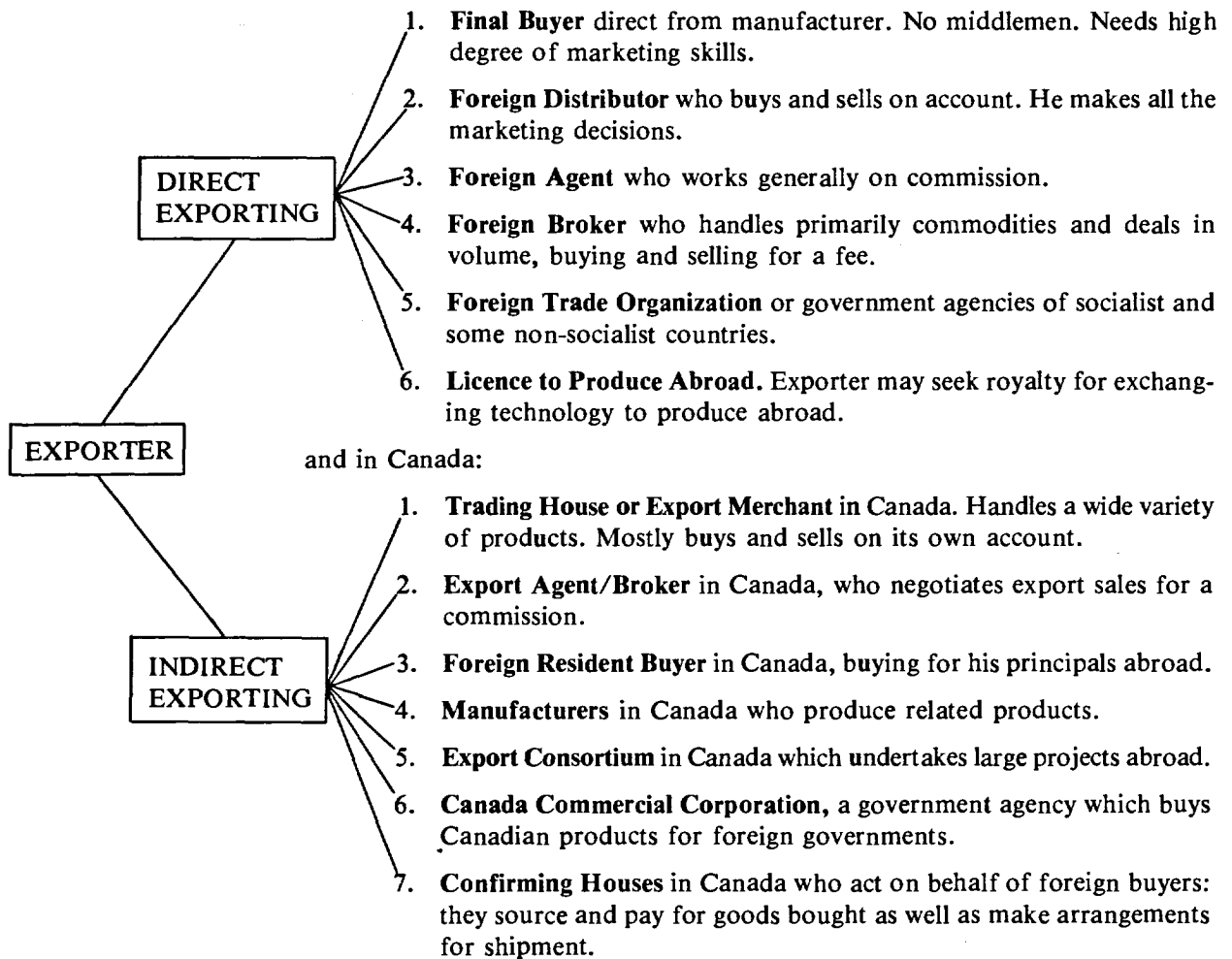
- how is the product used? Is it simple to use or does it require elaborate instructions or technical know-how?
- is the product custom-made to specifications?
- do customers require personal assistance in buying?
- does the product require parts and other after-sales services?
- is the product perishable and does it require special handling?
- is the product transported into up-country markets?
- does the firm possess the resources to sell without the help of a middleman or middlemen?

#### 3.3 Competition

Another important factor to consider in channel selection for your product is the competition, the channels they use, and the quality of their after-sales service. It is also useful to know whether a particular middleman has predominant control over the distribution of the market. You may, as a strategy, consider a method of distribution different than what your competition is practising. In most markets, however, the exporter has to go along with the traditional method of distribution, especially when starting out in the export field. Unless you visit the market, study the distribution structure of the country, and talk with many different types of trades, you will not be able to identify the best channel for your product.

### 3.4 Alternative Exporting Methods

An exporter has a number of alternatives to consider in developing a market abroad:



### 3.5 Direct Exporting Methods

Direct exporting requires many more skills than indirect exporting because the exporter has to deal with many unknown factors far away from home.

1. **Sales to Final Buyer:** This method is most suitable for industrial or technical products which require the manufacturer's technical service and for high-value consumer items with limited sales volume. The exporter must have the resources to be involved in all aspects of marketing, including after-sales service. Through this method he retains a high degree of market control; however, the cost of marketing also can be very high.
2. **Foreign Distributor:** They are used more often than other types of middlemen. They may range in size from multinational "Sogo Shoshas" of Japan to small retailers. They buy products, carry stock, and sell for their own account to wholesalers or retailers at prices they set themselves.

A foreign distributor may be an:

- Export Merchant
- Export House
- Import Merchant

Wholesaler  
Stockist  
Trading Company  
Import Jobber, or  
Retailer.

In return for receiving the maximum discount on price, the distributor may agree to develop a market for the exporter. He may cultivate the market with his sales force, appoint dealers, and handle all promotions. If a distributor is appointed on an exclusive basis, he receives sole rights to sell in a given territory.

A distributor usually handles the same line of products from a number of exporters from different countries; hence, each exporter competes with the others for the distributor's attention. Before he agrees to buy from you he may want to see your operation, verify the resources you have, or assess your skills. It may be necessary to build up a degree of trust before business can take place. This can take time — possibly one, two, or three years. However, it is also possible to find a buyer overseas who may eventually turn out to be your market representative in the country.

**3. Foreign Agent:** The foreign agent may be a:

Commission Agent  
Agent/Distributor  
Agent/Warehouse  
Managing Agent  
Factory/Manufacturer's Representative  
Commission House  
Export Management Company (U.S.A.), or  
Salaried or Independent Salesman

An agent may also be a large manufacturer looking for a product to complement his product line, or he may be a single sales representative who works on his own in a specialized product area.

Agents generate sales and usually work for a commission, or for a fixed fee. Commissions vary from industry to industry. Generally they do not take title to goods. The exporter receives the order from the agent but ships the goods directly to the buyer. Agents provide a wide variety of services, including carrying of stocks, promotion, repair services, etc. Where an agent is appointed to represent an entire territory or country, he is called a "sole agent".

When selling through an agent, the exporter has more control over the market than when selling through a distributor. Of course, the responsibilities of both parties should be spelled out in an agreement.

- 4. Foreign Broker:** This is a firm or person who works on straight commission, usually from the suppliers. A broker is specialized and deals typically in bulk commodities. He can bring together a buyer and seller and help negotiate agreements or contracts.
- 5. Foreign Trade Organization:** The socialist countries buy the goods they need through one of their own government agencies. These agencies trade in specific goods, such as agricultural equipment, construction machinery, or apparel. Usually they buy only in large quantities and long periods of negotiation take place before sales are consummated. Their embassies and consulates will provide details of the purchasing process.

A few non-socialist governments also buy through their foreign trade organizations.

- 6. Licensing Agreements:** When an exporter is faced with prohibitive production costs at home, low-priced competition abroad, transportation problems, or high tariff barriers, an alternative to market development may be licensing to produce the product in the foreign country to finance and build manufacturing facilities and use the exporter's trademark, patents,

technical know-how, or training, in return for payment of a royalty or fee. Franchising is another form of a licensing agreement.

The main advantage of licensing is that market penetration can be achieved without direct investment by the exporter. However, a disadvantage is that a licensee is a potential competitor upon the termination of the licensing agreement.

Exclusive agreements on sales territory and rights may be included in a licence. Laws and regulations governing licence agreements vary from country to country and the licensor's lawyer should review the foreign country's regulations covering the types of rights which can be licensed legally. The legal recourse to enforce the foreign licensee's agreement to pay the royalties and the legal consequences if either party should break the agreement, should be investigated.

**Joint Venture** is a step beyond licensing. Here, the exporter invests money along with a foreign investor or investors to produce the product in the host country.

Joint ventures entail many technical considerations and are often covered by special legislation. Therefore, before entering into a joint venture, it is important to employ legal counsel having understanding of all relevant host country laws.

### 3.6 Indirect Exporting

Indirect exporting is not as aggressive an approach to exporting as direct exporting and a firm may not be able to maximize the profit potential in foreign markets. If an exporter is not able, or does not wish, to get involved in the many demanding activities required for exporting, and wants only to concentrate on production or the domestic market, then one or more of the indirect methods may be the appropriate channel for him.

1. **Trading Houses in Canada.** Trading Houses are specialists in exporting. They undertake to market a firm's product by acting as an export department for the firm. Each trading house deals in a defined product group. The recently-published "Directory of Canadian Trading Houses" by the Service Industries Branch, ITC/REE gives details of over 640 trading houses. Copies of the directory are distributed in the F.B.D.B. and ITC/REE offices.

Trading houses may export, import, or both. They are knowledgeable about the markets for the products they trade. They know the customers' needs, the communication problems in foreign markets, and the cultural problems in the market. They can handle packing, shipping, and documentation and thus relieve the manufacturer of many of the tedious tasks required for exporting.

A trading house may buy products from the supplier outright and assume all credit and financial risks in selling abroad; it may also be retained on a commission basis, acting on behalf of the supplier, with credit and financial risks to be shared with the supplier.

Before engaging a trading house, the manufacturer must discuss with it the services it provides in order to assess its capabilities in marketing the products. All agreements must be in writing and notarized.

2. **Export Agent/Broker** works on a commission basis. He is similar to an overseas agent or broker. He is a specialist in certain bulk commodities or manufactured products; hence, he can find buyers for those products in many areas of the world.
3. **Foreign Resident Buyers or Purchasing Agents** in Canada act on behalf of their principals abroad. They buy a wide variety of industrial and consumer products and are located in large cities. They can be accessed through embassy and consulate offices or boards of trade. The Canadian Commercial Corporation (C.C.C.), Export Supply Centre, Department of Supply and Services, Ottawa (telephone (819) 997-5605), procures many different products on behalf of foreign governments.



4. **Manufacturers** in Canada buy many components or parts from other domestic manufacturers, either for use in the products they export or to complement their export product line. A firm can serve as a supplier to such a manufacturer and thus export indirectly.
5. **Consortium or Project Agency.** Many Canadian companies participate in capital projects throughout the world such as dams, schools, airports, or manufacturing plants. These projects require hundreds of different products and services; small firms have the opportunity to be suppliers to them.

The Canadian International Development Agency (C.I.D.A.) and international development banks such as the World Bank and Regional Development Banks finance many projects. The "Canada Commerce" monthly publication has a section which shows project opportunities and projects under consideration in other countries.

### **3.7 Getting in Touch with Overseas Middlemen**

A number of methods are available for a potential exporter to get in touch with an overseas trader such as:

1. Trade Directories, Area Directories, or Country Directories.
2. Canadian Trade Commissioner Service, Department of External Relations.
3. Leads obtained through bankers and freight forwarders.
4. Exporter-initiated advertisements abroad in newspapers and periodicals.
5. Trade fairs, trade missions.
6. Visit to the country.

### **3.8 Analyzing Your Agent's Capabilities**

After making initial contacts through letters or by telephone, a visit to the foreign market may be necessary to interview potential distributors or agents and to negotiate arrangements for product distribution.

Some important facts to evaluate the prospective agents are:

- reputation of their business
- financial status
- competitive product lines handled
- elocation
- warehouse facilities
- size of sales force
- managerial staff
- communication ability.

Insist on seeing the distributor's facilities, if visiting the country, and go with him to see a few of his dealers and markets.

Since good distributors are few, it is important that the exporter thoroughly investigate his prospective agents before making any agreement.

### **3.9 Commercial Disputes and Arbitration**

When disputes occur in international trade, the contracting parties may seek the aid of chambers of commerce in resolving the disputes. The International Chamber of Commerce, which resolves disputes, states:

"All disputes arising in connection with the present contract shall be settled finally under the rules of Conciliation and Arbitration of the International Chamber of Commerce by one or more arbitrators appointed in accordance with the rules."

When agency agreements or sales contracts are made out, it is advisable to add the I.C.C. arbitration clause. However, even if a contract does not contain the arbitration clause, the parties can still agree to submit the dispute to arbitration.

However, there is a serious disadvantage to arbitration as opposed to litigation through the courts. This disadvantage is that no body of precedents is being kept or built up according to the findings of the arbitrators, and, in fact, the International Chamber of Commerce has a strict condition that the findings of the arbitrators and all aspects of the arbitration dispute are to be kept secret. A merchant contemplating arbitration, therefore, is "flying blind" because he has no idea whatsoever as to the sort of award likely to be made.

**FOREIGN  
DISTRIBUTOR?**

**A BROKER?**

**FOREIGN  
AGENT?**



**TRADING  
HOUSE ?**

**RESIDENT  
BUYERS?**

**WHO WILL BRING  
ME THE  
BEST SALES?**

**USE NO MIDDLE-  
MEN AT ALL?**



## BIBLIOGRAPHY

### Suggested Readings/Reference

1. Export Agents: A Complete Guide to their Selection and Control,  
223 pages  
McMillan, Colin and Paulden, Sydney  
Gower Publications  
Epping, Essex, CM16 4BU  
England  
or  
P.O. Box 433  
Murray Hill Station  
New York, N.Y. 10016  
U.S.A.
2. World Trade & Business Digest  
Kassanga International of New York  
213 East 88th St.  
New York, N.Y. 10028  
U.S.A.

A monthly directory of trade contacts, business news and investment opportunities.

3. International Trade Law and Practice  
Droit et Pratique du Commerce International  
(text in English and French)  
120 Boulevard St. Germain  
75280 Paris Cedex 06  
France
4. La Vente Internationale de la Technologie: l'Optique de la Firme, 1975  
Delapierre, Michel  
Etude Speciale No.6  
Centre de Development de l'O.C.D.E.

This paper discusses licensing, its place in the company strategy and the price and costs to the firm.

**APPENDIX III**  
**CHECKLIST: LICENSING ABROAD**

## **CHECKLIST: LICENSING ABROAD**

1. Describe the territory the licence is operative in.
2. Is the licence exclusive? Licensor must reserve the right to convert from exclusive to non-exclusive, if advisable.
3. How is the royalty to be paid by the licensee? In what currency is the Royalty to be paid? Are there convertibility problems?
4. What taxes are imposed by the national and local authorities in the host country. There may be a number of taxes such as stamp taxes, registration taxes, property taxes, etc. to be paid.
5. Define rights and privileges of licensee regarding use of licensor's trademarks, and penalty for misuse.

### **PATENTS**

1. For what time period is the patent right initially given to the licensee? Limit the period within the field of agreement.
2. Is the licensee to be given conditional option to obtain future patent rights?
3. State that licensor has undertaken no obligation and is free of liability for potential infringement of third party patent rights.
4. Provision should be made to make patent marking, as may be required by the country's law.

### **COMMERCIAL OPERATIONS**

1. State the areas of application and use of the licence
2. Establish control and periodic review by the licensee under penalty of termination.
3. Establish control and periodic review by the licensor, if processes are involved, and areas of application.
4. Can the licensee manufacture competing or non-competing products? State licensor's right to examine licensee's manufacturing facilities periodically, receive and test samples, audit books and survey advertising efforts from time to time.
5. Has the licensor the right to export to the country also? If so, state.
6. Provision must be made for confidential treatment by licensee of licensor's proprietary information.
7. Is training of licensee personnel involved? If so, specify where, how, how many, for how long, and so on.
8. Insert clause on how disputes will be handled.
9. Has the licensee the rights to sub-license or to assign any rights to a third party.
10. State circumstances and conditions under which the agreement may be terminated. The local laws should be checked when inserting this clause.
11. Disclaim any responsibility for licensee's representations of warranty to third parties, as well as any responsibility for damages or other liabilities resulting from faulty design or workmanship on the part of the licensee.
12. Licensor must reserve the right to modify or terminate licence if changes unsatisfactory to the licensor occur at any time during the effective period of the licence.
13. Stipulate quality of raw materials, components, parts, etc. to be used.
14. Which country's law is to govern interpretation of the agreement? Designate the place of execution of the agreement.
15. If licence is only for a designated territory, consider optional extension to other territories with licensor's consent.
16. State the rights and obligations of both licensor and licensee after termination of the agreement.

## HOW AN EXPORTER SELLS HIS PRODUCTS PROFITABLY IN OVERSEAS MARKETS: AN EXAMPLE

With eight years of export sales success under his belt, Gerald Yaffe, president of Safety House of Canada Ltd., has developed what might be called a rather unusual formula for overseas marketing.

Products are first designed to meet Canadian requirements. But if the product can be modified to suit the needs of other markets, that modification will be made.

Concurrently, basic "homework" will be done on the nature of the market overseas to be penetrated. This involves gleaning every bit of information possible from every conceivable source before approaching potential customers.

Finally, Yaffe will offer the product to a single importer or distributor, telling him exactly who his customers are, what their requirements will be, and then supporting the middleman with marketing strategies tailored to suit specific situations.

### Example Expanded

Product components are either subcontracted out to suppliers here in Canada, with moulds and dies owned by Safety House, or they are manufactured by Safety House itself.

Among the items manufactured and sold by Safety House are hard hats and helmets, oxygen resuscitators, fire blankets, first-aid kits, fire extinguishers, safety goggles and non-drug medical supplies. The line is sold through a network of 3,800 dealers and distributors across Canada and around the world, with all operations controlled through the Toronto office.

Once the overseas contracts were made as an importer, Yaffe took the logical step of actively seeking exterior markets for his Canadian-made products, using existing relationships to speed the process. Because he had earned credibility already, the job of breaking into the target markets was immensely easier.

Yaffe says the most important facet of his export success is his marketing approach.

**"We will spend 30 per cent of our effort developing the product and 70 percent marketing it," he says.**

Yaffe tries to get a feel for a particular market through sources that could include federal and provincial trade delegations, foreign consular and trade missions in Canada, other Canadian exporters with experience in the target country, newspaper and magazine articles, and correspondence with potential importers.

"The last thing we want to do is physically visit a country," he says. "And, in fact, we have not visited most of the countries we sell to. You can get enough paper information, enough documentation, to be able to focus on the needs of a country for particular products."

As an aside, Yaffe praises Canadian embassy and consular staff overseas: "They're very much on top of their subjects — they will go to great effort to get work done for you. But then you have to produce results yourself."

As a result of the intensive groundwork done before the sales presentation is made, Safety House often finds it has better market information than the potential customer.

"It's a lot of dead-end work for us on occasion, but the rewards in terms of speed, profitability and confidence are extraordinary."

Safety House will tailor the products offered in an overseas market to suit the requirements of an individual distributor by "private branding" by stamping another name on the product, or by changing a label — as long as the product itself is not physically altered. And the distributor has the choice of bringing the item into his country fully assembled, partially assembled, or completely unassembled, depending on the laws on domestic content and tariff structures.

Also through the original market research, Safety House determines the most effective marketing strategy for the importer to use and assists in its implementation. Yaffe asks: "Do you sell through catalogues, or in retail stores? Do premium incentives work in this particular market, and if not, is it worthwhile to attempt their introduction as a strategy? Is it cost effective to attempt an innovative strategy in any form?"

Yaffe sees no need for a separate export group within his company and he is puzzled by other companies that have lower export sales volume and a distinct export group. At Safety House, export and domestic functions are handled by the same people.

"Documentation? Take ten minutes and learn about it," he says. "The same for freight. I'm not sure just what the reason is for having a separate export division — research and development?"

As advice to other exporters, Yaffe says his experience is that his customers prefer to have prices quoted in their own currencies, or, infrequently, in U.S. dollars. And he makes a point of shipping his goods by the least expensive method possible. The reduction in final retail costs overseas can only be good for him as a supplier, he says.

Looking at Canadian companies and the potential for overseas sales, Yaffe says: "Canadians have to get over the fear of documentation and freight — all you have to do is learn about them.

"Small companies do have the potential to export their products and still keep their overheads low — and our return on investment is excellent. I could even say very excellent."

Adapted from an article written by John Duffy, Financial Post.



## PRODUCT CHARACTERISTICS

1. **Product Function:** The primary function of a product may be different for different countries. For example, in Canada the main purpose of a refrigerator is to preserve perishable foods, store frozen foods, store products such as margarine which do not require refrigeration, or keep bottled drinks for cooling purposes. Hence a large-size refrigerator is necessary for the average family. In many European countries, or in Japan, frozen foods are less widely used and the main purpose of the refrigerator is to store small quantities of perishable foods and leftovers. Housewives in these countries shop more often than housewives in Canada and hence there is no need for large-size refrigerators.
2. **Secondary Function:** In many developing countries, a refrigerator is a prestige item and it fills a need for prestige, besides being used for storing food products. Since the cost of a refrigerator is very high in the developing countries, the size is typically small. Another factor that limits the size in these countries is the high cost of electricity.
3. **Quality and Durability:** In many countries of the world, the durability of the product is of much greater importance than it is in Canada. In North America, product obsolescence and product innovation make quality considerations somewhat less important than in world markets.
4. **Method of Operation of Product and Maintenance:** Both these are important considerations for product design and continued sales in a market, once the product is bought. Standards and conditions of use vary considerably between countries, also level of maintenance facilities available. These factors, hence, should be incorporated into product considerations for a market.

**CHAPTER 4**

**PRODUCT**

## CHAPTER 4

### PRODUCT

#### 4.1 Introduction

There are prospects for selling practically any product in world markets — it is largely a matter of marketing.

There are many instances where an exporter has tried to sell a successful domestic product in the foreign market, without any alterations or modifications to the product, and failed. Successful sales of a product in North America is no assurance that it will succeed in world markets.

The enormous success enjoyed by many Japanese products in world markets can be attributed to a great extent to the painful research the Japanese manufacturers undertake on a potential market. They do not produce the product first and then seek a market; rather, they study the needs of the market first and then produce the product to meet those needs.

Canadian products generally are considered to be of high quality in world markets, but price-wise they often cannot compete. However, price is not the only consideration of the buyer — other terms of trade such as credit terms offered, reliability of supply, quality of service, technological capabilities — all these are important factors a buyer takes into account when considering a purchase.

#### 4.2 Product Modification

Whether you are selling a simple consumer product or complex, high-technology industrial equipment, you first have to research and find out the peculiarities of the market you are aiming your product at. Consumers everywhere are becoming sophisticated and overseas users of products or services are very demanding in design and quality.

How does one go about finding the types of modifications needed for a product to be sold in a particular market? The answer comes from research, which must be conducted on a number of aspects, such as:

- the way the product is going to be used by the ultimate user
- the product exposure to climatic conditions
- if a consumer product, conditions the product is exposed to in stores
- the type of packaging required for customer appeal
- the country's specifications regarding material content, tolerances, grading, etc.
- labelling requirements by the government
- cycle and voltage of electric current
- if an industrial product, servicing facilities available
- the brand name to be given
- registration of trademark name or industrial design in the country.
- style, fashion
- cultural factors affecting looks, colour, brand.
- appeal of competitors' products
- preference in size.

Since any modification to an existing product costs the manufacturer further expense, all the desirable changes, as a practical matter, cannot be incorporated in the product. In some cases, a simple label change alone is adequate. However, many products need more than a label change, and to what extent they should be modified is a decision the manufacturer must make after studying the competition and consulting with his agent or distributor (if any).

Where does an exporter obtain the necessary information on product modification? He should start with the local Canadian packaging companies, some of whom may be specialists in export packaging and can give advice on labelling, suitable materials for packaging, etc. The Packaging Associa-

tion of Canada, as well as the North American Packaging Federation, will be of assistance if the exporter needs further help. On matters of standards, the Canadian Standards Association of the International Organization for Standardization, Geneva, can be of assistance (see complete addresses in the Appendix at the end of this chapter).

The standards institutes of the particular country the exporter plans to sell his product also will be of assistance. On matters regarding cultural aspects such as preferences in colour, shape, size, etc., the exporter can obtain the necessary information without visiting the country. Library books on culture, local translators, commercial attachés, freight forwarders, other experienced exporters, etc., are all useful sources of such information. However, visiting the market to study the potential buyers' needs is the best way to obtain the above information.

#### 4.3 Industrial Design

Product modification also means industrial design changes to meet the ultimate users' needs, for example, cutting lumber to metric measurements as preferred in some overseas markets, or changing electric motors to run on local current. Industrial design not only should take into consideration the technical and economic problems involved in manufacturing, but also handling, shipping, and storing.

A lack of universal standards is a major problem in industrial design, especially for many industrial products. Conflicting government standards may be encountered, for example, in quality control systems, materials or components. Patient research into all these areas is essential to come up with product features that will satisfy the buyer.

**Cost Consideration:** Since modifications cost money, the short and long term sales potential in a market has to be assessed carefully to weigh against the extra expenses to be incurred in production. Comparisons also must be made between the ultimate price to be charged and competitors' prices. A "go" or "no go" decision can then be made.

#### 4.4 Service and Standards

In addition to proper product designs, the exporter must be capable of providing replacement parts promptly. For many industrial buyers, quick delivery of replacement parts is of utmost importance when negotiating sales contracts. Sometimes exporters forget a market after initial sales and requests for replacement parts are ignored.

When setting up the distribution channel initially, the servicing aspect must be a chief consideration. What types of services are required for the product? Are the local technological skills sufficient to look after problems which may arise in the use of the product? Are replacement parts available elsewhere? The exporter must address himself to all these questions.

In order to maintain your company's reputation and product standard in the overseas market, the exporter must give adequate attention to customer service.

#### 4.5 Adapting Product to Local Culture

In addition to physical qualities, products are measured by appeal to the habits, tastes, and "lifestyles" of the consumer. Local customs and habits may be of consequence in some industrial products as well.

Cultural adaptation requires some understanding of the culture of the potential buyer. The following examples will help illustrate this point:

- The English prefer to eat cake with tea instead of with dinner.
- Candy bars are used as nutritional supplements in many developing countries.
- Refrigerators of a smaller size than those used in Canada are preferred in many countries.
- Green is considered an attractive colour in Arab countries.
- Revealing pictures of the human body on packages or labels may be offensive in some cultures.

- The quality of the label attached to a garment is thought, in some countries, to indicate the quality of the garment.
- Cola drinks are considered status symbols in some countries.

A question that might be asked by manufacturers is: "Does cultural adaptation mean that I must modify my product for each culture that I want to sell my product to, or should I standardize my product for several markets, ignoring the cultural differences between them?" Manufacturers must weigh product demand, modification cost, uniqueness of the markets concerned, competition, and the potential profit to determine the answer in each situation. In the case of specialized equipment or high technology products, consultations with potential buyers may be necessary to arrive at a decision.

#### 4.6 Designing Effective Packaging

Packaging has three main purposes:

- to contain the product
- to protect the product
- to sell the product.

In general, consumer products require more elaborate packaging than industrial products. The following factors must be considered:

1. The package must accommodate the physical state of the product. Solids, liquids, and gases, for example, all require different packaging.
2. The package must provide a barrier to harmful micro-organisms, moulds, yeasts, and bacteria.
3. The package must withstand the stresses of handling and distribution, such as top loading when stacking.
4. The package must communicate quality, utility, uniqueness, etc.
5. The package must be visible, create broad identification, and sell. It must appeal to customers when displayed on shelves by virtue of size, colour, design, or style.
6. The packaging must allow, if necessary, for preservation and re-use after opening. Instructions must be clear, accurate, and in a language the customer understands.
7. Symbols or trademarks must be easily recognizable. Some users may be illiterate and will recognize a product by the symbol or colour of the package only.
8. The package must meet legal requirements. Standards, weights, and volume regulations, statutory declarations, constraints on packaging materials, and trade practices are all important.

The package must convey confidence in the product. In marketing, the package is the product and the product is the package. The development of a new package must be part of the overall marketing plan.

If you are visiting your market, take a sample of your product with you for consultation with potential agents and distributors and for comparison with competitors' products.

#### 4.7 Labelling

Labelling legislation usually requires that the following items must be indicated on labels:

- name and address of the manufacturer or distributor in the importing country
- brand name or trademark
- main purpose for which the product is made
- volume or net weight
- usable period, if relevant

- storage conditions, if necessary
- instructions for use, if needed.

Although English is used extensively on labels in international trade, the local language may be mandatory. The joint F.A.O./W.H.O. Food Standards Program (Codex Alimentarius) has established widely-adopted, international general standards for labelling packaged foods. It is best to consult the local government legislation covering the latest changes on labelling requirements.\*

Many countries require that all imported products and articles show their country of origin. False labelling, even if unintentional, may be deemed to be sufficient ground for legal action by authorities against the importer.

#### 4.8 Brand, Trademark

The brand name or trademark is a very important marketing tool for an exporter. An appropriate brand name and its promotion are an integral part of an overall marketing plan. If a product is sold in entirely different markets, more than one brand name may be advisable. Brand names to be used must be checked out thoroughly for their meaning in the particular language or culture. An interesting and appropriate name in Canada may have the opposite connotation in another culture. Also, your brand name must not contravene registered trademarks in your foreign markets.

The following brand options are possible:

- selling unbranded goods
- selling goods to be resold under the brand name of a distributor
- different brand names for different countries
- different brand names for different products in the same market
- custom branding for an agent, distributor, or retailer.

Descriptive words, words of a generic nature such as "cellophane" or "yo-yo", geographical names, or symbols used by government or public authority, cannot be used as trademarks.

In choosing a trademark name, the exporter must consider the following:

- the brand name must be appealing to the target market
- it must have the right connotation
- the name should be registered in countries where good market potential exists
- the name must be legally usable.

**Brand Strategy:** A good trademark name can be used as a strategy in export sales. By associating the name with an international personality or event, and promoting it, the product could gain popularity in the market; there are many examples of products which have been extremely successful in world markets mainly due to their attractive trademark name and promotion of that name.

Advance technology in export markets facilitates pirating of the trademark name by unscrupulous or fly-by-night operators. Because there are many instances of trademark violation in most countries, prosecution is usually slow. The exporter or his agent must monitor the competitors' activities to detect early and any infringements of his trademark.

**Filing Application:** There are several international agreements in effect under which trademark applications can be filed with a central source for protection in a number of countries. The Madrid Agreement Concerning the International Registration of Trademarks, which is organized on an international basis, is adhered to by 23 countries. Under its provisions, a trademark first registered nationally in a member country can be applied for by the owner in the other 22 countries through a single filing with the World Intellectual Property Organization (W.I.P.O.) Central Bureau in Geneva. The Bureau, upon receipt of the application, distributes it to the other member countries for processing and, if qualified, registration by each in accordance with its own laws. Countries have a right to refuse protection within one year of the date of publication of the international mark.

\*Alternately, at the time of writing the sales contract or negotiating sales, you may include in the terms of sales wording to the effect that it is the buyer's responsibility to ensure that local packaging and labelling regulations are complied with.

The most widely used trademark classification system is that currently established under the Arrangement of Nice Concerning the International Classification of Goods and Services to which Trade Marks Apply, adopted June 15, 1957. It consists of 34 product and eight service classes.

For more detailed data on step-by-step procedures to be followed in protecting their trademark rights abroad, exporters should seek advice and assistance from competent legal counsel relative to the countries where they desire to do business.

#### **4.9 Patents**

Patents are typically given to a new machine, an invention, or a useful process. However, what can or cannot be patented varies from country to country. The process of applying, contesting if challenged by someone, and registering a patent is usually a costly affair.

The applicant must apply for a patent in the foreign country within a year of filing an application in Canada. The filing date can be very important because in some cases there can be more than one applicant for the same invention.

Most countries independently grant patent rights to an applicant, but in some ex-colonies of the U.K., patents already registered in Great Britain only are registered in those countries.

Even after obtaining a patent, it is not difficult for someone else to make slight modifications to an invention and obtain a valid patent in his name. When exclusive rights are infringed, the owner may file suit for court action.

In most countries patents are granted for 15 to 20 years, with fees charged at the time of filing as well as periodically thereafter.

Most countries are signatories to the International Convention for the Protection of International Property, which has its central office in Geneva known as the International Bureau for the Protection of Industrial Property.

If a product is patented in Canada but not in the country of export, it is advisable not to mark the label "patented", as otherwise your importer can be open to legal action by a competitor.

#### **4.10 Industrial Designs**

As in the case of an invention, the design must be new at the time of filing. An approved design is valid for 15 years in most countries; however, in some countries there is no search made and anything can be registered. The "Manual for the Handling of Applications for Patents, Designs and Trademarks throughout the World" is a good source to consult even though, for expert opinions, you may have to consult a trademark agent in Canada.

As in the case of consumer products, a problem with industrial goods is easy copying by local manufacturers who then start competing with your product. What can be done in such situations? Perhaps the answer is in continued innovation to maintain product superiority. Just as in the home market, innovation is a necessity to maintain or increase sales in foreign markets. The adage "innovate or die" is universally true in product marketing.

## BIBLIOGRAPHY

### Suggested Readings/References

1. Market Research — The Product and How to Market It  
April-June 1978  
International Trade Forum  
International Trade Centre UNCTAD/GATT  
Geneva  
Switzerland
2. Understanding Export  
The Canadian Manufacturers' Association  
1 Yonge Street  
Toronto, Ontario M5E 1J9 Price: \$22.50
3. Design for Export, 1975  
International Trade Centre UNCTAD/GATT  
Geneva  
Switzerland
4. Manual for Handling Applications for Patents, Designs & Trademarks Throughout the World  
Bureau voor Technische Adviezen  
Amsterdam  
Holland



**APPENDIX IV**  
**FOREIGN PACKAGING AND STANDARDS INSTITUTIONS**

## FOREIGN PACKAGING AND STANDARDS INSTITUTIONS

These sources give information on aspects of packaging, such as product safety and engineering standards, for various countries.

1. Packaging Association of Canada  
10 Mary's Street  
Toronto, Ontario  
M4Y 1P9  
Telephone: (416) 485-7812 — Information on Canada and the U.S.A.
2. North American Packaging Federation  
c/o The Packaging Institute  
342 Madison Avenue  
New York, N.Y.  
10017 U.S.A.
3. International Organization for Standardization (ISO)  
Case Postal 56  
Geneva, Switzerland  
Telephone: 34-12-40
4. American National Standards Institute  
1430 Broadway  
New York, N.Y., 10018 U.S.A.  
Telephone: (212) 354-3300
5. American Institute of Weights and Measures  
P.O. Box 1122  
Erie, Pennsylvania, 16512 U.S.A.  
Telephone: (814) 833-7455
6. European Packaging Federation  
1 Vere Street  
London, W.1.  
England
7. Latin-American Packaging Union  
c/o Brazilian Packaging Association  
(Associacao Brasileira de Embalagen)  
Ave. Paulista 688-15  
Sao Paulo 3, Brazil  
Telephone: 288-0035
8. International Trade Centre UNCTAD/GATT  
Palais des Nations  
CH-1211, Geneva 10  
Switzerland
9. Pan-American Standards Commission  
Ave. Pte Roque Saenz Pena 501  
7 Piso, Of. 716 Buenos Aires  
Argentina
10. Asian Packaging Federation  
c/o Japan Packaging Institute  
Honshu Building  
5-Chome Ginza, Chon-ku  
Tokyo, Japan  
Telephone: 03-435-2541; Cable: ASIAPKGFED

11. Economic Commission for Europe  
Palais des Nations  
CH-1211, Geneva 10  
Switzerland
12. Design for Export  
International Trade Centre  
UNCTAD/GATT  
Geneva, Switzerland
13. Canadian Standards Association  
178 Rexdale Blvd.  
Rexdale, Ontario  
M9W 1R3  
Telephone: (416) 744-4000  
Information on standards: (416) 744-4089
14. Standards Council of Canada  
2000 Argentia Road, Suite 2-401  
Mississauga, Ontario  
L5N 1V8  
Telephone: (416) 826-8110  
Sets standards for many countries of the world.

## INTERNATIONAL AND FOREIGN STANDARDS

The International Standardization Branch, Foreign Standards Sales Section (ISB/FSS) of the Standards Council of Canada, is the national agent for the sale in Canada of International Electrotechnical Commission (IEC) standards. It also has an agreement with twelve countries for the sale of their national standards in Canada. These are:

Australia (SAA)  
Belgium (IBN)  
France (AFNOR)  
Germany (DIN)  
Japan (JISC)  
Netherlands(NNI)  
New Zealand (SANZ)  
South Africa (SABS)  
Sweden (SIS)  
United Kingdom (BSI)  
USA (ANSI)  
USSR (GOST)

The ISB/FSS also provides ordering information on standards published by some 80 other members of ISO and IEC to assist Canadian customers, but is not responsible for placing these orders.

### How to Order International and Foreign Standards

Orders for standards for which ISB/FSS has sales responsibility require a purchase order, letter or telex, since the ISB/FSS.

Delivery of foreign and international standards generally takes from 3-6 weeks, unless the particular standard is held in stock. It should also be noted that the ISB/FSS holds the photocopy rights for BSI, DIN and AFNOR standards and will provide photocopies of these standards to Canadian clients, only for most urgent cases. In all cases, standards cannot be returned for credit or exchange.

Due to fluctuation of the Canadian dollar and other currencies on the world exchange market, the prices quoted by the ISB/FSS are subject to change without notice and therefore should be used as a guide only when purchasing standards. All orders are F.O.B. the issuing organization, with shipping, handling and postage charges extra.

### International and Foreign National Standards Available for Reference

To assist Canadian clients in identifying standards required, the ISB/FSS maintains a complete

collection of ISO, IEC, BSI, ANSI and English translations of DIN standards in their Mississauga offices. These are available to the public for reference purposes, but may not be removed from the premises. A partial collection of the standards from the other nine (9) countries are also available. The ISB/FSS office is open from 08:30 - 16:45 (winter) and 08:30 — 14:45 (summer).

## CANADIAN STANDARDS

The Standards Council of Canada does not sell Canadian standards; such standards must be purchased directly from the appropriate standards-writing organizations. Five Canadian standards-writing organizations have been accredited to write National Standards of Canada. They are:

**CGA**  
Canadian Gas Association  
55 Scarsdale Road,  
DON MILLS, Ontario  
M3B 2R3 (416-447-6465)

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**CGSB**  
Canadian Government  
Specifications Board  
c/o Supply and Services  
Canada,  
Place du Portage,  
Phase III, Core 4B1,  
11 Laurier Street,  
HULL, Quebec  
K1A 0S5 (613-996-5641)

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**CSA**  
Canadian Standards  
Association  
178 Rexdale Blvd.,  
REXDALE, Ontario  
M9W 1R3 (416-744-4000)

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**ULC**  
Underwriters' Laboratories  
of Canada  
7 Crouse Road,  
SCARBOROUGH, Ontario  
M1R 3A9 (416-757-3611)

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**BNQ**

Bureau de normalisation  
du Québec  
Ministère de l'Industrie  
et du Commerce  
710 Place d'Youville  
QUÉBEC, Québec  
G1R 4Y4 (418-643-5114)

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BNQ standards are available free of charge; the price of standards issued by other organizations must be obtained directly from them.

**STANDARDS INFORMATION**

The Standards Information Service (SIS) assists users of standards in identifying and verifying the existence of standards documents they may require; it also identifies the organization responsible for publishing them and advises where and how standards documents may be purchased or procured. The Service is a cooperative venture of the Standards Council of Canada, and the five accredited standards'writing organizations of the National Standards System.

The Standards Information Service can be reached toll-free from anywhere in Canada at 1-800-267-8220 or by writing to:

Standards Council of Canada  
Standards Information Service,  
350 Sparks Street,  
OTTAWA, K1R 7S8

**HOW TO REACH THE FOREIGN STANDARDS SALES SECTION**

The Foreign Standards Sales Section can be reached by

**Mail**

Standards Council of Canada  
International Standardization  
Branch  
FOREIGN STANDARDS  
SALES SECTION,  
2000 Argentinia Road,  
Suite 2-401  
Mississauga, Ontario.  
L5N 1V8

**Telephone**

(416) 826-8110

**Telex**

06-97719

SCC MSGA

**CHAPTER 5**  
**TRANSPORTATION**

## CHAPTER 5

### TRANSPORTATION

#### 5.1 Introduction

Product distribution consists of physical handling, passage of ownership through different channels, and negotiations between producers, middlemen, and users. The channels used for distribution are described in Chapter 3; this section deals with physical requirements for the distribution of goods in another country.

Documents needed for shipping and financing are described in Chapter 8.

Most exporters tend to use traditional methods of transportation. However, with increasing competition in world markets, exporters need to explore non-traditional channels and faster methods of delivery. An exporter needs to know the distribution structure of his markets: without this knowledge, he cannot use alternative channels or marketing strategies.

#### 5.2 Distribution Structure Overseas

In most countries, short channels, such as manufacturer-to-industrial-user or manufacturer-to-agent-to-user, and long channels, such as manufacturer-to-wholesaler-to-retailer-to-consumer or manufacturer-to-agent-to-retailer-to-consumer, are typical, with variations. However, in some countries such as Japan, there may be two or three layers of wholesalers in the distribution of a product and as many as five middlemen may handle a product between manufacturer and consumer.

Unlike in North America, middlemen overseas may operate on low profit margins. In many countries, tradition and loyalty play a more important role than dollars and cents in wholesaler-retailer relationships.

Retail stores in many overseas markets are small and carry narrower lines of merchandise than stores in North America. However, modernization in many developing countries and better methods of marketing are causing changes in retail selling patterns. Self-service stores, supermarkets, discount stores, and shopping centres can be seen in many larger cities and towns.

In some countries, trading houses are controlled by a few wealthy merchants and in a few developing countries foreign ownership of trading houses is predominant.

#### 5.3 The Freight Forwarder

Exporters, particularly new exporters, will find the services of ocean freight or air freight forwarders very helpful.

Some of their services are to:

- arrange with the shipper for packing and marking of goods
- arrange appropriate carriers for transportation of goods
- consolidate shipments from different suppliers
- attend to customs clearance
- arrange insurance coverage
- prepare documents
- prepare banking and collection papers
- book steamer space
- translate foreign language correspondence
- provide cost breakdown to enable exporter to quote F.A.S., C.&F., or C.I.F. price terms.

Exporters may find it more economical to use a freight forwarder than to do many of the above activities themselves. Usually forwarders charge about 10 per cent of the value of the freight for their services. Ocean freight forwarders are usually paid commission from the steamship companies as well.

**Ship Brokers and Steamship Agents:** A ship broker acts as an intermediary between owners of vessels and shippers. He helps arrange charters for cargo vessels and tramp vessels and advises owners on competitive rates. The Steamship Agent arranges for berthing and clearance of vessels, including customs formalities, loading and unloading of cargo, preparation of Bills of Lading, and so on.

**A Customs-house Broker** works on behalf of importers for clearance of goods through customs. Many are freight forwarders also and have a dual role as specialists in both export and import.

A list of international freight forwarders, air freight specialists, and U.S. customs brokers can be found in McGoldrick's "Canadian Customs and Excise Tariff".

#### 5.4 **Export Packing**

Export packing must be done by professionals if the exporter has inadequate experience in packing. The yellow pages of the telephone directory usually list firms with experience in packing and shipping industrial and consumer products. The exporter must consider a number of factors, such as:

1. Nature of the goods. Are they easily damaged during handling, in transit or storage? Do they need temperature control or special protection?
2. Type of carriers. On what types of carriers are the goods to be taken from the supplier's or manufacturer's warehouse to the destination point?
3. If transported by ship, are the goods stowed on deck or below deck?
4. What weather conditions are the carriers likely to encounter in transit?
5. Are the goods destined for countries where port facilities are poor, cargoes are handled roughly, or packages are sometimes stored in the open?
6. Are the goods shipped by air? If so, they do not require elaborate packing, as for steamship shipment. Insurance may be less expensive.
7. Are the goods packed against pilferage during transit?
8. Is strapping of containers necessary?
9. What markings or labels are necessary on the outer package? What international symbols will be of use?

**Preparing the Cargo.** Basic facts which must not be overlooked when preparing cargo for shipment by steamship are:

- wooden or fibreboard boxes used for packing must be able to withstand being stacked up to eight feet high
- merchandise should not shift inside its container; provide braces or blocks to keep it tight
- adequate protection from rain, sea water, and moisture must be provided
- heavy machinery and items dissimilar in shape should be boxed or crated and provided with skids for easier handling and storage; if possible, weight should be distributed equally inside a crate
- if the merchandise is a hazardous material, extra care must be taken in packing and observing regulations covering such materials (consult your carrier)
- if the cargo is a liquid, do not fill containers completely — provide expansion space to compensate for variations in temperature.

For shipment by air:

- provide adequate packing; the packing should be able to withstand pressure from cargo stowed nearby
- protect liquid cargo from hazards of high pressure and leakage
- packing must withstand manual handling



- when cargo is taken to loading ramps, it is exposed to the weather and may be damaged by rain-water; hence, provide water-protective coverings.

**Exterior Containers** The fibreboard box or carton is the most commonly used exterior container in domestic transportation because it is strong, inexpensive and light-weight. However, for overseas shipping, the nailed wooden box is the most satisfactory type of container. Boxes must be lined with waterproof material to protect the contents. The type and grade of lumber used in a wooden box is important — it must be selected according to standards.

Cleated plywood panel boxes are suitable for air cargo packing due to their light weight and comparative strength.

Crates are needed for some types of cargo. Open crates may be used where the merchandise is rugged. Where minor distortions of the container will not affect the contents, crates and wirebound boxes are useful.

Multi-wall shipping sacks or bags are used for packing dry chemicals or other granular or powdered materials. There are many different types of bags for use with different kinds of cargo; careful selection is necessary.

Other containers commonly used are barrels (for transporting liquids), steel and fibre drums, and bales.

Goods destined for the U.S.A. require the same packaging as goods for shipment within Canada.

About one-third of all losses in shipping are due to theft, pilferage, or non-delivery. Container breakage, leakage contamination, and contact with oil account for another 40 per cent. Water damage causes a further 11 per cent of all losses.

Since export packing costs are high, make sure that your goods are not overpacked. In some countries, allowance for tariff purposes is given for tare and hence both the gross and net weights should be shown on the invoice.

### 5.5 Outside Marking on Cases

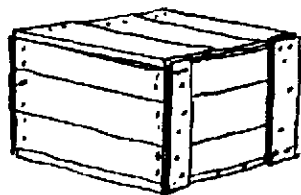
Marking of cases serves a very important purpose: to identify your goods from other shippers' consignments. The marks shown on cases should agree with those on the commercial invoice, bill of lading, consular documents, and insurance certificate.

All marking should be legible and made with waterproof ink. Only fast dyes should be used, preferably in black, with red or orange to mark dangerous cargo. Markings should be kept to a minimum and product descriptions or trademarks should not be shown so that they do not invite attention for pilferage. Instead of giving the consigner's name and address, initials or code numbers are sufficient.

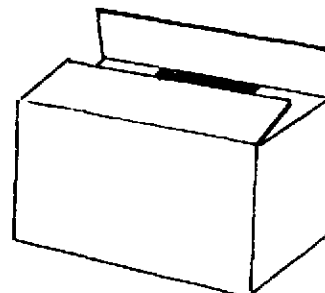
International handling symbols and cautionary markings, in the language of the country of destination and in English, must be used on three surfaces of the container.

Some countries, such as India, require special marking of import permit numbers on packing cases.

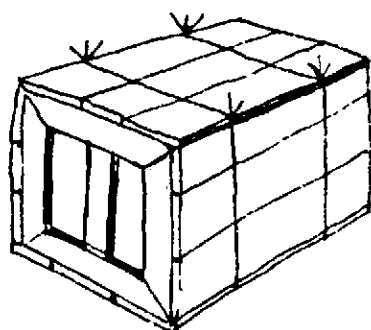
# EXTERIOR CONTAINERS FOR SHIPPING



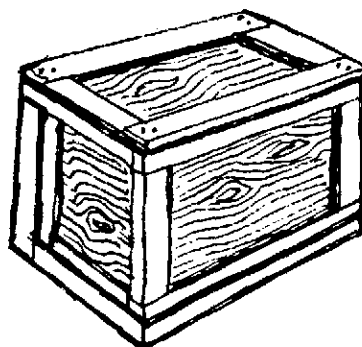
**NAILWOOD BOXES**



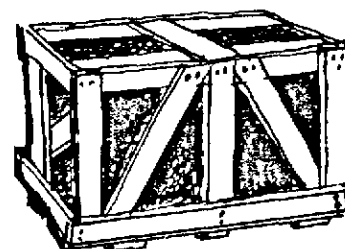
**FIBREBOARD BOXES**



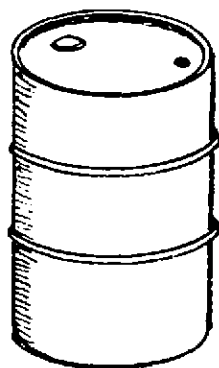
**WIREBOUND BOXES**



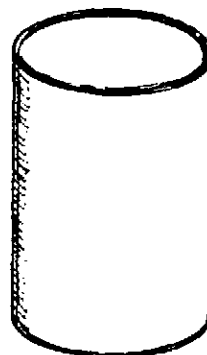
**CLEATED PLYWOOD BOXES**



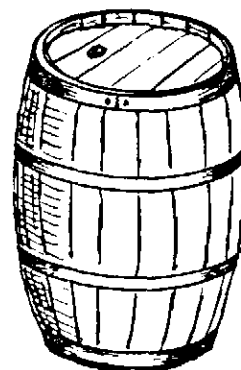
**CRATES**



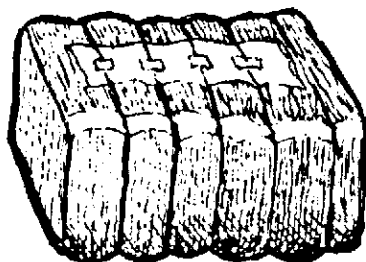
**STEEL DRUMS**



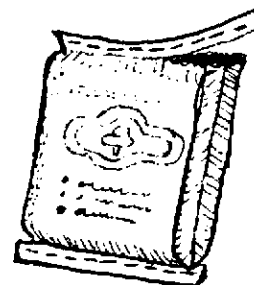
**FIBRE DRUMS**



**BARRELS, CASKS OR KEGS**

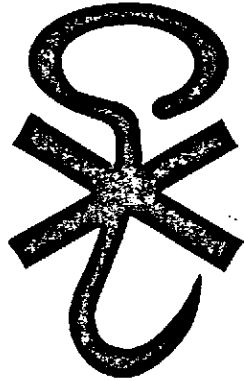


**BALES**



**MULTI-WALL SHIPPING SACS**

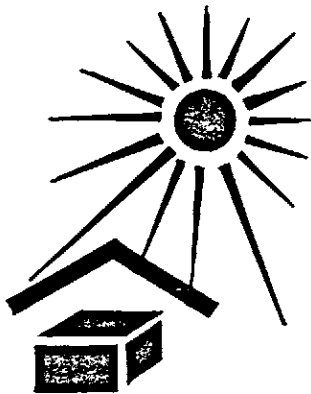
# MARKING FOR HANDLING – INTERNATIONAL SYMBOLS



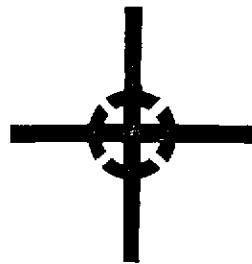
USE NO HOOKS



FRAGILE HANDLE WITH CARE



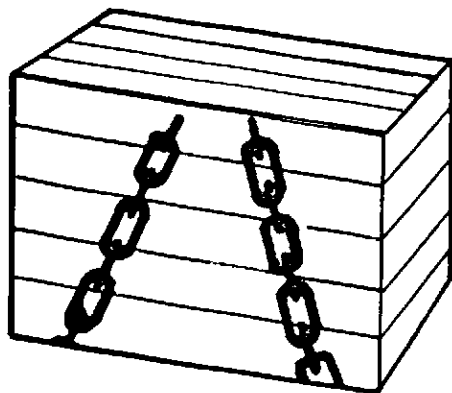
KEEP AWAY FROM HEAT



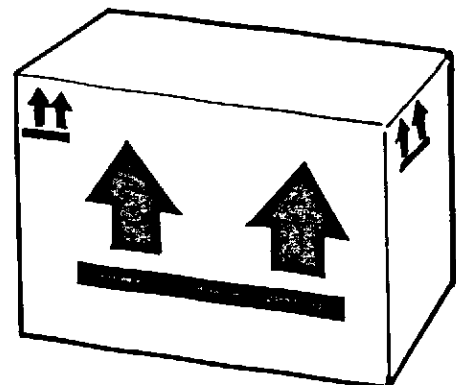
CENTRE OF GRAVITY



KEEP DRY



SLING HERE



THIS WAY UP

## 5.6 How to Reduce Losses and Costs of Shipping

1. Unitize the products if feasible. High unit value items, and small items such as radios, should not be shrink-wrapped to a skid or pallet.
2. If desired, arrange for containerization to reduce water damage, handling damages, and pilferage. Container services are available door-to-door to many destinations.
3. If your product cannot be shipped in even the smallest wooden boxes, unitize the shipments. In unitizing, one or several packages are secured to a pallet or skid in such a way that the entire unit is received, loaded, shipped, and delivered safely by the carrier.
4. If bags, cartons, or small wooden cases are required, they can be loaded onto pallets and secured by shrink film or steel strapping.
5. Apply rust inhibitors on ferrous surfaces.
6. Shield cargo on top and sides with waterproof shrouds.
7. Make sure crates or large containers have drain holes.
8. Use waterproof wrapping where needed.
9. Put moisture-absorbent materials in containers, if necessary.

Many of the steamship conferences (see Ocean Shipping, below) offer a discount for unitized freight. The freight forwarders and steamship agents can advise discount requirements.

## 5.7 Transportation

**Trucks:** Trucks offer warehouse-to-warehouse deliveries, including transportation of frozen goods under refrigeration. They compete with railroads and offer rates including transportation and unloading of goods at the dockside warehouse, without extra charges.

**Railroad:** Railroad is used extensively to ship goods to seaports and to many United States destinations. You may find it worthwhile to check with pool car companies (see the yellow pages of the telephone directory) for rates on freight that is less than a full car load (LCL). Railways offer lower rates for full car loads (CL rate).

When using railroads, check their schedules for loading in order to avoid possible demurrage due to delays in transit. Also enquire whether they charge for unloading.

**Ocean Shipping:** Freight is carried by three types of ocean carriers: (i) regular steamship lines; (ii) the "chartered" or "tramp" Evessels; and (iii) the industrial carriers. Liner or berth service is provided by vessels operating as common carriers. They have specific trade routes on published schedules and carry a variety of merchandise.

Tramp service is performed by vessels operating like contract carriers. They have no fixed routes or schedules and frequently carry a single cargo from port to port.

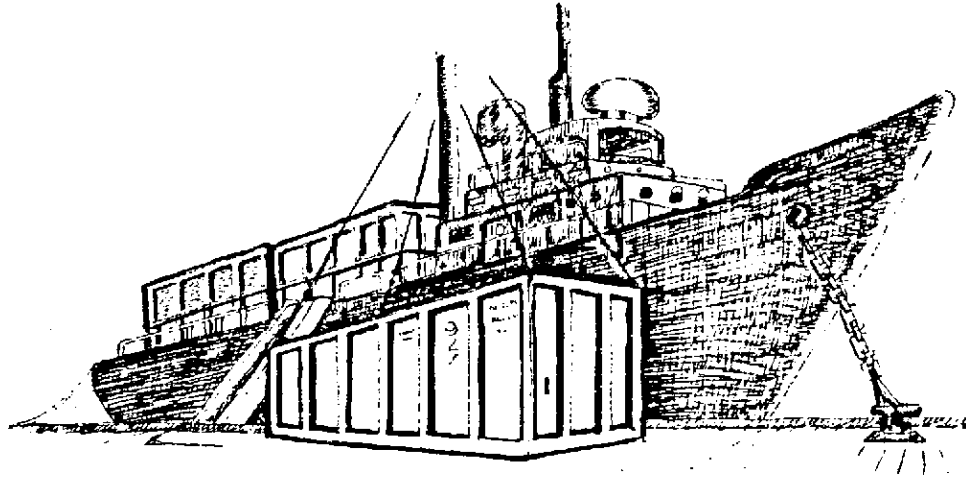
Most exporters of manufactured products use conference carriers, i.e., a steamship company that is an association known as a steamship conference. There are hundreds of conferences. Conference carriers offer standardized shipping services, eliminate freight rate competition among member lines, and provide exporters with reliable service and rate stability.

An independent liner which is not a member of a steamship conference may offer rates lower than those of conference lines, but exporters can obtain a more favourable rate by signing an exclusive patronage contract.

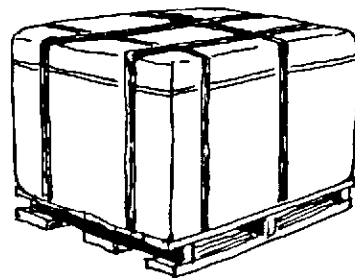
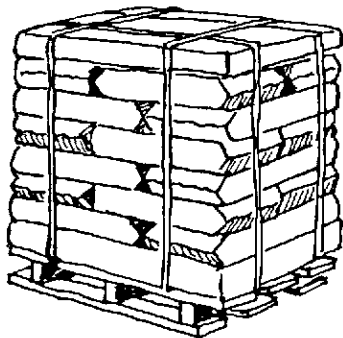
**Weight/Measurement Ton:** Cargo is rated per weight or measurement ton at the carrier's option. Freight charges will be calculated on either weight or measure, whichever yields the greater revenue to the ship. A short ton is 2,000 pounds, a long ton 2,240 pounds, and a metric ton 2,204.68 pounds. Space measurement is usually 40 cubic feet or one cubic metre. Cargo is charged a specific rate for every 40 cubic feet of space occupied. For example, assume the general Ecargo rate is \$40.00 per ton, weight or measurement, at ship's option. A shipment weighs 50 pounds per cubic foot but is applicable to a long ton of 2,240 pounds, or measurement cargo. This shipment, according to Emeasurement, will occupy 44.8 cubic feet (2,240 divided by 50), or more than a measurement ton of space

# CONTAINERIZING, PALLETIZING & UNITIZING CARGO

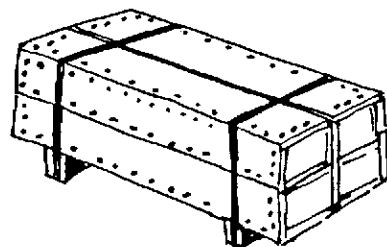
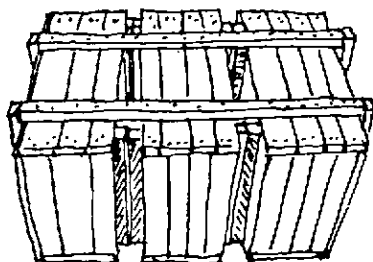
## CONTAINERIZING CARGO



## PALLETIZING CARGO



## UNITIZING CARGO



(40 cubic feet). The steamship company, by quoting \$40.00 per 40 cubic feet, will charge \$44.80 for 44.8 cubic feet — by weight.

Before accepting a quotation, the exporter must know competing rates and special conditions, if any, such as the strapping of all cartons if the gross weight of a carton is less than 25 pounds. Refrigerated cargo rates are higher than regular rates. Deck cargo is usually less expensive, but insurance may be higher. Rates are always subject to change.

When negotiating the sales contract, the exporter must find out if the steamship company will ship his goods in "break bulk" form rather than in containers only (if necessary). Some steamers will carry containers only; if sufficient cargo is not assembled from different shippers to make up a container, the shipping date may be indefinite.

The following procedure is used when shipping goods by steamer;

1. Seek quotations on freight rates from different shipping agencies.
2. Select a shipping line/vessel.
3. Reserve space for cargo (this is done as early as you can; shipping space is not easily available to all destinations).
4. Register cargo on a shipping note and send it to the steamship office.
5. Complete customs entry forms.
6. Get goods ready with appropriate packaging and marking.
7. Get the "calling forward" notice from the steamship company.
8. Dispatch goods to the port with a consignment note.
9. Obtain bill of lading from the steamship company and pay freight.
10. Send the bill of lading with other required documents to the bank for collection or directly to the customer, depending on the terms of sale.

**Air Freight:** Air freight is being used more and more in the transportation of goods. Different industries and goods have different transportation requirements; the proper mix of air and surface distribution will produce the greatest profit margins for any firm.

Air freight charges are higher than surface or sea transport charges, but shipping by air has many advantages, such as: (i) quick delivery; (ii) better, tighter inventory control; (iii) reduction in the cost of expensive regional warehousing; (iv) reduction in interest and inventory taxes; (v) reduction of packaging costs; and (vi) reduction in insurance costs because of reduced exposure to theft and vandalism.

Air freight may be arranged directly with the carrier or through an air freight forwarder who consolidates shipments from several exporters into larger units, which he ships through the airlines. Containerization is extensively used in air freight and the use of containers has grown dramatically in recent years. The organization which controls the activities of the international airlines, including freight handling and air freight rates, is the International Air Transport Association, or I.A.T.A.

Where ocean carriers have a "weight-or-measure" rule, the airlines have a "cube rule". The current cube rule on international shipping states that shippers are charged a minimum of one pound for every 194 cubic inches of space occupied by the shipment. For example, a shipment weight 45 pounds and measures 16 x 20 x 35 inches, or 11,200 cubic inches. By dividing 11,200 cubic inches by 194, you obtain the dimensional weight of 58 pounds, and the shipper must pay for either the dimensional weight or actual weight, whichever is greater, in this case, 58 pounds.

The air carrier's basic liability for loss or damage to air freight shipments is \$9.07 (U.S.) per pound. However, it is not easy to collect because the loss or damage must occur while the goods are in the possession of the carrier. In many countries, shipments are turned over to customs immediately upon arrival.

**Hazards:** Air shipment is not without hazards. For example, altitude and temperature may affect the product. Liquids may leak as pressure decreases with altitude. Freezing or tropical weather conditions before the aircraft reaches its destination may cause damage to the goods.

## 5.8 Transportation Alternatives and Costs

Although a freight forwarder can help an exporter find the most economical route for transportation of goods, the exporter must determine the type of transport to be used. The cheapest transportation cost may not reduce an exporter's total distribution costs. The time required for transportation, opportunity cost for additional sales due to slow transport, interest paid on financing inventory, and additional packing and insurance costs incurred in each mode of transport, must be considered in the selection of the carrier. For example, ocean freighters to some destinations may be irregular; as much as six months' time may be lost in transportation alone. In such cases, the opportunity for further sales is also lost with the transportation time. Transportation must be used strategically; do not rely on the advice of freight forwarders alone.

## 5.9 Marine Insurance

Unlike fire insurance, cargo insurance is "valued". In case of total loss, the agreed amount is paid; in the event of a partial loss, a corresponding percentage will be payable. The amount of insurance coverage is usually worked out at the time of price calculation (see Price Worksheet in Chapter 6).

In many transactions, even when selling on F.A.S. or F.O.B. terms, it is common for Canadian exporters to arrange marine insurance on a warehouse-to-warehouse basis. The terms of sale usually spell out who is responsible for insurance coverage. Typical coverage is "All Risks, Warehouse-to-Warehouse for the C.I.F. value plus 10 per cent, claims payable at destination". The premium is calculated on each \$100.00 of insured value. At a 60 cent rate, for example, the premium on \$9,980 worth of merchandise will be \$60.00. The policy is usually made payable to the exporter and endorsed by him in order to be payable to the banks financing the transaction, or to the importer when he receives the title documents.

Where a firm exports on a continuous C.I.F. basis, the Open Cargo Policy, usually with war risks and strike risks cover added, is written to cover all cargoes shipped by ocean carriers, aircraft, or foreign parcel post. This policy is a continuous contract designed to insure automatically all the exporter's shipments.

A special "trip transit" policy can be taken to cover a single cargo movement in the absence of an Open Cargo Policy.

When you arrange insurance, consult with the underwriters or their representatives to find out in detail the type of coverage needed for your products. Find out the conditions under which you will not be able to collect, even though a loss has been suffered. Unfortunately, many exporters find out after a loss has occurred that their insurance will not cover the loss.

## 5.10 Duration of Coverage

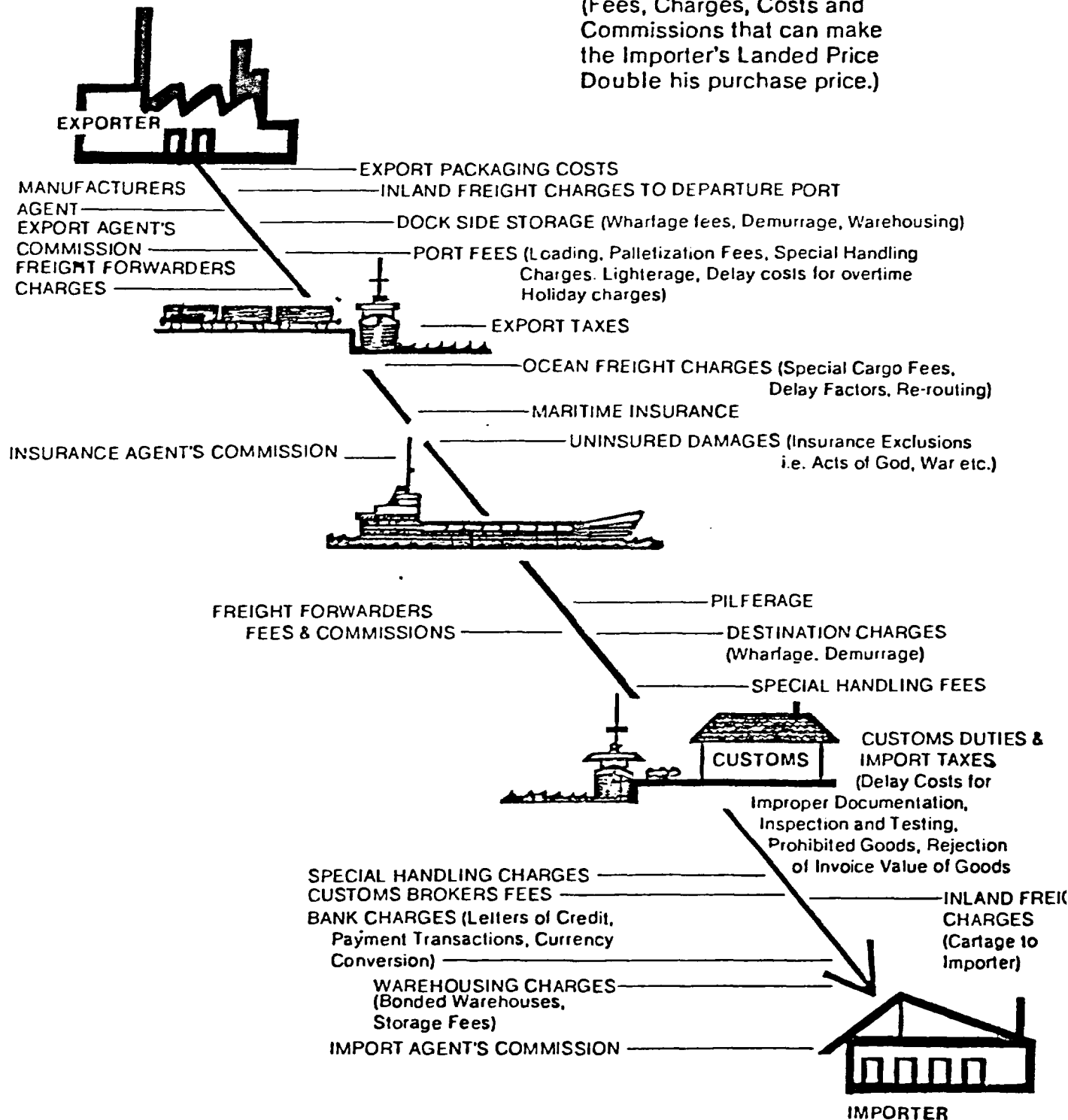
Originally, an ocean cargo policy only provided insurance while the goods were on board a vessel; however, underwriters extended coverage to include inland rail or truck transit by introducing the "Warehouse to Warehouse" clause. Under this clause, the goods are insured from the time they leave the shipper's warehouse until delivered to the buyer's warehouse, provided the buyer does not accept delivery of the goods at an earlier destination (i.e., storage grounds or distribution point). In the normal course of events, underwriters' liability does not extend beyond 60 days from the date of discharge of cargo from the overseas vessel, even if the goods have not arrived at the buyer's warehouse. This time limit can be extended by payment of an additional premium.

## 5.11 Policy Covered

Marine insurance does not cover every loss which occurs in shipment; coverage is limited to those losses caused by perils named in the contract.

## EXPORTER - TO - IMPORTER - A Glossary of Costs

(Fees, Charges, Costs and Commissions that can make the Importer's Landed Price Double his purchase price.)



Source: A guide to Canadian Importers, Canadian Importers' Association.



The Institute of Cargo Clauses (I.C.C.) form the basis of any export insurance policy. They are called:

- a) Institute of Cargo Clauses, All Risks,
  - b) Institute of Cargo Clauses, Free of Particular Average, and
  - c) Institute of Cargo Clauses, with Average.
- A. The broadest wording in perils clauses is "All Risks", but it does not cover:
- a) loss or damage arising from delay or
  - b) loss arising from the condition of the goods itself.

However, for certain trades, insurers may provide coverage of the above two risks.

**Exclusion:** The cargo clauses specifically exclude:

- a) loss or damage arising from strikes, riots, and civil commotions (S.R. & C.C.), and
- b) loss or damage arising from the acts of war.

Hence, to cover against the above two types of risks, an exporter must endorse the policy for S.R. & C.C., and War Risk, by paying an additional premium.

- B. Under an **F.P.A.** (Free of Particular Average) policy, in addition to total losses, partial losses are paid only if the vessel is involved in fire, stranding, collision, sinking, contact with sea water, jettison of cargo, assailing thieves (forcible taking of cargo), barratry (fraudulent, criminal or wrongful act of ship's crew), and all other like perils.
- C. A **With Average (W.A.)** policy provides for the coverage of the same perils as the F.P.A. policy, but is extended to cover damage due to heavy weather.

## 5.12 Payment of Claims

When the exporter holds title or ownership of the goods, he may wish to be paid in Canadian dollars for losses, but if the sum to be insured is shown on the policy in a foreign currency, then any claim recoverable under the policy conditions will be paid in the currency shown on the policy. If ownership has passed to the assured's customer, claims are usually handled by the claims agent located nearest to the customer. Should a claim be necessary, the customer should notify the nearest agent of the marine underwriter who will arrange for a survey of the shipment.

The survey, conducted by a marine surveyor, is an inspection of the damaged goods to determine the cause of the loss or damage, the value of the cargo, and the extent of damage. The survey report, together with the original insurance certificate, the invoice, bill of lading, master's protest (if any), and repair bills, and a copy of the claim against the carrier, are then sent to the marine underwriter's nearest claims agent. Many marine underwriters' agents throughout the world are authorized to pay claims on the spot as per policy terms, but on occasion the agent is only authorized to recommend payment to his principals.

**E.D.C.** The Export Development Corporation is a federal Crown corporation that provides financial services to Canadian exporters. E.D.C. covers commercial and political risks which are beyond the control of exporters, such as:

- non-payment on exports due to insolvency or default
- blockage of funds
- cancellation of import/export permits
- war or revolution in a customer's country
- expropriation
- wrongful call of performance bonds.

An exporter must weigh carefully the risks involved in his situation to decide whether or not to take additional E.D.C. insurance protection. In most small business export situations, E.D.C. insurance coverage is not required; also bear in mind that the additional premium may cause the price of your product to be less competitive.

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Halifax, Nova Scotia B3H 4H8
3. Unitizing Your Exports: Low Cost Methods  
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International Trade Centre UNCTAD/GATT  
Geneva, Switzerland
4. Guide to INCOTERMS  
Publication No. 320  
International Chamber of Commerce  
1080 Cote du Beaver Hall  
Montreal, Quebec H2Z 1T2
5. Clean Bills of Lading  
Publication No. 349  
International Chamber of Commerce  
1080 Cote du Beaver Hall  
Montreal, Quebec H2Z 1T2
6. Guide of Marine Insurance for Ocean Cargo  
Canadian Board of Marine Underwriters  
Sixth Floor, Commerce House  
Montreal, Quebec H2Z 1S9
7. Pacific Shipper  
1050 Sansome Street  
San Francisco, Calif 94111  
Telephone: (415) 981-7171  
Weekly Compendium of Pacific Coast Shipping
8. Brandon's Shipper and Forwarder  
1, World Trade Centre  
Suite 3169  
New York, N.Y. 10048  
Information on shipping from East Coast ports

**APPENDIX V**  
**GUIDELINES FOR DRAWING UP CONTRACTS BETWEEN**  
**PARTIES RESIDING IN DIFFERENT COUNTRIES**

## **GUIDELINES FOR DRAWING UP CONTRACTS BETWEEN PARTIES RESIDING IN DIFFERENT COUNTRIES**

In international trade it is important to put in writing any commercial contracts or amendments thereto. The parties must realize the difficulty and the danger of drawing up contracts without first seeking legal and fiscal advice in Canada and in the country where an agent\* is to represent the Canadian principal.

### **A. Heading of the Contract**

In the title or introductory part of the contract, state clearly the legal nature of the contract, for example, "Agreement for a Sole Agency".

### **B. Parties to the Contract**

(i) the identity of the parties to the contract; (ii) whether the parties are individuals, firms, or partnerships; (iii) their full names and addresses; and (iv) the capacity of each person signing the document must all be clearly shown.

### **C. Date of Coming into Force and Normal Expiration Date of the Contract**

As the parties reside in different countries, the contract may be signed on different dates; therefore, care should be taken to stipulate the date on which the contract will come into force and the date on which it is to expire.

### **D. Description of Products**

Clearly define the goods to be covered by the contract and, in some cases, the uses for which they are intended and warranty, if any. If the principal wishes to reserve the right to withdraw certain products from the contracted list during the continuance of the contract, that should be clearly stated. If the parties desire to fix maximum or minimum quantities to be supplied by the principal over the stated periods, that should also be clearly stated. If there are many products and descriptions, show them in an attachment rather than in the main text.

### **E. Territory to be Covered**

Define the sales territory in the body of the contract or in an attachment. Be complete and comprehensive.

### **F. Sole and Exclusive Rights, Restrictions**

If a distributor is to operate on an exclusive basis or as an agent on a "sole agent" basis, the parties should agree to what extent, if any, the principal may reserve the right to operate in the territory directly or by means of his employees, without the assistance of the agent.

Define the agent's rights to commissions on orders taken directly by the principal. The principal may wish to supply directly, without the agent's involvement, to large customers such as governments or institutions.

### **G. Duties of the Principal**

State specifically all rights and obligations including the right to deal with other distributors or the obligation to refer all inquiries received to the agent.

### **H. Duties of the Agent**

Is the agent permitted to handle, sell, or have an interest in competitors' products? Can the agent export goods to other countries? Should he reveal that he is an agent of the Canadian company? Can he sell goods under his own description or only that of the principal? Shall the agent at reasonable times afford the principal or his representative access to the agent's books and warehouses to facilitate inspection?

\*"Agent" in this Appendix refers to the foreign party to the contract.

What promotional assistance must the agent provide? Who will bear the cost of such promotion? If the principal provides promotional material, does it remain his property? Action, or lack of action, by an agent are, under the laws of most countries, binding on the agent's principals.

**I. Method of Quoting by the Principal**

Whether F.O.B., C. & F., C.I.F., or other standard "INCOTERMS" drafted by the International Chamber of Commerce.

**J. Method of Purchase by Agent**

Is the agent to buy directly for resale on his own account, or is he to place orders with the principal who will then ship the goods directly to individual customers? Is the agent to supply shipping instructions and specifications of goods with all orders?

**K. Service After Sale and Spare Parts**

State clearly what types of after-sales services, if any, are to be provided by the agent. If he is carry parts, state types and quantities.

**L. Remuneration**

The rate of commission or amount of fee to be received by the agent for the return of specific services must be stipulated. The basis of calculation of the commission should also be stated clearly.

Does the agent or the principal pay costs of cable, travel, and other expenses incurred by the agent in connection with the business?

**M. Principal's Industrial Property Rights**

It should be made clear that the agent must inform the principal promptly of any infringement of trademark, patent, or other rights to assist the principal in taking immediate steps to protect the rights. The burden of such action may also be made to joint obligation of the agent.

**N. Minimum Sales**

The contract may require the agent to guarantee a minimum sales turnover. The consequences of the agent's failure to achieve a minimum sales level must also be stated.

**O. Acceptance of Orders**

The contract should state whether the agent may or may not make binding agreements on the principal's behalf and whether orders for goods are to be subject to acceptance by the principal.

**P. Goods on Consignment**

"Consignment" means that the stocks belong to the consignor or principal. The parties must agree on: (i) terms governing the conditions for the sale of consignment stocks; (ii) to whom the purchase price is payable; (iii) what payment is to be made to the agent; (iv) who is responsible for expenses incurred in storage of goods; (v) the manner in which insurance is to apply; and (vi) who is to pay the insurance premiums.

**Q. Force Majeure**

Is the principal free from responsibility for late delivery, if due to force majeure? Is principal to advise the agent promptly and, where necessary, supply a certificate?

**R. Earlier Termination, Compensation for Loss of Clientele**

The contract may be made for a definite or indefinite period. If indefinite, stipulate that the contract can be terminated subject to such previous notice as the parties may agree. If the contract cannot be assigned, so state. In the event the principal terminates the contract for a reason other than a wrongful act on the part of the agent, the contract may stipulate that the agent shall be entitled to compensation for loss of clientele. The basis for assessing compensation must be stated.

**S. Jurisdiction**

Which country's laws shall govern the contract — that of the principal or of the agent? Under the law of some countries, only the law of the country where the agent carries on his business is valid. Parties may stipulate that disputes arising out of the contract shall be submitted for arbitration either to ordinary courts of law or to the International Chamber of Commerce. It is to the interest of the parties to insert the arbitration clause of the International Chamber of Commerce or any other body providing similar guarantees.

**T. General Clause**

The parties should insert a clause at the end of the contract to the effect that there are no other agreements in existence between the parties and that the whole of the terms between the parties are set out in the contract.

**CHAPTER 6**

**PRICING**



## CHAPTER 6

### PRICING

#### 6.1 Introduction

A common pricing problem facing Canadian exporters is a lower price being offered by competitors. Pricing, particularly allocation of costs, is one of the most complex matters related to marketing.

In any single market, the price an exporter wishes to charge for his product is affected by: (i) the cost of producing and marketing the product; (ii) competition; and (iii) supply and demand conditions in the marketplace.

Price information on competition in a foreign market is costly and difficult to obtain. Published data by international agencies on prices are limited to price indices for a few commodities or products (refer to p. 56 for sources). At best, they give only a general idea about pricing conditions in a particular market. Periodic visits to the market, therefore, are necessary to obtain specific information on prices charged by the competition.

The exporter must take into account all his costs, direct and indirect, add the expected profit margin to arrive at a price, and then negotiate a price at which a sale can be made. Hence, the following steps are necessary:

1. Establish the base cost of the product.
2. Ascertain the margin to be added to the base cost.
3. Investigate competitive conditions in the marketplace.
4. Consider a pricing strategy.
5. Use a worksheet to prepare price quotations.

#### 6.2 Pricing Methods

Many exporters use cost-oriented pricing methods to set prices, but one must be aware of the weaknesses of the particular method used.

1. **Cost-Plus Markup** is an easy method which uses a base cost figure per unit to which is added a markup to cover unassigned costs and to provide a profit. The chief drawbacks of this method are:
  - i) it ignores competitive conditions in the marketplace; and
  - ii) it is often based on distorted appraisals of costs.

If an exporter quotes his prices only on a cost-plus-markup basis, he might price himself out of a market by overpricing, or lose potential revenue by underpricing if he does not consider his competitors' prices.

2. **Full-Cost-Pricing** takes into account all fixed costs plus all relevant variable costs in setting a price. Thus, it allows recovery of total costs to which a profit margin is then added to set the final price.

As with the cost-plus-markup method, there is no consideration of competitive conditions in the market. Another weakness of this method is that fixed costs are allocated arbitrarily.

3. **Marginal Pricing**, also called the "German Method", is possible in situations where a manufacturer already has a well-established domestic market in which a large portion of his production is sold. In such situations, only the materials and labour costs of the portion produced for exporting are taken into the calculation of the product cost. Rent, administrative expenses, office expenses, and other such fixed costs are excluded because

these costs are incurred for selling for the domestic market anyway. Under this pricing formula, any price above the variable cost incurred for the production of the portion exported makes a contribution to net profit; of course, the marketing and other related costs must be recovered in this price.

This method is possible only in special situations and hence its use is limited. However, where it can be used, it gives the exporter much flexibility in competing with other producers in the marketplace. The prices charged, it should be noted, must not be so low that the exporter may be accused of dumping.

### **6.3 Pricing Strategies**

Since Canadian prices are often higher than competitors' prices in world markets, an exporter must consider a number of strategies to make his product appeal to the prospective buyers. To formulate appropriate strategies, the exporter requires information on competition. Some of the strategies which may be considered are as follows:

1. Allow a lower than desired profit margin initially to break into a market. Then make desired profits later with increased sales.
2. If a product is unique or if competition is weak, price "skimming" may be used to make very attractive profits until competition develops.
3. Where the exporter has an established domestic market, the marginal pricing method may be used to help compete internationally.
4. Discounts, rebates, and promotional allowance are all tools which may be used to attract buyers.
5. The terms of sale can be used strategically; an exporter may offer better credit or more favourable delivery terms than his competitors.
6. Where an exporter cannot compete on price, the alternative is to stress non-price aspects. These may be brand strategy, an appealing package, a steady source of supply, and quicker deliveries. In the case of industrial products, these may be the services provided with the initial purchase, continuous innovation, and so on.

### **6.4 Export Quotation**

An export quotation may simply be a letter showing the price, delivery, and payment terms. Sometimes quotations may be in the form of a pro-forma invoice, which is an outline of the actual invoice showing the price and details of the shipment. This may be required by the buyer to apply for an import permit, arrange loans to finance the import, or take steps to clear the merchandise on arrival.

A "quotation" is construed as a valid contract in international sales. If the buyer asks for freight, insurance, and other related costs, you should provide all necessary information to enable him to calculate his landed costs. Some overseas buyers may not be familiar with the geography of Canada; it may be desirable to show in the quotation the routing of the merchandise to the port closest to his location.

The quotation must show the payment terms desired, such as sight draft or irrevocable letter of credit, and whether the buyer is to pay charges such as foreign exchange, taxes, air mail, and cable costs (see check list for Export Sales Contract under Appendix B).

A worksheet will aid in itemizing relevant costs to help work out the price to be quoted.

### **6.5 Worksheet**

For each export price quotation, it is advisable to use a worksheet on legal-sized paper. It serves as a record and will save time when subsequent quotations are made to the same buyer or destination

by quickly identifying the various costs or by showing the shipping route for transportation of the merchandise.

Refer to a sample of a worksheet on the following page. For a sample of a Quotation, refer to Chapter 1, page 13.

The exporter must familiarize himself with international delivery terms such as Ex Works, F.O.B., C.I.F., and the obligations of the seller and buyer, as explained in the booklet "INCOTERMS", published by the International Chamber of Commerce.

No federal tax is levied for exports. If imported materials are used in the manufacture of an exported product, a drawback of 100 percent of duties and other taxes paid on the imports can be claimed.

#### Explanatory Notes

1. **Cost Per Unit.** This cost includes the production cost per unit, packing costs, and indirect costs incurred in marketing (such as a visit to the foreign market and promotional expenses).
2. **Profit Margin in Percentage.** This should be flexible to allow for a negotiated price agreement. The margin may be calculated over the cost or selling price. A 25 per cent margin over cost is only 20 per cent over selling price.
3. **Foreign Agent's Commission.** No agent or distributor is involved in this case.
4. **Marine Insurance.** Goods are to be insured for 110 per cent of the invoiced value of shipment.
5. **Export Credit Insurance.** Not essential; depends on the risk involved in non-payment of goods by the buyer.

Most export quotations are made on a C.I.F. basis. Prices usually are quoted in U.S. dollars and it may be desirable to show the total price in the currency of the buyer as well. From the C.I.F. prices quoted, a buyer can quickly calculate his landed costs by adding import duties, taxes, and local transportation charges.

Reply to all enquiries promptly. Quotations need not be in letter form; if you have access to telex, use it, or send cables. The buyer must be impressed with the prompt action you take on his enquiries. Whatever the form of communication, make it a "sales letter", ensuring that all the information the buyer desires is provided.

**EXPORT WORKSHEET**

**A.B.C. Hardwares Ltd.**

Ref: PRS-8

Date May 3, 19

Buyers Name & Address: Eng Hue Co. Private Ltd., 20 Cuff Rd., Singapore  
 Telephone: 682-1111 Telex: 01-112233 Products: hand Saws Destination: Singapore

1.	Cost per unit \$ <u>5.00</u> Quantity <u>1,000</u> — Total Cost	CDN \$	5,000.00
2.	Profit margin in percentage, over cost (25%)	\$	1,250.00
3.	Foreign Agent's commission	\$	-
4.	Export Packing	\$	88.50
5.	Marking Cases or Cartons	\$	7.70
6.	Bundling, Strapping	\$	13.20
7.	Special Labelling, containers, etc.	\$	6.60
8.	PRICE F.O.B. (Free on Board) FACTORY:	Total	CDN \$ 6,366.00
9.	<u>Inland Transportation Charges</u>		
	Local Drayage	\$	-
	Freight to Seaport: Carrier <u>Rail</u>	\$	57.50
	Unloading Charges	\$	10.50
	Terminal Charges	\$	6.00
	Demurrage, cold storage, etc.	\$	-
	Wharfage	\$	9.00
	Miscellaneous Charges	\$	15.00
10.	PRICE F.A.S. (Fee Alongside Ship):	Total	CDN \$ 6,464.00
11.	<u>Ocean Transportation &amp; Ancilliary Charges</u>		
	Loading Vessel	\$	11.25
	Heavy Lift Charges	\$	-
	Consular Documents .	\$	9.00
	Other Documentation charges	\$	23.00
	Ocean Freight	\$	186.75
	Other Charges	\$	-
12.	PRICE C & F (Cost & Freight):	Total	CDN \$ 6,722.00
13.	<u>Marine Insurance</u>		
	Value Shipment \$ <u>6,722.00</u>		
	Add 10% of Value \$ <u>672.00</u> , Value Insured \$ <u>7,394.00</u>		
	Insurance Premium & Type <u>All Risk</u>	\$	74.00
	Export Credit Insurance	\$	-
14.	Finance Charge if sold on credit (60 days at 14%)	\$	158.57
15.	PRICE C.I.F. (Cost, Ins. & Freight):	Total	CDN \$ 6,954.57
16.	PRICE C.I.F. in U.S. Dollars @ 1.2211 rate:	Total	U.S. \$ 5,695.33
17.	PRICE C.I.F. in foreign currency:	Total	S. \$ 9,652.00

Note: Pricing practices vary. Profit margin may be calculated on the c.i.f. cost instead of as shown above, or an agent's (foreign) commission may be calculated on the c.i.f., c. & f. or f.o.b. costs. Also, it may be possible to obtain the services of a carrier's agent free of charge as they get a commission from the carrier for booking space. Firms usually follow traditional practices or "historical preferences" for pricing purposes.

**EXPORT WORKSHEET**

**A.B.C. Hardwares Ltd.**

Ref: PRS-8

Date: May 3, 19\_\_

Buyer's Name and Address: Eng Hue Co. Private Ltd., 20 Cuff Rd., Singapore 0820  
Telephone: 682-1111 Telex: 01-112233 Products: Hand Saws  
Destination: Singapore

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## 6.6 Pro-Forma Invoice

As discussed in Chapter 5, a pro-forma invoice is a delivered cost estimate. When an estimate is offered by the exporter and confirmed by the buyer, it becomes a valid contract.

Great care must be taken in the preparation of a pro-forma invoice. The exporter should make price calculations on a worksheet and must provide information regarding weight of shipment, labels used, carrier's name (if available), and so on.

The information needed for making a pro-forma invoice is the same as for an export sales contract. Hence, the checklist shown in Appendix B may be used in the preparation of a pro-forma invoice.

## 6.7 Drawback

In order to encourage exports, the federal government refunds 100 percent of duties and taxes paid on materials imported into Canada and which have been used in the manufacture of the exported goods. If the import duties and taxes paid have been substantial, the drawback claims may have some impact on the price competitiveness of your product.

Manufactured goods qualify for drawbacks if there is a certain amount of Canadian content. If packing materials used are imported, duties paid on them can be claimed when used for exports. The materials you use for manufacture need not be imported by you; you may buy the goods locally from a supplier. However, when you buy the goods, you must obtain from the supplier a K32A Drawback Certificate of Importation, Sale or Transfer, by which the supplier waives his right to claim drawback on the goods sold to you. Canada Customs will give details of the types of merchandise that will qualify for drawbacks, and how to file the claims.

The exporter must keep detailed records of imports and taxes paid to claim drawbacks. On manufactured goods exported, claims must be made within three years of the date of payment of duty on materials used in the products. However, the general rule is that your claim must be filed within two years of the date of export.

Canada Customs will supply special forms for filing claims. There is no drawback claim on amounts below \$10.00 or on penalties paid, such as dumping duty. Claims for federal tax are filed on a separate form along with the claim for customs duties.

## 6.8 Pricing and Inflation

Inflation is a world-wide phenomenon affecting some countries, notably some Latin-American countries, much more severely than others. Inflation necessitates periodic price adjustments by a businessman since rising costs must be covered by increased selling prices.

A country undergoing severe financial difficulties, such as a foreign exchange shortage caused by runaway inflation, is under pressure to take drastic actions; it may devalue its currency or impose exchange controls.

Devaluation causes importers to pay more for the same goods. However, if the value of the exporter's currency declines, the exporter's goods become cheaper for importers abroad. This happened in the late 1970s when the value of the Canadian dollar in international trading eroded.

Continued high inflation in an importing country will gradually erode the buyer's ability to pay. Combined with foreign exchange shortages, it may cause demand for an exporter's product to fall.

When trading with countries having high inflation rates, all payments must be in Canadian or U.S. dollars or other hard currency, such as Swiss Francs or Japanese Yen. Prices in the exporter's currency may fall rapidly. Also, export credit insurance to cover non-payment by an importer is advisable in these circumstances.

Revaluation, as opposed to devaluation, is an increase in the value of a currency against other currencies. Revaluation happens very rarely; it is used by countries with persistent balance of payment surpluses. In the event of a revaluation by a country, its ability to import increases as its currency strengthens against other currencies; hence, it can stimulate more exports to that country.

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P.O. Box 282  
Toronto, Ontario M5X 1K2  
Telephone: (416) 362-6092
3. J.R. Arnold  
Exporting  
Dalhousie University  
Halifax, Nova Scotia  
B3H 4H8

**APPENDIX VI**

- A. A TELEX PRICE QUOTATION
- B. EXPORT SALES CONTRACT: CHECKLIST
- C. INCOTERMS
- D. CURRENCY SYMBOLS



**A. A TELEX PRICE QUOTATION**

22/6/19

ATTN: MR. SULAIMAN:

THANKS YR TLX TODAY REQUESTING OUR OFFERS FOR FRESH FROZEN NET COHO/SOCKEYE  
6/9 HEADLESS

WE OFFER THE FOLLOWING FIRST QUALITY PARCELS FOR YR CONSIDERATION SUBJECT TO  
OUR FINAL CONFIRMATION AND YR PROMPT REPLY

7,000 LBS SOCKEYE 6/9 HEADLESS AT 2.39 LB

7,000 LBS NETTED COHO 6/9 HEADLESS AT 2.17 LB

ABOVE PRICES US DOL CIF SINGAPORE

ALSO CAN OFFER 7,000 LBS NETTED COHO 9/UP HEADLESS (AVERAGE SIZE APPROX 4.3 KG  
PER FISH) AT US DOL 2.27 LB CIF

BEST REGARDS

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## **B. THE EXPORT SALES CONTRACT**

An International Sales Contract can take many forms:

- a formal, lengthy, typewritten contract outlining all the conditions of the sale and signed by the buyer and seller
- a pro-forma invoice made out by the seller and confirmed by the buyer
- a price quotation made by the seller and accepted by the buyer through mail, cable, or telex.

To avoid confusion, misunderstanding, or losses, the terms and conditions of the sale must be clear.

### Checklist: Export Sales Contract

1. Name and address of buyer and seller — the name should be the same in all documents to follow.
2. Contract date and number, if any.
3. Description of goods and quantity. The description must be adequate for tariff classification purposes. If specifications such as quality are stipulated in the purchase order, these should be described carefully.
4. Labels and marks the exporter proposes to use on the case. Types of export packing.
5. Estimated gross and net weights and measurements, if known, in both metric and Imperial measures.
6. Port of embarkation and discharge of cargo or destination. Latest date of shipment.
7. The price of goods in units and total invoice price (estimated or otherwise) and discounts, if any. Prices should be quoted in U.S. dollars and the buyer's currency. State how long the prices are valid.
8. If the goods are to be inspected, the name of the agency that will inspect and certify them.
9. The types of bills of lading and other documents needed by the buyer and the number of copies. If necessary, mention who will pay the costs of obtaining special documents or certificates. Show the validity period for presentation of documents after shipment.
10. Delivery terms, such as C.I.F. and F.O.B., as outlined under INCOTERMS. Include the party responsible for insurance, and the type of insurance protection needed.
11. Payment terms — type of drafts or letter of credit. Names of banks involved in the transaction. Who will pay banking charges. Rate of interest, if applicable. If sight draft, whether draft must be presented on first presentation or after arrival of vessel.
12. Party to pay cable or airmail charges.
13. Terms of sale, such as:
  - a. subject to receiving confirmation or acceptance within days
  - b. seller not responsible for strikes or lockouts, or force majeure which may affect supply of goods
  - c. seller not responsible for delays at the docks or by carriers
  - d. if partial delivery, quantities to be delivered and date by which goods will be shipped.
14. Name of carrier, if known, and estimated arrival time of cargo at destination.
15. Permit number on import of foreign exchange license, if required.
16. If payment is by letter of credit, statement that all delivery terms are subject to "Uniform Customs and Practice for Documentary Credits" (1974 Revision) International Chamber of Commerce (Publication No.290).
17. Signature of seller and buyer on an adequate number of copies.

(For various payment methods used in international trade, see Chapter 8).

## C. INCOTERMS

INCOTERMS, or International Commercial Terms, outline the rules for the interpretation of trade terms, such as:

EX WORKS  
FOR/FOT  
FAS  
FOB  
C & F  
CIF  
Ex SHIP  
Ex QUAY  
FOR AIRPORT.

An exporter must familiarize himself with the terminologies as well as the obligations of the buyer and seller under various trade terms.

An example of the interpretation adapted from the INCOTERMS booklet is shown below:

### F.O.B. — Free On Board

The risk of loss or damage to a shipment passes on to the buyer from the seller when goods pass the ship's rail.

#### Obligations of the Seller

1. Deliver goods as stipulated in the contract in the time limit set and advise buyer.<sup>9</sup>
2. Bear all costs, taxes, fees, etc. and risks of shipment of the goods until they have passed the ship's rail in the named port.
3. If goods need packing, provide adequate packing at his own expense.
4. Provide clean B/L on board the named vessel.
5. Provide documents needed by the importer, for importation.

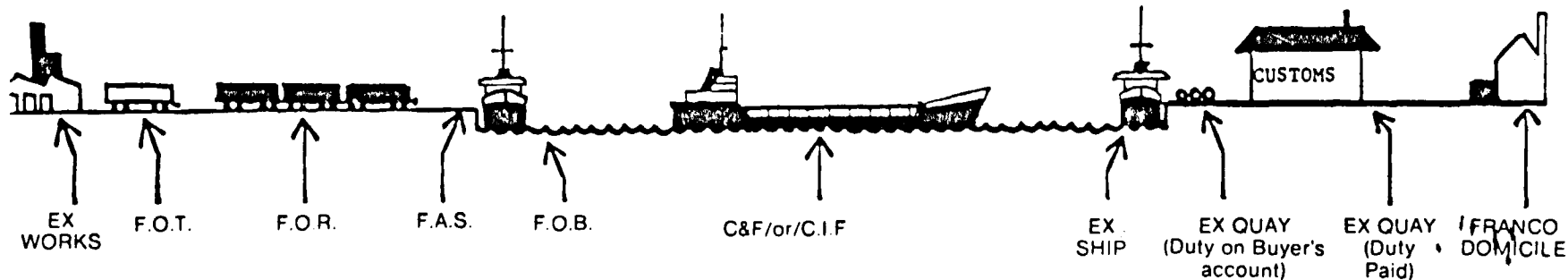
#### Buyer's Obligations

1. Make necessary transportation arrangement by ship and notify the seller of the same, with details.
2. Bear all costs and risks of importation after goods have passed the ship's rail.
3. Pay the price as provided in the contract.
4. If the vessel is not able to carry the cargo, or is delayed, all charges arising from such events are charged to the account of the importer.
5. The importer bears all risks involved after the date of expiration of delivery of goods, if he fails to give detailed instructions to the seller on transportation of the goods.
6. Pay the cost of obtaining the B/L, Certificate of Origin, Consular Invoice, or any other document requested by the buyer.

INCOTERMS is published by the International Chamber of Commerce, 38 Cours Albert 1<sup>er</sup>, 75008 Paris, and copies can be obtained for \$8.00 each (1980 Edition) from:

The Canadian Council of I.C.C.  
1080 Côte du Beaver Hall  
Montreal, Quebec  
H2Z 1T2

# INCOTERMS: TRADE CONTRACT RESPONSIBILITIES AND LIABILITIES



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INCOTERM	CONTRACT LIABILITY-RESPONSIBILITY											INCOTERMS (International Rules for the Interpretation of Trade Contract Terms)
	PRIMARY PACKING	EXPORT PACKING	CARRIAGE TO DOCKS	DOCK DUES (Departure)	CUSTOMS ENTRY	OCEAN FREIGHT	MARINE INSURANCE	IMPORT DUTIES & TAXES	DOCK DUES (Destination)	CARRIAGE FROM DOCKS		
EX WORKS	S	B	B	B	B	B	B	B	B	B	B	From Factory/Warehouse (Show name i.e. Ex Works Rome)
F.O.T.	S	S	B	B	B	B	B	B	B	B	B	Free on Truck (at factory) - name factory
F.O.R.	S	S	B	B	B	B	B	B	B	B	B	Free on Rail (loaded at named departure point)
F.A.S.	S	S	S	B	B	B	B	B	B	B	B	Free Alongside Ship (at named port of shipment)
F.O.B.	S	S	S	S	S	B	B	B	B	B	B	Free on Board (loaded at named port of shipment)
C & F	S	S	S	S	S	S	B	B	B	B	B	Cost & Freight (to named point of destination at
C.I.F.	S	S	S	S	S	S	S	B	B	B	B	Cost, Insurance, Freight (named point of destination)
EX QUAY	S	S	S	S	S	S	S	S	B	B	B	Ex Quay - duty paid on goods at named port
FRANCO DOMICILE	S	S	S	S	S	S	S	S	S	S	S	Franco Domicile - All costs paid to importer's gate

**NB** This chart is not intended to be a record of every cost involved in trade transactions but to show how the Seller's responsibilities and costs increase between the two extreme types of contracts - Ex Works and Franco Domicile.

Source: A Guide to Canadian Importers, Canadian Importers' Association.

## D. CURRENCY SYMBOLS

COUNTRY	CURRENCY	SYMBOL
Argentina	Peso	\$a
Australia	Dollar	\$A
Austria	Schilling	AS
Bahamas	Dollar	B\$
Bahrain	Dinar	BD
Barbados	Dollar	Bds\$
Belgium	Franc: Off'l: Free	
Bermuda	Dollar	Bd.\$
Bolivia	Peso	\$b.
Botswana	Pula	P
Brazil	Cruzeiro	Cr\$
Canada	Dollar	Can\$
Cayman Islands	Dollar	CIS
Channel Islands	Pound	£
Chile	Peso: Off'l: Free	C\$ or Ps.
Columbia	Peso	P
Costa Rica	Colon	¢
Cyprus	Pound	£C
Denmark	Krone	DKr.
Dominican Republic	Peso: Off'l: Free:	RD\$
Ecuador	Sucre: Off'l: Free:	S/.
Egypt	Pound: E Unified: Free:	£E
El Salvador	Colon	¢
Fiji	Dollar	\$F
Finland	Markka	Fmks
Germany	Deutsche mark	DM
Greece	Drachma	Dr.
Guatemala	Quetzal	Q.
Honduras	Lempira	L
Hong Kong	Dollar	HK\$
India	Rupee	Rs.
Indonesia	Rupiah	Rp.
Ireland	Pound	£Ir
Italy	Lira	Lit
Ivory Coast	CFA Franc	CFAF
Jamaica	Dollar	J\$
Japan	Yen	¥
Jordan	Dinar	JD
Kenya	Shilling	K.Shs.
Korea	Won	W
Kuwait	Dinar	KD
Lebanon	Pound	LL
Luxembourg	Franc	LF
Cacau	Pataca	P
Malawi	Kwacha	MK
Malaysia	Ringgit	M\$
Mexico	Peso	Ps
Morocco	Dirham	DH
Netherlands	Florin	f,fl, or Fls.
Netherlands Antilles	Ne'lds Antilles guilder	Naf
New Zealand	Dollar	NZ\$

COUNTRY	CURRENCY	SYMBOL
Nicaragua	Cordoba: Off'l: Par'l:	C\$
Nigeria	Naira	₦
Norway	Krone	NOK
Oman	Rial	RO
Pakistan	Rupee	PRs
Panama	Balboa	B/.
Papua New Guinea	Kina	K
Paraguay	Guarani: Bankers: Brokers:	₡
Peru	Sol	S/.
Phillippines	Peso	₱
Portugal	Escudo	Esc
Qatar	Riyal	QR
Saudi Arabia	Riyal	SR
Senegal	CFA Franc	CFAF
Singapore	Dollar	S\$
Solomon Islands	Dollar	SI\$
So. Africa	Rand	R
S.W. Africa/Namibia	Rand (S.Afr.)	R
Spain	Peseta	Ptas.
Sweden	Krona	SEK
Switzerland	Franc	SFr
Syria	Pound	₡Syr
Taiwan	Dollar	NT\$
Thailand	Baht	Bht or Bt
Transkei	Rand (S. Afr.)	R
Trinidad and Tobago	Dollar	T&T\$
United Arab Emirates	Dirham	UD
United Kingdom	Pound	£
Uruguay	Peso: Banks: Central:	N\$U
Vanuatu	Dollar (Aus'lia) New Hebrides Franc	\$A FNH
Venezuela	Bolivar	Bs.
Western Samoa	Tala	TWS
Zambia	Kwacha	K or ZK
Zimbabwe	Dollar	Z\$

**CHAPTER 7**  
**PROMOTION**



## CHAPTER 7

### PROMOTION

#### 7.1 Introduction

Promotion is one of the key elements of marketing. It consists of:

- i) personal selling,
- ii) sales promotion, and
- iii) advertising and public relations.

Whether you are breaking into a new market, introducing a new product, sustaining current levels of sales, or increasing export sales, product promotion in one or more forms is essential.

In international trade, promotion may be necessary at two levels:

- i) to the buyer, who may also be your distributor (typical of many consumer products) or an industrial user, and
- ii) to the ultimate consumer.

**Cost Consideration:** Promotion in any form costs money. Adequate funds must be budgeted for a promotional program consisting of overseas visits, brochures in foreign languages, demonstration of the product in large stores, or participation in an exhibition or trade fair.

Promotion to the initial buyer alone may not be enough for expansion of sales. Appropriate promotional activities must be considered for each situation.

One promotion strategy used by some exporters is the "promotional allowance" given to buyers in the form of a price discount with the understanding that the buyer will use the allowance along with his own funds for promotional purposes.

All promotional activities must be directed at your target market.

#### 7.2 Methods of Promotion

The following promotion methods may be considered by an exporter:

1. **Personal Selling**
  - selling over long-distance telephone
  - personal visits to the market
2. **Sales Promotion**
  - trade fairs or exhibitions
  - trade centre shows
  - in-store promotions
  - listings in directories, yellow pages of telephone directories
3. **Advertising**
  - newspaper
  - magazines
  - movie theatres
  - television
  - radio
4. **Public Relations**

#### 7.3 Personal Selling

The importance of personal selling and the planning of foreign visits has already been discussed in Chapter 2 (see p. 45). Periodic market visits are essential for an exporting firm in order to keep

up a personal relationship with buyers and study competitors' products, prices, packaging, and promotion. Even if you talk with your customers by telephone frequently, it is essential to visit your market in person.

Just as in the domestic trade, new accounts will have to be solicited continually in order to expand sales. The best way is through personal contacts and discussions. The potential buyer must develop a certain degree of trust in you as a supplier before he will consider buying.

Whoever is visiting the market should be acquainted with the marketing methods and the policies of all parties concerned; he must be capable of making on-the-spot decisions in the field.

Personal selling is also used by your agent in the market to promote your product to the ultimate buyer. Hence, it is very important to select an agent with a capable sales force and a promotional program.

#### **7.4 Sales Promotion: Trade Fairs**

An excellent way to promote your product is to exhibit it in a trade fair. Participation in a trade fair can be costly, but the federal and provincial governments may be able to provide some financial assistance if you qualify.

The three types of trade fairs are: (i) general trade fairs; (ii) specialized trade fairs; and (iii) solo exhibitions.

- i) General trade fairs, such as World Trade Fairs, cover all consumer and industrial products. A country may have its own pavilion in the fair, which is used as a symbol of the country's industrial progress as well as of its cultural heritage. Since this type of fair is aimed at the general public as well, it rarely provides the greatest trade benefit to the exporter.
- ii) The specialized fairs, unlike the general ones, can be of immense benefit to the participants. These are run for a specific industry and include only products within the industry group, for example, the World Fabric Fair, Nineteenth Children's Book Fair, and Fifteenth International Sports Equipment exhibition (see other samples next page).

The specialized fairs are visited by a number of potential buyers and, hence, participation in this type of fair could result in sales or the engagement of an agent or distributor.

Countries such as West Germany or Holland have many different trade fairs each year which provide excellent facilities to the exhibitors. Both large and small firms use these fairs to promote their products.

- iii) The solo exhibitions may be simply a firm exhibiting its products to a select audience in a hotel room, or a national exhibition sponsored by the host country. In the instance where the exhibition is national in scope, there usually is a theme and a number of firms in that field, from various countries, exhibit their wares.

Solo exhibitions are less expensive than the other types of fairs but their effectiveness depends on the revenue, the type of participants, and the publicity gained for the event.

The federal government participates in many fairs and exhibitions. Advance information on trade fairs can be obtained from the regional office of the Department of Industry, Trade, and Commerce and Regional Economic Expansion (ITC/REE).

If your exhibition does not culminate in a sale the first time, do not be disappointed: it may take two or three exhibits or even long-term negotiations before a sales contract is made.

**EXAMPLES OF TRADE FAIRS, EXHIBITIONS AND  
OTHER PROMOTIONS SPONSORED BY THE TRADE FAIRS AND MISSIONS  
BRANCH OF INDUSTRY, TRADE AND COMMERCE AND  
REGIONAL ECONOMIC EXPANSION**

**ISPO (Autumn) — 15th International Sports Equipment Fair  
Munich, West Germany  
Every year in September 10-13**

ISPO has taken place twice yearly since 1979, in September and in February, in keeping with the market requirements and the wishes of top associations. Only trade buyers of sports goods and sports clothing are admitted to the fair. The range of exhibits includes: non-seasonal and summer sports equipment and articles; summer and winter sports clothing; winter sports hardware; miscellaneous equipment.

In 1980, some 1,300 exhibitors from 33 countries attracted 20,000 trade visitors.

The department's objective is to promote Canadian products in European markets.

**Solo Business Furniture Show  
Columbus, Ohio U.S.A.  
Every Year in September**

As part of its strategy to promote Canadian business furniture in the United States, the Department sponsors a number of solo presentations at strategically-important markets. These shows are organized by our U.S. Consulates and are designed to bring Canadian business furniture to the attention of architect specifiers, interior designers and principal end users.

Some of these presentations are held in conjunction with regular events; some locations are negotiated by the Consulates.

**20th Casablanca International Trade Fair  
(Institutional Exhibit)  
Casablanca, Morocco  
Every Year from April 29 — May 16**

The Casablanca International Trade Fair is a biennial General Samples Fair open to national producers, foreign countries, and international organizations.

Approximately 1,000 Moroccan firms and 500 foreign companies from 35 countries participate.

The Department's objective is to support several Canadian firms pursuing export opportunities and to introduce Canadian products and services.

**Food Products In-Store Promotions  
Japan  
All Year**

Success in promoting Canadian processed food products in Japan is largely dependent on having the products sampled by Japanese consumers. To achieve this objective, the Department has been promoting food products in Japan mainly through supermarkets, department stores and hotels, since 1973.

Selected Canadian food firms are introducing their products via numerous promotions and programs organized by several large Japanese food stores with the assistance of the Tokyo post. The Department provides displays, advertising materials, and publicity.

**Canadian Textiles Solo Show**  
**Panama, Panama**  
**Each June 7-14**

This event is a solo presentation organized by the Department to assist Canadian manufacturers in maintaining a presence in the Central America market.

The Department's objective is to promote Canadian textile products in Central America.

**NAMM — International Music and Sound Expo**  
**Chicago, Illinois U.S.A.**  
**Each June 27-30**

This event is sponsored by the National Association of Music Merchants in co-operation with several musical instruments associations. It is acknowledged to be the principal showcase for the United States musical industry. Any line of merchandise normally sold through retail music stores can be displayed, i.e., instruments, sheet music, accessories, sound equipment.

**Varietal Cheese Show at CTC**  
**Tokyo, Japan**  
**Each April 13-18**

The Department occupies space in the World Import Mart in Toyko, Japan. The Mart is part of a greater complex known as "Sunshine City" which includes a 1,000-room hotel (under construction), a 60-storey office tower, a culture centre building, museums, sports facilities, and several stores and restaurants.

**Federation of American Societies for Experimental Biologists**  
**(Institutional Exhibit)**  
**Altanta, Georgia U.S.A.**  
**Each April 13-16**

This event moves to a different city each year. In addition to the Federal American Society of Experimental Biologists it is co-attended by the American Physiological Society, the American Society of Pharmacology and Experimental Therapeutics, the American Society of Experimental Pathology and the American Institute of Nutrition. Products exhibited include: laboratory and research-type instrumentation; glassware for laboratories; chemicals; reagents; biological products; diagnostics.

Some 20,000 visitors see the products of more than 700 companies.

The Department's objective is to establish Canada as a source of health care products and technology in the fields of scientific and experimental instrumentation.

Source: Canada Commerce

**Planning for an Exhibition.** Very detailed planning far in advance of the opening date of the fair is essential.

The local regional office of ITC/REE as well as the Trade Commissioner Service will assist you in assessing the merit of an exhibition. You must undertake research on a number of matters yourself, such as:

- cost
- range of products to be displayed
- number of countries participating
- results of previous exhibitions, such as number of people who visited and countries represented
- deadline for reserving space.

If you decide to participate, then collect answers to questions such as:

- What is the potential demand for my product in that country?
- Who are the local competitors?
- In what language should brochures or other literature be printed?
- What is the most effective way of presenting the product?
- What is the best way to transport samples or exhibits to the site and back, if necessary?
- Who from your firm will man the fair?
- What is the distribution structure of the country?
- What are the import duties, taxes, or profit margins expected by middlemen?
- What are the prices in F.O.B., C. & F., or C.I.F. terms?

Reserve space for your exhibit in an attractive location within the fair building and make all travel arrangements, including hotel reservations, well in advance. A desirable location for your booth may be unavailable if you wait too long. To set up the booth and displays you may have to engage local help; if so, arrangements must be made in advance.

Advance planning is also necessary for press releases, special invitations to potential buyers, and other activities which will gain publicity for your product.

The ITC/REE publication "Tips for Your Trip" describes in detail how to plan for an overseas exhibition and is an excellent guide if you decide to take part in a fair. It gives a checklist of activities before, during, and after the fair, in chronological order.

A very important activity after the fair is the follow-up of leads obtained during the fair. Write letters soliciting sales or send brochures to those you contacted at the fair. If desired, an export mailing list may be made to inform potential buyers periodically of the products and services you offer.

**Trade Centre Show:** In large cities of many countries there are permanent World Trade Centres where special trade shows are conducted from time to time. Local and foreign merchants attend these shows with the intention of buying. For example, the Canadian government occupies space in the World Import Mart in Tokyo, Japan, where shows on different products are mounted. Your products may be displayed through similar trade shows.

## 7.5 In-Store Promotions

1. Mail order and catalogue sales are common in many overseas markets; there are several reputable mail order houses in Europe. In the newly developing countries, both types of selling are becoming more and more common. If your product lends itself to mail order or catalogue sales, the possibilities of promotion through these media should be investigated.
2. Point-of-purchase materials may be supplied to your buyers in order to stimulate sales at the retail level. Usually the cost is not high for such materials and very attractive displays may be produced either in Canada or locally and made available to your dealers.
3. Demonstrations in stores or supermarkets can give the same results as demonstrations in Canadian stores. Many new Canadian food products are introduced into the Japanese market through promotions of this type, arranged in co-operation with ITC/REE and several large Japanese food stores. The ITC/REE branch dealing with trade promotions can provide details on how your product can be promoted this way.
4. For a nominal cost, your products and dealers can be listed in local directories and the yellow pages.

## 7.6 Advertising

There may be unexpected limitations on the availability of media in foreign countries for advertising. Newspapers and magazines can be used in almost all countries; however, governments restrict the use of radio or television for promotional purposes in many others.

Movie theatres are used for advertising purposes in some countries. A theatre may show a few slides of products either at the beginning of the show or during intervals. The effect of such ads is similar to the effect of television advertisements in Canada.

Radio and television are expensive media. In many developing countries, television sets are very expensive and therefore used only by the wealthy; radio, however, is used extensively. Many governments do not allow radio and television commercials.

The advertising copy and features must be oriented culturally and, of course, in the local language. Translations must be checked carefully for content and meaning. The exporter must also check the advertising regulations and taxes before undertaking an advertising program.

**Public Relations:** There are many ways you can obtain publicity for your product through public relations activities. For example, if your product is sports equipment, you may sponsor some sports events in local schools. You may consider donating money or products to some festivals or charities. To select a particular activity as a public relations tool, you must familiarize yourself with local customs and activities.

## 7.7 Federal and Provincial Government Assistance

Both the federal and provincial governments are keen to develop Canada's exports by assisting businesses in a variety of ways.

**The Small Business Secretariat**, Department of Industry, Trade and Commerce and Regional Economic Expansion, 235 Queen Street, Ottawa, Ontario K1A 0H5, and the Federal Business Development Bank offices provide financial assistance, taxation relief, manpower assistance, and consultation services to small business exporters (see Chapter 8 for details on financial assistance).

**P.E.M.D.:** The federal government's Program for Export Market Development provides assistance to exporters in a number of ways:

- a) Market identification by sharing costs involved in visiting or expanding markets abroad. It provides grants of up to 50 per cent of your costs incurred in breaking into new markets.
- b) Trade fair participation. Their project managers will provide expertise for those desiring to exhibit their products in a fair.
- c) Bringing foreign buyers to Canada to influence them in buying Canadian products and services.
- d) Partial reimbursement of expenses incurred in participating in capital projects.
- e) Export consortium assistance designed to help small firms which cannot pursue export sales alone, but may do so in a consortium with other firms having similar interests.
- f) For establishing an enterprise or forming a joint-venture project abroad, grants are available for starter and feasibility studies. For feasibility studies, the program pays up to 50 per cent of your allowable costs, up to \$100,000.

If export sales are achieved as a result of P.E.M.D. assistance, the grant is repayable at the rate of one per cent of your gross sales for up to three years.

For details, contact the ITC/REE regional office or 235 Queen Street, Ottawa, Ontario K1A 0H5. The booklet, "ABC — Assistance to Business in Canada", outlines all federal assistance programs.

**B.O.S.S.**, or Business Opportunities Servicing System, is a service through which your company's name, address, and products sold are listed for circulation in the various Trade Commissioners' offices abroad. Buyers in those countries can thus identify potential suppliers in Canada. Companies listed in B.O.S.S. are automatically included in other ITC/REE reference sources and directories. The regional office of ITC/REE or the Ottawa office (telephone (613) 992-9128) can provide details.

**C.I.D.A.**, the Canadian International Development Agency, administers Canada's international development assistance programs in over 70 developing countries. It promotes exports through bilateral aid, involving grants and loans which are tied to the purchase of Canadian goods and services. Businesses wishing to sell should register with the Exporters' Directory Office of Overseas Projects Branch, Department of Industry, Trade & Commerce and Regional Economic Expansion, Ottawa, Ontario K1A0H5. Those wishing to be considered for development work and consulting contracts should register with C.I.D.A., Hull, Quebec K1A0G4.

The Canadian Commercial Corporation (C.C.C.) is interested in procuring from Canadian suppliers goods and services for projects negotiated on a government-to-government basis with other countries. For individual item procurement information, contact their Export Supply Centre, Department of Supply and Services, Ottawa, Ontario K1A0S6.

Provincial governments also have a number of programs to promote exports. The ministry concerned with small business development can assist exporters in assessing export potentials in foreign markets and help exporters participate in trade missions. Contact your provincial government, Ministry of Small Business or Industry and Trade for details.

## 7.8 Carnet

Carnet is an international customs document which serves as a guarantee against the payment of customs duties and taxes which may become due on goods temporarily imported and not re-exported. With a carnet, a Canadian businessman can take samples, professional equipment, film, promotional materials, and so on through customs at the border of a country or several countries during a single trip; the delay and inconvenience of posting bonds or cash deposits are thus eliminated. The goods may accompany the traveller or may be sent unaccompanied.

The carnet consists of a series of vouchers. When the goods leave the Customs in Canada, the exportation counterfoil of the carnet is detached, and on crossing the border of another country, the importation counterfoil is detached. When the goods leave the foreign country, the re-exportation counterfoil is removed after checking that all the goods taken into the country are returned. Finally, as the goods reach the Canadian border the Customs check with the original counterfoil that the goods returned are under carnet, and remove the re-importation foil.

If the goods are sold or disposed of in some other way overseas, the carnet holder is responsible for paying the applicable duties and taxes in the foreign country and also certify to the effect for the Canada Customs.

Garnets can be purchased from the International Chamber of Commerce offices in Montreal or the Board of Trade offices in Toronto and Vancouver. A carnet is valid for one year from date of issue. The present cost of a carnet is as follows:

\$ 30	for	goods	valued	under	\$ 1,000
\$ 50	"	"	"	"	\$ 1,001 to \$ 4,999
\$100	"	"	"	"	\$ 5,000 to \$ 9,999
\$150	"	"	"	"	\$10,000 to \$19,999
\$200	"	"	"	"	\$20,000 or more.

In addition to the above cost, 40 per cent of the value of the goods exported under carnet should be given as security in the form of a certified cheque, letter of credit, or bond to the board of trade when you buy the carnet; the security will be returned when the goods are brought back to Canada.

The ATA (Admission Temporaire) Carnet Convention defines samples as articles which are imported solely for the purpose of being demonstrated in the territory of importation for the soliciting of orders for merchandise to be supplied from abroad. Hence a sample might be an item small enough to fit inside a briefcase or an unaccompanied piece of heavy machinery or equipment. Most countries of the world are signatories to the Convention and hence honour carnets.

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**APPENDIX VII**

**ARTICLE ON TRADE FAIR: "SO YOU WANT TO TAKE PART  
IN AN EXHIBITION?"**

**SOURCE: ADAPTED FROM CANADA COMMERCE**

## SO YOU WANT TO TAKE PART IN AN EXHIBITION

Taking part in a trade fair or exhibition is considered by many to be an essential part of a marketing program. It is most important that the company intending to take part in a show clearly indicates right from the start all of the material it proposes to exhibit. One doesn't like to see space so limited that a potential buyer has difficulty worming his way towards the item of particular interest to him!

As far as possible, actual products or even models of products should be displayed. No matter how attractive photographs might be, they are more or less dead and, in certain parts of the world, visitors like to have the opportunity of kicking, punching, or even biting some of the exhibits just to see that they are real. Furthermore, an operating piece of equipment is an added attraction — something that moves, flashes, twirls or bobbles will always attract more attention than a static object. Obviously, this is not possible in every case, but whenever it can be achieved, it should be done.

Another critical factor now comes to the fore: the provision of essential services for an exhibitor's display. If the unit requires electricity it is important to realize that, in most areas of the world, not only is the voltage different from North America (220 instead of 110), but the frequency of supply is usually 50 cycles (50 Hz) instead of the North American 60 cycles. In many cases, this difference in frequency is not important, but certain items are tied to the frequency: some equipment can suffer bouts of indigestion if fed the wrong current.

Requirements for additional services should be indicated — for example, three-phase electrical power or heavy current, water supply, and drain. It should also be borne in mind that safety requirements vary enormously from country to country. While a small fan providing local ventilation might be adequate for a soldering unit in some countries, in other areas it is necessary to provide elaborate ventilation and ducting. As far as possible, the relevant information should be given at an early date and every effort made to avoid changes close to the time of the exhibition, when they inevitably cause disruption and additional cost.

The information relating to the exhibitor's promotion will be fed to a professional designer whose job it is to ensure that the company's products are shown in the most advantageous manner. Where companies wish to take part in fairs on their own or have an additional presentation of their own, it is strongly recommended that a professional designer be brought into the project team. Exhibition stand design is much more of an art than is generally realized. Design requirements vary enormously from exhibition to exhibition. The gaudy "pizzazz" which might be appropriate for exhibitions relating to the entertainment world are unsuited to a highly technical exhibition. At the same time, a certain amount of flair is necessary to avoid a hospital corridor look.

Sometimes, due to space restrictions, it is quite impossible to show very large equipment and, in any case, such units as tractors and agricultural machinery are best shown in an open-air location. It should be borne in mind, however, that a very useful adjunct to a show of large equipment is a slide or film presentation showing such machinery in action.

With the information made available, the designer will create a stand or pavilion providing not only for the specific requirements of the exhibiting companies, but also general facilities, one of the most important of which is a business discussion lounge. In most parts of the world, it is highly advantageous, after an initial contact has been made on the exhibitor's stand, to be able to continue negotiations in semi-private or even private quarters in a business discussion lounge or office in which specifications can be examined, drawings can be spread out and looked at in detail and, not least, where the exhibitor's representatives can offer refreshments to a potential customer.

It is an undoubted fact of marketing that, in the majority of areas around the world, the potential customer expects to be offered a cup of coffee or maybe even an alcoholic beverage during the negotiations on site. It is most important that this be restricted to the enclosed area of the discussion lounge. Empty cups and glasses do not enhance the appearance of an exhibitor's stand.

Let us revert for a moment to one of the preparation phases — shipping. Obviously, large and heavy items for display will need to be sent by surface transport. It is often easier to get a consolidated shipment through customs of most countries than a variety of individual crates. Nevertheless, the exhibitor has to take the greatest care to ensure that his equipment is adequately packed and very clearly marked. Certain com-

panies who use exhibits repeatedly have advanced to the stage of providing ingeniously designed knock-down crates so that these can be packed flat and put into storage on the stand. Normally, crates are collected the day before show opening and put into a central storage area by the shipping agent at the fair site. Unfortunately, it is not unusual for crates to be damaged and there is always uncertainty over when they are going to arrive at the stand after the closure of the fair so that, at times, there are delays before repacking can commence. This is a factor to be kept in mind when we later discuss the period of time that company personnel should be on the site.

The foregoing has related to fairly large and heavy items for display. There are certain types of display material which are of such a nature that air shipment is preferable. In particular, models of equipment such as machinery are quite delicate and usually receive gentler handling if shipped by air. Furthermore, the costs involved are little different from sea shipment. There is nothing more disastrous than opening a crate a day or two before the show is due to open and finding inside an assorted collection of coloured wood instead of the costly and attractive model that was originally shipped. Not only does this call for considerable expenditure of time in making repairs on site, but such repairs usually require the skill of a model maker at expensive rates. This brings up another matter of considerable importance: exhibiting companies should always adequately insure their material sent to any exhibition, for both the outgoing and return journey and the duration of the fair.

Having considered some of the physical aspects associated with taking part in an exhibition, we should also realize the great importance of having suitable representation on the stand. The representatives should be senior, qualified, sales personnel with a thorough knowledge of the equipment being shown and company products generally. They must have the capability of answering all queries, carrying out negotiations, making appropriate decisions, and generally representing the company in a creditable manner. It is also preferable that they should stand during fair hours so that they appear attentive to any prospective customer. In general, in any fair of more than three days' duration, it is almost essential that more than one representative be on duty. Of course, it is usually possible to hire people locally to act as stand attendants, interpreters, or hostesses, and such personnel can be trained to a certain degree. However, even in such instances, when shows sometimes last 15 days or more, looking after a stand can be arduous.

There are widespread beliefs that sales personnel who travel to exotic places have a glorious life, are constantly in delightful company, and eat and live off the fat of the land. This is usually quite different from the facts: spending sometimes more than 12 hours a day on a stand, eating food of dubious quality which has the habit of creating convulsions or worse in the inner organs, and putting up with kamikaze taxi drivers. Such conditions are far from the glamorous ideal!

Personnel looking after a stand must be clearly identified with name tags.

Arranging suitable accommodation sometimes necessitates booking rooms almost a year ahead of the event. Certain trade fairs are so popular that they overtax the accommodation facilities in the host town and people requesting accommodation at a late date might find themselves sharing a rather dilapidated room in a farmhouse, quite distant from the actual fair, and having problems with transportation. Furthermore, when arranging accommodation, it is most important to allow sufficient time before the show opening date for correct setting up of company equipment and for a stopover at the end of the fair to pack up the equipment properly. It should be emphasized that only the company representatives have the adequate expertise to look after these matters. During the show, the company representative, in addition to answering numerous inquiries, perhaps demonstrating equipment, negotiating with potential customers, and arranging for local agents or representatives, must also keep a record of all inquiries for subsequent follow-up.

In considering promotional work, participation at a trade fair must be looked upon as one phase of a co-ordinated marketing activity: follow-up is of vital importance. With many industries the product is of such a nature that direct site sales cannot be expected the first time around. Indeed, it is not unusual for a commitment to be made for at least three presentations at a trade fair to allow a thorough try at the market. On the first occasion, the company shows its product and makes a few contacts. At the second presentation, the contacts made previously might return and make serious inquiries and ask for bids for specific purposes. At the third presentation, it is possible that, following negotiations in the intervening period, orders will in fact be placed. Such orders are often signed during the fair as this provides good publicity for the fair itself and for the company concerned.

When a company accepts an offer to participate, the representatives should realize that whenever they have questions they are free to contact the project manager from ITC/REE who co-ordinates participants from Canada and who, in co-operation with experts from various industry branches and with offices overseas at trade commissioner posts, can usually provide detailed information and assistance. The idea that one can simply walk onto a fair site, open a suitcase of goodies and from this base make sales which will bring benefit to the company and the country is false: only as a result of detailed planning and co-ordinated effort by all parties involved can the best picture of your country's capabilities be presented to overseas customers in order to expand exports throughout the world.

**CHAPTER 8**  
**FINANCING**

## CHAPTER 8

### FINANCING

#### 8.1 Introduction

When negotiating a sales contract, it is important for the exporter to weigh the risks inherent in the method of payment sought by the importer. Importers naturally ask for the terms most favourable to them and prefer a method of payment where their bank credit line is least affected. You, the exporter, want the least risk in collecting your money and want to obtain payment as quickly as possible since your firm's cash flow depends on it. Hence, there is a conflict in financing an export which must be resolved tactfully during negotiation of the contract.

Before agreeing to a particular method of payment, you must consider:

- the credit rating of the buyer
- the terms offered by competition
- foreign exchange availability for the buyer
- customary trade practices
- economic and political stability in the country.

In instances where the importer is not known to you, the country is politically unstable, inflation is high, or the country's reputation in dealing with foreign exporters is poor, a confirmed, irrevocable letter of credit is the safest method of payment.

#### 8.2 Methods of Payment

In order of increasing risk, the methods of payment the seller can ask for are:

- (1) Cash in advance.
- (2) Irrevocable Documentary Credit (DC).
- (3) Documentary Draft for Collection (Bills of Exchange, sight or term).
- (4) Open Account.
- (5) Consignment.

(1) **Cash in Advance.** Although this is risk free and ideal for an exporter, an importer is seldom prepared to pay cash in advance. Exceptions are where there is a shortage of the merchandise or the importer must finance the exporter to manufacture the goods.

(2) **Irrevocable Documentary Credit (DC).** This is a written undertaking by a bank, made at the request of a buyer, to accept drafts or make payment at sight upon compliance by the exporter with the conditions specified in the DC. The importer must request his bank to open the DC which in turn forwards the credit to the exporter's bank or another bank in the exporter's jurisdiction. This bank, called the Advising Bank, sends the written DC to the exporter showing the conditions which must be complied with. These conditions should agree with the terms of sale agreed upon earlier. Irrevocable means that the importer cannot instruct the issuing bank to cancel or change the credit without the beneficiary's (exporter's) consent.

For a quick transaction, a DC may be issued by telecommunication.

Documentary credits may involve either sight or time drafts or no drafts at all. Sight drafts are payable by the issuing bank or another nominated bank upon presentation, together with documents; time drafts are payable at their maturity which should agree with the credit term extended to the importer, such as 30 days, 60 days, 90 days, etc. If the exporter is in need of cash and cannot wait till maturity, he may discount an accepted time draft; his bank (or the accepting bank) may purchase the acceptance and pay the face value of the draft less discount charges.

**A Confirmed Irrevocable DC** takes this concept one step further and is the most secure form of payment for the exporter. The advising bank confirms (for which either the importer or exporter must pay an extra charge) that it will make payment under the DC irrespective of whether the importer or the bank that issued the DC defaults.

This type of credit is recommended for exports where the reputation of the bank that issues the DC is not known to you. It is also desirable for sales to countries where there may be foreign exchange transfer difficulties or political unrest — your local bank may assume these risks. The procedure involved in obtaining payment on a confirmed irrevocable DC is shown in Exhibit 8:A.

In this context, it is worth mentioning that under an unconfirmed DC, the advising bank has no obligation to take up your documents. Your payment depends on the credit standing and payment arrangements of the foreign issuing bank, as well as other economic and political risks. However, the buyer's bank commits itself irrevocably to pay the seller's drafts if the terms of the DC have been complied with.

**A Revocable DC** gives no protection at all to the exporter prior to negotiation of this draft. The issuing bank may amend or cancel the credit at any time, without **prior** notice to the beneficiary. It is simply an arrangement to make payment and, hence, risky and rarely used in international trade.

Even though the procedure outlined in Exhibit 8:A is typical, an importer can take possession of your export shipment by: (a) providing a Trust Receipt to his bank; or (b) signing the shipping company's guarantee. However, in either case the risk to you of non-payment is minimal.

Banks state that many discrepancies occur in the documents presented under credits. It is essential that an exporter check thoroughly all documents tendered to make sure credit terms have been fulfilled. Discrepancies of any sort can result in delay of payment or even eventual loss of a shipment. Immediately upon receipt of an DC, an exporter must check to make sure he can comply **exactly** with the conditions stated. No detail is too small!

The next step an exporter should take is to compare the DC's terms with the sales contract or pro-forma invoice. Use the following checklist to make sure everything is in order:

**Checklist: Documentary Credit**

1. Names and addresses are correct.
2. The amount of the credit is adequate to cover your payment including freight and insurance (if sold on a C.I.F. basis).
3. Point of shipment and places of entry are correctly shown.
4. The deadline for shipping the goods allows you sufficient time to dispatch the goods.
5. There is no disagreement in the description of goods shown in the DC.
6. The credit expiry date allows sufficient time for the presentation of the draft and documents to the local bank, with possible holidays, weekends, or other delays that may interfere with preparation and presentation of the documents.
7. Is partial shipment called for? If so, you must comply with the agreed terms or request an amendment.
8. Documents must be presented within a reasonable time after their issuance.
9. Drafts covering partial shipment (as agreed upon) should not exceed the value of the partial shipment.
10. Check the invoice value. It must not exceed the DC amount.
11. Usually only one set of documents can be presented against one DC. If you ship two separate consignments, they should be covered by two DC's.

Exhibit 8:A

**CONFIRMED IRREVOCABLE LETTER OF CREDIT  
ON 60-DAY TERMS: PROCEDURE**

A sales contract is  
signed between

**EXPORTER**  
Continental  
Exporters Ltd.  
Montreal

**IMPORTER**  
Abdullah and  
Sons Ltd.  
Kuwait

for the export of  
Garden Equipment worth \$4,000  
under a Confirmed Irrevocable Letter  
of Credit on 60-day terms

1. Abdullah and Sons asks its bank in Kuwait, the Grindlays Bank, to open an irrevocable documentary credit in favour of Continental Exporters, Montreal, for \$4,000 and also to have the credit confirmed by a Canadian bank, preferably Continental's own bank.
2. The Canadian bank receives the DC from Grindlays Bank with a request to confirm it. If agreeable, the Canadian bank sends the confirmed credit to Continental stating the conditions under which it will accept a 60-day draft.
3. Continental packs the goods, obtains the documents as stated in the DC, and ships the goods to Kuwait.
4. Continental presents the documents and a 60-day draft to the drawee/confirming bank. The bank examines the documents for conformity with the DC and, if in order, accepts the draft and airmails the documents to Grindlays, Kuwait. The accepted draft is returned to Continental if so requested.
5. Grindlays Bank examines the documents and, if found in order, releases them to Abdullah and Sons, Kuwait.
6. The importer takes the documents to the carrier and obtains the goods, even though it has not yet paid for them.
7. At maturity of the draft, Continental presents the draft to the accepting bank for payment. The bank pays the exporter and debits the account of Grindlays for \$4,000. In case the exporter did not want to wait for 60 days and needed the cash earlier, he may discount the accepted draft at the bank of his choice.
8. Grindlays obtains reimbursement from Abdullah and Sons.



12. Are you shipping a larger quantity of merchandise than called for in the DC? It can cause problems with the customs authorities in the importer's country and you may not be able to claim payment under the credit.
13. Is the merchandise to be invoiced exactly as described in the credit? For instance, if the DC states "used" or "rebuilt", the invoice must state exactly the same word.
14. Markings or numbers used on the cases should be shown in a consistent manner in all documents.
15. B/L must show the consignment exactly as required by the credit.
16. If the B/L is not "clean", the banks will refuse to handle it unless the DC states it is acceptable.
17. The B/L must be marked "on board" unless the credit states otherwise.
18. "On board" endorsement on a B/L must be initialled and dated by the carrier or its agent.
19. The B/L must not show goods stored "on deck" unless it is authorized by the credit.
20. If the B/L is tendered under an DC it must be as required in the credit ("order" B/L or a "straight" B/L, etc.). An order B/L directs the carrier to deliver the goods to the order of the shipper or designated party, such as the bank or the consignee. Sometimes a specific party is to be notified about arrival of goods; its name will be shown on the B/L but this does not give it title to the goods. A straight B/L nominates a specific consignee (without the use of the words "to the order of") and the goods are delivered directly to the consignee.
21. A B/L must be signed by the shipping company or its agents and corrections or changes must be initialled by the same signatories.
22. The amount of insurance coverage must be stated in the credit.
23. The insurance certificate or policy must not bear a date later than the one shown on the B/L.

If any changes are required in a DC, you should immediately ask the importer to instruct the issuing bank to issue suitable amendments before you dispatch any goods.

The International Chamber of Commerce publication entitled "Guide to Documentary Credit Operations"\* outlines the practices acceptable in credit operations. The guide also includes uniform customs and practices for documentary credits.

- (3) **Documentary Draft for Collection.** The risk in this method for the exporter is that the importer may default even though he may already have possession of the goods.

The exporter draws a draft for the invoice value on the importer directing him to pay the amount shown at sight or at a future date such as after 30 days, 60 days, or 120 days after sight etc.

**Drafts may be:**

1. Sight draft, (or sight bill) payable on presentation with or without days of grace added (three days are added in Canada). Much international trade is done on this basis.
2. Term or time draft payable at a stated period after sight or date (also called usance draft). A time draft becomes an "Acceptance" after it has been accepted by the importer.

\*Brochure No. 290

**In addition, drafts may be:**

1. Clean draft, when no documents are attached and goods and documents are sent directly to the importer (regular in some trade, but can be risky).
2. Documentary draft, when a bill is drawn and attached to the relative documents such as B/L, insurance certificate, and certificate of origin.

An exporter may agree to a documentary time draft for, say, 90 days for an export shipment. In this case, he is extending credit to the importer for 90 days. He is also turning over the shipment to the buyer over the buyer's acceptance of the draft for payment later.

The procedure for collection of a sight draft is shown in Exhibit 8:B.

If payment is to be collected through the banking system (refer I.C.C. brochure No.322), drafts and instruction forms are often supplied by the banks. A number of instructions must be given to the remitting bank, such as whether:

- to make delivery of documents against payment, or acceptance of a time draft (D.O.P. OR D.P.A.)
- to make payment in Canadian or other currency
- payment or acceptance by importer may be delayed until the arrival of the goods
- to advise payment or acceptance of draft (or non-acceptance) by airmail or telecommunication
- the importer is to pay collection charges including airmail, cable, foreign exchange commission, stamp fees and taxes. Importers often decline to pay charges unless the sales contract so specifies.
- interest may be waived (some countries do not allow addition of interest on the draft)
- to protest in the event the importer does not accept or make payment under an accepted draft when it falls due. When no protest is desired, the exporter must indicate what steps the collecting bank is to take if the draft is dishonoured. If protest is desired, it is advisable for the exporter to obtain a legal opinion; protesting can be costly if legal action is to follow.

Drafts must be legibly written and should, of course, be signed by a person authorized to do so, without erasures or correction. In some countries, erasures or corrections render the draft invalid.

Sight drafts are not always paid immediately upon first presentation. The practice varies from country to country. The banks have no responsibility to make payment; they merely act as agents for you. Sometimes a bank may not agree to follow the exporter's collecting instructions; for example, it may deliver the documents to the importer without collection of charges, even though you have instructed the bank to collect the charges.

In some countries, an importer may gain access to the docks or warehouse to inspect the condition of the cases (or even the contents) of your shipment before deciding whether to accept the draft or make payment, thus putting you at risk of non-payment.

It is a good practice to present the documents to your bank as soon as the merchandise is shipped so that your bank can present the draft and the documents to the importer for payment or acceptance before the goods reach the destination by ship.

In many export shipments, it may take several weeks for the funds to arrive after the date of shipment. It is best to request remittances by telegram.

Why would an exporter use the documentary collection method when a letter of credit is so much safer? Selling on an irrevocable DC basis can be as good as cash, but DC financing may be too costly for the importer and he may not want to tie up his credit line with his

**Exhibit 8:B**

**PROCEDURE: A SIGHT DRAFT FOR COLLECTION**

A sales contract is  
signed between

**EXPORTER**  
General  
Exporters Ltd.  
Calgary, Alberta

**IMPORTER**  
Imperial  
Importing Co. Ltd.  
London, England

for shipment of sides of beef worth \$50,000 (U.S.) from Calgary to Toronto by rail (under refrigeration) and Toronto to London, England, by steamship (also under refrigeration), payable by sight draft.

1. Immediately after dispatch of goods, General Exporters draws a draft for \$50,000 (U.S) and complete the bank's "Instructions for Collection" form.
2. The exporter delivers the shipping documents, drafts, and instructions form to its own bank.
3. The bank airmails the documents in two consecutive mailings (in case one is lost or delayed) to the collecting bank, Barclays.
4. Barclays Bank in London notifies Imperial Importing Co. Ltd. that the documents have arrived and that they will be delivered to them upon payment of the draft for \$50,000, (U.S.) plus charges.
5. The importer pays the draft amount plus bank and cable remittance charges as per the instructions of the exporter; Barclays releases the documents to Imperial Importing Co. Ltd.
6. Barclays remits \$50,000 (U.S.) by cable to the remitting bank in Calgary; funds are credited to the exporter's account.
7. Several days later, when the goods arrive in the U.K., Imperial takes possession of the merchandise from the steamship company by surrendering the shipping documents.

Note: There is always the risk of non-payment, in which case the exporter has to bring the goods back at his own expense. To certain destinations and for certain commodities, private insurers may offer "rejection expense insurance" if the merchandise is refused entry into the country by the authorities of that country (but not by the buyer). In such instances, the insurance company will refund to the exporter all the costs, not only of shipping the merchandise to the foreign destination, but also the cost of returning it to the original point of shipping.

bank during the validity period of the DC. Hence, in many instances, importers are reluctant to finance by DC and ask for payment by documentary draft. This puts the burden and risk of extending credit on the exporter for the term of the draft.

(4) **Open Account.** In open account sales the payment arrangement is strictly between the exporter and importer. If the importer defaults it may be very difficult to collect. Arbitration or legal action will cause delays and expense and the outcome is unsure. Hence, this type of collection method is advisable only for firms making sales to their own subsidiaries or branches abroad, or for sales to trusted buyers.

(5) **Consignment.** Under a consignment agreement, the goods are not really sold but "consigned" to the importer as agent. The exporter retains title to the goods until sold.

Again, this arrangement is most common for inter-company transactions or contractual agents.

If the consignee defaults payment (or disappears), there may be little the exporter can do. The laws of many countries protect an innocent third party buyer. Thus, the exporter may not be able to collect from the ultimate buyer of the goods; his only recourse may be to his consignee.

### 8.3 Foreign Exchange

Because of fluctuating rates, the importer often buys a foreign exchange forward contract at the time of ordering the goods in order to fix his delivered price in his local currency. The exporter should be aware of any problem of foreign exchange transfer in the importer's country and the type of control the authorities exercise.

Where foreign exchange (usually U.S. dollars) is difficult for an importer to obtain for making payment, you may instruct the collecting bank to deliver documents against provisional payment in local currency, although you require dollars only. This arrangement is done in the case of shipments to countries where dollar exchange is scarce and import payments must await allocation of foreign exchange from exchange control authorities. You risk devaluation of the local currency until your dollar payment is made.

When negotiating payment for your exports, you may ask for remittance in Canadian dollars, U.S. dollars, or the currency of the importer's country. Usually the bills are drawn in U.S. currency because, in most parts of the world, U.S. currency quotations are available much more easily than Canadian dollar quotations. Unless Canada is regularly doing a large volume of business with the country concerned, it does not pay the bank abroad to handle frequent Canadian dollar exchange quotations by telecommunication.

If you have financial obligations in the importer's currency, you may ask for payment in his local currency. From these funds you can pay your obligations for the shipments or services delivered to you. This agreement will save foreign exchange commission for both you and your customer.

### 8.4 Factoring

Factoring is a financial service popular in many parts of the world but is still not common in Canada. Some Canadian banks now have factoring companies as subsidiaries.

A factoring company purchases an exporter's accounts receivable with immediate payment; hence, the advantage to the exporter is that he does not wait for his money to arrive at the bank from the importer. Once the factoring company buys the accounts receivable, it assumes most or all of the risk of non-payment by the importer. Generally, the factoring company investigates the credit-worthiness of each importer before agreeing to purchase the accounts receivable.

For its services, the factor charges 2.5 per cent or more of the invoice value of the export, which is higher than the cost of collecting through a bank. However, the need to buy financial and political risk insurance is eliminated, thus reducing, in some cases, the exporter's costs.

## 8.5 Drawback

If you have used imported materials in the manufacture of the goods exported, the customs duties and taxes paid on the imported materials can be claimed back from the federal government. Goods returned to the original country also qualify for drawback. One hundred per cent of duties and taxes paid is refundable.

In order to file drawback claims, the exporter must maintain accurate records of each imported material used in the manufacture, assembly, and packing of the exported product. The claims must be filed within two years of date of export of the goods. On imported goods, the claims must be filed within three years of date of import. Revenue Canada, Customs and Excise, will assist in filing drawback claims.

The exporter must consider the impact of drawback claims on the prices he quotes to overseas customers. If the duties and taxes claimed are substantial, they should be taken into account when completing the costing worksheet.

## 8.6 Medium- and Long-Term Financing

For a small business exporter, the primary source of financing is the commercial bank. The bank may open a line of credit for discounting drafts, opening DC's to buy your supplies, buying or selling foreign exchange future contracts, and providing short-term funds. The bank may also agree to make long-term loans on collateral for capital investment.

A bank may agree to lend against a firm's export receivables with an assignment of E.D.C. (Export Development Corporation) insurance as security.

Promissory notes signed by a foreign buyer may be purchased from the Canadian holder by a bank. Depending on how the credit risks may have been covered (for example, with E.D.C. insurance or guarantees), this could be with or without recourse to the exporter.

**Export Insurance and Guarantees.** E.D.C. provides insurance for up to 90 per cent of the losses caused by nonpayment by foreign buyers. E.D.C. also provides loans and loan guarantees to promote overseas purchases of Canadian goods and services, usually for large amounts, when ordinary commercial financing is not available to the buyer.

**Banker's Acceptances.** The use of a banker's acceptance allows the exporter to receive immediate payment for his goods. When the exporter draws a time draft and a first-class bank accepts the draft, the exporter can receive immediate payment through the sale of the resulting banker's acceptance. However, acceptances are financed only in large amounts — \$25,000 and upwards.

**F.B.D.B.** The Federal Business Development Bank is an important source of funds for the small business exporter. It has a variety of programs to assist small businesses with gross revenue of less than \$1.5million in the fiscal year in which the application is made:

- a) Small business loans to purchase equipment, premises or land. F.B.D.B. guarantees loans with commercial lenders; interest is prime rate plus one percentage point. Loan limit is \$100,000.
- b) Equity financing for firms unable to raise private capital at reasonable rates.
- c) Enterprise Development Program through which assistance is provided for high-risk product or process innovation. Loans, loan guarantees, or grants of up to 75 per cent of the funds required may be obtained.
- d) Additional funds to reduce the federal tax rate to 15percent on eligible profits through the Small Business Deduction program.
- e) Lowers federal taxes payable by small manufacturing or processing firms to 10 per cent of eligible profits.
- f) Permits purchase or import of production machinery without payment of tax or duty.
- g) Provides assistance in manpower training, management improvement and consultation.

For further details, contact your nearest F.B.D.B. offices.

Financial assistance provided by other federal government agencies such as P.E.M.D., or C.I.D.A. has been covered in Chapter 7.

## 8.7 Documentation

A number of documents are required for exporting a consignment to overseas destinations.

(1) **Bill of Lading (B/L)** is issued by the ocean carrier as evidence of a contract for transporting the goods and receipt. It is also a document of title to the goods and is issued in several originals, or sets. The exporter typically needs three signed originals and a copy for his file, the shipping companies require several non-negotiable copies, and, depending on the country, three or four unsigned copies by the Consul. Signed copies of the B/L are proof of ownership of goods.

If a B/L is "Straight", the goods are shipped directly to the buyer who can take possession of the goods; the B/L is non-negotiable.

Usually, a documentary credit will stipulate the type of B/L the importer desires, such as:  
"ON BOARD" bill of lading, or  
"SHIPPED" bill of lading.

Here, special notations are made on the bill of lading to show that the goods have been loaded on board the vessel.

Credits per se require a "Clean, On board" bill of lading. "Clean" means the packages or crates have been received by the ship in good condition, without any apparent outside damage to the packages.

Order bills of lading can be: (i) those made out "to order" of the foreign consignee, or "to order" of a foreign bank; and (ii) those made out "to order" of shipper or "to order" of a bank in this country, or another designated party. The purpose of a "to order" bill of lading is to safeguard the interest of the shipper or the transferee. If the party to whose order the bills of lading are drawn wishes to transfer the title of the goods to another party, all negotiable, original, signed copies must be endorsed, if such endorsement is stipulated, by the receiving party. In case of loss of an "order" bill of lading, release of the goods by the "order party" may be secured by giving the carrier an indemnifying bond.

(2) **Airway Bill.** Unlike a bill of lading, an airway bill is not a negotiable instrument, although, like a bill of lading, it is both a receipt for the goods and a contract of carriage. The airway bill and title to the goods automatically go to the consignee who can take possession of the goods when they (i.e., the goods) arrive.

Some of the I.A.T.A. carriers offer insurance coverage which is limited to \$9.07 (U.S.) per pound. Additional coverage is usually necessary.

(3) **Pro-Forma Invoice** is a delivered cost estimate which is essential to a successful sale.

The quotation must show accurately all costs and the true value of the shipment. When a sales contract is received, the items should be compared against the quotation made on the pro-forma invoice.

The pro-forma invoice should show the terms of sale, the validity period of the price quotation, the collection procedures, and how the goods are to be shipped. (See Chapter 6 for price quotation and pro-forma invoice.)

(4) **Commercial Invoice** is used by exporters to charge the goods sold to the buyer. An exporter may use his own invoice form, but the contents must comply with the requirements of the importing country. Normally it shows:

- date of issue
- name and address of buyer and seller
- contract number and DC number

- description of goods, unit price, total weight of goods, number of packages, shipping marks, and shipping numbers
- terms of delivery and payment.

- (5) **Consular Invoice.** Some countries, particularly in Latin America, require this document. The Consular Invoice serves as an assurance to the import authorities in the importer's country that the export documentation has been verified as correct by their representative in Canada. Forms are usually available from the Consul and must be submitted to him for legalization. To avoid fines or delays, utmost care must be taken in completing the forms and avoiding erasures of any kind.

Fees for consular legalization of documents vary greatly from country to country. Some countries charge a flat fee per set of documents while others charge fees based on the value of the shipment as shown on the invoice. Usually, fees are collected by the Consul who processes the document; if not, they are to be paid by the importer at the port of entry.

- (6) **Certificate of Origin.** The purpose of this document is to establish where the goods were manufactured and also to determine the right of the goods to preferential or conventional duties. Certificates of Origin are thus required for many parts of the Commonwealth.

The origin of the goods may be certified by the local Chamber of Commerce or the Board of Trade. If you are a member of the association, its charges for certification are less than for non-members.

- (7) **Certificate of Value.** Values shown in an invoice frequently have to be confirmed by a certificate signed by the exporter stating that the invoice contains a true and full statement of the price paid for the goods. It is simply a declaration by the exporter himself.

- (8) **Certificate of Inspection.** For certain types of goods a certificate of inspection, often consisting of an analytical report, is necessary.

The Inspection Certificate can be issued by the Société Générale de Surveillance, Paris, or a local laboratory. Weight certificates also may be needed from an independent weighing body.

- (9) **health or Phyto-Sanitary Certificates.** the regulations of many countries call for a certificate of health or sanitary certificate when animals, animal products (including fish), plants, or other agricultural products are shipped. The federal government agencies such as Agriculture Canada and Fisheries and Oceans Canada issue certificates for the different products concerned.

- (10) **Packing List** is sometimes required to supplement the commercial invoice when many units of the same product are being shipped or when the quantities, weights, or contents of packing cases may vary. Even when not required, it is a good idea to attach a packing list with the other documents.

- (11) **Import Licence.** Many countries require the importer to obtain an import licence. The exporter should always make sure that his customer has complied with the licensing requirements of the importing country before he ships the goods. The import licence number is usually shown in the credit and this number must be shown clearly on all the documents; otherwise he may not be paid in the currency of the sale.

- (12) **Export Entry Form B13** is a relatively simple document. It is required when shipments are in excess of \$500.00 in value or when an export permit is required for exporting. There are also other circumstances requiring the use of this form; for example, if an exporter plans to file a duty drawback claim. Check with your freight forwarder or the Exports and Imports Permits Division of ITC/REE for the latest regulations covering B13 requirements. The regulations change from time to time.

## 8.8 **COSTPRO**

COSTPRO is a Canadian organization for the simplification of trade procedures. firms which have substantial export trade may be able to use COSTPRO's trade document alignment system to help reduce overhead cost. COSTPRO's address is Suite 302, 151 Sparks Street, Ottawa, Ontario K1P 5E3, telephone: (613) 995-2814.



## BIBLIOGRAPHY

### Suggested Readings/References

1. **Guide to Documentary Credit Operations**  
International Chamber of Commerce  
1080 Beaver Hall Hill  
Montreal, Quebec H2Z 1T2  
Telephone: (514) 866-4334
2. **Managing the Small Business**  
Kline, Stegall, and Steirmetz  
Richard Irwin Inc.  
Homewood, Illinois  
U.S.A.
3. **Minding Your Own Business Series**  
Federal Business Development Bank  
Local Office
4. **ABC — Assistance to Business in Canada**  
Board of Economic Development Ministers  
122 Bank Street  
Ottawa, Ontario
5. **Booklets on Financing International Trade, published by the major Banks and available in local branches**
6. **Importing and Exporting — How Canadian Banks Can Help**  
Canadian Bankers' Association  
P.O. Box 282  
Toronto, Ontario M5K 1K2  
Telephone: (416) 362-6092

**APPENDIX VIII**  
**DOCUMENTATION REQUIREMENTS FOR VARIOUS COUNTRIES**

AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
AFGHANISTAN	X3	X6	X2 (min)			X	X1 (min)	X2 (min)	X	NO		
ALGERIA	X3	X2 (min)	X2			X	X	X	X	YES	X	Prohibited: Certain citrus plants & fresh fruit in bulk.
ANGOLA	X	X2	X2	If req'd		X	X	X	X	YES	X	Prohibited: Fresh fruit in bulk except bananas.
ARGENTINE	X	X4	X			X	X2	X	X	YES		Prohibited: Fresh fruit in bulk except bananas.
AUSTRALIA		X	If req'd			X	X	X	X	YES	X	Prohibited: Imports of uncanned meat.
BAHAMAS	X	X	If req'd X2			X	X	X	X	YES		Special regulations: Governing the import of pets.
BAHRAIN		X						X	X	YES	If req'd	Prohibited: Sale of pork and pork products.
BANGLADESH	X5	X3 to X6	X3 to X6			X	X	X	X	YES	X	Quarantine reg: On plants, animals and plant products.

AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqrmts.	Import License	Special Requirements
BARBADOS	X		If req'd	X	Carab- ben C.M. INV. X2	X	X	X	X	YES	X	
BELGIUM		X3	If req'd			X	X	X	X	YES		
BELIZE	If req'd	X	If req'd X2		Carib- bean C.M. invoice	X	X	X	X	YES	X	
BENIN	X2 (min)	X2 (min)	X2 (min)			X	X	X	X	YES	X	Special authoriza- tion needed on im- port of plants & animals.
BERMUDA		X3	X2			X	X2	X2 (min)	X	YES		Prior approval needed in order to import drugs.
BOLIVIA	X	X6 (Spanish)	X5		Seller's C. in- voice (english)	X	X	X5	X	YES		Foodstuffs may be subject to analysis.
BRAZIL	X	X5	If not given on invoice			X	X	X5		YES	X	Special regulations on soft drinks.
BURMA	X	X3	If req'd			X	If req'd	X	X6	YES	X	

AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
CAMEROON	X	X	If req'd X2 (min)	X		X	X	X	X	YES	X	Prior authorization: Textiles
CANADA	If req'd	If under \$500.- Can. X4	If req'd		CDN. Customs INV. (under \$500)	X	X	X	X	YES	X	
CENTRAL AFRICA	X	X	If req'd X2			X	X	X	X	YES	X	Milk & milk product must bear the name of the country of origin.
CHAD	X	X3	If req'd			X	X	X	X	YES	X	Prohibited: Fish in containers over 1 kilogram (2 lbs).
CHILE	X	X4	If req'd			X	X	X2	X	YES	If valued over US. \$10,000	
CHINA	X	X	If req'd			X	X	X	X	YES	X	
COLOMBIA	X	X	If req'd		X4	X	X	X3	X	YES	X	Special regulations: On edible fats and oils & industrial oils and tallows.
COSTA RICA	X	X3	If req'd			X		X	X	YES		

AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqrmts.	Import License	Special Requirements
CUBA	X	X3	X3			X	X	X4	X	YES		
CYPRUS	X	X3	If req'd			X	X	X	X2 (min)	YES	If req'd	Fertilizers must be packed in closely woven sacks.
DENMARK	X	X2	If req'd X2			X	X	X	X	YES	If req'd	Strict controls on coloring materials preservatives & other additives.
DJIBOUTI	X	X2	If req'd X2			X	X	X	X	YES	If req'd	Permission needed: On firearms.
ECUADOR	X	X3 to X5 (min)	X4 to X6 (min)			X	X	X	X	YES	X	Special regulations: On cocoa plants and cocoa.
EGYPT	X4	X3 (min)	If req'd X3			X	X	X	X	YES	X	Quality standards: On edible vegetable animal oil & greases.
EL SALVADOR	If req'd	X3	If req'd			X	X	X2 (min)	X	YES	X	
ETHIOPIA	X3 to X6	X3 (min)	If req'd	X		X	X	X2 (min)	X2 to X5	YES		Special requirements of measuring and weighing instruments.

AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
FIJI	If req'd	X	If req'd			X	X	X	X	YES	X	Special quality controls apply to poultry feed.
FINLAND	If req'd	X	If req'd			X	X	X	If req'd	YES	X	Fertilizers & animal feeding stuffs must be sampled & tested.
FRANCE	If req'd	X2 (min)	If req'd			X	X	X	X	YES	If req'd	
GABON REPUBLIC	X	X3 to X4	If req'd X2			X	X	X	X	YES	X	
GERMANY, WEST	If req'd X2	X	If req'd			X	X	X	X	YES	If req'd	
GHANA	X3 (min)	X	If req'd		Customs invoice X2	X	X	X	X	YES	X	Import permits & licenses are no longer issued for left-hand vehicles
GREECE	X4 to X8	X2 (min)	X2 (min)			X	X	X2 (min)	X	YES	If req'd	
GUADELOUPE	If req'd	X2 (min)	If req'd			X	X	X	X	YES	If req'd	Food imported items should include a description of product in French.

AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
GUATEMALA	If req'd	X4	If req'd			X	X	X4	X	YES		Prohibited: Imports of African bees.
GUINEA-BISSAU	If req'd	X2 (min)	If req'd			X	X	X	X	YES	X	
GUYANA		X	If req'd			X	X	X	X	YES	X	
HAITI	If req'd	X	If req'd		X6	X	X	X3	X	YES	If req'd	Imports of used cars max. 5 years old and has been owned for a min. 2 yrs. by importer.
HONDURAS	If req'd	X3	If req'd		X5	X	X	X3	X	YES	X	Special regulations of alcohol, but does not apply to alcoholic beverages.
HONK KONG	If req'd	X2 (min)	If req'd			X	X	X	X	YES	If req'd	
HUNGARY		X	If req'd			X	X	X	X	YES	X	
ICELAND	If req'd	X	If req'd			X	X	X	X	YES	X	Regulations for the sale of vitamin, including data on labels.



AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
INDIA	If req'd	X1 to X3 (min)	If req'd			X	X	X	X	YES	X	Special regulations: Livestock.
INDONESIA	If req'd	X3 (min)	If req'd			X	X6	X6	X6	YES	X	Special conditions: Used machine and equipment.
IRAN	X4	X4 (min)	If req'd			X	X	X4	X6	YES		
IRAQ	If req'd	X5 (min)	If req'd			X	X	X3 (min)	X2 (min)	YES	X	
IRELAND	If req'd	X2 (min)	If req'd			X	X	X	X	YES	If req'd	
ISRAEL	X7	X3 (min)	If req'd X2 to X3	If req'd		X	X	X	X	YES	X	Regulations: Powdered milk.
ITALY	If req'd	X3 (min)				X	X	X	X	YES	If req'd	
IVORY COAST	X	X	X			X	X	X	X	YES	X	Regulations: Pesticides.

## AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
JAMAICA			If req'd	X	Customs invoice X5	X	X	X	X	YES	X	
JAPAN	If req'd	X2 to X3 (min)	If req'd			X	X	X3	X	YES	X	
JORDAN	If req'd	X	X			X	X	X	X	YES	X	
KENYA	X	X2	If req'd			X	X	X2	X	YES	X	Specific labelling requirements. Condensed milk.
KOREA, SOUTH.	X2 (min)	X3 (min)	X4			X	X	X	X2 (min)	YES	X	When foreign language used an equivalent must be given.
KUWAIT	If req'd	X3	X3 (min)			X	X	X2	X	YES	X	
LEBANON	If req'd	X	X			X	X	X	X	YES	If req'd	
LIBERIA	If req'd	X2 (min)	X2 (min)	If req'd		X	X	X	X	YES		Special requirement on meat imports, used clothing, detergents.

AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labeling Reqmts.	Import License	Special Requirements
LIBYA	If req'd	X	X			X	X	X	X	YES	X	Special requirements: On paints, electric appliances, foodstuffs.
LUXEMBOURG		X3	If req'd			X	X	X	X	YES	X	Special requirements: On detergents, aerosols, foodstuffs.
MADAGASCAR	X	X	If req'd			X	X	X3	X3	YES	X	
MALAWI		X2 (min)	X			X	X	X	X	YES	X	
MALAYSIA	If req'd	X3	If req'd X2			X	X	X2 (min)	X	YES	X	
MALI	If req'd X2	X2 (min)	If req'd			X	X	X	X	YES	X	Special restrictions: Rough diamonds.
MARTINIQUE	If req'd	X2 (min)	If req'd			X	X	X	X	YES	X	
MAURITANIA	X	X2 (min)	X2 (min)			X	X	X	X	YES	X	Restrictions on living animals, rough diamonds.

AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Req'rmts.	Import License	Special Requirements
MAURITIUS	If req'd	X2 (min)	X2 (min)	X		X	X	X	X	YES	X	
MEXICO	If req'd	X3 (min)	If req'd			X	X	X	X3 (min)	YES	If req'd	
MOROCCO	X2 (min)	X2 to X3	If req'd			X	X	X	X	YES	If req'd	Pharmaceuticals may be distributed only by licensed firms.
MOZAMBIQUE	X	X2	If req'd X2			X	X	X	X	YES	X	Regulations: Drugs.
NETHERLANDS	X2 (min)	X2 (min)	X			X	X	X	X	YES	If req'd	
NEW CALEDONIA	If req'd	X2 (min)	If req'd X2			X	X	X	X	YES	X	French reg. apply.
NEW ZEALAND			If req'd	X	Customs Invoice X3	X	X	X	X	YES	If req'd	
NICARAQUA	If req'd	X4	If req'd	X		X	X	X5	X	YES		Special regulations: Plants, seeds and materials.

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COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
NIGER	X	X2 (min)	X			X	X	X	X	YES	If req'd	Restrictions: Arms, military uniforms, decorations.
NIGERIA	X4	X4 to X6	X	X		X	X	X	X	YES	X	
NORWAY	If req'd	X2 (min)	If req'd			X	X	X	X	YES	If req'd	Special regulations: On marketing and use of fertilizers.
OMAN	If req'd	X	X			X	X	X	X	YES		Warning sign: On all cigarettes and tobacco products.
PAKISTAN	If req'd	X3	If req'd	If req'd		X	X	X	X	YES	X	
PANAMA	X	X5	If req'd X2		X4	X	X	X4	X	YES	If req'd	Special regulations of baby chicks, eggs for incubation and fowl.
PADUA NEW GUINEA	If req'd	X	If req'd	X		X	X	X	X	YES		Prohibited: Tea in containers less than 10 kg. net weight.
PARAGUAY	If req'd	X4	If req'd	X	X4	X	X	X3	X	YES		

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COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
PERU	If req'd	X3	If req'd X3			X	X	X3	X	YES	X	Warning sign: On cigarette packets or wrappers.
PHILLIPPINES	If req'd	X3	If req'd			X	X	X	X	YES		Special regulations: Tobacco.
POLAND	If req'd	X4	If req'd			X	X	X	X	YES	X	Quality control and inspection on equipment.
PORTUGAL	X	X2 (min)		X		X	X	X	X	YES	X	Usage of synthetic organic coloring material in food products.
PUERTO RICO		X			Customs Invoice if req'd	X2	X	X	X	YES	X	
QATAR	X	X4	X4			X2 (min)	X	X	X	YES	If req'd	Banned: Flour.
SAMDA (WESTERN)	If req'd	X2 (min)	X2 (min)	X2 (min)		X	X	X	X	YES		Health requirements: Livestock, animals & vegetable products.
SAUDI ARABIA	If req'd	X2	X2			X	X	X	X	YES		Flour: Should not be more than 5 years old. Stamp Date.

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COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
SENEGAL	X	X2 (min)	X2 (min)			X	X	X	X	YES	X	The marking and labelling of alcoholic beverage.
SIERRA LEONE	X	X3		X	Customs Invoice X3	X	X	X	X	YES	X	
SINGAPORE	X3 If req'd	X2	X			X	X	X2 (min)	X2	YES	If req'd	Prohibited: Drugs amidoryrine and noramidopyrine.
SOUTH AFRICA	If req'd	X	If req'd			X	X	X3	X	YES	X	
SPAIN	X6	X2	X			X	X	X	X	YES	X	
SUDAN	X2 to X3	X2 (min)	If req'd X2			X	X	X	X2 (min)	Yes	X	Hallmark must be marked on article of gold.
SURINAM	If req'd	X2 (min)	If req'd X2			X	X	X2 (min)	X	YES	X	Goods must be declared within 6 days after the loading of the vessel.
SWEDEN	If req'd	X3 (min)	If req'd			X	X	X	X	YES	If req'd	Regulations: Cambling equip. (some banned).

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COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
SWITZERLAND	If req'd	X2 to X3	If req'd X2			X	X	X	X	YES	If req'd	
SYRIA	X	X				X	X	X	X	YES	X	Prohibited: Tetracycline.
TAIWAN	X2 (min)	X3	If req'd			X	X	X	X2	YES	X	
TANZANIA	X6 (min)	X2 (min)	If req'd			X	X	X	X	YES	X	Detailed & specific labelling on condensed milk.
THAILAND	X3	X3	If req'd			X	X	X3	X7	YES	If req'd	Regulation: Poisonous substances
TRINIDAD AND TOBAGO	If req'd	X	If req'd			X	X	X	X	YES	X	Permits: Cottons, agricultural products.
TUNISIA	If req'd	X2	X2			X	X	X	X	YES	If req'd	
TURKEY	If req'd	X	Cert. of X2	Origin Invoice	Consular	X	X2	X	X5	YES	X	Permission needed: Used, old, or re-conditioned goods.



AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
UGANDA	X	X2 (min)	If req'd			X	X	X	X	YES	X	
UNITED KINGDOM	If req'd	X2 (min)	If req'd			X	X	X2 (min)	X	YES	X	Domestic electrical appliances for sale must be coded in international colors.
UNITED STATES OF AMERICA	If req'd	X	X			X	X	X	X	YES	X	
UPPER VOLTA	X	X2 (min)	X2 (min)			X	X	X	X	YES	X	Prohibited: Various products.
URUGUAY	If req'd	X4	If req'd			X	X	X3	X	YES		Visaed: Specification covering shipments of lumber.
VENEZUELA	If req'd	X2 (min)	If req'd X2			X	X	X2 (min)	X	YES	X	Regulations: Packing, shipping and documentation of seed potatoes.
YEMEN ARAB REPUBLIC	If req'd	X	X			X	X	X	X	YES	X	
YEMEN PEOPLE'S REPUBLIC	X	X2	X2			X	X	X	X	YES	X	

AS OF FEBRUARY 1983

COUNTRY	Pro Forma Invoice	Commercial Invoice	Cert. of Origin	Cert. of Value	Consular Invoice	Special Cert.	Cert. of Insurance	B/L to order acceptable	Packing List	Marking & Labelling Reqmts.	Import License	Special Requirements
YUGOSLAVIA	If req'd	X2 (min)	X			X	X	X	X	YES	If req'd	
ZAMBIA	X2	Certified Invoice X4	If req'd			X	X	X	X	YES	X	Margarine: Composition and labelling.
ZIMBABWE	X2 (min)	X2	If req'd			X	X	X	X	YES	X	

**CHAPTER 9**  
**TARIFF AND NON-TARIFF BARRIERS**

## CHAPTER 9

### TARIFF AND NON-TARIFF BARRIERS

#### 9.1 Introduction

When researching a market for potential exports, study the tariff structure of the country. The tariff code of the country will show the list of prohibited articles for import, the type of customs duties imposed, and tariff concessions, if any. The customs duties and other taxes payable on a consignment must be added to the C.I.F. price to find the landed cost of the consignment to the importer. The importer usually composes quotations from competitors from different countries on a landed cost basis.

In addition to tariff restrictions, most nations impose many kinds of non-tariff barriers to protect their own interests.

G.A.T.T., or General Agreement on Tariffs and Trade, the world body that meets from time to time to reduce tariffs between nations, has been successful in reducing tariff barriers over the years, but non-tariff restrictions have increased.

Besides G.A.T.T., there are many international councils and committees that have been formed to regulate and help reduce barriers to trade.

#### 9.2 Types of Tariff

A country's tariff system may consist of one rate of duty for a particular item from all countries. In such cases, no country is given special preference and the same rate applies to all. This is called single column tariff.

Many countries impose a two-column tariff, i.e., two different tariff rates for the same item; a general rate (which is the higher of the two) and a lower rate to countries accorded M.F.N. (most-favoured-nation) treatment.

In addition to the above, a country may give preferential treatment to goods from certain countries because of a special relationship or special consideration, and hence carry a three-column tariff.

The British Commonwealth Preferences and G.P.T. (General Preferential Tariff) are examples of preferential tariffs. The latter, also called Generalized System of Preferences, or G.S.P., was instituted in 1970 by UNCTAD, or United Nations Conference on Trade Aid and Development. Under G.S.P., many industrial countries levy a low tariff (or in some cases no tariff at all) on several commodities imported from less developed countries.

Exhibit 9:A shows the four different columns of duties imposed by Canada on imports to this country and various classifications of "Wood" for tariff purposes, each carrying a different levy.

Countries within the European Economic Community apply the Common Customs Tariff (C.C.T.), compiled in accordance with the Brussels Tariff Nomenclature; this is supplemented for some items with an additional levy by individual countries. For example, West Germany imposes a supplemental levy on steel products and coal, and all imported goods are subject to the import turnover tax. In addition, some imported items are subject to excise taxes.

#### 9.3 How Duties are Assessed

Duties assessed can be "ad valorem", "specific", "compound", "countervailing", or "anti-dumping":

- (1) **Ad Valorem Duty** means "according to value" and, as such, the duty is expressed as a percentage of the value of goods. Many countries apply duty on the C.I.F. value of goods. In order to ensure that the value is not under-invoiced, those countries usually demand a Certificate of Value signed by a consulate or Chamber of Commerce, declaring the value shown

EXHIBIT 9:A

CUSTOMS TARIFF: CANADA

		Brit. Pref.	M.F.N.	Gen.	G.P.T.
	or cemented together, but not further manufactured .....	15	15	35	10
50720-1	Veneers, viz:—Australian blackwood, walnut, silky oak, silkwood, black bean maple, Tasma- nian myrtle and eucalyptus single ply and not over $\frac{8}{32}$ of an inch in thickness .....	71/2	71/2	15	5
	Under Australian Treaty .....	Free			
93819-1	Wood Alcohol, solidified, imported in a solid jel- ly, used for heating curling irons .....	10	15	25	10
*69520-1	Woodcuts (see group section.....)				
93809-1	Wood Naphtha .....	Free	Free	Free	Free
93809-1	Wood Tar .....	Free	Free	Free	Free
20300-1	Woods, dyeing or tanning .....	Free	Free	Free	—
<b>Wool and Manufactures of:—</b>					
53005-1	Wool and wool noils, not further prepared than scoured or carbonized .....	Free	Free	Free	Free
53305-1	Wool, bed comforters, or counterpanes.....	221/2	25	55	—
53230-1	Wool billiard cloth; woven fabrics composed wholly or in part of wool or hair, commonly known as billiard cloth .....	Free	20	40	Free
	and per lb.	..	..	35c	
53405-1	Wool blankets, not to include automobile rugs, steamer rugs nor similar articles .....	20	25	40	161/2
	and per lb.	..	..	30c	
53305-1	Wool clothing, wearing apparel, and articles made from woven fabrics, and all textile manufactures, wholly or partially manufac- tured, composed wholly or in part of wool, or hair, when the textile component thereof is not more than fifty per cent, by weight, of silk, n.o.p. ....	221/2	25	55	—
53305-1	Wool Clothing, Women and children's outer garments.....	221/2	25	55	—
23600-1	Wool, Cotton, Surgical Dressing .....	20	35 10		
	Wool garments, knitted—				
56805-1	Knitted garments knitted fabrics and knitted goods, n.o.p.....	20	271/2	55	—
56810-1	Knitted garments, women's and girl's, wholly or in chief part by weight of wool or hair valued at not less than \$9.90 per pound ...	20	271/2	55	18
53205-1	Wool Woven fabrics composed wholly or in part of yarns of wool or hair, n.o.p. and, per pound	20 20c	25 25c	40 — 40c	—
	The total duty leviable shall not be in excess of .....per pound	60c	—	—	

EXHIBIT 9:A

CUSTOMS TARIFF: CANADA

		Brit. Pref.	M.F.N.	Gen.	G.P.T.
53210-1	Woven fabrics composed wholly or in part of yarns of wool or hair and weighing not less than twelve ounces to the square yard . . . . .	20	25	40	—
	and, per pound	15c	26c	40c	—
	The total duty leviable shall not be in excess of .....per pound	55c	—	—	
53215-1	Woven fabrics composed wholly or in chief part by weight of yarns of wool or hair and weighing not more than nine ounces to the square yard, n.o.p. ....	20	25	40	—
	and, per pound	20c	25c	40c	—
	The total duty leviable shall not be in excess of .....per pound	60	\$1.10	—	—

Source: McGoldrick's Canadian Customs & Excise Tariffs, p. 781.

in the invoices to be the actual value. Countries, such as Canada or the U.S.A., assess duty on the F.O.B. value shown in the invoice or the current fair market value of the item, whichever is higher.

- (2) **Specific Duty** is a certain fixed charge according to the volume, weight, number of units, or other measurement of an item; for example, 580 Yen per dozen or 20 Pesos per kilogram.

Where specific duty is charged on the weight of the goods, a country may consider either the gross weight of a package including all packing material, or the net weight exclusive of packing materials, but often inclusive of immediate containers. Where net weight is considered for duty, it is important that the exporter show in the export documents both the gross and net weights. An allowance called "tare" is given for the difference between gross and net weights, which varies with the type of container used.

- (3) **Compound Duty** is a combination of both ad valorem and specific duties on the same product, for example, 10 percent of invoiced value of the goods plus 12 Rupees per gross.

In addition to the above three forms of duties, many countries levy extra charges, such as a surtax of a certain percentage of duty assessed or an extra charge on each package.

- (4) **Countervailing Duties:** These are levied by a country in order to offset government subsidies received by an exporter in his country. A subsidy reduces the real cost to an exporter of producing an item and thus the prices shown in his invoices do not reflect his actual cost. A countervailing duty is often imposed by importing countries to offset such subsidies.
- (5) **Anti-dumping Duties:** These are levied when goods are sold in an export market below the value in the home market where they are produced. Most countries have anti-dumping legislation to protect their domestic markets and impose special duties to cover the difference between the domestic price and the export price of an item when dumping is suspected.

#### 9.4 Classification of Products

The description of a product for classification purposes is important. The same product, for tariff purposes, may be described in several ways. If you refer to Exhibit 9:A you will see that wool is classified under different classifications with different tariff rates.

When negotiating a sales contract, it is advisable to ask the buyer how your product should be described in the export documents, so that he can take advantage of the lowest applicable tariff rate.

#### 9.5 Free Trade Zones

A free trade zone or free port is an area encompassing a seaport or airport and its surrounding locale, which is not considered part of the country for import purposes. Hence, an exporter can take partially manufactured goods to a free trade zone and store them or process them further with local labour (which may be cheaper than Canadian labour). Only when the goods leave the foreign trade zone for distribution do customs and other duties need be paid.

In free ports like HongKong and Beirut, exporters can store products in large quantities for processing or distribution, without paying tariff duties, and then supply local markets from those locations according to demand. There are over 200 such free trade zones or ports in the world.

Some countries do not have a sea coast or adequate port facilities. A neighbouring country may establish a storage and distribution centre, called a "Transit Zone", for their use.

A Free Perimeter is similar to a free port, but is in a remote area of a country and chiefly serves local markets.

Where a country does not have any of these facilities, it may provide Special Customs Privileged areas for importing goods and re-exporting, without payment of duty.

See Appendix IX at the end of this chapter for a list of free trade zones of the world.

## 9.6 Non-Tariff Barriers

Over 800 non-tariff barriers have been identified in international trade. Japan alone, it is said, imposes over 90 types of barriers.

These barriers encompass all aspects of trade and politics. Some of the more common types of barriers are given below:

- quotas (global, or based on previous year's import, such as the shoe quotas imposed by Canada)
- import licence/permits
- foreign exchange or currency restrictions
- stringent technical or safety standards
- health regulations (food, drugs, live animals, or plants)
- pollution control requirements
- stringent inspection of standards and certification requirements
- consular invoices and certificates (sometimes to be submitted in the language of the importing country)
- government bids and tenders (issued at short notice so that foreign suppliers do not have sufficient time to submit their bids)
- taxes
- delays in clearing of goods from some countries through customs
- "blacklisting" of suppliers (such as the practice of many Arab countries not to trade with firms owned by Israelis)
- government restrictions on trading of "strategic goods" with certain countries
- reclassification of goods for higher duties
- protection of industrial property (restrictive patent and trademark laws)
- government subsidies
- compulsory preferences, such as the requirement for the use of a certain percentage of domestic raw materials in a finished product
- use of state trading companies.

## 9.7 How to Keep Up to Date on Trade Barriers

An exporter who trades with several countries may have difficulty keeping up to date on ever-changing tariff regulations and non-tariff barriers. Freight forwarders can help advise of changes taking place in tariff regulations. The embassies and consular offices in Canada will provide the latest information.

Dun & Bradstreet International's World Encyclopedia package provides information on changes in documentation and other requirements. The Canadian Export Association's "Export Digest" also carries news items of interest to exporters.

Of course, during market visits, the exporter will have the opportunity to identify which regulations may affect the export of his products first-hand from his customers and government officials.

## 9.8 Trading Blocks/Economic Unions

To increase trade and reduce tariff and non-tariff barriers through political, social, and economic co-operation, many nations have formed trading blocks such as the Common Market, Free Trade Area, and Customs Union. In addition, loosely organized Economic Unions and Associations also exist. Many of the blocks and unions have met with some success; others have not.

- (1) **Common Market.** The ultimate aim of a common market is to achieve free flow of trade, capital, and labour between members. All trade barriers between members are removed and a common external tariff is established for non-member nations.



**European Economic  
Community (EEC)**

Belgium  
Luxembourg  
Denmark  
France  
W. Germany  
Iceland  
Italy  
U.K.  
Netherlands  
Greece

**East African  
Common Market**

Kenya  
Tanzania  
Uganda

**Andean Common Market  
(ANCOM)**

Bolivia  
Columbia  
Ecuador  
Peru  
Venezuela

**Arab Common  
Market**

Iraq  
Jordan  
Syria  
Egypt  
Lebanon  
Sudan  
Yemen Arab Republic

**Central American Common  
Market (CACM)**

Costa Rica  
El Salvador  
Guatemala  
Honduras  
Nicaragua

**Caribbean Community  
and Common Market (CARICOM)**

Anguilla  
Antigua  
Barbados  
Belize  
Dominica  
Grenada  
Guyana  
Jamaica  
Monserrat  
St. Kitts  
Nevis  
St. Lucia  
St. Vincent  
Trinidad  
Tobago

**B) Free Trade Area:** All trade barriers between members are removed, but each country keeps its own external tariff.

**European Free Trade  
Association (EFTA)**

Austria  
Norway  
Portugal  
Sweden  
Switzerland  
Iceland  
Finland  
Spain  
Turkey

**Latin American Integration  
Association (LAIA)**

Argentina  
Bolivia  
Brazil  
Chile  
Columbia  
Ecuador  
Mexico  
Paraguay  
Peru  
Uruguay  
Venezuela

**C) Customs Union:** All internal trade barriers are removed and a common external tariff is established, as in the common market (except that the common market goes further with free movement of capital and labour internally).

**East Africa Customs  
Union**

Ethiopia  
Kenya  
Sudan  
Tanzania  
Uganda  
Zambia

**Customs & Economic Union  
of Central Africa**

Central African Republic  
Congo  
Gabon  
Cameroon

### South African Customs Union

Botswana  
Lesotho  
Swaziland  
Republic of South Africa

There are other types of Association aimed at regional economic cooperation and industrial development. Members of the British Commonwealth, for example, accord a preferential rate on imports which is lower than the general rate or MFN rate, but the tariff concessions are not reciprocal.

### Communauté Économique de L'Afrique de L'Ouest (CEAO)

Ivory Coast  
Mali  
Mauritania  
Niger  
Senegal  
Upper Volta

### Association of South East Asian Nations (ASEAN)

Thailand  
Philippines  
Malaysia  
Singapore  
Indonesia

### Commonwealth of Nations

U.K.	Malaysia
Australia	Malta
Bahamas	Mauritius
Bangladesh	New Zealand
Barbados	Nigeria
Botswana	Papua New Guinea
Canada	Seychelles Islands
Cyprus	Sierra Leone
Fiji	Singapore
The Gambia	Sri Lanka
Ghana	Swaziland
Grenada	Tanzania
Guyana	Tonga
India	Trinidad and Tobago
Jamaica	Uganda
Kenya	Western Samoa
Lesotho	Zambia
Malawi	Republic of Nauru

### Council for Mutual Assistance (COMECON)

Bulgaria  
Cuba  
Czechoslovakia  
East Germany  
Hungary  
Mongolia  
Poland  
Romania  
U.S.S.R.

### Associate Members (special number)

Antigua, Dominica, St. Lucia  
St. Vincent, St. Christopher-Nevis

### French Community

France  
Brazzaville  
Central African Republic

### Latin American Economic System (SELA)

Argentina  
Barbados  
Bolivia

Chad  
Gabon  
Senegal  
French Guiana  
French Polynesia  
Guadeloupe  
Martinique  
New Caledonia  
New Hebrides  
Reunion Island  
St. Pierre et Miquelon

Chile  
Colombia  
Costa Rica  
Cuba  
Dominican Republic  
Ecuador  
Grenada  
Guatemala  
Guyana  
Haiti  
Honduras  
Jamaica  
Mexico

**Organization Commune Africaine  
Malgache et Mauricienne (OCAM)**

Benin  
Central Africa Republic  
Gabon  
Ivory Coast  
Mauritius  
Niger  
Rwanda  
Senegal  
Togo  
Upper Volta

**Latin American Economic  
System (SELA) Cont'd**

Nicaragua  
Panama  
Paraguay  
Peru  
El Salvador  
Trinidad and Tobago  
Uruguay  
Venezuela

**9.9 Customs Cooperation Council**

This Council, with nearly 70 member nations, is developing an internationally accepted classification coding system capable of electronic processing, called the "Harmonized Commodity Description and Coding System". It is expected to have six duty-bearing international digits identical for use by all countries; a country may add four more digits for its own codes. Canada is not a partner.

The U.S. International Trade Commission (USITC) is converting its tariff schedules according to the Harmonized Commodity Description and Coding System using 10 digits.

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### Suggested Readings/References

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Mathew Bender & Co. Inc.  
1275 Broadway, New York City, N.Y.  
Telephone: (212) 226-5700  
This two-volume information handbook is updated several times a year.
2. McGoldrick's Canadian Customs & Excise Tariffs  
The McMullin Publishers Ltd.  
417 St. Pierre  
Montreal, Quebec H2Y 2M4  
Telephone: (514) 849-1424
3. The Federal Republic of Germany as a Business Partner  
German Consulate Offices in Canada  
Contains information on regulations governing imports to West Germany, business regulations, etc.
4. Yoshi Tsurumi Sogoshosha — Engines of Export-based Growth  
The Institute on Public Policy  
2149 Mackay Street  
Montreal, Quebec H3G 2J2

**APPENDIX IX**  
**LIST OF TARIFF-FREE TRADE ZONES**  
**(FREE PORTS, TRANSIT ZONES, FREE PERIMETER AND**  
**SPECIAL CUSTOMS-PRIVILEGED FACILITIES)**

## EUROPE

Country	Location
Austria	Graz, Linz, Vienna Solbad Hall
Belgium	Major ports & airports
Denmark	Copenhagen
Finland	Hanko, Helsinki, Turku
France	Gex, Haute-Savoie
Germany (Federal Republic)	Bremen, Bremerhaven, Cuxhaven, Emden, Kiel, Hamburg
Gibraltar*	
Greece	Piraeus, Thessaloniki
Ireland	Shannon International Free Airport
Italy	Trieste, Venice, Genoa, Bari, Imperia, Leghorn, Naples, Palermo
The Netherlands	Major ports and airports
Spain	Barcelona, Cadiz, Vigo, Canary Islands*, Ceuta*, Melilla*, Algeciras, Allicante, Bilbao, Huelva, La Coruna, Las Palmas, Malaga, Pasajes, Santander, Seville, Valencia, Gothenburg, Stockholm, Malmo
Sweden	Major cities
Switzerland	Belgrade, Koper, Novi Sad, Rijeka, Split
Yugoslavia	

\*Free Port

## LATIN AMERICA, THE CARIBBEAN, AND BERMUDA

Country	Location
Argentina	Barranqueras, Buenos Aires, Concordia, Jujuy, Empedrado La Quiaca, Mendoza, Monte Caseros, Paso de los Libres, Pocitos Rosario, Salta, San Juan, Tierra del Fuego
Bahama Islands	Freeport, Grand Bahama Island
Bermuda	Freeport, Ireland Island
Bolivia	Rosario
Brazil	Manaus*, Belem, Corumba, Paranagua, Porto Velho, Santos
Chile	Northern and Southern Zones Arica, Antofagasta
Colombia	Barranquilla, San Andres Island*, Providencia Island*, Amazonas
El Salvador	San Bartalo
Guatemala	Santo Tomas de Castilla
Honduras	Puerto Cortes, San Pedro Sula
Jamaica	Kingston
Mexico	Coatzacoalcos, Salina Cruz Baja California, Sonora, Quintana Roo
Netherlands Antilles	Aruba, Curacao
Nicaragua	Apex
Panama	Colon
Paraguay	Concepcion, Villeta, Encarnacion, Asuncion
Peru	Amazon Region, Matarani, Mollendo
Uruguay	Colonia, Nueva Palmira
Venezuela	Margarita Island, Paraguana

\*Free Port

## AFRICA AND ASIA

Country	Location
Angola	Lobito
Bahrain	Mina Sulman
China, Rep. of (Taiwan)	Kaohsiung
Dubai	Mina Jebel Ali
Egypt	Alexandria, Port Said, Cairo, Suez
French Territory of Afars and Issas*	
Hong Kong*	
India	Kandla, Calcutta
Iran	Bandar Shahpur, Khorranshahr
Israel	Haifa, Elat
Ivory Coast	Abidjan
Japan	Naha, Okinawa
Jordan	Aqaba
Korea	Masan, Iri
Lebanon	Beirut*, Tripoli, Beirut International Airport
Liberia	Monrovia
Libya	Tripoli
Macao	entire area
Malaysia	Labuan Island*, Penang Island*
Mauritius	88 Export Processing Zones
Morocco	Tangier
Mozambique	Beira, Lourenco Marques
Pakistan	Karachi
Philippines	Bataan
Republic of Djibouti	Djibouti Port
Ryukyu Islands	Naha
Senegal	Dakar
Singapore*	
Sri Lanka	Katunayake
Syria	Damascus, Latakia, Aleppo Tarouts, Homs, Harna
Tanzania	Dar es Salaam
Thailand	Bangkok
Togo	Lome
Tunisia	14 government designated areas
Yemen, People's Republic. of South	Aden*

\*Free Port



## U.S.A. LOCATIONS

New York City  
New Orleans  
San Francisco  
Seattle  
Mayaguez, Puerto Rico  
Bay County, Michigan  
Honolulu  
Toledo, Ohio  
Boston  
Shenandoah, Georgia  
Port Everglades, Florida  
McAllen, Texas  
Little Rock, Arkansas  
Kansas City, Missouri  
Sault St. Marie, Michigan  
Kansas City, Kansas  
San Jose, California  
Omaha, Nebraska  
Portsmouth, Virginia  
Dorchester County,  
South Carolina  
Chicago, Illinois  
Buffalo, New York  
Pittston, Pennsylvania  
New Bedford, Massachusetts  
Louisville, Kentucky  
Salt Lake City, Utah  
Granite City, Illinois  
Miami, Florida  
Pittsburgh, Pennsylvania  
Zone 34, Niagara County,  
New York  
Philadelphia, Pennsylvania  
Galveston, Texas  
Orange County, New York  
Spartanburg, South Carolina  
Dallas/Fort Worth, Texas  
Cleveland, Ohio  
Milwaukee, Wisconsin  
Orlando, Florida  
Battle Creek, Michigan  
Morris County, New Jersey  
Portland, Oregon  
Cincinnati, Ohio  
Campbell County, Kentucky  
Tucson, Arizona  
Newark/Elizabeth,  
New Jersey  
Long Beach, California  
Duluth, Minnesota  
Suffolk County, New York  
Rogers County, Oklahoma  
Clinton County, New York  
Burlington, Vermont  
Oakland, California  
Mecklenburg County,  
North Carolina  
Bangor, Maine  
Lincoln, Nebraska  
Nogales, Arizona  
San Juan, Puerto Rico  
Brownsville, Texas  
Prince George County,  
Maryland  
Jacksonville, Florida  
Panama City, Florida  
Wilmington, North Carolina  
Morehead City, North Carolina  
El Paso, Texas  
Detroit, Michigan  
Windsor Locks, Connecticut  
Indianapolis, Indiana

**CHAPTER 10**  
**CULTURAL BARRIERS**

## CHAPTER 10

### CULTURAL BARRIERS

#### 10.1 Introduction

Culture is defined as the development, refinement, and way of life of a people. To market a product or service in another culture, an exporter must know the barriers to trade across national borders.

A major barrier to international trade is poor communication. To overcome this problem, an exporter must develop a sensitivity to his target market. He must learn about its culture and recognize the aspects of that culture which affect his product, pricing, promotion, sales negotiations, and so on.

#### 10.2 Some Examples of Cultural Barriers

- Slow response to enquiries or correspondence. In many countries one cannot expect promptness in attending to enquiries, as in Canada. Delay does not necessarily mean disinterest.
- Inordinate delay in acceptance or payment of bills. In some countries, the practice is to accept or pay bills only after the goods have reached their destination and not on presentation by the bank. This means an exporter may have to make alternate arrangements to meet his cash needs.
- In many parts of the world bribery is common. Customs, foreign exchange, and other officials expect bribes routinely. This can become a problem, especially if one is tendering a bid on a project.
- In many countries, small businesses are run by family members; employees outside of the family may have little say in decision-making. It is wise, therefore to deal with the head of the firm, when possible.
- Many cultures have different taboos. For example, most Hindus do not eat meat or meat products and most Muslims do not eat pork or drink alcoholic beverages.
- During religious holidays and festivals, businessmen in many parts of the world do not negotiate deals or answer business enquiries.
- Commercial laws of other countries are different from Canadian laws. For example, foreign laws may have provisions to protect the interests of agents which cannot be changed by agreement between the agent and his principal. Complications may arise when paying outstanding commission or benefits, especially at the termination of an agreement.
- Decision-making processes in some countries are not the same as in North America. A good example of this is Japan, where decisions in a firm are made by consensus rather than by one or two individuals. Hence, seldom is an exporter able to obtain a quick "yes" or "no" to a sales presentation. Also, in the Japanese culture, businessmen rarely say an outright "no" — even when they mean "no".
- Non-verbal communication differs from culture to culture. An exporter may not be able to understand the combination of words and gestures during face-to-face negotiations without some understanding of the other person's culture.
- In many countries, it is necessary to demonstrate more than just the profitability of a deal for a transaction to occur. The foreign buyer may want to contact the exporter several times, assess his financial strength, and build a degree of trust before making any commitment.

Encyclopedias give brief summaries of the religions of the world. Books on individual countries, dictionaries, and tourist guides are available. A local ethnic community near the exporter can help the exporter understand more about a culture. Participation in activities or associations with ethnic themes is another practical way of learning.

### 10.3 Business and Social Practices Abroad

The business practices of any country are closely related to the country's culture. Practices vary from country to country and from one culture to another; a complete list would be long, but here are some examples:

- Business hours vary considerably from country to country. In Mexico, all offices are closed in the afternoon hours for a "siesta". In Saudi Arabia and other Muslim countries, offices are open on Sundays but closed on Fridays.
- In Thailand and India, handshaking is not always observed, while in Denmark a handshake is normal for all present in a gathering.
- In most Oriental countries, the sitting distance is wide; in Latin America, it is close.
- Europeans usually do not meet after business hours on a social level with visiting businessmen; evenings and weekends are devoted to private matters.
- In Europe and Asia, first names are not usually used. In some African countries, the first name is used with "Mr." In China, the family or surname is always placed first.
- Eating habits vary from country to country. It is appreciated when foreigners follow the local practice.
- In India, alcoholic beverages are conspicuous by their absence. In Japan, they are widely used in business.
- Status symbols vary among different cultures. For example, the top floor of an office tower may not necessarily be the executive floor. In Japanese department stores, the top floor is usually the bargain floor.
- Punctuality in keeping appointments is not critical in the Middle East, some parts of Asia, and in Latin America. However, in Japan and Europe, punctuality is essential.
- In Japan, business cards are extensively used. It is considered bad form to lack cards. The Japanese also have particular ways of presenting cards. Generally, the Japanese are ceremonious in their social behaviour.
- In Arab countries, it is difficult to do business without a local agent or sponsor. Established family businesses wield great influence and, hence, a good agent from an established family would be of immense aid to a foreign businessman.
- For trading with the People's Republic of China, one must determine which trading corporation has jurisdiction over the product concerned. One then sends a detailed business proposal to Beijing. If Beijing is interested, an invitation is extended to visit the Beijing fair, other cities, or plants, and negotiations will start. When concluding negotiations, Beijing likes to deal with the chief executive of the foreign firm. Standard trade contracts are issued in both English and Chinese.
- Price quotations, such as C.I.F. or F.O.B., vary according to the practice of a country, and standardized payment terms are also common.
- Draft presentation and acceptance practices vary. A sight draft may have to be presented three or four times before the importer will accept it.
- Most foreign businessmen are formal in their dress. For example, a suit and tie may be proper even in hot weather.
- Minute oversights may delay a consignment at customs. Minor officials often go by the letter of the law to protect their jobs.

Although social customs differ in foreign countries, a visiting businessman need not be worried if he does not know the local customs. Appropriate clothing, politeness, and a logical approach to new situations are accepted everywhere as good behaviour.

#### 10.4 Approaches to Cultural Understanding

The study of a culture involves learning details about religion, language, food habits, leisure time activities, buying habits, business practices, verbal and non-verbal communications, and so on. A businessman who deals with many countries will not have time to study each culture; however, he can develop a general approach to cultural understanding.

1. **Dealing with Change.** An exporter must view a culture on its own merits and not by Canadian standards. It is therefore necessary to develop empathy towards other cultures. Otherwise, an exporter can misjudge his market, resist change, misunderstand, and lose sales opportunities.

Some exporters are not able to sell their products in foreign markets because they refuse to adapt their products to the markets' needs. Other firms make superficial changes to their products and achieve only limited sales. Full sales success can be achieved only by designing products to suit the intended market.

2. **Communication.** Although English is spoken in many parts of the world, a potential customer will naturally prefer to read about a product in his own language. Communication will be more effective if the language of the market is used in correspondence, in promotional materials (such as brochures), and on product labels.

Translations can cause difficulties because they are never exact, but they are nevertheless necessary to market goods effectively in foreign markets.

3. Within the larger culture of a country, there usually exists many sub-cultures. Sometimes this sub-culture may differ in the language spoken, eating habits, dressing habits, religion, and so on, as in India. A sub-culture may consist of a large population by itself. Often in the developing countries one can see a small "westernized" affluent sub-culture who patronize many western products or services.

While studying the characteristics of the target market customers, the exporter must not only look at the culture of the country as a whole, but also significant sub-cultures that may exist.

#### 10.5 Some Basic Cultural Aspects

A good way to understand a culture from the businessman's point of view is to gain an overall understanding of that culture. The following questions are designed to test your knowledge about a culture. How many of these can you answer?

1. Can you name a few prominent persons in government, religion, arts, or athletics?
2. What foods are most popular? How are they prepared? Have you eaten any?
3. What are the climatic conditions of the country?
4. How many main languages are spoken in the country? To what extent is English understood?
5. What is the predominant religion? What are the main religious ceremonies?
6. What are the main festivals of the people and when do they occur? What do the festivals mean? What are the main holidays?
7. How is commerce conducted in general? Is price bargaining common?
8. What are the special privileges of age and/or sex?
9. What things are taboo in the culture?
10. What are the buying habits in general? Does the country have a developed marketing system?

11. What are the transportation facilities?
12. What are the normal working hours?
13. How do people greet each other? How do they take leave of each other?
14. What are the popular sports?
15. What are the main leisure-time activities?
16. How educated is the general population? Are there advanced education facilities?
17. What health facilities are available?
18. What are the meanings of particular colours?
19. Have you attempted to meet a person from the culture while in Canada?
20. What is the historical relationship of the country with Canada?

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## **APPENDIX X**

- A. GLOSSARY OF FOREIGN TRADE TERMS**
- B. FOREIGN COMPANIES: ABBREVIATED**
- C. FOREIGN-CANADIAN CHAMBERS OF COMMERCE AND  
BOARDS OF TRADE IN CANADA**
- D. METRIC CONVERSION TABLES**
- E. FOREIGN GOVERNMENT REPRESENTATIVES IN CANADA\***
- F. FEDERAL BUSINESS DEVELOPMENT BANK OFFICES**

\* Source: **Canada Commerce**, December 1982/January 1983.



## A. GLOSSARY OF FOREIGN TRADE TERMS

ACCEPTANCE FINANCING:	When a bank accepts a term draft drawn under a documentary credit covering the shipment of goods, it offers the buyer and the seller a financing vehicle by way of bankers' acceptances, at competitive rates. The importer need not pay until the maturity date of the draft and the exporter can discount the draft and obtain the funds immediately, if he wishes.
AD VALOREM DUTY:	(Customs duty charged according to a fixed percentage of value of the goods.
ALL RISKS INSURANCE:	Insurance policy that covers most hazards, but not all. Normally covers pilferage, breakage, and theft (if packing is adequate), but does not cover damage or expense caused by delay, or damage caused by the goods itself.
BALANCE OF PAYMENTS:	A summary of a country's economic transactions such as exports, imports, shipping services, travel, investments, transfer payments, gold shipments, etc. with other countries.
BALANCE OF TRADE:	The balance between a country's exports and imports.
BANKER'S ACCEPTANCE:	A time draft of which a bank is both drawee and acceptor.
BILATERAL TRADE AGREEMENT:	Agreement between two countries to trade specific goods for a certain period of time.
BILL OF EXCHANGE (DRAFT):	An unconditional order in writing addressed by one person to another requiring the addressee to pay at a fixed or determinable future time a certain sum of money to the order of a specified party.
BILL OF LADING (B/L):	A document of title issued by a carrier which serves as a receipt for the goods to be delivered to a designated person or to his order. B/L may be negotiable or non-negotiable.
BRUSSELS NOMENCLATURE:	A standardized system for classifying commodities for customs purposes developed by the Customs Co-operative Council. The E.E.C. and some other European nations use this as a basis for their tariff.
BUNKER SURCHARGE:	In times of drastic increases in the price of bunker fuel, a surcharge, assessed on a percentage basis and applied to all ocean freight rates.
CARNET:	A document issued by the International Chamber of Commerce which permits the holder to take samples or other promotional materials into a country or countries with a minimum of customs formalities and without payment of duties.
CERTIFICATE OF ORIGIN:	A document certified by the exporter as to the place or origin or manufacture of the goods to be exported. Sometimes must be legalized by the consul of the country to which goods are to be exported, or by a commercial organization, such as the Chamber of Commerce, in the country of manufacture. This information sometimes helps in the extension of more favourable tariff rates for goods exported.
CLEAN DRAFT:	A draft to which no document is attached.

<b>CLEAN BILL OF LADING:</b>	A B/L in which goods are described as having been received by the carrier in "apparent good order and condition" and without qualification.
<b>CONFIRMING:</b>	A financial service in which an independent company confirms an export order or undertakes to pay the value of the export order in the exporter's own country and in his country's currency. This is a risk-free financing method available to exporters in many countries, largely in Europe. The cost of such financing is higher than conventional financing.
<b>CONSORTIUM:</b>	A loose association of financial or other institutions for the purpose of carrying out projects which require large capital or several firms' products and/or services.
<b>CUSTOMS UNION:</b>	A trading block consisting of two countries or more where they eliminate tariffs and other import restrictions on each others' goods, but establish a common tariff for goods from all other countries.
<b>D/A (DOCUMENTS AGAINST ACCEPTANCE):</b>	Instructions given by an exporter to the collecting bank that the documents attached to the draft should be delivered only against acceptance of the draft by the importer.
<b>DATE DRAFT:</b>	A draft which matures at a specific period of time after its date, regardless of the time of acceptance of the draft by the importer.
<b>DEL CREDERE AGENT:</b>	One who guarantees payments, such as a sales agent who will guarantee payments on shipment of goods to his customers for a commission in addition to the sales commission.
<b>DISHONOUR:</b>	The refusal of a drawee to accept a draft or pay it when due.
<b>DRAWBACK:</b>	Claim by an exporter for refund of customs duties and taxes paid on the portion of imported materials used in the exported products.
<b>DRAYAGE:</b>	A charge for delivery of goods or pick-up of goods by truck from docks or other port terminals.
<b>DUNNAGE:</b>	Material used in the holds of ships as flooring, or placed against the sides of the vessel to separate the cargo from the "skin" of the vessel.
<b>EXPORT CREDIT INSURANCE:</b>	The facility offered by private or government organizations, such as the Export Development Corporation of Canada, to underwrite the collection of credit extended by exporters against various risks.
<b>FIRST OF EXCHANGE:</b>	The original copy of a draft.
<b>FOREIGN TRADE ZONE:</b>	An area where goods may be received and stored without entering the country's customs jurisdiction and, hence, without payment of duty. It may also be called a "free trade zone" or, if a port, a "free port".
<b>FORWARD (FUTURE) EXCHANGE:</b>	A foreign exchange contract maturing at a future date such as 30, 60, 90, 120, or 180 days.
<b>FREE TRADE AREA:</b>	An arrangement whereby two or more countries trade among each other without any tariff, while at the same time each country maintains its own external tariff to non-member countries.

<b>G.A.T.T. (GENERAL AGREEMENT ON TARIFFS AND TRADE):</b>	An association of nations under the auspices of the U.N. whose objectives are the reduction of tariffs, prohibition of quantitative restrictions and other non-tariff barriers to trade, and the elimination of trade discrimination.
<b>G.S.P. (GENERALIZED SYSTEM OF PREFERENCE):</b>	A lower tariff or no tariff at all extended by industrialized countries on imports of certain commodities from developing countries.
<b>HARD CURRENCY:</b>	A currency whose value is generally strong against other currencies and accepted by most countries in international trade.
<b>I.M.F. (INTERNATIONAL MONETARY FUND):</b>	A world body formed with the objective of financing exports, stabilizing foreign exchange rates, freely convertible currencies, etc.
<b>LETTER OF CREDIT (L/C):</b>	A letter issued by a bank on behalf of a customer stating that it will honour drafts drawn against the bank up to a fixed limit and under terms specified in the letter. L/Cs may be revocable or irrevocable as well as "confirmed" by the seller's bank.
<b>LIGHTERAGE:</b>	The cost for conveying goods by lighters or barges between ship and shore and vice versa, including the loading into, and discharging out of, lighters.
<b>ORDER BILL OF LADING:</b>	A B/L made out to the order of the shipper and endorsed in blank, i.e. without the particulars filled in, thereby giving the holder of the B/L title to the shipment. It may also be to the order of the consignee or bank financing the transaction. Unlike Straight Bills of Lading, Order Bills or Lading are negotiable.
<b>PAR VALUE:</b>	The official value of a nation's currency stated in terms of gold of another currency, established in agreement with the International Monetary Fund.
<b>PRO FORMA INVOICE:</b>	An invoice sent in advance of a shipment, usually to enable the buyer to obtain an import permit or exchange permit, or both. It is not binding on the exporter until confirmed.
<b>SECOND OF EXCHANGE:</b>	The duplicate copy of a draft.
<b>SIGHT DRAFT (S/D):</b>	A draft payable on presentation to the drawee, or within a brief period thereafter, known as the days of grace. Also referred to as a Demand Draft. The customs of some countries are such that the S/Ds are not paid until after the arrival of the goods, thus making an S/D an Arrival Draft.
<b>SOFT CURRENCY:</b>	A currency that is not strong in relation to other currencies and not easily convertible into hard currencies.
<b>SOFT LOANS:</b>	Exceptionally low-interest loans, which may also be repaid in the currency of the borrower.
<b>SPOT EXCHANGE:</b>	Foreign exchange for immediate delivery by the seller and immediate payment by the buyer.
<b>STALE BILL OF LADING:</b>	A B/L that is not presented within a reasonable time after its issuance of a B/L presented with undue delay.
<b>STERLING AREA:</b>	The U.K. many Commonwealth countries (excluding Canada), and a few other countries with currencies linked to the value of the British Pound and with monetary reserves mainly in sterling.

<b>STEVEDORING CHARGE:</b>	A charge, generally so much per ton, agreed upon between the ocean carrier and a stevedoring, or terminal, operator.
<b>STRAIGHT BILL OF LADING:</b>	A B/L under which goods are consigned directly to a named party and not to his order. Delivery can be made only to that person and hence the B/L is non-negotiable. In some jurisdictions a straight bill of lading is not a document of title; the consignee may be able to obtain the goods without producing it.
<b>TENOR:</b>	The term fixed for the payment of a draft.
<b>TERMS OF TRADE:</b>	The ratio of the prices a country pays for its imports to the prices it receives for its exports.
<b>TIME DRAFT:</b>	A draft maturing at a fixed date in the future after presentation to the drawee, or after acceptance. This may be a given number of days after sight or acceptance, or a given number of days after the date of the draft.
<b>TRUST RECEIPT:</b>	Document signed by the importer on the strength of which the bank releases goods to him but retains title. The importer obligates himself to maintain the identity of the goods or proceeds thereof from other goods, so that the bank may repossess if necessary. Trust receipts enable the importer to use the goods before paying for them.
<b>UNCTAD (UNITED NATIONS CONFERENCE ON TRADE AID AND DEVELOPMENT):</b>	An organization sponsored by the United Nations with headquarters in Geneva, Switzerland, with the aim of promoting the economic development and international trade issues of the developing countries of the world.
<b>UNCLEAN BILL OF LADING:</b>	A B/L with a notation that the carrier received the goods for transportation with some defects, for example, "four bags torn".
<b>USUANCE:</b>	Length of time allowed by custom or usage for the payment of foreign bills of exchange.
<b>WAREHOUSE RECEIPT:</b>	A warehouse receipt is a receipt for commodities deposited with a bona fide warehouseman and which identifies the commodities deposited. A warehouse receipt in which it is stated that the commodities referred to thereon will be delivered to the depositor, or to any other specified person or company, is a non-negotiable warehouse receipt; but a warehouse receipt on which it is stated that the commodities will be delivered to the "bearer", or to the order of any specified person or company, is a negotiable warehouse receipt. A letter of credit may stipulate that payment shall be made against negotiable warehouse receipts.
<b>WHARFAGE:</b>	Charges assessed on all cargo passing through a pier, wharf, dock, or quay, or a charge made for receiving export cargo from truck, conveying to dock loading platform, and delivering to the ship's tackle. It is also referred to as "Port or State Toll".

## B. FOREIGN COMPANIES: ABBREVIATED

- A/B (Aktiebolaget): Joint stock company; Swedish.  
A.G. (Aktiengesellschaft): Joint stock company; German.  
A/S (Aktieselskabet): Joint stock company; Danish.  
A/S (Aktieselskapet): Joint stock company; Norwegian.  
Ca. (Compagnia): Company; Italian.  
Cia. (Companhia): Company; Portuguese.  
Cia. (Compania): Company; Spanish.  
Cie. (Compagnie): Company; French.  
Com. (Comanditario): Partner (silent); Spanish.  
Com. (Comisionista): Commission Mercant; Spanish.  
Ges. (Gesellschaft): Company; German.  
G.m.b.H. (Gesellschaft mit beschränkter Haftung): Limited Company, German.  
G.K. (Gomie Kaisha): Unlimited Partnership; Japanese.  
H.B. (Handelsbolaget): Trading Company; Swedish.  
H.mij. (Handelsmaatschappij): Trading Company; Dutch.  
Handelsges. (Handelsgesellschaft): Trading Company; German.  
Hikakuten: Proprietorship; Japanese.  
K.G. (Kommanditgesellschaft): Limited (Silent) Partnership; German.  
K.G.K. (Kabushiki Goshi Kaisha): Joint stock limited partnership; Japanese  
K.K. (Kabushiki Kaisha): Joint stock company; Japanese.  
K. (Kaisha): Company; Japanese.  
Komp. (Kompagnie): Company; German.  
Ltda. (Limitada): Limited; Portuguese.  
Lda. (Limitada): Limited; Portuguese.  
PTY.LTD. (Proprietary Limited): Proprietary Limited; English.  
S.A. (Sociedad Anomima): Corporation; Spanish.  
S.A. (Società Anomina): Corporation; Italian.  
S.A. (Société Anonyme): Corporation; French.

**C. FOREIGN-CANADIAN CHAMBERS OF COMMERCE  
AND BOARDS OF TRADE IN CANADA**

**Chambers of Commerce and  
Boards of Trade**

**Boards of Trade**

500-1177 W. Hastings St.  
Vancouver, British Columbia V6E 2K3  
(604) 681-2111  
601 Spakina Cres. E.  
Saskatoon, Saskatchewan S7K 3G8  
(306) 244-2151  
100 Kent St., 27th Fl., Holiday Inn  
Ottawa, Ontario K1P 5R7  
(613) 236-3631  
Box 60, 3 First Canadian Place  
Toronto, Ontario M5X 1C1  
(416) 366-6811  
1080 Beaver Hall Hill  
Montréal, Québec  
(514) 878-4651  
17 St-Louis  
Québec, Québec G1R 4R5  
(418) 692-3853  
P.O. Box 577, 5251 Duke St., Ste. 400  
Halifax, Nova Scotia B3J 1P3  
(902) 422-6447  
Admiral Beatty Hotel, King St. S.  
Saint John, New Brunswick E2L 1E5  
(506) 657-8111  
Box 5127,  
St. John's Newfoundland A1C 5V5  
(709) 579-4058

**Brazil-Canada Chamber of Commerce**

Head Office:  
11 Adelaide Street, West, Ste. 307  
Toronto, Ontario M5H 1L9  
(416) 364-4634  
Regional Office:  
P.O. Box 5132  
Vancouver, British Columbia V6B 4B2  
(604) 669-5625

**Canadian Chamber of Commerce**

Commerce House, 1080 Beaver Hall Hill  
Montréal, Québec H2Z 1T2  
(514) 866-4334  
Regional Offices:  
No. 307 Mount Royal Village  
1550-8th Avenue, S.W.  
Calgary, Alberta T2R 1K1  
(403) 261-3687

First Canadian Place, Ste. 3370  
Toronto, Ontario M5X 1B1  
(416) 868-6415  
Suite 848, 99 Bank Street  
Ottawa, Ontario K1P 6B9  
(613) 238-6544

**Canadian Council International Chamber of  
Commerce/Conseil Canadien Chambre de  
Commerce Internationale**  
1080, côte du Beaver Hall, Ste. 710  
Montréal, Québec H2Z 1T2  
(514) 866-4334

**Canadian German Chamber of Industry and Commerce**  
Ste. 1110, 2015 Peel  
Montréal, Québec H3A 1T8  
(514) 844-3051  
Ste. 1410, 480 University Avenue  
Toronto, Ontario M5G 1V2  
(416) 598-3355  
Hotel Macdonald, Main Floor Lobby  
Edmonton, Alberta T5J 0N6  
(403) 420-6611

**Chamber of Commerce for Belgium and  
Luxembourg in Canada**  
P.O.B. 548, Station NDG  
Montréal, Québec H4A 3P8  
(514) 488-8209

**Chambre de Commerce de la Province de Québec**  
500, rue St. François-Xavier  
Montréal, Québec H2Y 2T6  
(514) 844-9571

**Italian Chamber of Commerce of Montréal**  
1255 Phillips Square, Ste. 401  
Montréal, Québec H3B 3G1  
(514) 866-0070

**Italian Chamber of Commerce of Toronto**  
159 Bay Street, Ste. 313  
Toronto, Ontario M5J 1J7  
(416) 364-6551

**Manitoba Chamber of Commerce**  
401-177 Lombard Avenue  
Winnipeg, Manitoba R3B 0W8  
(204) 942-2561

**Ontario Chamber of Commerce**  
2323 Yonge Street, 5th Floor  
Toronto, Ontario M4P 2C9  
(416) 482-5222

**Swiss-Canadian Chamber of Commerce Inc.**

1572 Docteur Penfield Avenue

Montréal, Québec H3G 1C4

(514) 937-5822

88 University Avenue, Ste. 705

Toronto, Ontario M5J 1T6

(416) 598-1511

**Yellowknife Chamber of Commerce**

Box 906

Yellowknife, Northwest Territories X1A 2N7

(403) 873-3131



## D. METRIC CONVERSION TABLES

### Measures of Weight

- 10 milligrammes (mg) = 1 centigramme (cg)
- 10 centigrammes = 1 decigramme (dg)
- 10 decigrammes = 1 gramme (g)
- 1000 kilogrammes (kg) = 1 (metric) tonne (t)

### METRIC AND ENGLISH (IMPERIAL) CONVERSION TABLE

#### Linear Measure

- |   |                            |
|---|----------------------------|
| 1 kilometre = 0.6214 mile<br>39.37 inches | 1 mile = 1.609 kilometres  |
| 1 metre = 3.2808 feet<br>1.0936 yards     | 1 yard = 0.9144 metre      |
| 1 centimetre = 0.3937 inch                | 1 foot = 0.3048 metre      |
| 1 millimetre = 0.03937 inch               | 1 foot = 304.8 millimetres |
| 1 micrometre (um)                         | 1 inch = 2.54 centimetres  |
| (0.001 millimetre) = 0.00004 inch         | 1 inch = 25.4 millimetres  |
|   | 1 micro-inch = 0.025 um    |

#### Square Measure

- 1 square kilometre = 0.3861 square mile = 247.1 acres
- 1 hectare = 2.471 acres = 107,640 square feet
- 1 are = 0.0247 acre = 1076.4 square feet
- 1 square metre = 10.764 square feet = 1.196 square yards
- 1 square centimetre = 0.155 square inch
- 1 square millimetre = 0.00155 square inch
  
- 1 square mile = 2.5899 square kilometres
- 1 acre = 0.4047 hectare = 40.47 ares
- 1 square yard = 0.936 square metre
- 1 square foot = 0.0929 square metre = 929 square centimetres
- 1 square inch = 6.452 square centimetres = 645.2 square millimetres

#### Weight

- 1 metric tonne = 0.9842 ton (of 2240 pounds) = 2204.6 pounds
- 1 kilogramme = 2.2046 pounds = 35.274 ounces avoirdupois
- 1 gramme = 0.03215 ounce troy = 0.03527 ounce avoirdupois
- 1 gramme = 15.432 grains
  
- 1 ton (2240 pounds) = 1.016 metric tonnes = 1016 kilogrammes
- 1 pound = 0.4536 kilogramme = 453.6 grammes
- 1 ounce avoirdupois = 28.35 grammes
- 1 ounce troy = 31.103 grammes
- 1 grain = 0.0648 gramme
  
- 1 kilogramme per square millimetre = 1422.32 pounds per sq. in.
- 1 kilogramme per square centimetre = 14.223 pounds per sq. in.
- 1 kilogramme/metre = 7.233 foot/pounds

1 pound per square inch = 0.0703 kilogramme per square centimetre  
1 calorie (kilogramme calorie) = 3.968 BTU (British thermal units)  
1 international table calorie = 4.1868 joules  
1 kilojoule = 0.948 Btu  
1 kilopond (kp) = 1 kilogramme-force

### Cubic Measure

1 cubic metre = 35.315 cubic feet = 1.308 cubic yards  
1 cubic metre = 264.2 US gallons = 219.969 Imperial gallons  
1 cubic centimetre = 0.061 cubic inch  
1 litre (cubic decimetre) = 0.0353 cubic foot = 61.023 cubic inches  
1 litre = 0.2642 US gallon = 1.0567 US quarts = 0.2200 Imperial gallon

1 cubic yard = 0.7646 cubic metre  
1 cubic foot = 0.02832 cubic metre = 28.317 litres  
1 cubic inch = 16.38706 cubic centimetres  
1 Imperial gallon = 4.546 litres  
1 Imperial quart = 1.136 litres  
1 US gallon = 3.785 litres  
1 US quart = 0.946 litre

### UK TONS INTO TONNES

Basis: 1 UK ton = 2240 lb  
 1 lb = 0.453 592 37 kg  
 1 tonne = 1000 kg

UK tons	0	1	2	3	4	5	6	7	8	9
	tonnes	tonnes	tonnes	tonnes	tonnes	tonnes	tonnes	tonnes	tonnes	tonnes
0	—	1.0160	2.0321	3.0481	4.0642	5.0802	6.0963	7.1123	8.1284	9.1444
10	10.1605	11.1765	12.1926	13.2086	14.2247	15.2407	16.2568	17.2728	18.2888	19.3049
20	20.3209	21.3370	22.3530	23.3691	24.3851	25.4012	26.4172	27.4333	28.4493	29.4654
30	30.4814	31.4975	32.5135	33.5295	34.5456	35.5616	36.5777	37.5937	38.6098	39.6258
40	40.6419	41.6579	42.6740	43.6900	44.7061	45.7221	46.7382	47.7542	48.7703	49.7863
50	50.8023	51.8184	52.8344	53.8505	54.8665	55.8826	56.8986	57.9147	58.9307	59.9468
60	60.9628	61.9789	62.9949	64.0110	65.0270	66.0430	67.0591	68.0751	69.0912	70.1072
70	71.1233	72.1393	73.1554	74.1714	75.1875	76.2035	77.2196	78.2356	79.2517	80.2677
80	81.2838	82.2998	83.3158	84.3319	85.3479	86.3640	87.3800	88.3961	89.4121	90.4282
90	91.4442	92.4603	93.4763	94.4924	95.5084	96.5245	97.5405	98.5566	99.5726	100.589
100	101.605	—	—	—	—	—	—	—	—	—

### TONNES INTO UK TONS

Basis: 1 UK ton = 2240 lb  
 1 lb = 0.453 592 37 kg  
 1 tonne = 1000 kg

tonnes	0	1	2	3	4	5	6	7	8	9
	UK tons	UK tons	UK tons	UK tons	UK tons	UK tons	UK tons	UK tons	UK tons	UK tons
0	—	0.9842	1.9684	2.9526	3.9368	4.9210	5.9052	6.8894	7.8737	8.8579
10	9.8421	10.8263	11.8105	12.7947	13.7789	14.7631	15.7473	16.7315	17.7157	18.6999
20	19.6841	20.6683	21.6525	22.6368	23.6210	24.6052	25.5894	26.5736	27.5578	28.5420
30	29.5262	30.5104	31.4946	32.4788	33.4630	34.4472	35.4314	36.4156	37.3998	38.3841
40	39.3683	40.3525	41.3367	42.3209	43.3051	44.2893	45.2735	46.2577	47.2419	48.2261
50	49.2103	50.1945	51.1787	52.1629	53.1472	54.1314	55.1156	56.0998	57.0840	58.0682
60	59.0524	60.0366	61.0208	62.0050	62.9892	63.9734	64.9576	65.9418	66.9260	67.9103
70	68.8945	69.8787	70.8629	71.8471	72.8313	73.8155	74.7997	75.7839	76.7681	77.7523
80	78.7365	79.7207	80.7049	81.6891	82.6733	83.6576	84.6418	85.6260	86.6102	87.5944
90	88.5786	89.5628	90.5470	91.5312	92.5154	93.4996	94.4838	95.4680	96.4522	97.4364
100	98.4207	—	—	—	—	—	—	—	—	—

**POUNDS INTO KILOGRAMMES**

lb.	0	1	2	3	4	5	6	7	8	9
	kg	kg	kg	kg	kg	kg	kg	kg	kg	kg
0	—	0.454	0.907	1.361	1.814	2.268	2.722	3.175	3.629	4.082
10	4.536	4.990	5.443	5.897	6.350	6.804	7.257	7.711	8.165	8.618
20	9.072	9.525	9.979	10.433	10.886	11.340	11.793	12.247	12.701	13.154
30	13.608	14.061	14.515	14.969	15.422	15.876	16.329	16.783	17.237	17.690
40	18.144	18.597	19.051	19.504	19.958	20.412	20.865	21.319	21.772	22.226
50	22.680	23.133	23.587	24.040	24.494	24.948	25.401	25.855	26.308	26.762
60	27.216	27.669	28.123	28.576	29.030	29.937	29.937	30.391	30.844	31.298
70	31.752	32.205	32.659	33.112	33.566	34.019	34.473	34.927	35.380	35.834
80	36.287	36.741	37.195	37.648	38.102	38.555	39.009	39.463	39.916	40.370
90	40.823	41.277	41.731	42.184	42.638	43.091	43.545	43.999	44.452	44.906
100	45.359	45.813	46.266	46.720	47.174	47.627	48.081	48.534	48.988	49.442

**KILOGRAMMES INTO POUNDS**

kg	0	1	2	3	4	5	6	7	8	9
	lb.	lb.	lb.	lb.	lb.	lb.	lb.	lb.	lb.	lb.
0	—	2.205	4.409	6.614	8.819	11.023	13.228	15.432	17.637	19.842
10	22.046	24.251	26.456	28.660	30.865	33.069	35.274	37.479	39.683	41.888
20	44.093	46.297	48.502	50.706	52.911	55.116	57.320	59.525	61.729	63.934
30	66.139	68.343	70.548	72.753	74.957	77.162	79.366	81.571	83.776	85.980
40	88.185	90.390	92.594	94.799	97.003	99.208	101.41	103.62	105.82	108.03
50	110.23	112.44	114.64	116.85	119.05	121.25	123.46	125.66	127.87	130.07
60	132.28	134.48	136.69	138.89	141.10	143.30	145.51	147.71	149.91	152.12
70	154.32	156.53	158.73	160.94	163.14	165.35	167.55	169.76	171.96	174.17
80	176.37	178.57	180.78	182.98	185.19	187.39	189.60	191.80	194.01	196.21
90	198.42	200.62	202.83	205.03	207.24	209.44	211.64	213.85	216.05	218.26
100	220.46	222.67	224.87	227.08	229.28	231.49	233.69	235.90	238.10	240.30

### FEET INTO METRES

feet	0	1	2	3	4	5	6	7	8	9
	metres	metres	metres	metres	metres	metres	metres	metres	metres	metres
0	—	0.305	0.610	0.914	1.219	1.524	1.829	2.134	2.438	2.743
10	3.048	3.353	3.658	3.962	4.267	4.572	4.877	5.182	5.486	5.791
20	6.096	6.041	6.706	7.010	7.315	7.620	7.925	8.230	8.534	8.839
30	9.144	9.449	9.754	10.058	10.363	10.668	10.973	11.278	11.582	11.887
40	12.192	12.497	12.802	13.106	13.411	13.716	14.021	14.326	14.630	14.935
50	15.240	15.545	15.850	16.154	16.459	16.764	17.069	17.374	17.678	17.983
60	18.288	18.593	18.898	19.202	19.507	19.812	20.117	20.422	20.726	21.031
70	21.336	21.641	21.946	22.250	22.555	22.860	23.165	23.470	23.774	24.079
80	24.384	24.689	24.994	25.298	25.603	25.908	26.213	26.518	26.822	27.127
90	27.432	27.737	28.042	28.346	28.651	28.956	29.261	29.566	29.870	30.175
100	30.480	30.785	31.090	31.394	31.699	32.004	32.309	32.614	32.918	33.223

### METRES INTO FEET

m	0	1	2	3	4	5	6	7	8	9
	feet	feet	feet	feet	feet	feet	feet	feet	feet	feet
0	—	3.281	6.562	9.842	13.123	16.404	19.685	22.966	26.247	29.528
10	32.808	36.089	39.370	42.651	45.932	49.212	52.493	55.774	59.055	62.336
20	65.617	68.897	72.178	75.459	78.740	82.021	85.302	88.582	91.863	95.144
30	98.425	101.71	104.99	108.27	111.55	114.83	118.11	121.39	124.67	127.95
40	131.23	134.51	137.79	141.08	144.36	147.64	150.92	154.20	157.48	160.76
50	164.04	167.32	170.60	173.88	177.16	180.45	183.73	187.01	190.29	193.57
60	196.85	200.13	203.41	206.69	209.97	213.25	216.53	219.82	223.10	226.38
70	229.66	232.94	236.22	239.50	242.78	246.06	249.34	252.62	255.90	259.19
80	262.47	265.75	269.03	272.31	275.59	278.87	282.15	285.43	288.71	291.99
90	295.27	298.56	301.84	305.12	308.40	311.68	314.96	318.24	321.52	324.80
100	328.08	331.36	334.64	337.93	341.21	344.49	347.77	351.05	354.33	357.61

### SQUARE FEET INTO SQUARE METRES

sq. ft.	0	1	2	3	4	5	6	7	8	9
	sq. metres	sq. metres	sq. metres	sq. metres	sq. metres	sq. metres	sq. metres	sq. metres	sq. metres	sq. metres
0	—	0.0929	0.1858	0.2787	0.3716	0.4645	0.5574	0.6503	0.7432	0.8361
10	0.9290	1.0219	1.1148	1.2077	1.3006	1.3936	1.4865	1.5794	1.6723	1.7652
20	1.8581	1.9510	2.0439	2.1368	2.2297	2.3226	2.4155	2.5084	2.6013	2.6942
30	2.7871	2.8800	2.9729	3.0658	3.1587	3.2516	3.3445	3.4374	3.5303	3.6232
40	3.7161	3.8090	3.9019	3.9948	4.0877	4.1806	4.2735	4.3664	4.4594	4.5523
50	4.6452	4.7381	4.8310	4.9239	5.0168	5.1097	5.2026	5.2955	5.3884	5.4813
60	5.5742	5.6671	5.7600	5.8529	5.9458	6.0387	6.1316	6.2245	6.3174	6.4103
70	6.5032	6.5961	6.6890	6.7819	6.8748	6.9677	7.0606	7.1535	7.2464	7.3393
80	7.4322	7.5252	7.6181	7.7110	7.8039	7.8968	7.9897	8.0826	8.1755	8.2684
90	8.3613	8.4542	8.5471	8.6400	8.7329	8.8258	8.9187	9.0116	9.1045	9.1974
100	9.2903	9.3832	9.4761	9.5690	9.6619	9.7548	9.8477	9.9406	10.0335	10.1264

### SQUARE METRES INTO SQUARE FEET

sq. m	0	1	2	3	4	5	6	7	8	9
	sq. ft.	sq. ft.	sq. ft.	sq. ft.	sq. ft.	sq. ft.	sq. ft.	sq. ft.	sq. ft.	sq. ft.
0	—	10.76	21.53	32.29	43.06	53.82	64.58	75.35	86.11	96.88
10	107.64	118.40	129.17	139.93	150.70	161.46	172.22	182.99	193.75	204.51
20	215.28	226.04	236.81	247.57	258.33	269.10	279.86	290.63	301.39	312.15
30	322.92	333.68	344.45	355.21	365.97	376.74	387.50	398.27	409.03	419.79
40	430.56	441.32	452.08	462.85	473.61	484.38	495.14	505.90	516.67	527.43
50	538.20	548.96	559.72	570.49	581.25	592.02	602.78	613.54	624.31	635.07
60	645.84	656.60	667.36	678.13	688.89	699.65	710.42	721.18	731.95	742.71
70	753.47	764.24	775.00	785.77	796.53	807.29	818.06	828.82	839.59	850.35
80	861.11	871.88	882.64	893.41	904.17	914.93	925.70	936.46	947.22	957.99
90	968.75	979.52	990.28	1001.04	1011.81	1022.57	1033.34	1044.10	1054.86	1065.63
100	1076.39	1087.15	1097.92	1108.68	1119.45	1130.21	1140.97	1151.74	1162.50	1173.27

### CUBIC FEET INTO CUBIC METRES

cu. ft.	0	1	2	3	4	5	6	7	8	9
	cubic metres	cubic metres	cubic metres	cubic metres	cubic metres	cubic metres	cubic metres	cubic metres	cubic metres	cubic metres
0	—	0.0283	0.0566	0.0850	0.1133	0.1416	0.1699	0.1982	0.2265	0.2549
10	0.2832	0.3115	0.3398	0.3681	0.3964	0.4248	0.4531	0.4814	0.5097	0.5380
20	0.5663	0.5947	0.6230	0.6513	0.6796	0.7079	0.7362	0.7646	0.7929	0.8212
30	0.8495	0.8778	0.9061	0.9345	0.9628	0.9911	1.0194	1.0477	1.0760	1.1044
40	1.1327	1.1610	1.1893	1.2176	1.2459	1.2743	1.3026	1.3309	1.3592	1.3875
50	1.4158	1.4442	1.4725	1.5008	1.5291	1.5574	1.5857	1.6141	1.6424	1.6707
60	1.6990	1.7273	1.7556	1.7840	1.8123	1.8406	1.8689	1.8972	1.9256	1.9539
70	1.9822	2.0105	2.0388	2.0671	2.0955	2.1238	2.1521	2.1804	2.2087	2.2370
80	2.2654	2.2937	2.3220	2.3503	2.3786	2.4069	2.4353	2.4636	2.4919	2.5202
90	2.5485	2.5768	2.6052	2.6335	2.6618	2.6901	2.7184	2.7467	2.7751	2.8034
100	2.8317	2.8600	2.8883	2.9166	2.9450	2.9733	3.0016	3.0299	3.0582	3.0865

### CUBIC METRES INTO CUBIC FEET

cu. m	0	1	2	3	4	5	6	7	8	9
	cubic feet	cubic feet	cubic feet	cubic feet	cubic feet	cubic feet	cubic feet	cubic feet	cubic feet	cubic feet
0	—	35.3	70.6	105.9	141.3	176.6	211.9	247.2	282.5	317.8
10	353.1	388.5	423.8	459.1	494.4	529.7	565.0	600.3	635.7	671.0
20	706.3	741.6	776.9	812.2	847.6	882.9	918.2	953.5	988.8	1024.1
30	1059.4	1094.8	1130.1	1165.4	1200.7	1236.0	1271.3	1306.6	1342.0	1377.3
40	1412.6	1447.9	1483.2	1518.5	1553.9	1589.2	1624.5	1659.8	1695.1	1730.4
50	1765.7	1801.1	1836.4	1871.7	1907.0	1942.3	1977.6	2012.9	2048.3	2083.6
60	2118.9	2154.2	2189.5	2224.8	2260.1	2295.5	2330.8	2366.1	2401.4	2436.7
70	2472.0	2507.3	2542.7	2578.0	2613.3	2648.6	2683.9	2719.2	2754.5	2789.9
80	2825.2	2860.5	2895.8	2931.1	2966.4	3001.8	3037.1	3072.4	3107.7	3143.0
90	3178.3	3213.6	3249.0	3284.3	3319.6	3354.9	3390.2	3425.5	3460.8	3496.2
100	3531.5	3566.8	3602.1	3637.4	3672.7	3708.0	3743.4	3778.7	3814.0	3849.3

## E. FOREIGN GOVERNMENT REPRESENTATIVES IN CANADA

### ALGERIA

Embassy of Algeria  
435 Daly Avenue  
Ottawa, Ontario K1N 6H3  
Tel: 232-9453, -54

### ARGENTINA

Embassy of Argentina  
Suite 1705, Place de Ville  
Tower "B"  
112 Kent Street  
Ottawa, Ontario K1P 5P2  
Tel: 236-9431

Consulate General of Argentina  
Suite 737  
1010 Ste. Catherine Street West  
Montréal, Québec H3B 1G1  
Tel: 866-3819

### AUSTRALIA

Australian Commercial Counsellor  
and Trade Commissioner  
Australian High Commission  
130 Slater Street  
Ottawa, Ontario K1P 5H6  
Tel: 236-0841  
Telex: 013-3391

Australian Trade Commissioner  
Suite 2324  
Commerce Court West  
P.O. Box 69  
Toronto, Ontario M5L 1B9  
Tel: 367-0783  
Telex: 06-219762

Australian Trade Commissioner  
Suite 800  
1066 West Hastings Street  
Oceanic Plaza  
(P.O. Box 12519)  
Vancouver, British Columbia V6E 3X1  
Tel: 684-1177  
Telex: 04-507580

### AUSTRIA

Austrian Embassy  
445 Wilbrod Street  
Ottawa, Ontario K1N 6M7  
Tel: 563-1444, -5, -6, -7  
Telex: 053-3290



**Austrian Consulate**

1132 Kensington Road, N.W.  
Calgary, Alberta 2N 3P3  
Tel: 283-6526

**Austrian Consulate**

526 Young Avenue  
Halifax, Nova Scotia B3H 2V3  
Tel: 423-7593

**Austrian Consulate-General**

1350 Sherbrooke Street West  
Montréal, Québec H3G 1J1  
Tel: 845-8661, -1725

**Austrian Consulate**

Suite 711  
1243 Islington Avenue  
Toronto, Ontario M8X 1Y9  
Tel: 239-0338

**Austrian Consulate**

525 Seymour Street  
Vancouver, British Columbia V6B 3H9  
Tel: 683-7571

**Austrian Consulate**

54 Harrow Street  
Winnipeg, Manitoba R3M 2Y7  
Tel: 452-9750

**BAHAMAS**

**High Commissioner's Office**

c/o Embassy of the Bahamas  
Suite 865  
600 New Hampshire Avenue  
North West  
Washington, D.C. 20037  
U.S.A.  
Tel: 338-3940

**BANGLADESH**

**Bangladesh High Commission**

Suite 402  
85 Range Road  
Ottawa, Ontario K1N 8J6  
Tel: 236-0138, -0139

**Bangladesh Consulate**

Suite 111  
85 Range Road  
Ottawa, Ontario K1N 8J6  
Tel: 238-4049

## **BARBADOS**

### **Counsellor**

#### **Barbados High Commission**

Suite 700

151 Slater Street

Ottawa, Ontario K1P 5H3

Tel: 236-9517/8, -0014

Telex: 053-3375

### **Senior Trade Commissioner**

#### **Barbados Trade Commission**

Suite 1108

11 King Street West

Toronto, Ontario M5H 1A3

Tel: 869-0600, 01, 02, 03, 04

### **Barbados Consulate**

Suite 1105

666 Sherbrooke Street West

Montréal, Québec H3A 1E7

### **Barbados Consulate**

Suite 307

5920 MacLeod Trail South

Calgary, Alberta T2H 0K2

## **BELGIUM**

### **Belgian Embassy**

Suites 601 and 604

85 Range Road

Ottawa, Ontario K1N 8J6

Tel: 236-7267, -8, -9

Telex: 013-3568

### **Consul General of Belgium**

Suite 1250

1001 de Maisonneuve West

Montréal, Québec H3B 3C8

Tel: 849-7394

### **Consul General of Belgium**

Suite 1901

8 King Street East

Toronto, Ontario M5C 1B5

Tel: 364-5283

### **Consulate General of Belgium**

Suite 1560

I.B.M. Tower

701 West Georgia Street

Vancouver, British Columbia V7Y 1C6

Tel: 682-1878

### **Correspondence to:**

Box 10119

Pacific Centre

Vancouver, British Columbia V7X 1C6

Tel: 682-1878

**Belgium Consulate**  
1800 The Standard Life Centre  
10405 Jasper Avenue  
Edmonton, Alberta T5J 3N4  
Tel: 423-8500

**Belgium Consulate**  
Suite 233  
1657 Barrington Street  
Roy Building  
Halifax, Nova Scotia B3J 2A1  
Tel: 423-6323

**Belgium Consulate**  
55 D'Auteil  
Québec, Québec G1R 4T5  
Tel: 692-3911

**Belgium Consulate**  
1700 Chateau Tower  
1920 Broad Street  
Regina, Saskatchewan S4P 3V2  
Tel: 352-8761

**Belgium Consulate**  
2nd Floor South Wing  
Finger Pier, Harbour Drive  
P.O. Box 1506  
St. John's, Newfoundland A1C 5N8  
Tel: 726-8948

**Belgium Consulate**  
308 — 1041 Beaverhill Boulevard  
Winnipeg, Manitoba R2J 3K2  
Tel: 256-0117

## **BENIN**

**Benin Embassy**  
58 Glebe Avenue  
Ottawa, Ontario K1S 2C3  
Tel: 237-7366

**Benin Consulate**  
4600 LaSalle Boulevard  
Verdun, Québec H4G 2A8  
Tel: 849-3695

## **BOLIVIA**

**Bolivian Embassy**  
Apt. 901  
85 Range Road  
Ottawa, Ontario K1N 8J6  
Tel: 232-5396

**Consulate of Bolivia**  
11231 Jasper Avenue  
Edmonton, Alberta T5K 0L5  
Tel: 488-1525

**Consulate of Bolivia**

Suite 1157

United Kingdom Building

409 Granville Street

Vancouver, British Columbia V6C 1T2

Tel: 685-8121

**Consulate of Bolivia**

201-1242 Peel Street

Montréal, Québec H3B 2T6

Tel: 861-4802, 934-0479

**Consulate of Bolivia**

104 Mill Road

Etobicoke, Ontario M9C 1X8

Tel: 622-2080

**BOTSWANA**

**Embassy of the Republic of**

**Botswana**

Suite 404

Van Ness Centre

4301 Connecticut Avenue, North West

Washington, D.C. 20008

Tel: 244-4990

**BRAZIL**

**Embassy of Brazil**

**Trade Division**

Suite 900

255 Albert Street

Ottawa, Ontario K1P 6A9

Tel: 237-1090

Telex: 053-4222

**Brazilian Consulate General**

Suite 1505

1 Place Ville Marie

Montréal, Québec H3B 2B5

Tel: 866-3313

Telex: 05-24470

**Brazilian Consulate**

**Trade Division**

Suite 616

130 Bloor Street West

Toronto, Ontario M5S 1N5

Tel: 921-4534

Telex: 06-23730

**Brazilian Consulate**

6464 Chebucto Road

Halifax, Nova Scotia B3L 1L4

Tel: 425-3284

**Brazilian Consulate**  
(P.O. Box 4246, Station "A")  
St. John's, Newfoundland A1B 3N9  
Tel: 726-0718

**BRITAIN**

**Minister (Commercial)**  
**British High Commission**  
80 Elgin Street  
Ottawa, Ontario K1P 5K7  
Tel: 237-1530  
Telex: 05-33318

**British Consul**  
Nat West Canada Limited  
Suite 926, Dome Tower  
333 — 7th Avenue S.W.  
Calgary, Alberta T2P 2Z1  
Tel: 265-7414

**British Consul**  
Suite 1404  
Three McCauley Plaza  
10025 Jasper Avenue  
Edmonton, Alberta T5J 1S6  
Tel: 428-0375  
Telex: 037-2421

**British Consul for the Atlantic  
Provinces**  
Centennial Building, 10th Floor  
1645 Ganville Street  
Halifax, Nova Scotia B3J 1X3  
Tel: 422-7488  
Telex: 019-21634

**British Consul-General**  
Suite 901  
635 Dorchester Boulevard West  
Montréal, Québec H3B 1R6  
Tel: 866-5863  
Telex: 012-6437

**British Consul-General**  
200 University Avenue, 8th Floor  
Toronto, Ontario M5H 3E3  
Tel: 593-1290  
Telex: 022-9531

**British Consul-General**  
Bank of Nova Scotia Building  
Room 407  
602 West Hastings Street West  
Vancouver, British Columbia V6B 1P6  
Tel: 683-4421  
Telex: 045-1287

## **BULGARIA**

**Bulgarian Embassy**  
325 Stewart Street  
Ottawa, Ontario K1N 6K5  
Tel: 232-3215, -3453

**Bulgarian Trade Commission**  
Suite 1410  
100 Adelaide Street West  
Toronto, Ontario M5H 1S6  
Tel: 363-7307, -8  
Telex: 06-23535

## **BURMA**

**Embassy of the Union of Burma**  
2300 S. Street, North West  
Washington, D.C. 20008  
Tel: DE2-9044, 45, 46

## **CAMEROON**

**Commercial Attaché**  
**Cameroon Embassy**  
170 Clemow Avenue  
Ottawa, Ontario K1S 2B4  
Tel: 236-1522

## **CAPE VERDE ISLANDS**

**Embassy of Cape Verde Islands**  
c/o The Permanent Mission of the  
Republic of Guinea Bissau  
Room 604  
211 East 43rd Street  
New York, N.Y. 10017  
Tel: 661-3977

## **CENTRAL AFRICAN REPUBLIC**

**Consulate of Central African  
Republic**  
Suite 2010  
500 Place d'Armes  
Montréal, Québec H2Y 2W2  
Tel: 849-8381

## **CHAD**

**Embassy of Chad**  
Suite 302  
2002 R Street, N.W.  
Washington, D.C. 20006  
Tel: 462-4009

## **CHILE**

### **Commercial Section**

**Embassy of Chile**  
Suite 801  
56 Sparks Street  
Ottawa, Ontario K1P 5A9  
Tel: 235-4402 & 235-9940

### **Consulate General of Chile**

Suite 731  
1010 Ste. Catherine Street West  
Montréal, Québec H3B 3R7  
Tel: 861-5669

### **Honorary Consulate of Chile**

Suite 1205  
330 Bay Street  
Toronto, Ontario M5H 2S8  
Tel: 366-9570

### **Honorary Consulate General of Chile**

305 — 1124 Lonsdale Avenue  
North Vancouver, British Columbia V7M 2H1  
Tel: 985-6211

## **CHINA, PEOPLE'S REPUBLIC OF**

### **Commercial Counsellor**

**Embassy of the People's Republic of  
China**  
511 — 515 St. Patrick Street  
Ottawa, Ontario K1N 5H3  
Tel: 234-2706

### **Consulate General**

**People's Republic of China**  
3338 Granville Street  
Vancouver, British Columbia V6H 3K3  
Tel: 736-6784, -85

## **COLOMBIA**

### **First Secretary and Consul**

**Embassy of Colombia**  
Suite 406  
151 Sparks Street  
Ottawa, Ontario K1P 5E3  
Tel: 235-8803

### **Colombian Government Trade Bureau**

Suite 2811  
330 Sparks Street  
Ottawa, Ontario K1R 7R9  
Tel: 238-7947

**Consul General of Colombia**  
Apt. 2902  
1155 Dorchester Boulevard West  
Montréal, Québec H3B 2L3  
Tel: 866-0442

**Consul of Colombia**  
Suite 423  
67 Yonge Street  
Toronto, Ontario M5E 1J8  
Tel: 366-5092

**Vice-Consul of Colombia**  
2705 West 22nd Avenue  
Vancouver, British Columbia V6L 1M5  
Tel: 738-6710

## **CONGO**

**Embassy of the Congo**  
c/o Permanent Mission of the Congo  
to the United Nations  
14 East 65th Street  
New York, N.Y. 10021  
Tel: 744-7840, -41, -42

## **COSTA RICA**

**Consulate of Costa Rica**  
No. 2902  
1155 Dorchester Boulevard West  
Montréal, Québec  
Tel: 866-8159, 866-0442

**Consulate of Costa Rica**  
No. 507  
75 The Donway West  
Don Mills, Ontario M3C 2E9  
Tel: 449-8333

**Consulate of Costa Rica**  
Suite 603  
1550 Alberni Street  
Vancouver, British Columbia V6G 1A5  
Tel: 682-3865

## **CUBA**

**Cuban Embassy**  
388 Main Street  
Ottawa, Ontario K1S 1E3  
Tel: 563-0141

**Cuban Trade Commission**  
1415 avenue des Pins ouest  
Montréal, Québec H3G 2B2  
Tel: 843-8897



**Cuban Consulate-General**

Suite 406  
372 Bay, 4th Floor  
Toronto, Ontario  
Tel: 362-3622

**CYPRUS****High Commissioner's Office**

c/o Embassy of Cyprus  
2211 R Street, North West  
Washington, D.C. 20008  
Tel: 462-5772

**CZECHOSLOVAKIA****Embassy of Czechoslovak Socialist Republic**

50 Rideau Terrace  
Ottawa, Ontario. K1M 2A1  
Tel: 749-4442

**Consulate General of the Czechoslovak Socialist Republic**

1305 avenue des Pins ouest  
Montréal, Québec H3G 1B2  
Tel: 849-4495

**DENMARK****Royal Danish Embassy**

Suite 702  
85 Range Road  
Ottawa, Ontario K1N 8J6  
Tel: 234-0704, 234-0116, 234-4619  
Telex: 053-3114

**Royal Danish Consulate General**

Suite 1525  
1245 Sherbrooke Street West  
Montréal, Québec H3G 1G2  
Tel: 849-5391  
Telex: 055-60783

**Royal Danish Consulate**

Suite 310  
151 Bloor Street, West  
Toronto, Ontario M5S 1S4  
Tel: 962-5661  
Telex: 06-22032

**Royal Danish Consulate**

Suite 1102  
475 Howe Street  
Vancouver, British Columbia V6C 2B3  
Tel: 684-5171  
Telex: 04-51506

**Royal Danish Consulate**  
1235 — 11th Avenue S.W.  
Calgary, Alberta T3C 0M5  
Tel: 245-5751

**Royal Danish Consulate**  
10240 — 105th Street  
Edmonton, Alberta T5J 1E1  
Tel: 426-1457

**Royal Danish Consulate**  
1525 Birmingham Street  
(P.O. Box 3550 South)  
Halifax, Nova Scotia B3J 3J3  
Tel: 429-5680

**Royal Danish Consulate**  
495 King George Highway  
Newcastle, New Brunswick E1V 1M6  
Tel: 622-1199

**Royal Danish Consulate**  
Suite 860  
880 Ste-Foy Road  
Québec, Québec G1S 2L2  
Tel: 681-0708

**Royal Danish Consulate**  
1200 McIntyre  
Regina, Saskatchewan S4R 2M6  
Tel: 525-2537

**Royal Danish Consulate**  
Suite 306, Harbour Building  
133 Prince William Street  
(P.O. Box 6639, Station "A")  
Saint John, New Brunswick E2L 4S1  
Tel: 652-6320

**Royal Danish Consulate**  
87 Water Street  
(P.O. Box 5128)  
St. John's, Newfoundland A1C 5V6  
Tel: 726-8000

**Royal Danish Consulate**  
386 Broadway Avenue  
Winnipeg, Manitoba R3C 3R6  
Tel: 956-1440

## **DJIBOUTI**

**Djibouti Consulate**  
Suite 2107  
1010 Sherbrooke Street, West  
Montréal, Québec H3A 2R7

## **DOMINICAN REPUBLIC**

### **Consul General of the Dominican Republic**

Suite No. 5  
3435 Drummond Street  
Montréal, Québec H3G 1X8  
Tel: 843-4540

### **Consulate of the Dominican Republic**

P.O. Box 116  
Brantford, Ontario N3T 5M3

### **Consulate of the Dominican Republic**

13313 Niagara River Parkway  
Niagara Falls, Ontario  
Tel: 382-3146

### **Consulate of the Dominican Republic**

170 Grande Allée West  
Québec, Québec G1R 2G9  
Tel: 694-9613

### **Consulate of the Dominican Republic**

59 Broad Street  
Saint John, New Brunswick E2L 1Y3

### **Consulate of the Dominican Republic<sup>7V</sup>**

808 — 1445 Marpole Avenue  
Vancouver, British Columbia V6H 1S5  
Tel: 738-1414

## **ECUADOR**

### **Embassy of Ecuador**

Suite 2226  
320 Queen Street  
Place de Ville, Tower "A"  
Ottawa, Ontario K1R 5A3  
Tel: 238-5032

### **Consulate General of Ecuador**

Suite 226  
1500 Stanley Street  
Montréal, Québec H3A 1R3  
Tel: 849-0200

### **Consulate of Ecuador**

151 Bloor Street, West  
Toronto, Ontario M5S 1S4  
Tel: 968-2077

### **Consulate of Ecuador**

Suite 920  
777 Hornby Street  
Vancouver, British Columbia V6Z 1S4  
Tel: 689-0481, 0482

## **EGYPT, ARAB REPUBLIC OF**

**Embassy of Arab Republic of Egypt  
Economic and Commercial Office**  
454 Laurier Avenue East  
Ottawa, Ontario K1N 6R3  
Tel: 234-4931, 234-4741

**Consulate General of Arab Republic  
of Egypt**  
3754 Côte des Neiges Road  
Montréal, Québec H3H 1V6  
Tel: 937-7781, -82

## **EL SALVADOR**

**Embassy of El Salvador**  
Suite 302, Copeland Building  
294 Albert Street  
Ottawa, Ontario K1P 6E6  
Tel: 238-2939

**Honorary Consul of El Salvador**  
370 St. Joseph Boulevard, East  
Montréal, Québec H2T 1J6  
Tel: 842-7053

**Honorary Consul of El Salvador**  
Suite 606  
1200 Burrard Street  
Vancouver, British Columbia V6Z 2C7  
Tel: 681-1434

## **FIJI**

**Fiji High Commission**  
One United Nations Plaza  
26th Floor  
New York, N.Y. 10017  
Tel: 355-7316

## **FINLAND**

**Embassy of Finland**  
Suite 401  
222 Somerset Street West  
Ottawa, Ontario K2P 2G3  
Tel: 236-2389, 2380

**Trade Commissioner of Finland**  
Suite 1101  
1010 Ste. Catherine Street West  
Montréal, Québec H3B 3S2  
Tel: 866-2202

**Trade Commissioner of Finland**  
Suite 602  
2221 Yonge Street  
Toronto, Ontario M4S 2B4  
Tel: 486-1642, 482-4112

**Honorary Consul of Finland**  
Main Floor, Hotel Macdonald  
Edmonton, Alberta T5J 0N6  
Tel: 426-7865

**Honorary Consul of Finland**  
P.O. Box 7174  
Station "A"  
Saint John, New Brunswick E2L 4S6  
Tel: 693-3302

**Honorary Consul of Finland**  
P.O. Box 2252  
Halifax, Nova Scotia B3J 3C8  
Tel: 423-6055

**Honorary Consul of Finland**  
c/o London Life Insurance Co.  
452 Albert Street East  
(P.O. Box 969)  
Sault Ste. Marie, Ontario P6A 2J8  
Tel: 256-5618

**Honorary Consul of Finland**  
176 Elm Street, West  
(P.O. Box 490)  
Sudbury, Ontario P3E 4P6  
Tel: 675-7503

**Honorary Consul of Finland**  
76 Algoma Street, North  
(P.O. Box 2870)  
Thunder Bay, Ontario P7B 3B3  
Tel: 344-9161

**Honorary Vice-Consul of Finland**  
Suite 131  
101 Mall, Pine Street, North  
Timmins, Ontario P4N 6K6  
Tel: 264-1285

**Honorary Consul of Finland**  
12-3rd Avenue, East  
Vancouver, British Columbia V5T 1C3  
Tel: 879-4541

**Honorary Consul of Finland**  
704 — 167 Lombard Avenue  
Winnipeg, Manitoba R3B 0V3  
Tel: 942-7457

## **FRANCE**

**Embassy of France**  
42 Sussex Drive  
Ottawa, Ontario K1M 2C9  
Tel: 232-1795  
Telex: 053-4410

**Commercial Counsellor of France**

Place Bonaventure  
2 Elysée  
(P.O. Box 117)  
Montréal, Québec H5A 1B1  
Tel: 878-4381  
Telex: 055-61219

**Commercial Counsellor of France**

Suite 620  
40 University Avenue  
Toronto, Ontario M9J 1T1  
Tel: 366-1131  
Telex: 062-2434

**French Trade Commissioner**

Suite 1201  
736 Granville Street  
The Vancouver Block  
Vancouver, British Columbia V6Z 1H9  
Tel: 681-2301  
Telex: 045-4211

**Honorary Vice-Consul of France**

Suite 200  
909 — 5th Avenue S.W.  
Calgary, Alberta T2P 0N8  
Tel: 262-1544

**Honorary Consul of France**

1500 Roussel Avenue, West  
Chicoutimi, Québec G7G 1T4  
Tel: 549-7515

**Consulate General of France**

Suite 300, Guardian Building  
10240 — 124th Street  
Edmonton, Alberta T5N 3W6  
Tel: 488-6566

**Consulate of France**

3170 Romans Avenue  
Halifax, Nova Scotia B3L 3W9  
Tel: 455-7035

**Consulate of France**

250 Lutz  
(P.O. Box 1109)  
Moncton, New Brunswick E1C 8P6  
Tel: 855-4303

**Consulate of France**

30 Blowers Street  
North Sydney, Nova Scotia B2A 3M4  
Tel: 794-4800

**Consulate General of France**

1110 av. des Laurentides  
Québec, Québec G1S 3C3  
Tel: 688-0430

**Consulate of France**

Suite 17

1816 — 7th Avenue, North

(P.O. Box 3663)

Regina, Saskatchewan S4P 3N8

Tel: 545-9912

**Consulate of France**

40 Charlotte Street

Saint John, New Brunswick E2L 2H6

Tel: 693-1193

**Consulate of France**

20 Amherst Place

St. John's, Newfoundland A1E 3J5

Tel: 579-2259

**Consulate of France**

205 Third Avenue, North

Saskatoon, Saskatchewan S7K 3X5

Tel:

**Consulate of France**

305 Main Street

Whitehorse, Yukon Y1A 2B4

Tel: 667-4222

**Consulate of France**

6630 Riverside Drive, East

Windsor, Ontario N8S 1B9

Tel:

**Consulate of France**

40 Westgate Street

Winnipeg, Manitoba R3C 2E1

Tel: 774-4825

**GABON**

**Embassy of Gabon**

4 Range Road

Ottawa, Ontario K1N 8J5

Tel: 232-5301, -5302

**THE GAMBIA**

**Consulate General of the Gambia**

Suite 230

363 St. François Xavier Street

Montréal, Québec H2Y 3P9

Tel: 849-2885

**High Commission of the Gambia**

Suite 300

1785 Massachusetts Avenue, N.W.

Washington, D.C. 20036

Tel: 785-1631

**GERMANY, FEDERAL REPUBLIC OF**

**Embassy of the Federal Republic of  
Germany**

**Counsellor (Economic and  
Commercial Affairs)**

1 Waverley Street  
Ottawa, Ontario K2P 0T8  
Tel: 232-1101, -1102, -1103, -1104, -1105  
Telex: 053-4226

**Consulate General of the Federal  
Republic of Germany**

3455 Mountain Street  
Montréal, Québec H3G 2A3  
Tel: 286-1820  
Telex: 05-24483

**Consulate General of the Federal  
Republic of Germany**

77 Admiral Road  
Toronto, Ontario M5R 2L4  
Tel: 925-2813, -2814, -2815  
Telex: 06-22866

**Consulate General of the Federal  
Republic of Germany**

2500 CN Tower  
10004 — 104 Avenue  
(P.O. Box 363 T5J 2J6)  
Edmonton, Alberta T5J 0K1  
Tel: 429-6421

**Consulate General of the Federal  
Republic of Germany**

501 — 325 Howe Street  
Vancouver, British Columbia V6C 2A2  
Tel: 684-8377  
Telex: 04-507769

**Consulate of the Federal Republic of  
Germany**

Suite 900, Cogswell Tower  
Scotia Square  
Halifax, Nova Scotia B3J 3K1  
Tel: 428-4350  
Telex: 019-21885

**Consulate of the Federal Republic of  
Germany**

289 Frederick Street  
Kitchener, Ontario N2H 6M1  
Tel: 576-8650

**Consulate of the Federal Republic of  
Germany**

3534 Argyle Road  
Regina, Saskatchewan S4S 2B8  
Tel: 586-8762



**Consulate of the Federal Republic of  
Germany**  
22 Poplar Avenue  
St. John's, Newfoundland A1B 1C8  
Tel: 753-7777

**Consulate of the Federal Republic of  
Germany**  
222 Oxford Street  
Winnipeg, Manitoba R3M 3J6  
Tel: 453-1001

#### **GHANA**

**Office of the High Commissioner for  
Ghana**  
Suite 810  
85 Range Road  
Ottawa, Ontario K1N 8J6  
Tel: 236-0871

#### **GREECE**

**Embassy of Greece**  
76-80 MacLaren Street  
Ottawa, Ontario K2P 0K6  
Tel: 238-6271, -2, -3

**Consulate General of Greece**  
Suite 925  
2000 Peel Street  
Montréal, Québec H3A 2W5  
Tel: 845-2105  
Telex: 05-24201

**Consulate General of Greece**  
Suite 1004  
100 University Avenue  
Toronto, Ontario M5G 1V6  
Tel: 593-1636, -1637

**Consulate of Greece**  
Suite 501  
1200 Burrard Street  
Vancouver, British Columbia V6Z 2C7  
Tel: 681-1381

#### **GRENADA**

**High Commission for Grenada**  
Suite 301  
280 Albert Street  
Ottawa, Ontario K1P 5G8  
Tel: 236-9581

**Honorary Consulate of Grenada**  
825 Pillerin Street  
Ville Brossard  
Montréal, Québec J4W 2L2  
Tel: 671-2054

**Honorary Consulate of Grenada**

Suite 101  
143 Yonge Street  
Toronto, Ontario M5C 1W7

**Honorary Consulate of Grenada**

10 Rice Road  
Fort Richmond, British Columbia R3T 3N4  
Tel: 269-7069

**GUATEMALA**

**Embassy of Guatemala**

Suite 500  
294 Albert Street  
Ottawa, Ontario K1P 6E6  
Tel: 237-3941, -2

**Consul General of Guatemala**

Place Bonaventure  
39 Fundy  
(P.O. Box 401)  
Montréal, Québec H5A 1B7  
Tel: 861-5919

**Honorary Consulate of Guatemala**

50 Aberdeen Street  
Québec, Québec G1R 2C7  
Tel: 523-0426

**Honorary Consulate of Guatemala**

Suite 608  
67 Yonge Street  
Toronto, Ontario M5E 1J8  
Tel: 362-4035

**Honorary Consulate of Guatemala**

1400 — 736 Granville Street  
Vancouver, British Columbia V6Z 1G7  
Tel: 682-4831

**GUINEA**

**Embassy of Guinea**

Suite 208, Place de Ville, Tower "B"  
112 Kent Street  
Ottawa, Ontario K1P 5P2  
Tel: 232-1133

**GUYANA**

**High Commissioner for Guyana**

Suite 309, Burnside Building  
151 Slater Street  
Ottawa, Ontario K1P 5H3  
Tel: 235-7249

**Consulate General of Guyana**  
Suite 225  
123 Edward Street  
Toronto, Ontario M5G 1G2  
Tel: 997-5540, -3264, -3326, -5538

## **HAITI**

**Embassy of Haiti**  
Suite 1308, Place de Ville, Tower "B"  
112 Kent Street  
Ottawa, Ontario K1P 5P2  
Tel: 238-1628, -29

**Consulate General of Haiti**  
Suite 106  
8 Jardins de Merici  
Québec, Québec G1S 4N9  
Tel: 681-0824

**Consulate General of Haiti**  
Suite 808  
920 Yonge Street  
Toronto, Ontario M5E 1P3  
Tel: 923-7833

## **HOLY SEE**

**Apostolic Nunciature**  
724 Manor Avenue  
Rockcliffe Park, Ottawa, Ontario K1M 0E3  
Tel: 746-4914

## **HONDURAS**

**Embassy of Honduras**  
Suite 300-A  
151 Slater Street  
Ottawa, Ontario K1P 5H3  
Tel: 233-8900

**Consulate of Honduras**  
Suite 101  
1225 St. Marc Street  
Montréal, Québec H3H 2E7  
Tel: 935-9708

**Honorary Consul**  
**Consulate of Honduras**  
501 Georgia West  
Vancouver, British Columbia V6B 3Y8  
Tel: 685-7711

**Consulate General of Honduras**  
653 Village Parkway No. 36  
Unionville (Toronto), Ontario  
L3R 2R2  
Tel: 297-4785

## **HUNGARY**

### **Embassy of Hungary**

7 Delaware Avenue  
Ottawa, Ontario K2P 0Z2  
Tel: 232-1711/1712

### **Hungarian Trade Commission**

Suite 1510  
1350 Sherbrooke Street West  
Montréal, Québec H3G 1J1  
Tel: 849-9261/62  
Telex: 05-25162

### **Branch Office of the Hungarian Trade Commission**

Suite 450  
102 Bloor Street West  
Toronto, Ontario M5S 1M8  
Tel: 923-3596/3697  
Telex: 06-22551

## **ICELAND**

### **Consulate of Iceland**

Suite 1600  
1791 Barrington Street  
(P.O. Box 2252)  
Halifax, Nova Scotia B3J 3C8  
Tel: 423-6055

### **Consulate General of Iceland**

5005 Jean Talon, West  
Montréal, Québec H4P 1W7  
Tel: 342-5461

### **Consulate of Iceland**

283 Duckworth Street  
St. John's, Newfoundland A1C 1G9  
Tel: 578-2059/5061

### **Consulate of Iceland**

Suite 1125  
65 Queen Street West  
Toronto, Ontario M5H 1M7  
Tel: 864-1550

### **Consulate of Iceland**

1305-A Clarence Avenue  
Winnipeg, Manitoba R3T 1T4  
Tel: 786-6557/772-2233

### **Consulate of Iceland**

Four Bentall Centre  
1804 — 1055 Dunsmuir Street  
(P.O. Box 49272)  
Vancouver, British Columbia V7X 1C5  
Tel: 688-5421

**Embassy of Iceland**

2022 Connecticut Avenue N.W.  
Washington, D.C. 20008  
Tel: 265-6653/6654/6655

**INDIA****First Secretary (Commercial)****High Commission of India**

10 Springfield Road  
Ottawa, Ontario K1M 1C9  
Tel: 744-3751/52/53

**Consulate General of India**

1st Floor  
325 Howe Street  
Vancouver, British Columbia V6C 1Z7  
Tel: 681-0644

**Consulate General of India**

29th Floor  
2 Bloor Street East  
Toronto, Ontario M4W 1A7  
Tel: 960-0751, -52

**INDONESIA****Head of Economic Affairs Division****Embassy of Indonesia**

287 MacLaren Street  
Ottawa, Ontario K2P 0L9  
Tel: 236-7403  
Telex: 053-3119

**Consulate of Indonesia**

Suite 426  
470 Granville Street  
Vancouver, British Columbia V6C 1V5  
Tel: 669-0574

**IRAN****Embassy of Iran**

Suites 307/308  
85 Range Road  
Ottawa, Ontario K1N 8J6  
Tel: 236-9108/9109/9100  
Telex: 053-4229

**IRAQ****Embassy of the Republic of Iraq**

215 McLeod Street  
Ottawa, Ontario K2P 0Z8  
Tel: 236-9177/78

**Consulate General of Iraq**  
3019 St. Sulpice Road  
Montréal, Québec H3H 1B6  
Tel: 288-3732

## **IRELAND**

**Embassy of Ireland**  
170 Metcalfe Street  
Ottawa, Ontario K2P 1P3  
Tel: 233-6281

**Irish Consulate**  
70 Germain Street  
Saint John, New Brunswick E2L 2E7  
Tel: 693-2681

## **ISRAEL**

**Israeli Embassy**  
Suite 601  
410 Laurier Avenue West  
Ottawa, Ontario K1R 7T3  
Tel: 237-6450

### **Consul & Trade Commissioner of Israel**

Suite 780  
102 Bloor Street West  
Toronto, Ontario M5S 1M8  
Tel: 961-1126  
Telex: 06-217520

**Consulate General of Israel**  
Suite 1675  
550 Sherbrooke Street West  
Montréal, Québec H3Z 1B9  
Tel: 288-9277

## **ITALY**

**Embassy of Italy**  
275 Slater Street  
Ottawa, Ontario K1P 5H9  
Tel: 232-2401/02/03

**Honorary Vice-Consul**  
50 Dalhousie Street  
Brantford, Ontario N3T 2H8  
Tel: 752-3232

**Honorary Vice-Consul**  
606 — 7th Avenue S.W.  
Calgary, Alberta T2P 0Y7  
Tel: 264-0000

**Honorary Vice-Consul**  
1240 Standard Life Center  
10405 Jasper Avenue  
No. 1020  
Edmonton, Alberta T5Y 3N6  
Tel: 423-5153

**Honorary Vice-Consul**  
Suite 303  
69 Wyndham Street North  
Guelph, Ontario N1H 4E7  
Tel: 836-6820

**Honorary Consul**  
9 Downview Drive  
Dartmouth, Nova Scotia B2W 4C7  
Tel: 463-3371

**Honorary Vice-Consul**  
Suite 700  
15 King Street, West  
Hamilton, Ontario L8P 1A4  
Tel: 529-5030

**Honorary Vice-Consul**  
221 King Street  
Kingston, Ontario K7L 3A6  
Tel: 549-3154

**Honorary Vice-Consul**  
344 Richmond Street  
London, Ontario N6A 3C3  
Tel: 438-3881

**Consul General** 3489 Drummond Avenue  
Montréal, Québec H3G 1X6  
Tel: 849-8351/52/53/54

**Honorary Consul**  
Suite 5  
760 Place Philippe  
Ste. Foy, Québec G1V 2P7  
Tel: 681-5237

**Honorary Vice-Consul**  
Suite 104, Professional Place  
212 Queen Street East  
Sault Ste. Marie, Ontario P6A 5X8  
Tel: 949-0704

**Honorary Consular Agent**  
82 Lowry Place  
Regina, Saskatchewan S4S 4P5  
Tel: 586-6832

**Honorary Vice-Consul**  
96 Larch Street  
Sudbury, Ontario P3E 1C1  
Tel: 674-4922

**Honorary Vice-Consul**  
Centro Da Vinci  
415 Victoria Avenue, East  
Thunder Bay, Ontario P7C 1A6  
Tel: 622-9052

**Honorary Vice-Consul**  
Suite 131, The 101 Mall  
38 Pine Street, North  
Timmins, Ontario P4N 6K6  
Tel: 264-1285

**Consul General**  
136 Beverley Street  
Toronto, Ontario M5T 1Y5  
Tel: 364-1566

**Honorary Consular Agent**  
824 Rossland Avenue  
Trail, British Columbia V1R 3N3  
Tel: 364-1728

**Honorary Consular Agent**  
201 — 1034 Collinson Street  
Victoria, British Columbia V8V 3C1  
Tel: 384-3212

**Honorary Vice-Consul**  
1291 Erie Street, East  
Windsor, Ontario N9A 3Z6  
Tel: 256-0092

**Honorary Vice-Consul**  
Suite 200  
283 Portage Avenue  
Winnipeg, Manitoba R3B 2B5  
Tel: 943-7637

**Italian Trade Commissioner**  
Suite 505  
1200 Burrard Street  
Vancouver, British Columbia V6Z 2C7  
Tel: 684-7288

## **IVORY COAST**

**Embassy of the Ivory Coast**  
9 Marlborough Avenue  
Ottawa, Ontario K1N 8E6  
Tel: 236-9919

**Honorary Consul of the Ivory Coast  
to Toronto**  
73 Wanless Crescent  
Toronto, Ontario M4N 3C2  
Tel: 485-1514



## **JAMAICA**

### **Counsellor**

**Jamaican High Commission**  
Suite 402, Standard Life Building  
275 Slater Street  
Ottawa, Ontario K1P 5H9  
Tel: 233-9311/4

### **Consulate General of Jamaica**

Suite 216  
214 King Street, West  
Toronto, Ontario M5H 1K4  
Tel: 598-3008, -3393

## **JAPAN**

### **Embassy of Japan**

255 Sussex Drive  
Ottawa, Ontario K1N 9E6  
Tel: 236-8541  
Telex: 053-4220

### **Consulate General of Japan**

Suite 2600  
10020-100th Street  
Edmonton, Alberta T5J 0N4  
Tel: 429-3052, 422-3752  
Telex: 037-3404

### **Consulate General of Japan**

Suite 2701  
1155 Dorchester Boulevard West  
Montréal, Québec H3B 2K9  
Tel: 866-3429  
Telex: 05-25376

### **Consulate General of Japan**

Suite 1803, Toronto-Dominion Centre  
P.O. Box 10  
Toronto, Ontario M5K 1A1  
Tel: 363-7038  
Telex: 02-2657

### **Consulate General of Japan**

Suite 1210  
1177 Hastings Street, West  
Vancouver, British Columbia V6E 2K9  
Tel: 684-5868, -5869  
Telex: 04-51402

### **Consulate General of Japan**

5th Floor, Three Lakeview Square  
185 Carlton Street  
Winnipeg, Manitoba R3C 3J1  
Tel: 943-5554  
Telex: 07-57533

**Consulate General of Japan**  
Haldane House  
2100 Scarth Street  
Regina, Saskatchewan S4P 2H6  
Tel: 352-2651

#### **JORDAN**

**Royal Jordanian Embassy**  
Suite 701  
100 Bronson Avenue  
Ottawa, Ontario K1R 6G8  
Tel: 238-8090  
Telex: 053-4538  
Telegraphic Address:  
**URDUNIAH-OTTAWA**

#### **KENYA**

**High Commission of Kenya**  
Suite 600, Gillin Building  
141 Laurier Avenue West  
Ottawa, Ontario K1P 5J3  
Tel: 563-1773, -74, -75, -76

#### **KOREA**

**Counsellor**  
**Embassy of the Republic of Korea**  
Suite 608  
151 Slater Street  
Ottawa, Ontario K1P 5H3  
Tel: 232-1715, -16, -17  
Telex: 013-290

**Consulate General of Korea**  
Suite 2205  
1000 Sherbrooke Street, West  
Montréal, Québec H3A 2P2  
Tel: 845-3243, -3244

**Consulate General of Korea**  
Suite 700  
439 University Avenue  
Toronto, Ontario M5G 1Y8  
Tel: 598-4608, -4609, -4600

**Consulate General of Korea**  
Suite 830  
1066 Hastings Street West  
Vancouver, British Columbia V6E 3X1  
Tel: 681-9581

#### **KUWAIT**

**Honorary Consulate of the State of Kuwait**  
160 MacLaren Street  
Ottawa, Ontario K2P 0K9  
Tel: 235-6036

**Embassy of Kuwait**  
2940 Tilden Street N.W.  
Washington, D.C. 20008  
Tel: 966-0702

## **THE LAO PEOPLE'S DEMOCRATIC REPUBLIC**

**Embassy of the Lao People's  
Democratic Republic**  
2222 S. Street N.W.  
Washington, D.C. 20008  
Tel: 332-6416

## **LEBANON**

**Embassy of Lebanon**  
640 Lyon Street  
Ottawa, Ontario K1S 3Z5  
Tel: 236-5825, -5855

**Consulate of Lebanon**  
10187 — 103 Street  
Edmonton, Alberta T5J 0Y6  
Tel: 424-0485

**Consulate General of Lebanon**  
40 Côte Ste-Catherine  
Montréal, Québec H2V 2A2  
Tel: 276-2638, -2639

**Consulate of Lebanon**  
227 Bedford Highway  
Halifax, Nova Scotia B3M 2J9  
Tel: 443-1666

## **LESOTHO**

**High Commission of the Kingdom of  
Lesotho**  
Suite 910  
350 Sparks Street  
Ottawa, Ontario K1R 7S8  
Tel: 236-9449, -0960

## **LIBERIA**

**Consulate General of Liberia**  
160 Elgin Street  
Ottawa, Ontario K1N 8S3  
Tel: 232-1781

**Consulate General of Liberia**  
Suite 2020  
1080 Beaver Hall Hill  
Montréal, Québec H2Z 1P2  
Tel: 871-9121

**Consulate General of Liberia**  
1011 Burrard Building  
1030 Georgia Street West  
Vancouver, British Columbia V6E 2Y3  
Tel: 681-6418

**LITHUANIA**

**Consulate General of Lithuania**  
1 Trillium Terrace  
Toronto, Ontario M8Y 1V9  
Tel: 251-9090

**LIBYA**

**Embassy of Libya**  
c/o Permanent Mission of the Socialist  
People's Libyan Arab Jamahiriya to the  
United Nations  
866 United Nations Plaza  
New York, N.Y. 10017  
Tel: PL-2-5775

**LUXEMBOURG**

**Consul General of the Grand Duchy of  
Luxembourg**  
3877 Draper Avenue  
Montréal, Québec H4A 2N9  
Tel: 489-6052, 487-3387

**Embassy of Luxembourg**  
2200 Massachusetts Avenue N.W.  
Washington, D.C. 20008  
Tel: 265-4171

**MADAGASCAR**

**Embassy of Madagascar**  
459 St. Sulpice Street  
Montréal, Québec H2Y 2V8  
Tel: 844-4427

**Consulate of Madagascar**  
335 Watson Avenue  
Oakville, Ontario L6J 3V5  
Tel: 845-8914

**Embassy of Madagascar**  
c/o Permanent Mission of the Malagasy  
Republic to the United Nations  
Suite 404  
801 Second Avenue  
New York, N.Y. 10017  
Te: 986-9491, -9492

## **MALAWI**

### **High Commission of Malawi**

Suite 905  
112 Kent Street  
Place de Ville, Tower "B"  
Ottawa, Ontario K1P 5P2  
Tel: 236-8931

### **Consulate of Malawi**

245 des Peupliers  
St-Bruno, Québec J3V 2M2  
Tel: 670-9007, 461-0277

## **MALAYSIA**

### **High Commission of Malaysia**

60 Boteler Street  
Ottawa, Ontario K1N 8Y7  
Tel: 237-5182, -5183, -5184

### **Consulate of Malaysia**

Suite 1010, Royal Trust Tower  
Toronto-Dominion Centre  
(P.O. Box 172)  
Toronto, Ontario M5K 1H6  
Tel: 869-3886, -3887

### **Consulate of Malaysia**

c/o Davis and Company  
14th Floor, The Burrard Building  
1030 West Georgia Street  
Vancouver, British Columbia V6E 3C2  
Tel: 687-9444

## **MALI**

### **Consulate of Mali**

2290 Duncan Road  
Mount Royal  
Montréal, Québec H4P 1Z9  
Tel: 342-0353

## **MALTA**

### **Consulate of Malta**

3323 Dundas Street  
Toronto, Ontario M6P 2A6  
Tel: 767-4902

## **MAURITANIA**

### **Embassy of Mauritania**

c/o The Permanent Mission of the  
Islamic Republic of Mauritania to the  
United Nations  
37th Floor  
600 Third Avenue  
New York, N.Y. 10016  
Tel: 697-2490, -2491

## **MAURITIUS**

### **Embassy of Mauritius**

Suite 134, Van Ness Centre  
4301 Connecticut Avenue N.W.  
Washington, D.C. 20008  
Tel: 244-1491/92

## **MEXICO**

### **Embassy of Mexico**

Suite 206  
130 Albert Street  
Ottawa, Ontario K1P 5G4  
Tel: 233-8988/9272/9917

### **Consulate of Mexico**

95 Bessemer Road  
London, Ontario N6E 1P9  
Tel: 681-3331

### **Consulate General of Mexico**

Suite 2170  
1000 Sherbrooke Street West  
Montréal, Québec H3A 2P2  
Tel: 288-2502, -4916

### **Consulate of Mexico ad honorem**

950 Saint-Louis Road  
Sillery, Québec G1S 1C7  
Tel: 681-4482

### **Consulate of Mexico**

Suite 203  
60 Bloor Street West  
Toronto, Ontario M4W 3B8  
Tel: 922-2718/3196/2810

### **Consulate of Mexico**

310 — 625 Howe Street  
Vancouver, British Columbia V6C 2T6  
Tel: 684-3547, 5725

## **MONACO**

### **Consul General of Monaco**

Suite 502  
612 St. James Street  
Montréal, Québec H3C 1E1  
Tel: 844-0516

### **Consul General of Monaco**

1400 — 736 Granville Street  
Vancouver, British Columbia V6Z 1G7  
Tel: 684-0015

## **MONGOLIA**

### **Embassy of Mongolia**

c/o The Permanent Mission of the  
Mongolian Republic to the United  
Nations

6 East 77th Street  
New York, N.Y. 10021  
Tel: 861-9460

## **MOROCCO**

### **Embassy of Morocco**

38 Range Road  
Ottawa, Ontario K1N 8J4  
Tel: 236-7391, -92, -93

## **NEPAL**

### **Embassy of Nepal**

2131 Leroy Place N.W.  
Washington, D.C. 20008  
Tel: 667-4550

## **Netherlands**

### **Commercial Counsellor**

#### **Embassy of the Netherlands**

Congill Building, 3rd Floor  
275 Slater Street  
Ottawa, Ontario K1P 5H9  
Tel: 237-5030  
Telex: 013-3109

### **Netherlands Consulate General**

Suite 1500 Standard Life Building  
1245 Sherbrooke Street West  
Montréal, Québec H3G 1G2  
Tel: 849-4247

### **Netherlands Consulate General**

1 Dundas Street West  
Suite 2106  
Toronto, Ontario M5G 1Z3  
Tel: 598-2520  
Telex: 06-217821

### **Netherlands Consulate General**

Suite 721, Crown Trust Building  
475 Howe Street  
Vancouver, British Columbia V6C 2B3  
Tel: 684-6448/6449

### **Netherlands Consulate**

24 Gissing Drive S.W.  
Calgary, Alberta T3E 4V7  
Tel: 242-4170

**Netherlands Consulate**  
882 Charing Cross Road  
Chatham, Ontario N7M 5H2  
Tel: 352-1250

**Netherlands Consulate**  
Suite 930, 9th Floor  
Phipps McKinnon Building  
10020-101 A Avenue  
Edmonton, Alberta T5J 3G2  
Tel: 428-7513

**Netherlands Consulate**  
2201 Lakeshore Road  
Burlington, Ontario L7R 1A8  
Tel: 634-7624

**Netherlands Consulate**  
115 Lower Union Street  
Kingston, Ontario K7L 2N3  
Tel: 542-7095

**Netherlands Consulate**  
100 Waterloo Street  
London, Ontario N6B 2M5  
Tel: 432-9973

**Netherlands Consulate**  
71 St. Pierre Street  
(P.O. Box 220, Station "B")  
Québec, Québec G1K 7A8  
Tel: 692-0660

**Netherlands Consulate**  
4114-18th Avenue  
Regina, Saskatchewan S4S 0C4  
Tel: 584-5466

**Netherlands Consulate**  
167 Prince William Street  
(P.O. Box 6337, Station "A")  
Saint John, New Brunswick E2L 2B4  
Tel 693-1403

**Netherlands Consulate**  
340 Duckworth Street  
(P.O. Box 6012)  
St. John's, Newfoundland A1C 5X4  
Tel: 726-8948

**Netherlands Consulate**  
32 Moxon Crescent  
Saskatoon, Saskatchewan S7H 3B9  
Tel: 652-4751

**Netherlands Consulate**  
179 South Algoma  
Thunder Bay, Ontario P7B 3C1  
Tel: 344-5721



**Netherlands Consulate**  
35 Airport Road  
(P.O. Box 219)  
Winnipeg, Manitoba R3C 2G9  
Tel: 633-1771

**NEW ZEALAND**

**New Zealand High Commission**  
Suite 801, Metropolitan House  
99 Bank Street  
Ottawa, Ontario K1P 6G3

**New Zealand Government Trade  
Commissioner**  
Pacific Centre, IBM Tower  
P.O. Box 10071  
Vancouver, British Columbia V7Y 1B6  
Tel: 684-7388

**NICARAGUA**

**Ambassador for Nicaragua**  
Suite 2224, Place de Ville, Tower "A"  
320 Queen Street  
Ottawa, Ontario K1R 5A3  
Tel: 234-9361/2

**Consulate of Nicaragua**  
4 Topaz Gate  
Willowdale, Ontario M2M 2Z7  
Tel: 221-3092

**NIGER**

**Embassy of Niger**  
38 Blackburn Avenue  
Ottawa, Ontario K1N 8A2  
Tel: 232-4291, -4292, -4293

**Consulate of Niger**  
255 St-Jacques Street West  
Montréal, Québec H2Y 1M6  
Tel: 845-6126

**NIGERIA**

**Nigeria High Commission**  
295 Metcalfe Street  
Ottawa, Ontario K2P 1R9  
Tel: 236-0521  
Telex: 013-3285

## **NORWAY**

### **Embassy of Norway**

Suite 932, Royal Bank Centre  
90 Sparks Street  
Ottawa, Ontario K1P 5B4  
Tel: 238-6571

### **Consul General of Norway**

**Royal Norwegian Consulate General**  
Suite 802  
407 McGill Street  
Montréal, Québec H2Y 2G3  
Tel: 842-6883

### **Norwegian Trade Commission**

Suite 503  
20 Eglinton Avenue East  
Toronto, Ontario M4P 1A9  
Tel: 482-6226  
Telex: 06-23492 (Nortrade Toronto)

### **Consul General of Norway**

**Royal Norwegian Consulate General**  
817-837 Hastings Street West  
Vancouver, British Columbia V6C 1B6  
Tel: 682-2281

### **Royal Norwegian Consulate**

Room 302  
513 — 8 Avenue S.W.  
Calgary, Alberta T2P 1G3  
Tel: 269-1193

### **Royal Norwegian Consulate**

6003 — 102 A Avenue  
Edmonton, Alberta T6A 0N3  
Tel: 269-0478

### **Royal Norwegian Consulate**

2089 Upper Water Street  
Halifax, Nova Scotia B3K 2W1  
Tel: 423-7389

### **Royal Norwegian Consulate**

c/o Port Alberni Shipping Co. Ltd.  
5026 Argyle Street  
Port Alberni, British Columbia V9Y 7M9  
Tel: 723-7373

### **Royal Norwegian Consulate**

241 de la Fabrique  
Bagotville, Québec G7B 2S7  
Tel: 544-2714

### **Royal Norwegian Consulate**

2, Nouvelle-France  
Québec, Québec G7B 2S7  
Tel: 525-8171

**Royal Norwegian Consulate**  
Clark, Drummie and Company  
40 Wellington Row  
Saint John, New Brunswick E2L 4S3  
Tel: 652-3800

**Royal Norwegian Consulate**  
58 Kenmount Road  
St. John's, Newfoundland A1B 1W2  
Tel: 722-6850

**Royal Norwegian Consulate**  
846 University Drive  
Saskatoon, Saskatchewan S7N 0J7  
Tel: 653-2055

**Royal Norwegian Consulate**  
181 Charlotte Street  
Sydney, Nova Scotia B1P 1C4  
Tel: 564-8322

**Royal Norwegian Consulate**  
360 Wolseley Street  
Thunder Bay, Ontario P7A 3H4  
Tel: 345-7083

**Royal Norwegian Consulate**  
850 Gordon Street  
(P.O. Box 577)  
Victoria, British Columbia V8W 2P5  
Tel: 384-1174

**Royal Norwegian Consulate**  
39 Brook Haven Bay  
Winnipeg, Manitoba R2J 2F4  
Tel: 253-9928

## **OMAN**

**Embassy of Oman**  
2342 Massachusetts Avenue N.W.  
Washington, D.C. 20008  
Tel: 387-1980

## **PAKISTAN**

**Embassy of Pakistan**  
170 Metcalfe Street  
Ottawa, Ontario K2P 1P3  
Tel: 238-7881

**Consulate General of Pakistan**  
Suite 505  
2100 Drummond Street  
Montréal, Québec H3G 1X1  
Tel: 845-2297, -2298

## **PANAMA**

**Consulate of Panama**  
10355 — 146th Avenue  
Edmonton, Alberta T5E 2K2  
Tel: 482-2263

**Consulate General of Panama**  
2351 Hingston Avenue  
Notre-Dame-de-Grâce  
Montreal, Québec H4A 2J3  
Tel: 487-0175, 481-4364

**Consulate General of Panama**  
1 Fanshawe Drive  
Brampton (Toronto), Ontario L6Z 1A7  
Tel: 846-1855

**Consulate General of Panama**  
Suite 201, Beachview Towers  
1433 Beach Avenue  
Vancouver, British Columbia V6G 1Y5  
Tel: 681-7922

**Embassy of Panama**  
Suite 2, River Club Apartments  
180 Lees Avenue  
Ottawa, Ontario K1S 5J6  
Tel: 233-5611

## **PARAGUAY**

**Embassy of Paraguay**  
c/o Permanent Mission of Paraguay  
to the OAS  
2400 Massachusetts Avenue N.W.  
Washington, D.C. 20008  
Tel: 483-6960

## **PERU**

**Embassy of Peru**  
Suite 1007  
170 Laurier Avenue West  
Ottawa, Ontario K1P 5V5  
Tel: 238-1777, -1779

**Consul General of Peru**  
2250 Guy Street  
Montréal, Québec H3H 2M3  
Tel: 932-3692

**Consul of Peru**  
Suite 303  
344 Bloor Street West  
Toronto, Ontario M5S 1W9  
Tel: 967-0131

**Consul of Peru**  
436 Main Street  
Winnipeg, Manitoba R3B 1A7  
Tel: 947-0767

**Consul of Peru**  
Suite 121  
1650 Alberni Street  
Vancouver, British Columbia V6G 1A9  
Tel: 669-1347

## **PHILIPPINES**

**Embassy of the Philippines**  
**Office of the Commercial Attaché**  
Suite 607  
130 Albert Street  
Ottawa, Ontario K1P 5G4  
Tel: 233-1121

**Philippine Trade Office**  
**Philippine Trade House**  
111 Avenue Road, Concourse Level  
Toronto, Ontario M5R 3J8  
Tel: 922-7181

**Philippine Trade Office**  
**Philippine Trade House**  
301-308 — 470 Granville Street  
Vancouver, British Columbia V6C 1V5  
Tel: 685-7645

## **POLAND**

**Embassy of People's Republic of  
Poland**  
443 Daly Avenue  
Ottawa, Ontario K1N 6H3  
Tel: 236-0468

**Trade Commissioner's Office of the  
Polish People's Republic in Canada**  
1500 Pine Avenue West  
Montréal, Québec H3G 1B4  
Tel: 937-9481  
Telex: 01-20689

**Trade Commissioner for People's  
Republic of Poland**  
2603 Lakeshore Boulevard West  
Toronto, Ontario M8V 1G5  
Tel: 252-5471, 5472, 5473

## **PORTUGAL**

**Embassy of Portugal**  
645 Island Park Drive  
Ottawa, Ontario K1Y 0B8  
Tel: 729-0883, -2922

**Consulate General of Portugal**  
Suite 405  
4920 de Maisonneuve Avenue  
Montréal, Québec H3Z 1N1  
Tel: 487-4322

**Consulate General of Portugal**  
Suite 520  
159 Bay Street  
Toronto, Ontario M5J 1J7  
Tel: 360-8260

**Consulate of Portugal**  
707 — 736 Granville Street  
(P.O. Box 2068)  
Vancouver, British Columbia V6B 3S3  
Tel: 681-2425

**Honorary Consulate of Portugal**  
154 Canada Drive  
(P.O. Box 5249)  
St. John's, Newfoundland A1E 2M8  
Tel: 364-1695

**Honorary Consulate of Portugal**  
1646 Barrington Street  
(P.O. Box 355)  
Halifax, Nova Scotia B3J 2N7  
Tel: 423-7211

**Honorary Consulate of Portugal**  
902 — 228 Notre Dame Avenue  
Winnipeg, Manitoba R3B 1N7  
Tel: 943-8941

**Portuguese Government Trade Office**  
3664 Mountain Street  
Montréal, Québec H1G 7Y7  
Tel: 842-1770, -1779  
Telex: 05-267312

**Honorary Consulate of Portugal**  
Apt. 321, 1105 Belvedere  
Québec, Québec G1S 3G5  
Tel: 681-8650

**Honorary Consulate of Portugal**  
P.O. Box 769  
North Sydney, Nova Scotia

## **QATAR**

**Embassy of Qatar**  
c/o The Permanent Mission of Qatar to  
the United Nations  
22nd Floor  
747 Third Avenue  
New York, N.Y. 10017  
Tel: 486-9335, -36

## **ROMANIA**

**Embassy of Romania**  
655 Rideau Street  
Ottawa, Ontario K1N 6A3  
Tel: 232-5345, -3001

**Romanian Economic Representation**  
3664 Mountain Street  
Montréal, Québec H1G 7Y7  
Tel: 842-1779 & 842-1770  
Telex: 05-268571

## **RWANDA**

**Embassy of Rwanda**  
Suite 903  
350 Sparks Street  
Ottawa, Ontario K1R 7S9  
Tel: 238-1603, -4

**Consulate of Rwanda**  
1151 Alexander-Deseve Street  
Montréal, Québec H2L 2T7  
Tel: 527-2859

## **ST. LUCIA**

**High Commission for St. Lucia**  
Suite 1701, Place de Ville, Tower "B"  
112 Kent Street  
Ottawa, Ontario K1P 5P2  
Tel: 236-8952

## **SAN MARINO**

**Consul General of San Marino**  
27 McNider Avenue  
Montréal, Québec H2V 3X4  
Tel: 871-3838  
Telex: 05-24456

## **SAUDI ARABIA**

**Embassy of Saudi Arabia**  
Suite 901  
99 Bank Street  
Ottawa, Ontario K1P 5B9  
Tel: 237-4100, -4101, -4102, -4103

## **SENEGAL**

**Embassy of Senegal**  
57 Marlborough Avenue  
Ottawa, Ontario K1N 8E8  
Tel: 238-6392

## **SIERRA LEONE**

**High Commission of Sierra Leone**  
1701 19th Street N.W.  
Washington, D.C. 20009  
Tel: 265-7700

## **SINGAPORE**

**High Commission of the Republic of  
Singapore**  
One United Nations Plaza  
26th Floor  
New York, N.Y. 10017  
Tel: 826-0840,-1-2-3-4

## **SOMALIA**

**Embassy of Somalia**  
Suite 918  
112 Kent Street  
Place de Ville, Tower "B"  
Ottawa, Ontario K1P 5P2  
Tel: 563-4541

## **SOUTH AFRICA**

**Embassy of South Africa**  
15 Sussex Drive  
Ottawa, Ontario K1M 1M8  
Tel: 744-0330

**South African Consulate**  
Suite 1404  
800 Dorchester Boulevard West  
Montréal, Québec H3B 1X9  
Tel: 878-9217

**Trade Commissioner South African  
Consulate**  
Commerce Court  
21st Floor  
King Street West  
(P.O. Box 103)  
Toronto, Ontario M5L 1E2  
Tel: 364-0314

## **SPAIN**

**Commercial Counsellor to the  
Spanish Embassy**  
Suite 802  
350 Sparks Street  
Ottawa, Ontario K1R 5A1  
Tel: 237-2193, 2194



**Commercial Office of Spain**

151 Slater Street  
Suite 610  
Ottawa, Ontario K1P 5H3  
Tel: 236-0409, -0400

**Commercial Office of Spain**

Suite 1456, 1 Westmount Square  
Wood Avenue  
Montréal, Québec H3Z 2P9  
Tel: 935-5236

**Consulate of Spain**

10437 — 124 Street  
Edmonton, Alberta T5N 1R7  
Tel: 482-5488

**Consulate of Spain**

1525 Birmingham Street, South  
(P.O. Box 3550)  
Halifax, Nova Scotia B3J 2J6  
Tel: 429-5680

**Consulate of Spain**

123 Portledge Avenue  
Moncton, New Brunswick E1C 5S8  
Tel: 855-0905

**Consulate of Spain**

250 Lachance Street  
Québec, Québec G1P 2H3  
Tel: 683-2531

**Consulate of Spain**

10 Topsail Road  
(P.O. Box W2097)  
St. John's, Newfoundland A1C 5R6

**Consulate of Spain**

Suite 1204, Manulife Centre  
55 Bloor Street West  
Toronto, Ontario M4W 1A5  
Tel: 967-0488

**Consulate of Spain**

Suite 1100, Pacific Centre  
700 West Georgia Street  
(P.O. Box 10025)  
Vancouver, British Columbia V7Y 1A1  
Tel: 688-9471

**SRI LANKA**

**Commercial Secretary**

**High Commission for Sri Lanka**

Suite 102-104  
85 Range Road  
Ottawa, Ontario K1N 8J6  
Tel: 233-8449  
Telex: 013-3668

## **SUDAN**

**Embassy of Sudan**  
Suite 1010  
85 Range Road  
Ottawa, Ontario K1N 8J6  
Tel: 236-8964, -65

## **SWAZILAND**

**Embassy of the Kingdom of Swaziland**  
Suite 441, Van Ness Centre  
4301 Connecticut Avenue N.W.  
Washington, D.C. 20008  
Tel: 362-6683, -84, -85

## **SWEDEN**

**Royal Swedish Embassy**  
4th Floor  
441 MacLaren Street  
Ottawa, Ontario K2P 2H3  
Tel: 236-8553

**Royal Swedish Consulate General**  
Suite 800  
1155 Dorchester Boulevard West  
Montréal, Québec H3B 2H7  
Tel: 866-4019  
Telex: 055-60751

**Swedish Trade Commissioner's Office**  
Suite 820  
920 Yonge Street  
Toronto, Ontario M4W 3C7  
Tel: 967-7172  
Telex: 065-24103

**Royal Swedish Consulate**  
420 — 47th Avenue S.W.  
Calgary, Alberta T2S 1C4  
Tel: 243-1093

**Royal Swedish Consulate**  
c/o Higinbotham Ltd.  
1910 Centennial Building  
10015 — 103 Avenue  
Edmonton, Alberta T5J 0H1  
Tel: 423-5444

**Royal Swedish Consulate**  
Volvo Canada Ltd.  
Pier 9, Barrington Street  
(P.O. Box 2027)  
Halifax, Nova Scotia B3J 2Z1  
Tel: 429-5252

**Royal Swedish Consulate**  
452 Boulevard Charest est  
(P.O. Box 337 — H.V.)  
Québec, Québec G1K 3H9  
Tel: 529-9968

**Royal Swedish Consulate**  
1850 Cornwall Street  
Regina, Saskatchewan S4P 2K3  
Tel: 352-5681

**Royal Swedish Consulate**  
22 King Street  
(P.O. Box 6340, Station "A")  
Saint John, New Brunswick E2L 3Z5  
Tel: 693-2613

**Royal Swedish Consulate**  
87 Water Street  
St. John's, Newfoundland A1C 5Y6  
Tel: 726-8000

**Royal Swedish Consulate**  
410-22nd Street, East  
Saskatoon, Saskatchewan S7K 0H2  
Tel: 665-7844

**Royal Swedish Consulate**  
1035 Mission Street  
Winnipeg, Manitoba R2J 0A4  
Tel: 233-0671

**Swedish Trade Commissioner's Office**  
Suite 1105  
207 Hastings Street West  
Vancouver, British Columbia V6B 1H7  
Tel: 684-5971  
Telex: 04-51451

## **SWITZERLAND**

**Embassy of Switzerland**  
5 Marlborough Avenue  
Ottawa, Ontario K1N 8E6  
Tel: 235-1837,-38  
Telex: 053-3648

**Consul General of Switzerland**  
1572 Dr. Penfield Avenue  
Montréal, Québec H3G 1C4  
Tel: 932-7181

**Consul General of Switzerland**  
Suite 1000  
100 University Avenue  
Toronto, Ontario M5J 1V6  
Tel: 593-5371

**Consul of Switzerland**

Suite 1130  
505 Burrard Street  
Vancouver, British Columbia V7X 1M5  
Tel: 684-2231

**Honorary Consular Agent for  
Switzerland**

11723 Edinboro Road  
Edmonton, Alberta T6G 1Z9  
Tel: 433-7946

**Honorary Consular Agent for  
Switzerland**

2985 First Avenue  
Québec, Québec G1L 3P2  
Tel: 623-9864

**SYRIA**

**Consular General of Syria**

324 Arlington Crescent  
Beaconsfield, Québec H9W 2K3  
Tel: 695-3530

**Embassy of Syria**

2215 Wyoming Avenue, N.W.  
Washington, D.C. 20008  
Tel: 232-6313

**TANZANIA**

**Tanzania High Commission**

50 Range Road  
Ottawa, Ontario K1N 8J4  
Tel: 232-1509

**THAILAND**

**Second Secretary (Economic)**

**Royal Thai Embassy**

Suite 704  
85 Range Road  
Ottawa, Ontario K1N 8J6  
Tel: 237-1517, -0476

**Royal Thai Consulate**

Bank of Canada Building  
7th Floor  
250 University Avenue  
Toronto, Ontario M5H 3E5  
Tel: 593-5511

**Royal Thai Consulate**

Suite 106  
736 Granville Street  
Vancouver, British Columbia V6Z 1G3  
Tel: 687-1143

**Office of the Commercial Counsellor**  
Suite 1030  
1245 Sherbrooke Street West  
Montréal, Québec H3G 1G2  
Tel: 842-0433

## **TOGO**

**Embassy of Togo**  
12 Range Road  
Ottawa, Ontario K1N 8J3  
Tel: 238-5916, -17

## **TRINIDAD & TOBAGO**

**High Commissioner for Trinidad & Tobago**  
Suite 508  
75 Albert Street  
Ottawa, Ontario K1P 5E7  
Tel: 232-2418, -2419

**Consul General of Trinidad & Tobago**  
Suite 1202  
365 Bloor Street East  
Toronto, Ontario M4W 3L4  
Tel: 922-3175

## **TUNISIA**

**Embassy of Tunisia**  
515 O'Connor Street  
Ottawa, Ontario K1S 3P8  
Tel: 237-0330, -0332  
Telex: 013461

## **TURKEY**

**Commercial Counsellor**  
**Turkish Embassy**  
197 Wurtemberg Street  
Ottawa, Ontario K1N 8L9  
Tel: 232-1577, -1578

## **UGANDA**

**High Commission of Uganda**  
Suite 601  
170 Laurier Avenue West  
Ottawa, Ontario K1P 5V5  
Tel: 233-7797, -98

**UNION OF SOVIET SOCIALIST  
REPUBLICS**

**Trade Mission of the U.S.S.R. in  
Canada**

285 Charlotte Street  
Ottawa, Ontario K1N 8L5  
Tel: 235-4341, 236-1413

**Branch of the U.S.S.R. Trade Mission  
in Canada**

3655 Avenue du Musée  
Montréal, Québec H1W 1S1  
Tel: 843-5901

**UNITED ARAB EMIRATES**

**Embassy of the United Arab Emirates**

747 Third Avenue  
New York, N.Y. 10017  
Tel: 371-0480

**UNITED STATES**

**Commercial Counsellor  
Embassy of the United States**

100 Wellington Street  
Ottawa, Ontario K1P 5T1  
Tel: 238-5335

**Consul General of the United States**

Room 105  
615 MacLeod Trail S.E.  
Calgary, Alberta T2G 4T8  
Tel: 266-8962

**Consul General of the United States**

910 Cogswell Tower, Scotia Square  
Halifax, Nova Scotia B3J 3K1  
Tel: 429-2480

**Consul General of the United States**

11th Floor, Suite 1122  
1 Complexe Desjardins, South Tower  
(P.O. Box 65)  
Montréal, Québec H5B 1G1  
Tel: 281-1886

**Consul General of the United States**

1 Ste. Genevieve Avenue  
Québec, Québec G1R 4A7  
Tel: 692-2096

**Consul General of the United States**

360 University Avenue  
Toronto, Ontario M5G 1S4  
Tel: 595-1700

**Consul General of the United States**  
1199 West Hastings Street  
Vancouver, British Columbia V6E 2Y4  
Tel: 685-4311

**Consul General of the United States**  
6 Donald Street  
Winnipeg, Manitoba R3L 0K6  
Tel: 475-3344

#### **UPPER VOLTA**

**Embassy of Upper Volta**  
48 Range Road  
Ottawa, Ontario K1N 8J4  
Tel: 238-4796, -97

**Consulate of Upper Volta**  
196 Adelaide Street West  
Toronto, Ontario M5H 1W7  
Tel: 977-1000

**Consulate of Upper Volta**  
81 St. Pierre Street  
Québec, Québec G1K 7A6  
Tel: 688-1153

#### **URUGUAY**

**Embassy of Uruguay**  
Apt. 509  
151 Bay Street  
Ottawa, Ontario K1R 7T2  
Tel: 234-4223

**Consulate of Uruguay**  
Suite 347  
1010 Ste. Catherine Street West  
Montréal, Québec H3B 3R7  
Tel: 866-0217

**Consulate of Uruguay**  
Suite 2990  
Toronto Dominion Bank Tower  
(P.O. Box 10069)  
Vancouver, British Columbia V7Y 1B6  
Tel: 682-0404

#### **VENEZUELA**

**Embassy of Venezuela**  
Suite 2000  
320 Queen Street  
Place de Ville, Tower "A"  
Ottawa, Ontario K1R 5A3  
Tel: 235-5151, -52, -53

**Consul General of Venezuela**

Suite 600  
1410 Stanley Street  
Montréal, Québec H3A 1P8  
Tel: 842-3417, 3418

**Consul of Venezuela**

Suite 703  
2 Carlton Street  
Toronto, Ontario M5B 1J3  
Tel: 977-6809, -6810

**Consul of Venezuela**

Suite 103  
Seymour Building  
525 Seymour Street  
Vancouver, British Columbia V6B 3H7  
Tel: 685-0561

**WESTERN SAMOA**

**High Commission of Western Samoa**

3rd Floor  
300 East 44th Street and 2nd Avenue  
New York, N.Y. 10017  
Tel: 682-1482

**YEMEN ARAB REPUBLIC**

**Embassy of Yemen Arab Republic**

Suite 860  
Watergate Six Hundred  
600 New Hampshire Avenue N.W.  
Washington, D.C. 20037  
Tel: 965-4760, -4761

**PEOPLE'S DEMOCRATIC  
REPUBLIC OF YEMEN**

**Embassy of People's Democratic  
Republic of Yemen**

c/o Permanent Mission of the People's  
Democratic Republic of Yemen  
413 East 51st Street  
New York, N.Y. 10022  
Tel: 752-3066, -3067, -3068

**YUGOSLAVIA**

**Embassy of the Socialist Federal  
Republic of Yugoslavia**

17 Blackburn Avenue  
Ottawa, Ontario K1N 8A2  
Tel: 233-6289  
Telex: 013-203



**Consulate General of the Socialist  
Federal Republic of Yugoslavia**  
377 Spadina Road  
Toronto, Ontario M5P 2V7  
Tel: 481-7279

**ZAIRE**

**Economic Counsellor**  
**Embassy of the Republic of Zaire**  
18 Range Road  
Ottawa, Ontario K1N 8J3  
Tel: 236-7103

**ZAMBIA**

**High Commission Zambia**  
Suite 1610  
130 Albert Street  
Ottawa, Ontario K1B 5G4  
Tel: 563-0712, 0714, 0715, 0716

**F. FEDERAL BUSINESS DEVELOPMENT BANK OFFICES**

**Atlantic Region**

**Regional office:** Suite 1400, Cogswell Tower (902) 426 7860  
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 Scotia Square  
 Halifax, N.S.  
 B3J 2Z7

**Branch Offices:***Newfoundland*

Clarenville Manitoba Drive (709) 466 3201  
 P.O. Box 997  
 Clarenville, Nfld.  
 A0E 1J0

Corner Brook Herald Tower (709) 639 7113  
 P.O. Box 790  
 4 Herald Ave.  
 Corner Brook, Nfld.  
 A2H 6G7

Great Northern Peninsula  
 Labrador Areas call zenith 07082

Grand Falls 42 High St. (709) 489 2181  
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 Grand Falls, Nfld.  
 A2A 2M4

St. John's 3rd Floor (709) 772 5505  
 Atlantic Place  
 Water Street  
 St. John's, Nfld.

*Nova Scotia*

Bridgewater 655 King St. (902) 543 7821  
 P.O. Box 540  
 Bridgewater, N.S.  
 B4V 2X6

Dartmouth 900 Windmill Rd. (902) 426 8050  
 Suite 106  
 Dartmouth, N.S.  
 B3B 1L7

Halifax Suite 710, Cogswell Tower (902) 426 7850  
 Scotia Square  
 Halifax, N.S.  
 B3J 3K1

Sydney 48-50 Dorchester St. (902) 539 6910  
 P.O. Box 726  
 Sydney, N.S.  
 B1P 6H7

Truro CN Commercial Centre (902) 895 6377  
 P.O. Box 1378  
 34 Esplanade St.  
 Truro, N.S.  
 B2N 5N2

*New Brunswick*

Bathurst 270 Douglas Ave. (506) 548 3345  
 P.O. Box 780  
 Bathurst, N.B.  
 E2A 4A5

Edmundston 121 de l'Eglise St. (506) 739 8311  
 Suite 401  
 Edmundston, N.B.  
 E3V 1J9

Fredericton Kings Place Complex (506) 452 3030  
 Suite 649  
 P.O. Box 1235  
 440 King St.  
 Fredericton, N.B.  
 E3B 4Y3

Moncton 860 Main St. (506) 388 6120  
 P.O. Box 1090  
 Moncton, N.B.  
 E1C 1G2

Saint John 75 Prince William St. (506) 648 4751  
 P.O. Box 7173  
 Postal Station A  
 Saint John, N.B.  
 E2L 4S6

*Prince Edward Island*

Charlottetown 137 Kent St. (902) 566 7454  
 P.O. Box 488  
 Charlottetown, P.E.I.  
 C1A 7L1

<b>Quebec Region</b>			Quebec	871 Chemin St-Louis Quebec, Que. G1S 1C1	(418) 694 3972
<b>Regional Office:</b>	4600 Place Victoria 800 Victoria Square Montreal, Que. H4Z 1C8	(514) 283 3657	Rimouski	320 St. Germain St. E. Suite 303 Rimouski, Que. G5L 1C2	(418) 722 3300
<b>Branch Offices:</b>					
Chicoutimi	475 des Champs Élysées St. Chicoutimi, Que. G7H 5V7	(418) 545 1580	Rouyn-Noranda	147 Mercier Ave. Rouyn, Que. J9X 4X4	(819) 764 6701
Drummondville	228 Hériot St. Drummondville, Que. J2C 1K1	(819) 478 4951	St-Georges-de-Beauce	11195 - 2nd Ave. St-Georges-de-Beauce, Que. G5Y 1V9	(418) 228 4131
Granby	161 Principale St. Granby, Que. J2G 2V5	(514) 372 5202	St-Jérôme	Galeries des Laurentides P.O. Box 600 St-Antoine des Laurentides, Que. J7Z 5V3	(514) 432 7111
Hull	Plaza Val Tétréau 400 Alexandre Taché Blvd. Hull, Que. J9A 1M5	(819) 997 4434	St-Laurent	750 Laurentien Blvd. Suite 214 St-Laurent, Que. H4M 2M4	(514) 748 7323
Laval	2525 Daniel-Johnson Blvd. Chomedey Laval, Que. H7T 1S9	(514) 587 4121	Sept-Îles	690 Laure Blvd. Suite 52 Sept-Îles, Que. G4R 4N8	(418) 968 1420
Longueuil	Complexe Bienville, Suite 5 1000 de Sévigny St. Longueuil, Que. J4K 5B1	(514) 670 9550	Sherbrooke	2532 King St. W. Sherbrooke, Que. J1J 2E8	(819) 565 4740
Montreal (Place Victoria)	800 Victoria Square Suite 1008 P.O. Box 187 Montreal, Que. H4Z 1C8	(514) 878 9571	Trois-Rivières	1410 Des Cyprès St. P.O. Box 666 Trois-Rivières, Que. G8Y 4S3	(819) 375 1621
Montreal (de Maisonneuve)	6068 Sherbrooke St. E. Montreal, Que. H1N 1C1	(514) 255 2311	Valleyfield	85 Champlain St. Valleyfield, Que. J6T 1W4	(514) 371 0611

**Ontario Region**

**Regional office:** 250 University Ave. (416) 593 1144  
Toronto, Ontario  
M5H 3E5

**Branch Offices:**

**Barrie** 70 Collier St. (705) 728 6072  
P.O. Box 876  
Barrie, Ont.  
L4M 4Y6

**Cornwall** 16 Second St. E. (613) 938 0593  
Cornwall, Ont.  
K6J 1G2

**Hamilton** 8 Main St. E. (416) 523 2954  
P.O. Box 619  
Hamilton, Ont.  
L8N 1E8

**Kenora** 20 Main St. S. (807) 468 5575  
P.O. Box 259  
Kenora, Ont.  
P9N 3X3

**Kingston** Plaza 16 (613) 549 1531  
16 Bath Rd.  
P.O. Box 265  
Kingston, Ont.  
K7L 4V8

**Kitchener-  
Waterloo** Commerce House (519) 744 4186  
4th Floor  
50 Queen St. N.  
P.O. Box 428  
Postal Terminal  
Kitchener, Ont.  
N2G 3Y9

**London** 197 York St. (519) 434 2144  
Suite 1000  
London, Ont.  
N6A 1B2

**North Bay** 205 Main St. E. (705) 476 4123  
P.O. Box 925  
North Bay, Ont.  
P1B 8K2

**Mississauga** 33 City Centre Drive (416) 273 9880  
Suite 145  
Square One,  
Northern Telecom Building  
L5B 2Y9

**Oshawa** 22 King St. W. (416) 576 6800  
P.O. Box 980  
Oshawa, Ont.  
L1H 7N2

**Ottawa** 280 Albert St., 1st floor (613) 995 0234  
Ottawa, Ont.  
K1P 5G8

**Owen Sound** 1139 Second Ave. E. (519) 376 4431  
P.O. Box 266  
Owen Sound, Ont.  
N4K 5P3

**Peterborough** 340 George St. N. (705) 748 3241  
P.O. Box 1419  
Peterborough, Ont.  
K9H 7H6

**St. Catharines** 71 King St. (416) 685 4804  
P.O. Box 1193  
St. Catharines, Ont.  
L2R 7A7

**Sault Ste. Marie** 405 Queen St. E. (705) 949 3680  
Sault Ste. Marie, Ont.  
P6A 1Z5

**Scarborough** 2978 Eglinton Ave. E. (416) 431 5410  
P.O. Box 798  
Station A  
Scarborough, Ont.  
M1K 5C8

**Stratford** 1036 Ontario St. (519) 271 5650  
Stratford, Ont.  
N5A 6Z3

**Sudbury** 1 Elm St. E. (705) 674 8347  
P.O. Box 820  
Sudbury, Ont.  
P3E 4S1

**Thunder Bay** 905 Victoria Ave. E. (807) 623 2745  
P.O. Box 878  
Station F  
Thunder Bay, Ont.  
P7C 1B3

**Timmins** 83 Algonquin Blvd. W. (705) 267 6416  
P.O. Box 1240  
Timmins, Ont.  
P4N 7J5

**Toronto** 204 Richmond St. W. (416) 598 0341  
Toronto, Ont.  
M5V 1V6

**Toronto North** 4430 Bathurst St. (416) 638 0823  
Downsview, Ont.  
M3H 3S3

**Windsor** 500 Ouellette Ave. (519) 254 8626  
Windsor, Ont.  
N9A 1B3

**Woodstock** 514 Princess St. (519) 539 8121  
Woodstock, Ont.  
N4S 4G9

## Prairie and Northern Region

**Regional office:** 300 Bank of Canada Building (204) 943 8581  
161 Portage Ave.  
Winnipeg, Man.  
R3B 0Y4

### Branch Offices:

#### *Manitoba*

Brandon 940 Princess Ave. (204) 727 8415  
P.O. Box 6  
Brandon, Man.  
R7A 5Y6

Winnipeg 101 ManuLife Building (204) 944 9991  
386 Broadway Avenue  
Winnipeg, Man.  
R3C 3R6

#### *Saskatchewan*

Prince Albert 1100 - 1st Ave. E. (306) 764 6448  
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Prince Albert, Sask.  
S6V 2A7

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2220 - 12th Ave.  
Regina, Sask.  
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Saskatoon, Sask.  
S7K 1J5

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Calgary South 328 Southland Court (403) 278 6240  
10601 Southport Road S.W.  
Calgary, Alta.  
T2W 3M6

Calgary North 3015 - 12th Street N.E. (403) 230 5930  
Calgary, Alta.  
T2E 7J2

Edmonton 1800, Century Place (403) 428 9111  
9803 - 102A Avenue  
Edmonton, Alta.  
T5J 3A3

Edmonton South 405 Pleasantview (403) 436 6533  
Professional Bldg.  
11044 - 51st Avenue  
Edmonton, Alta.  
T6H 5B4

Grande Prairie Ground floor (403) 532 8875  
O'Brien Bldg.  
10135 - 101st Ave.  
P.O. Box 10  
Grande Prairie, Alta.  
T8V 0Y4

Lethbridge 500 Professional Bldg. (403) 328 9681  
740 - 4th Ave. S.  
Lethbridge, Alta.  
T1J 0N9

Red Deer 100 Riverside Office Plaza (403) 343 3232  
4919 - 59th St.  
Red Deer, Alta.  
T4N 6C9

#### *Northwest Territories*

Yellowknife Ground Floor (403) 873 3566  
Precambrian Bldg.  
5202 Franklin Ave.  
Yellowknife, N.W.T.  
X1A 1E2

## British Columbia and Yukon Region

<b>Regional office:</b>	900W. Hastings St. Vancouver, B.C. V6C 1E7	(604) 687 1300	Terrace	4548 Lakelse Ave. Terrace, B.C. V8G 1P8	(604) 635 4951
<b>Branch Offices:</b>			Vancouver	885 Dunsmuir St. Vancouver, B.C. V6C 1N7	(604) 681 7484
<i>British Columbia</i>			Vernon	3303 - 30th St. Vernon, B.C. V1T 5E4	(604) 545 7215
Burnaby	4240 Manor St. Burnaby, B.C. V5G 3X5	(604) 438 3581	Victoria	990 Fort St. Victoria, B.C. V8V 3K2	(604) 388 0161
Campbell River	906 Island Highway Campbell River, B.C. V9W 2C3	(604) 287 9236	Williams Lake	30A North, Third Ave. Williams Lake, B.C. V2G 2A2	(604) 398 8233
Cranbrook	30 S. 11th Ave. Cranbrook, B.C. V1C 2P1	(604) 426 7241			
Fort St. John	9900 - 100th Ave. Suite 200 Fort St. John, B.C. V1J 5S7	(604) 787 0622			Over 90 branches and sub-branches throughout Canada.
Kamloops	235 First Ave. Kamloops, B.C. V2C 3J4	(604) 374 2121			
Kelowna	260 Harvey Ave. Kelowna, B.C. V1Y 7S5	(604) 762 2035			
Langley	20316 - 56th Ave. Langley, B.C. V3A 3Y7	(604) 533 1221			
Nanaimo	190 Wallace St. Nanaimo, B.C. V9R 5B1	(604) 753 2471			
New Westminster	227 - 6th St. New Westminster, B.C. V3L 3A5	(604) 525 1011			
North Vancouver	145 W. 15th St. North Vancouver, B.C. V7M 1R9	(604) 980 6571			
Prince George	299 Victoria St. Room 301 Prince George, B.C. V2L 5B8	(604) 563 0641			
Richmond	Suite 100 4040 No. 3 Rd. Richmond, B.C. V6X 2C2	(604) 273 8611			

## G.

# Regional Offices of Industry Trade and Commerce and Regional Economic Expansion

### **Newfoundland:**

Parsons Building  
90 O'Leary Ave.  
P.O. Box 8950  
St. John's, Nfld.  
A1B 3R9  
Telex: 016-4626  
Tel.: (709) 737-4866

### **Nova Scotia:**

45 Alderney Dr.  
Dartmouth, N.S.  
B2Y 4B9  
Telex: 019-22525  
Tel.: (902) 426-3458

### **Prince Edward Island:**

134 Kent St., Suite 400  
Confederation Court Mall  
P.O. Box 1115  
Charlottetown, P.E.I.  
C1A 7M8  
Tel.: (902) 892-8551

### **New Brunswick:**

Assumption Place  
770 Main St.  
P.O. Box 1210  
Moncton, N.B.  
E1C 8P9  
Telex: 014-220  
Tel.: (506) 388-6411

### **Quebec:**

Stock Exchange Tower  
800 Victoria Square  
Room 3709  
P.O. Box 247  
Montreal, Quebec  
H4Z 1E8  
Telex: 05-25737  
Tel.: (514) 283-5938

### **Ontario:**

1 First Canadian Place  
Suite 4840  
P.O. Box 98  
Toronto, Ontario  
M5X 1B1  
Telex: 065-24378  
Tel.: (416) 369-4951

### **Manitoba:**

P.O. Box 981  
400-3 Lakeview Square  
185 Carlton St.  
Winnipeg, Manitoba  
R3C 2V2  
Tel.: (204) 949-2300

### **Saskatchewan:**

Bessborough Tower  
601 Spadina Crescent East  
Room 814  
Saskatoon, Saskatchewan  
S7K 3G8  
Telex: 074-2742  
Tel.: (306) 665-4318

### **Alberta:**

The Cornerpoint Building  
Suite 505  
10179 - 105th St.  
Edmonton, Alta.  
T5J 3S3  
Telex: 037-2762  
Tel.: (403) 420-2944

### **British Columbia:**

P.O. Box 49178, suite 2743  
Bentall Centre, Tower '111'  
595 Burrard St.  
Vancouver, B.C.  
V7X 1K8  
Telex: 04-51191  
Tel.: (604) 666-1434

### **Yukon and Northwest Territories**

Bessborough Tower  
Room 814  
601 Spadina Crescent East  
Saskatoon, Saskatchewan  
S7K 3G8  
Tel.: (306) 665-4358  
Telex: 074-2742



