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IGW
Canada Inc.

CANADIAN COMPANY CAPABILITIES PRODUCT (CCC)

MARKETING PLAN

Prepared for:

Industry Canada

Strategic Information Branch

by:

IGW Canada Inc.

1015 130 Albert St
Ottawa, ON K1P 5G4
Tel: 613 569-6774
Fax: 613 569-8030
email: jacarrie@igw.ca

300 4500 16 Ave. N.W.
Calgary, AB T2P 2G5
Tel: 403 247-9506
Fax: 403 247-9915
email: dgreen@igw.ca

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I. EXECUTIVE SUMMARY

Canadian Company Capabilities (CCC) is an information product of Industry Canada which is intended to stimulate Canadian and worldwide access to Canadian company products, services, and knowledge.

A variety of sources will be used initially to populate the database, but the long term objective is to have as many companies as possible register and update the information themselves. To this end, it is a product with a mandate for partnership in information delivery - not a stand-alone product; one which crosses government, non-government and private sector boundaries in an effort to reduce duplication, increase information sharing, and enable partnerships in information product development which extend down to the end user. This strategy positions Industry Canada in the forefront of government information product developers.

Hence, this marketing plan was commissioned by Industry Canada, not simply as a plan for external market development and sales, but one which includes models for partnership in content development, marketing, and maintenance.

Since the partnership concept is one which must be embraced internally before it can achieve external success, Industry Canada sector representatives were surveyed first and they then provided assistance in targeting other governmental organizations, associations, and companies themselves.

A group of 14 representatives one from each of the Industry sectors, was organized by the *CCC* team and they were polled as to their understanding of the product, their need for Canadian company information and the extent of their current company information resources (both internal and external). Their responses were, for the most part, positive and most showed a willingness to work towards the cooperative goal by providing an ongoing link between the *CCC* Team and the sector organizations and companies that they serve.

Other government departments and associations were surveyed by fax questionnaire which received a very low response rate. According to a significant number of return calls, this was due to competition with many other Government products for their time. There is confusion in the marketplace as to the juxtaposition of the information products within Industry Canada and its various "sister" departments. Telephone and in-person interviews were held with selected associations, government departments and private sector partners to discuss the product in a more detailed manner and gauge interest in partnership.

Due to time and resource constraints of the project; it was decided to sample a small group of companies (chosen from those who had filled out a BOSS update within the last year) and to encourage participation through personal phone calls and a follow-up fax to those who agreed. This methodology realized a return rate of 31% (31 Companies out of 100 that agreed to participate after the initial 150 phone calls). These responses showed very high interest in the product both as an information gathering tool and a marketing tool.

The critical success factors that became clear during the market analysis are highlighted below (in order of priority):

- the market must drive the product not departmental motivations
- product management and team goals must not be driven by bureaucracy
- operations must be strategically planned and business-oriented
- product marketing must be coordinated with corporate marketing
- choice and relationship of partners is crucial
- high quality & timeliness will drive continued success
- content must be strategic - not ad hoc
- technology must be intuitive and integrate into existing software
- pricing must be market-based
- exposure and user education must be planned and managed

The plan suggests models for partnership which encompass the key elements that must be identified in each business relationship and it discusses issues relevant to choice of partner and choice of model. Pricing strategies are discussed in relation to the ***CCC*** itself and some clear messages from the marketplace.

Briefly described are some of the issues that must be addressed when developing the operational plan for the ***CCC***. Finally, the Implementation Plan is presented. Although apparently incompatible with a marketing plan - the first element of implementation is the development of an Operational Plan. This is due to the importance that was placed on this aspect of product success by partners and users alike. The tensions that result from clashing cultures of a government department assuming a business operation mode must be planned carefully and the operational plan is at the forefront.

Partnership building mechanisms, market testing, and communications development through focus groups, encompass the rest of the plan.

II. THE PRODUCT

A. PRODUCT GOAL

Canadian Company Capabilities (CCC) is an information product of Industry Canada which is intended to stimulate Canadian and worldwide access to Canadian company products, services, and knowledge.

B. PRODUCT OVERVIEW

1. Product Description

Canadian Company Capabilities (*CCC*) is a multi-faceted database, which when completed, will be a listing of between 30 and 50 thousand strategic Canadian companies. The term "strategic" is important because *CCC* is not intended to be a statistically-valid database, but rather a database which consists of companies which are important to the development of their industrial sectors and the Canadian economy as a whole.

The parameters which have been used to establish strategically important businesses, have been developed in consultation with Sector Branches. In general, they are those which are high growth, have high export potential, are knowledge-intensive, etc. The importance of the size of the company varies according to sector as *CCC* recognizes that in today's economy, small companies can be strategically important, particularly in the service and knowledge-based sectors (e.g. multimedia). Small companies, for example, can be the catalyst for major economic contributions in areas of consulting, hi-tech, and research and development.

The *CCC* product has two views: an internal (behind the Industry Canada firewall), and an external. Information that is specific to (a) sector officer(s) and not for public consumption is stored behind the firewall and not accessible to anyone outside of Industry Canada. The public view is non-proprietary information.

The ***Canadian Company Capabilities*** database will make use of the powerful features of modern database management including full-text searching, a graphical user interface (GUI) and multimedia capabilities. It will be accessible internally through the Industry Canada Superserver and externally via the Internet or direct dial telephone.

Although a variety of information sources will be used initially to populate *CCC*, the long term objective is to have as many companies as possible register and update information themselves.

2. Use and Benefits

The *CCC* has two uses:

- as a corporate sourcing tool,
- as a marketing tool.

It is meant to encourage participation and linkages at any level, whether a direct link from CCC into a more detailed file in another government department or a link from a company record to a video of their products' attributes; the *CCC* is intended as a means to increase awareness at little cost.

As a core information product from which other value-added information products are "spun" it becomes the basis of a national system which can be accessed around the world and used as a starting point (a filter, if you will) for finding more in-depth, value added information. The Internet - fast becoming thought of as a panacea for information access can also be a confusing and frustrating maze. The provision of one-window into Canadian companies will not reduce the use of other, value-added, systems - on the contrary, it will provide more ready access. And, as one large information provider stated: "the more information that goes out, the more market you create".

To the information provider whose revenue was generated largely by the provision of mailing lists, the market is changing and personal information products are removing the markets need for their services. The *CCC* provides the opportunity to shift with the flow, assist in the consumer education process by encouraging use of the core resource and then free up resources to add more value to their current product.

Sector specific databases have generally been recognized as having greater value; because, for the most part, the publisher has had expertise in the sector and can concentrate quality control on a very contained base of companies. The partnership principal of the *CCC* provides the benefits of that sector-specificity with the advantages of cross-sector searching. Searching in a non-industry specific way affords the opportunity to locate companies who are specific to a sector but whom have products which may have applicability to another sector altogether.

The *CCC* provides a consolidated source that affords more cost-effective and efficient marketing, development, maintenance and the opportunity for partner information providers to share in the rewards. Some of these rewards may be actual revenue generation, others may be the reduction of labour required internally because of the information provided from a reliable source such as *CCC*.

3. Operational Features

CCC will have three primary modes of operation:

- browse
- register
- analysis

Under the "Browse" mode, a user will be able to search the database by a number of parameters. There will be the option of searching the database using full text descriptors, by industry, or by product/service. In each case, search aids and limiters will be available to allow the user to search efficiently and narrow/expand the search as needed.

Under the "Register" mode, a company will be able to enter its own company information or update existing information. Entry will be password protected and the date of the update will be automatically changed so that a searcher will know how timely the information is.

Under the "Analysis" mode, a tool termed "*the Navigator*" will be available for internal Industry Canada use only. *The Navigator* will be able to use search results and portray them graphically on a geographic information system. Search results are displayed as "candles" on a map of Canada, allowing the user to sort the information by location in the country. The user can then observe search results on a macro geographic basis right down to an individual city and firm level. This tool will have many uses including determining skills/capability clusters or deficiency clusters.

4. Content

Content is seen by ***CCC*** as an evolving process, to be adjusted to the needs of the users and the availability of information. Initially, the content will consist of tombstone information and a series of drill-down fields. There will also be "pointers" to value-added sources.

C. PRODUCT POSITIONING (vis a vis "THE COMPETITION")

1. Internal Positioning

Confidence in CCC
as central hub for Company
Information

The vision of internal IC users is to see ***CCC*** as the core Industry Canada Company database. While it may not contain all the information required by a departmental user, it should be positioned as the most complete database for core information on strategic companies.

Ideally, the IC user should be able to rely upon the ***CCC*** for, at the very least, identifying strategic companies in the sector in question. The degree to which each depends upon the ***CCC*** for maintaining specific content will vary from sector to sector, but all consider ***CCC*** in the long term as serving a key component of their information needs.

Officers interviewed were, without exception, frustrated by the proliferation of, at best, uneven quality databases that have been developed within and outside of the department over the years. All expressed the fact that; while most internal company databases failed because there was little time available to devote to them, there is absolutely no time for individual officers to administer or update them now. There was a genuine interest in the potential for a database that would be maintained in a standardized fashion. Many expressed satisfaction that the product would be managed centrally but that they would have the ability to provide some input into its contents, source of supply and quality.

Although there are still a few officers who maintain a sceptical, "wait-and-see", attitude; there is, for the most part, substantial internal support for the ***CCC*** as a centrally managed, but shared information product. It is expected, by most of those interviewed, to be positioned at the core of the majority of the Industry Canada information products which are behind the firewall for internal use. It will not, however, remain in that position if it does not measure up to expected standards.

To attain and maintain this position the product must be developed and maintained with a sincere effort to respond to feedback from the officers (re. their own, and their sector's needs) and it must integrate well and easily into the internal systems of the officer's working environment.

2. External Positioning

This decade is one of incredible change both in the marketplace for information products and in the information industry itself. The marketplace is more aware than they have ever been of the potential for increasing their global reach and for gathering information that will have an effect on their bottom line.

The information industry is reeling from the effects of the Internet and the new mechanisms for information access that appear, at first glance, to make their traditional online information systems obsolete. These are, however, not necessarily all negative factors. A much broader community now understands the potential power of information and the Internet, and business service organizations are quickly attempting to "indoctrinate" people within their jurisdictions. Whereas information companies once had librarians (information intermediaries) as their key market, the market for their products is expanding and the mechanisms with which they can deliver them are opening up. At the same time, companies are beginning to change the way that they reach and communicate with global markets and printed directories of companies are being replaced by company product literature available in a new, dynamic way through the World Wide Web (mounted by the companies themselves)

It is, therefore, a very opportune time for Industry Canada to be looking at both a tool for identification of Canadian company capabilities and a tool for companies to use to market their products and services more broadly.

Canadian Companies
The first link to
access company information
&
promote products and services

Although a company now has the opportunity to spend as little as $25/month to have their own "homepage" on the Internet, it is the combined strength of a multi-partner product developed and co-marketed by the government of Canada and affiliated organizations that has the opportunity to be "found" and identified in the maze of Internet sites.

The concept of self-registration appealed to 28 out of 31 companies who answered the IGW survey in early October and 25 of these felt that the database itself would be useful to them for finding information on other companies.

Information Companies / Associations
Other Government Departments
Development partners
Marketplace education partners
Cross-marketing
Base for value-added
Shared royalties / Lower risk

Information industry companies polled for this study suggested that the timing is right for the government to begin to partner and not compete on the core data side so that those in the business of information delivery can put more resources into the value-added elements. Pricing at least the second level of data at market rates and sharing the royalties on their sales with partner data suppliers provides incentive for cooperative quality control.

On the whole, industry associations and other government departments showed a high level of support and were prepared to work with Industry Canada. Even those who are technologically sophisticated and in the process of developing WWW sites themselves (such as CATA) recognized the significance of working with Industry Canada to co-market the core information that may lead the world to the homepages of their members and other services of the association.

The potential for success of a government organization operating in a business-like manner was not rated as high as the optimism for the product itself. Industry Canada, in particular, has a reputation for committing resources for large projects which are viewed as being internally, not market, driven. It has also gained a reputation of internal confusion (there is apparent competition amongst IC departments or sectors for market attention).

IC must position itself as a re-engineered organization and make it clear to the external market that the *CCC* is positioned internally as the central core for corporate information for all information products.

D. CRITICAL SUCCESS FACTORS

Although there are a number of factors which will be important to the successful development of *Canadian Company Capabilities*, based on the research undertaken for this project, the following are considered the most critical components.

PRODUCT / CONTENT	
MARKET AS DRIVER	The needs of the marketplace must drive product development, enhancements, marketing and partnerships, not political or bureaucratic dictates.
PARTNERS	Choice of partners will impact not only operational aspects such as ramp up time, quality/timeliness, but also marketing (influencing database credibility).
QUALITY & TIMELINESS	Users must have confidence that the information they receive is correct, comprehensive and up to date. Distrust in the quality of data will not only reduce use but also self-registration.
CHOICE OF CONTENT	Strategic content is more important than comprehensive coverage. Strategic information is that needed for action tasks (e.g. procurement, alliance, etc.).
INTUITIVE NAVIGATION	The Netscape interface will allow the system shell to operate simply and in an environment familiar to most Internet users. The database itself must also remain simple and intuitive to use.
MARKETING	
PRICING	Market-based pricing at some level of content is important to enhance the credibility of the database and to provide a fair basis for alliance with private sector partners.
EXPOSURE	Hands on demonstrations will be the most effective marketing/sales tool and it should be encouraged in multiple venues through multiple mechanisms and partner organizations.
USER EDUCATION	Many potential users have no concept of how to derive value for their businesses from the *CCC* database. IC and its partners must work together on intensive education of the business community re. the strategic use of information.
ENDORSEMENTS	Endorsements and promotion by associations (or other peer groups) will significantly help accelerate market penetration by enhancing both exposure and credibility of the system.
OPERATIONAL / ORGANIZATIONAL	
MANAGEMENT STRUCTURE	The *CCC* management team must have clearly defined roles which are at arms length from the bureaucratic processes within the department.
BUSINESS ORIENTATION	A clear conflict exists between the efficiencies of a business-oriented operation and public sector culture. However, it is clear that the public will not pay for an information product that is not developed, operated and marketed in a business-like manner.
MARKETING COORDINATION	*CCC* cannot function effectively without an integration of top level marketing processes across product lines. Corporate marketing must institute clear market development guidelines and leverage the complementariness of the product lines. Confusion due to multiple contacts and multiple information requests from the various product lines has already affected credibility.

III. THE MARKET

The market for *CCC* is unusual in that all potential users of the database information are also potential suppliers. That is, individuals, companies, or organizations extracting information from *CCC* could also contribute to its development. The contribution could be as basic as self-registration in the case of individual companies/organizations, to very significant contributions if say a professional association contributes its member database.

A. INTERNAL MARKET

1. Supply

There has been, in the past, a proliferation of databases which include some form of information on Canadian companies throughout Industry Canada.

The BOSS database, of approximately 24,000 companies has been the most well known in the external marketplace and has been the base for a number of other information products maintained within the sectors. A corporate database of suppliers and contractors is separately maintained and updated.

Each of the sector branches hold company information in varying levels of depth and accuracy. Discussion with sector officers made it clear that a list of 40+ databases identified in Spring 1995 simply scratches the surface. These information bases range from:

- word processing files of one officer's personal contacts;
- contact databases developed for internal purposes which combined multiple officers' lists;
- complete databases maintained by an external company on behalf of a branch.

Many of the first two types of sources are so out of date or sparse that they are no longer referred to by the officers, let alone added to. Some, on the other hand, are fairly new and are growing as knowledge of their existence is spread (for example, the Lotus Notes "contacts" database maintained for Insight teams).

Databases in the latter category have been contracted on a largely ad hoc basis throughout the department for sector-specific needs. In many cases the contractor is a company closely allied with the sector who has made at least a portion of their revenue from continuous updating of the sectoral directory or contact list (often a substantial portion of that revenue coming from Government contracts such as that with Industry Canada). These databases are often of much higher quality and updated more often than the internal databases; however, their aggregated cost is relatively high and there is little opportunity for cross fertilization or cross-sectoral searching.

2. Demand

The nature of work for a sector officer of Industry Canada has changed dramatically in the last few years. Where once, through administration of the programs that served them, they were in constant, proactive contact with the companies which comprised their industry sector; now they have minimal contact with individual businesses. They must now rely upon intermediaries such as industry associations and other government departments (e.g. IRAP, DFAIT) to provide them with that link. In addition, the reduction in manpower has required officers to be responsible for many more sectors than they have in the past and, for some, it is even impossible to have good communication with the many representative industry associations.

One of the key roles of the sector officers is to be a filter between the industries that they represent and other government departments, the media, and the international community. They do this either directly (through direct communication) or indirectly (through the dissemination of products which promote the capabilities of the industry). This requires that they have a good knowledge of at least where to source appropriate companies in order to promote their capabilities. Some have a relatively large number of resources available to them; others can point to minimal (if any) sources of company capability for specific sectors. It was suggested that those sectors that officers are the least capable of serving are the ones for which even better information on company capabilities is required.

The few individual contacts that officers have with the business sector are reactive. As Industry Canada's role as information disseminator increases, officers find themselves reacting to queries which come from either products distributed from their own sector (such as sector Insights) or those which have been addressed to such agencies as the Canada Business Centres.

In summary, the officers' need for information on company capabilities within their own sector is increasing while their ability to compile such information from multiple sources is diminishing.

It should also be noted that officers not only need information on company capabilities within their own sector; but they also have a need for information on products and services in sectors peripheral to their own in order to assist in the development of new supply and partner relationships.

The dual roles of the *CCC* were viewed with interest. The fact that the officers would have the capability to add their own information on the inside of the firewall and see some information that is strictly for internal use as well as the capability of seeing the "public face" which they could promote to their contacts in the sector and in other government departments, etc. was of great interest.

In order to ensure day to day use, it is imperative to integrate the *CCC* with desktop tools such as word processing and contact management software.

A few officers recognized the potential to literally gauge the interest in their sector by "reading" the traffic on the system. The opportunity for users to be able to move from the *CCC* to other (perhaps, their own sector's) information products on the Superserver or through Internet and vice versa was viewed in a very positive light.

Some were interested in having the opportunity to discuss the potential for partnership with their industry associations and private sector companies and intended to use (or have already used) this as a means to increase their sector contacts. Many have been dealing with them already on other information product projects and are aware of a growing frustration regarding the number of calls from various branches and departments within Industry Canada. They see *CCC* as an opportunity to explain a product that will reduce their effort, increase quality and add to their information (and possibly revenue) base.

Current Industry Canada products contain various levels of company information and many, but not all, use the BOSS database as the base for this information. The future model would see the *CCC* at the core of the Superserver with other, value-added products linked to it by company name (or standard business number). In this case, there would be no need to duplicate company capability information in other products and one update (presumably by the company themselves) would serve to update all.

B. EXTERNAL MARKET

1. Supply

Private Sector Information Companies

A Table of approximately 20 Canadian Company databases which are available in some form of electronic format appears in Appendix A. Included for each (where available) is information on:

- format;
- number of companies represented;
- philosophy of coverage;
- a brief summary of record content;
- pricing;
- frequency of updates.

While many have been available through traditional online vendors for a number of years; a few are new entrants into the information industry and are available only on Internet. These latter services are not charging for information as yet; presumably because they are fairly small and in test mode.

Of the large commercial information producers in Canada, four of them produce unique databases of Canadian companies. These databases are distributed through multiple vendors in Canada and worldwide. Some of them actually distribute their own competitors' products.

Traditional database publishers are using the Internet as an advertising medium and gateway but are still providing access through established mechanisms as well.

These databases have been established for some time and the producers have many person-years invested in their development, maintenance and distribution. The newer, more entrepreneurial companies have invested, what in comparison would be a substantially smaller number of dollars in their product, but that which would represent a much higher percentage of their resources.

It is most important that, recognizing the sensitivities between business and government competition, the views of both the large and the small information companies be heard.

In discussion with representatives of both these groups, to determine their initial reaction to the *CCC* product, and to ask for their candid views on the proposed partnership models; it was obvious that a great deal more discussion must take place after the pilot begins (with the luxury of more time).

It was determined that, for the purpose and timing of this study, the large companies would be approached by the Corporate Marketing Group and that IGW would concentrate upon the smaller information suppliers. However, informal discussion with the Director of Corporate Information for one of the large providers was generally positive.

The suggestion of sectoral concentration and later "filling in" by the larger databases, (such as this company's) that provide broader cross-sectoral coverage was received quite positively. There are precedents, also, for the provision of data in part or in whole to other information providers; for the continuous updating of data which is licensed and integrated into another agency's core file, to the sharing of revenue with multiple data providers for one search. The Director expressed a desire on the part of all of the larger Canadian corporate information providers to hold a round table meeting to discuss the *CCC* and the potential for partnerships. The one, strong, caution was that the *CCC* must be operationally sound, have a business-like approach and be competitively priced with an opportunity for revenue sharing to all partners.

The smaller information providers (both private sector and non-government) were mixed in their reaction to the *CCC*. The concept of revenue sharing was rather difficult to grasp based upon knowledge of how little the Canadian business community has paid for information in the past. The smaller (and newer) firms, with valuable information over and above what would be included in the *CCC*, recognized that providing the information to the *CCC* would be a "loss leader" for their business.

The results of a survey of provided to all sector representatives (Appendix B) were not, by any means, complete at the time of writing. However, when all of the completed questionnaires are returned, the *CCC* team will have a beginning compilation of private sector, non government and other government organizations from whom the various sectors receive corporate information.

Associations and Other Government Departments

Of the nine associations and 5 government organizations who answered the IGW Fax Survey in early October (Appendices C & D respectively), eleven have their own directories/lists of companies within their membership or jurisdiction.

Most (9) were available in at least print format, 1 on CD-ROM, 5 on diskette, 5 online and 1 other. Only one charges for their directory and that fee is only applicable to non-members. Market information and technology needs were the most difficult types of company capability information to collect for this group. Currency and timeliness were the greatest deficiencies in company information currently in the marketplace.

Even from this small sample of 14; nine were interested in seeing a demonstration and discussing the potential for the *CCC* in the future of their organization.

Phone calls to potential suppliers who were recommended by sector representatives or others as potential pilot participants proved even more telling regarding the supply market. Generally, the concept of the *CCC* received good support.

It was evident from surveys and from discussion that, associations and government departments alike, the smaller (or more specialized) the organization, the more interested they were in working with Industry Canada on a shared database.

From the point of view of the Project Manager for the Canadian Governments Online Project of the Treasury Board, the *CCC* provides an excellent test for its mandate of government partnership models in information product development and dissemination. He has offered to provide information on the *CCC* to all CGOL partner organizations (often the equivalent of Information Highway secretariats) across the country and we suggest that they be part of the beta test group through their Internet forum.

Companies Themselves

If the small sample of companies polled by IGW in early October is any indication, the concept of companies as information suppliers should be successful. Of thirty-one companies who returned the questionnaire (out of a total of 100 companies that agreed by telephone to participate in the survey), all but three said that they would be interested in self-registering and/or keeping their corporate information up to date on a regular basis. (Appendix E)

It must be noted that the survey sample was drawn from the database of BOSS companies who had provided updates to Industry Canada within the last year. This could, therefore, predispose these companies to be positively inclined to the self-registration process.

2. Demand

The primary segments of the external, demand, side of the market are:

- Canadian Companies
- Intermediary Organizations (Associations, Other Government Departments)

<u>Canadian Companies</u>

Information compiled by Industry Canada in April 1995 estimates approximately 820,000 establishments in Canada; 50,000 of whom have greater than 20 employees. These 50,000 are the primary external target for the *CCC*. These can be further segmented by online information service/communications usage.

According to the *Canada Information Monitor* over 62% of the working population have access to computers and 16% of these access or communicate information via an external electronic network (ie. online services, electronic database services, or the Internet). 37% of those workers who do not currently use these services anticipate using one or more over the next year.

Of those who responded to IGW's survey, 45% currently use Internet in their business and 10% had a corporate WWW site. Thirty percent of respondents anticipated that 10% of their suppliers/clients/partners are now, or, will be within a year, on the Internet; while 23% estimated that 50% of them would be.

The primary target for direct usage of the ***CCC*** are those companies who are on the Internet, already or at least have a modem and an interest in accessing the system through a 1-800 number. It is reasonable to assume that the companies who are not yet at this stage will be better served through intermediary organizations and their value-added products. The promotion and awareness to the latter segment is still most important and their views are required through suggested feedback mechanisms but access to them would be least costly through partner organizations.

Upper Management and Sales and Marketing professionals ranked the highest in terms of corporate users of company information, while Procurement ranked third.

Of note in the results of the *Canada Information Monitor* was a higher level of satisfaction with commercial information services even though the market makes more frequent use of association, trade and government sources.

SOURCE	USED (%)	MOST FREQUENT (%)	SATISFACTION (1-5)
Business and Professional Association	32	16	3.96
General / Trade News	27	17	3.99
Federal Government	22	5	3.36
Provincial Government	20	11	3.38
Commercial Information Services	11	10	4.13
Colleagues	11	10	3.84

Main reasons given (in the *Canada Information Monitor*) for dissatisfaction with information providers were:

- information is hard to access or use (37%)
- information not useful (35%)
- information is inaccurate (30%)
- support service is inadequate (28%)

These results are relatively consistent with the IGW survey results which pinpointed the most important factors which would influence their decision to use *CCC* as a sourcing tool for corporate information.

	Considered Important Influence (% of respondents)
Accuracy	80
Ease of Retrieval	80
Relevancy	74
Currency	74
Comprehensiveness	68
Ease of Access	64
Price	41
One-Stop-Shopping	41
Credibility of IC	38
Uniqueness of Information	35

Factors that would influence companies' decision to use the ***CCC*** as a marketing tool; were reported as the following in the IGW survey:

	Considered Important Influence (% of respondents)
Value as Sales Tool	83
Ease of Market Access	70
Price	64
Ease of Data Input	61
One-Stop-Shop	41
Credibility of IC	25

According to the *Canada Information Monitor*, only 2% of the business population use the BOSS database and only 17% were aware of it. However, it is important to note that this does not necessarily mean that the 15% who were aware but were not using the BOSS are all potential users.

Relevant information is not easy to find on the Internet - ***CCC*** has a potential window of opportunity here - to offer a tool to find the relevant information quickly and easily. If, as is anticipated, the number of Internet users match the number of commercial online database users by the end of the year - IC has a captive market who is looking for quality, practical information.

<u>Intermediary Organizations</u>
Associations and non-government organizations provide the more frequently accessed information to the business community (32%) and the level of satisfaction was slightly higher than that of government sources (3.96).

These organizations have been placed in a greater role as information disseminators over the past few years as they attempt to increase their value to members and assume the mandate of stimulating the industry that they serve. In order to market their members, many are proactive in the international fora to provide a voice for their companies in global markets and to do so, collect as much detailed information on their members as possible in order to represent their interests. In order to assist the members in their quest for greater efficiencies and thus reduced operating costs, they also search for information for them on new suppliers, research partners, and potential investors and then disseminate the information gathered back to their members in multiple formats.

Thus; the associations, technology Centres, and other intermediaries have a requirement for company capability information that is of high quality that can be simply manipulated and retrieved on an ongoing basis either to provide as an intermediary service to their members, or to promote to their members for their own use, or a combination of the two.

These same organizations believe that the partnership aspect of the product development and maintenance is extremely important for their continued use of the product. They are cognizant of information industry players within their sector (some of whom are their members) who know the industry well and are aware of the vagarities of the information being sought. They believe that there is still a place for these companies and do not want their expertise to be lost.

International Organizations and Companies

The international market, although significant in size and importance to the continued success of the *CCC* is truly a secondary target for the initial phases of market development. Intermediaries such as the Department of Foreign Affairs and International Trade and the international affairs elements of industry associations will be the best placed to make use of the ***CCC*** to market Canadian company capabilities abroad.

However, to the great advantage of the ***CCC*** is simply the nature of the technology and communications platform which affords the opportunity for marketing just by virtue of being on the Internet. Although the Industry Canada Superserver does not allow pages of individual products to be picked up by standard indexes, the ***CCC*** should ensure that the overall page of the Superserver includes tags that reflect the breadth and depth of corporate and sectoral coverage in order for the WWW site to be indexed broadly.

Sector focus groups which will address communications plans for priority sectors must include relevant ListServers, Newsgroups and WWW sites in which Industry Canada can unobtrusively promote the *CCC* to the world on the Internet.

C. MARKETING OBJECTIVES

Based upon our increased understanding of the market, their readiness for the product, and anticipated continuation of trends in computer usage and increased awareness of the value of information, the following objectives are presented for ***Canadian Company Capabilities*** over the next three years.

YEAR	NO. OF RECORDS	SELF-REGISTRATIONS	%
1996	5,000	1,000	20
1997	20,000	5,000	25
1998	30,000	10,000	33.33

It is anticipated that the aggressive marketing strategies (outlined below) which revolve around ever broadening partnerships will increase market penetration within the Canadian Business Information Market from the 3% of the BOSS to 5% at the end of the pilot year. We suggest a target of 10% by the end of year five with increased breadth and variance in access channels.

IV. ISSUES

A. PRIVACY

It is incumbent upon Industry Canada to recognize the limitations of the public side of the database as a repository of information that is strictly for public consumption. No information should be stored on the public side of the firewall that has not been made public in some form or other by the company itself.

The issue of what resides behind the firewall is the greatest challenge. It is of immediate concern to those sectors who are aware that departmental officers hold proprietary files on their research and development activities, technologies, or their financial resources due to financial assistance programs. This issue was raised by only one branch; but it is assumed that at some point it could become a point of concern for any industry.

It is recommended that, in such cases where potentially sensitive information is maintained by the officers - that it be maintained in separate electronic files that are not tagged in any way to the *CCC* "white pages" records.

B. COPYRIGHT/INTELLECTUAL PROPERTY

The information provided by a partner company to the *CCC* should be considered the property of that company. As soon as that information is altered in any way; by the addition of information from another supplier or changes made by the company themselves, the intellectual property is divided and has joint ownership.

A disclaimer should be clearly placed on the initial screens of the *CCC* which clarifies Industry Canada's position as a facilitator of access to publicly available information and stating that, although quality control is exercised, no attempt has been made to assess, in a legal sense, the validity of information provided by other parties.

V. MARKETING STRATEGIES

A. DEMAND FOCUSED/DRIVEN STRATEGIES

1. Product Format

Canadian Company Capabilities uses a standard Netscape interface which is generally simple to operate. However, the ***CCC*** database itself must remain easy to use and require little or no documentation. The trend in software and particularly to the Internet, is to provide applications which are based on intuitive interfaces. As Netscape currently commands some 60-75% of the browsing software market, anyone who understands the fundamentals of Netscape should be able to use *CCC*.

Should a user require help, it should be available in one of two ways. First, help must be available "on-the-fly". That is, the user should always have a help button available for immediate questions on *CCC* (the help feature for questions about Netscape is already built in to the software). It is assumed that all users will have or receive Netscape.

2. Product Feedback

In order that *CCC* remain user-driven and relevant, feedback mechanisms must be put into place for both internal and external markets.

For the internal group, we recommend the maintenance of the voluntary sector network for feedback to the *CCC* team. Participants of the network should be prepared to meet with the *CCC* team on an ad hoc basis - initiated by either party, to provide feedback that could be used for improvements to the system. Alternatively or supplemental to this, feedback questionnaires should be distributed to the network at least twice a year either in hardcopy or electronic form.

For the external market, two streams of feedback should be initiated. The first, for regular users of the database, should consist of simple feedback questionnaires using the Netscape interface. From time to time, users would be prompted to fill out the questionnaire online before entering the *CCC* database. The online questionnaire should be for the most part, a "check the box" format with the option of open-ended feedback at the end. Netscape allows users to complete these in a minimum amount of time and instantaneous reply. The questionnaire should focus on product satisfaction, relevance, any technical problems they might have had, and suggestions for improvement.

For users that are registered but do not access the system on a regular basis, a more traditional approach may be needed. This may mean a mail-out or telephone survey, or prompt through E-mail to fill out the Netscape survey. The focus on this survey should be on finding out why the system is not being used more often. If the feeling is that the database is not meeting their needs, then query how could it be better.

In both external streams, some minor incentive should be built in such as free time. For all markets, the option should exist to provide feedback at any time by providing an E-mail address or hotlink to an E-mail macro.

In assessing feedback, the *CCC* team should recognize the difference between three levels of feedback:

- product deficiencies,
- product improvement, and
- user wish lists.

PRODUCT DEFICIENCIES	Deal with what is wrong with the system that must be corrected for the system to be useful.	For example: technical, problems, errors in data, and field deficiencies. ie. problems that prevent the client from using the system for its intended purpose.
PRODUCT IMPROVEMENTS	Product improvements are components which would allow the system to work better and more efficiently, but are not necessarily critical to the client's needs.	For example: the nature of the interface (colour, layout, screen order, etc.), speed of access and data retrieval, and search parameters.
USER "WISH LISTS"	The client's "wish list" is based on what the client would view as the "ideal" system components and attributes. These components are not critical to the products success as they often move beyond the original goals and expectations of the product. They can, however, contribute significantly to success provided that there is wide agreement on these components and if the cost (and feasibility) of implementation is less than any potential benefits.	

Any significant changes/improvements to the system can affect product positioning. Therefore, if *CCC*'s philosophy is that of non-competition with the private sector, a careful assessment should be to ensure that *CCC* does not move into the territory of a value-added provider.

3. Product Updating

The intent of *CCC* is to keep the database and its components flexible. Fields, protocols, content, etc. are to be responsive to the needs of the client bases. Updates and improvements should be implemented with the cautions noted above. In addition, updates in the system should be sensitive to the user so that any changes made do not require the user to re-learn the system.

Updates, major or minor, should be flagged at the beginning of a session, with the system being capable of knowing what has been changed since the last individual login.

4. Support Mechanisms

As stated earlier, we do not recommend anything other than very basic print reference material to be available from *CCC*. More comprehensive print reference should be available for download through the server. The reference material should contain information on the content/functionality of the system, understanding the classification used, optimizing searches, access instructions and troubleshooting. As we view the current *CCC* system, reference material should not be needed except when technical difficulties are encountered or for individuals who desire to have a deeper insight into the system. The majority of users should be able to login and get right to work.

Support mechanisms should be available at all times, both online and offline. In most instances, online help should be able to meet most queries - either through the Netscape software or *CCC* help button. For problems that cannot be handled in these ways, E-mail help, or a 1-800 help line will be required for two general streams of questions. The first for those with technical difficulties and a second for those who are not getting the information they are looking for.

A 1-800 line should be common to all IC information products. This would eliminate the usual problem of a "duty person" from *CCC* being available at all times and would likely be more cost-effective for the volume of calls likely to be received across product lines. Training of all who regularly or occasionally handle such a "help-desk" must be extensive in both product knowledge and customer service skills and techniques.

5. Content Development

Although discussed almost exclusively in Section V.B. (Supply Focused/Driven Strategies); it is important to note that, by virtue of the fact that the majority of suppliers are also users of the *CCC* and all of the users have the capability of being a supplier - the development of content in partnership with multiple organizations and individuals should also be recognized as a Demand Driven Strategy.

Every contact with a member of the user community is also a contact with a potential supplier (and vice versa).

B. SUPPLY FOCUSED/DRIVEN STRATEGIES

There are three key sources for supply of company data records for the *CCC*:

- information providers in a strategic partnership with Industry Canada (this includes associations, other government departments, and private sector information providers);
- industry Canada sector groups, and
- companies themselves through a self-registration process.

1. Partnership Objectives

The objectives for the *CCC* in partnering with information providers are:

- to populate the *CCC* with the best quality company information available, within a reasonable time, and for a reasonable cost.
- to establish relationships with information providers which will assist IC in providing a quality product that is known for its value, completeness, currency and accuracy.

with Industry Canada using in-house resources to do so.
• to decrease the cost of maintaining the *CCC* and decrease the time to market.
• to utilize information providers in assisting with the marketing of the *CCC*, thereby leveraging marketing resources.

2. Benefits of Partnership to Information Providers

The benefits to information provides in partnering with Industry Canada for the *CCC* are:

• potential for financial upside through revenue sharing from on-line external usage of the *CCC*;
• promotional and marketing potential for information provider's other products and services: value added information providers,
• synergy: assumption that the aggregate value of the data is greater than the sum of its parts, therefore an information provider's information becomes more valuable due to its compilation with the other data collections in the *CCC*.

3. Partnership Models

There are numerous partnership models that could be applied to various potential partnerships that Industry Canada will be structuring with information providers. Four models are presented in this section.

• Supplier-Buyer Model (Full Cost)
• Supplier-Buyer Model (Direct Cost Recovery)
• Supplier-Buyer Model (Investment)
• Information Providers Consortium

Supplier-Buyer Model (Full Cost)	Supplier-Buyer Model (Direct Cost Recovery)
Scenario: The information provider supplies data records for Industry Canada, in the format required by Industry Canada, to populate the *CCC* database. The information provider charges a flat fee (profit-based) for doing this, but agrees to provide regular updates.	Scenario: The information provider supplies data records to Industry Canada, in the format required by Industry Canada, to populate the *CCC* database. The information provider charges Industry Canada direct cost only, with additional revenue to the provider derived from royalties based on a user hit-rate basis.
Cost Issues: • Will the up-front fee charged by the information provider be a one-time fee, with annual upgrade and maintenance fees, or will maintenance fees be included in the price? • What are the components of the fee charged by the company - per record, data compilation and aggregation, etc.	Cost Issues: • Industry Canada incurs loss up-front cost, and shares in a revenue recovered from usage of the database when it becomes a cost recovery system. • Information provider will not be "losing" money, as direct costs are being covered. • Difficult for information provider to determine direct costs for data that is being variably utilized by multiple clients.
Partnership Issues: • Does not represent a strong partnership arrangement, as the elements of sharing in the risk and/or rewards are not present. • Industry Canada would be in a strong position to demand excellence in supply, for there is a full cost associated with the product. • Potential risk to the information provider to lose a market for what may only be a one time gain (at a cost that is difficult to gauge).	Partnership Issues: • More of a sharing in the risk/reward structure; the more the *CCC* is utilized, the higher the revenue stream that flows back to the various information providers. • The more of a stake that each partner has in this system, the higher the desire for rewards (royalties). Therefore, the information provider would aim to provide the highest quality information, to ensure that the system is the "best in its class", thus increasing potential value and the rate of utilization. • Information providers take a more active role in assisting with product refinements, delivery mechanisms, and other issues that affect the *CCC*

Supplier-Buyer Model (Investment)

Scenario:
The information provider invests in the *CCC* by providing the data at a price less than direct cost, and shares in the Industry Canada revenues from *CCC* at a rate more favourable than the two previous models.

Issues:
As in the direct cost recovery scenario, value is best assessed by the user hit-rate with associated royalties. This model more closely approximates a partnership model, where both parties share in the risk and reward, and thus the information provider partner has more of a vested interest in ensuring success of the product in the marketplace.

<table>
<tr><th colspan="2">Information Providers Consortium</th></tr>
<tr><td colspan="2">Scenario:
In this model the roles of the two parties are significantly different from the three previous models. Instead of Industry Canada playing an overall information provision role, industry information providers play a significant partnering role in that they have ultimate responsibility for their own records.</td></tr>
<tr><td>Role of Industry Canada:
• provides hardware and software of the CCC
• coordinates the overall CCC
• charges information providers for use of the CCC
• acts as a content quality watchdog
• brings in new information providers on an as needed basis to populate and maintain the CCC
• collects and distributes revenues from usage</td><td>Role of Information Provider:
• acts in consortium with the other information providers (which could include parts of Industry Canada) to compile, manage, and maintain their portion of the data.
• with other consortium members, establishes standardized pricing policies for usage.
• essentially "rents" a clearly defined space on the CCC and pays a usage fee to Industry Canada (the more records, the higher the fee).</td></tr>
<tr><td colspan="2">Analysis of Model:
This represents a significant divergence from the current thinking of Industry Canada towards partnering. It deserves attention for a number of reasons:</td></tr>
<tr><td>Positive Issues:
• places the responsibility of excellence in data maintenance clearly on the information provider.
• the information provider views this as an extension of his business, linking the CCC directly into its homepage on the WWW.
• the information provider derives all of the revenue from usage of the CCC (less fees to Industry Canada), as is the case for their own product activities.
• the consortium of information providers (which includes Industry Canada) acts in more of a true partnering arrangement.
• there is multi-party expertise in drafting operation, revenue sharing and partnership guidelines.</td><td>Negative Issues:
• Industry Canada could not have ultimate control of the product.
• should an information provider leave the consortium, the question arises about the information that they had been providing.
• by virtue of its uniqueness, the consortium will require carefully thought out operational, revenue sharing and partnership guidelines and much negotiation amongst its members.</td></tr>
</table>

4. Choice of Partner Issues

There are two phases of the *Canadian Company Capabilities* development. The pilot phase commences during the first week of November, 1995. Due to the exploratory nature of this phase, and the time constraint, various associations and information providers have been invited to potentially participate in supplying data records. The information providers who agree to work with Industry Canada on this phase will be working closely in the product development phase, and will assist Industry Canada in resolving many of the issues that will arise during the course of the pilot. The choice of this supplier will be largely determined by those known to the appropriate sector officer within Industry Canada.

The second phase will be the launching of *CCC* to the public during February, 1996. The key issues that must be addressed immediately relate to populating the remainder of *CCC*. Should a tender process be undertaken, or should there be an invitation to known information providers to supply information?

In a tender process a level playing field is provided to all information providers across Canada. Partners could be chosen based on completeness of coverage, accuracy, comprehensiveness of information, cost factors, etc. For the situation where Industry Canada seeks out potential partners and invites participation, the information providers, in most instances, would be well known to those in the industrial sector represented. Furthermore, information providers would be required to provide only the information that Industry Canada does not already have in-house.
Given that Industry Canada wants to form partnerships, it would seem that the first partnerships would be with those information providers that are known to Industry Canada, and preferably those who have done work with them in the past.

All partnerships will be based upon more than just the provision of data. There must be a good working relationship developed towards the common goal of making the *CCC* product successful in the marketplace. Of course, in the final selection of any information provider well-defined requirements must be met. As it is the business of the information provider to gather information, they must be able to maintain their own data according to the predefined requirements. Quality and frequency of up-dating information must be strictly adhered to.

During the course of the development of this Marketing Plan selected Canadian associations were contacted to discuss the potential of partnerships with Industry Canada for the *CCC*. A detailed summary of these are presented in Appendix C.

Some highlights are outlined below:

- Association Size is Significant

  It appears that the smaller the association, the more willing they are to participate with Industry Canada. In many instances it was indicated that database information would be made freely available to Industry Canada for the *CCC* database. For these associations the prime motivation was the benefit that could be provided to their membership, and the promotion of the association. They were prepared to work with their members to enter the appropriate information for Industry Canada.

- Revenue Loss is a Concern
  For those associations that derived a portion of their revenue from sales of the database, they viewed the *CCC* as competitive, and did not see opportunities for partnership development.

- Diplomacy Fosters Trust
  A well-crafted, diplomatic approach to the associations for exploring partnership arrangements can prove to be beneficial. Anything less than this will lose trust and, therefore, the potential for partnership.

5. Choice of Model Issues

Issues to consider in choosing the appropriate Model for the situation:

- What role does Industry Canada desire to play with respect to partners. Will the relationship be a true partnership, with equal sharing of risk and reward?
- What is the length of time desired for the partnership to exist? Will a 100% subscribed self-registration indicate an end to the relationship?
- Does the information provider provide the information of a "lease" basis, or unencumbered sale to Industry Canada.
- What are the roles and responsibilities of each of the parties in the partnership with respect to up-dates, quality control, identification of new companies, etc.

All of the models identified above could be chosen for different partnering relationships. Information providers will have different needs and expectations.

<u>Royalty Issues</u>

Models 1 -3	Model 4
• information providers derive revenue from some combination of up-front payment and royalties based on user hit rate. • the combination will depend on the model that is chosen with each information provider. • royalty rates would be higher for partnering arrangements that did not have up-front fees paid to the information provider. • the rule of thumb is essentially: the higher the risk, the higher the reward.	• information providers receive 100% of the revenue generated by the "hit-rate" for a predetermined amount of time i.e. 5 years. • the information providers would provide revenue to Industry Canada for using the *CCC* system. • Industry Canada would only charge for the use of the database, and not the coordination role that it would provide to the overall system.

Points of Negotiation

Industry Canada can negotiate partnerships using some of the following reward mechanisms:

- up-front payment,
- royalty percentage based on gross revenue per "hit",
- guaranteed annual minimum royalties for a set amount of time i.e. 5 years ,
- percentage of gross revenue proceeds or net of expenses.

6. Self-Registration - Companies as Suppliers

Companies will have the ability to initiate changes to their record on *CCC*. In fact, it is a goal of Industry Canada to have the majority, if not all, companies self-registering on a regular basis, within a five year period.

Strategies for Ensuring Self Registration Occurs

Companies will self register if it becomes evident to them that there is value in doing so. Value will be determined by the usefulness of the database, and thus its popularity. Therefore, this issue relates directly to the generated demand for the database (possibly sectoral-driven demand).

There are two groups of companies that need to be addressed: companies currently listed on *CCC*, and companies that are not (new companies, or ones that did not make the list for a variety of reasons). For both of these groups, the steps are similar.

- they must learn about *CCC*
  - through other pointers on the Internet; government (Industry Canada and other departments), associations, information providers.
  - through a sector association
  - through other promotional activities: trade shows, conferences, publications etc.
- they must recognize a value in either up-dating their company information, or submitting their company for the first time. In the section for self-registration there could be a section outlining the benefits of registering
  - the same marketing strategies to create demand for the product will be used here.
- the self-registration process must be quick, easy and convenient
  - clear, concise instructions provided,
  - easy submission by e-mail with a click on the Submit link, or by alternate mechanisms.
- fast turnaround process
- multi-capability information formats.

Following the receipt of a request for self-registration, the verifier must respond in a quick, business-like fashion in auditing the information and deciding on the outcome (enter into *CCC*, verify further, reject with appropriate rationale to company).

Self Registration Verification

The verification process of a self-registration request must either be performed by an Industry Canada officer, or the original information provider. It is suggested that the information provider perform this operational task.

There are numerous operational issues that need to be addressed by Industry Canada in populating the database; from choosing the best partners, managing the partners, providing the most appropriate incentives to retain the partners, and issues leading towards with the ultimate end result of company self-registration.

D. PRICING STRATEGY

It is assumed that, at the end of the pilot period, the ***CCC*** will be priced to some level of cost recovery. Key objectives for the critical success of the partnership strategy were built upon this assumption.

- the ***CCC*** should be priced at fair market value and
- revenue generated from information sales must be shared with information supply partners.

While it is understood that the Corporate Marketing group is in the process of establishing overall pricing policies, it is incumbent upon the ***CCC*** product team to understand the issues of pricing and revenue sharing and have the capability to drive policy (corporate or product specific) when they are in a position of negotiation with potential suppliers.

The early months of the pilot stage must be used to thoroughly address the issues and test pricing models on both potential suppliers and potential clients. The limited survey performed by IGW in early October found that, although the number of respondents who currently pay for online services was not in the majority; there was resounding agreement (80%) to the concept of fee-for-service.

RESPONDENTS	Currently Pay for Online Services		Agree to Fee for Service	
	Yes	No	Yes	No
Associations	3	5	5	3
Companies	13	17	26	5
Government	2	3	4	1

Typical policy questions that must be addressed by Industry Canada in establishing a pricing strategy for ***CCC*** include:

- Is there an existing policy (Treasury Board or internal) on the recovery of specified costs which might constrain pricing decisions?
- Will the overall corporate policy make allowance for separate product pricing

strategies which respond to the needs of their market and partners?
- Should there be a pricing policy for *CCC* in which each sector's information is priced separately, or items are priced in relation to each other?
- Will corporate policy permit volume discounts, or, for example, yearly fees?
- Who owns the copyright to the information?

There are also a number of practical questions that need to be addressed:
- What is the perceived value of the information by prospective users?
- What are the anticipated demands for the *CCC*?
- Is there present competition from other suppliers of similar information?
- If the data is protected by copyright, can the use and copying of the data supplied through *CCC* be monitored and measured?
- Should there be a pricing strategy which reflects inflation, or other indicators?

While the lists above are far from complete, it represents the complexity of any pricing strategy. Industry Canada must carefully define the policy issues, examine policy statements, and review the state of the "competition" in the market, in order to formulate clear Objectives of a Pricing Strategy.

Overall Objectives of Pricing Strategy
- to stimulate initial and sustained demand for the *CCC*, and achieve growth in the usage rate of the database (uniformly across market sectors);
- to discourage unauthorized duplication for commercial purposes of the data;
- to establish a fair market value for the data so that users contribute to it and use it (self-registration is promoted);
- the strategy should lead to the recovery of full or partial cost of the program. Industry Canada might decide that this is not necessarily product by product but over the entire product offerings that Industry Canada is now offering;
- to maximize revenue: increase the user-hit rate, and thus royalty stream from this;
- to adjust prices, as needed, to reflect conditions in the marketplace, and the attainment of Industry Canada's goals for usage of the *CCC*.

Some of the key factors that will determine the pricing policy will include:
- generation of a high interest and usage level during the pilot stage;
- providing a product that users associate with value;
- ensuring that users recognize that information such as is contained in *CCC* is not free;
- the price for the information must be reasonable.

IGW makes the following, preliminary, recommendations that must be addressed and tested through focus groups with both the users of the service and the suppliers during the pilot stage:

1. Market-Based Pricing

Market-based pricing is defined as pricing the ***CCC*** to maximize usage as well as returns for the partners involved. It is important for two reasons. First, it will enhance the credibility of the database (perception in the marketplace is that free information is not quality information). Second, it is critical to partnerships with private sector information providers. Although some partners may view participation in ***CCC*** as being good for members (in the case of some associations) or good to promote business (where value-added products are produced), others will view participation as cutting into their revenue stream. Therefore, successful private-sector partnering with ***CCC*** will be achieved only if the provider views the association as a net revenue generator in the long run.

2. Two-Tier Pricing

In order to maximize exposure and promote fee-for-value; the provision of "top level" tombstone (name of company, industry name) data could be provided to users without cost. The user then has a means to judge the value of further information; and can make a decision as to whether to proceed on a fee-for-service basis. This model is used extensively in current WWW-based information services and would be of great interest to persons who desire to browse extensively without the worry of charges.

3. Revenue Sharing

In all of the partnering arrangements there will be various revenue sharing licenses that have been negotiated. As mentioned in section B, the higher the initial risk the partner is willing to take in not charging up-front for the information, the higher the potential reward downstream.

4. Universal Charges

Industry Canada must establish rules of charging for access to the information. In order to promote fairness in charging for the information, Industry Canada and other government departments must be charged also. As with all partners, however; this can be a negotiating point for Industry Canada if information is provided free of charge from other government departments.

E. DISTRIBUTION STRATEGY

Three key methods of distribution of the *CCC* have been identified.

1. 1-800 Number

Research has shown that half of all home computer users in Canada have a modem[1]. It is anticipated that in the first year or so, the highest percentage of users will initially access the *CCC* through this medium.

2. Internet Access

Survey results indicate that half of the computer users with modems are using Internet[2], and this number is increasing rapidly. It is anticipated that this will be the medium of choice for the majority of users in the near future. There will probably be many entry points: Industry Canada home page, and pointers from a wide variety of other access points such as the Canadian Technology Network.

3. Regional Offices

User accessible computers could be made available (perhaps without cost for a limited time per user). This would serve to introduce users to the service at a low cost for the department and allow for direct user feedback for *CCC.*

These figures are drawn from a November, 1994 Angus Reid poll: "Survey Taps Into Information Highway" (1994) Computing Canada vol 20 (23) November 9, 1994, p1.6 .. and therefore are low due to the exponential growth of the usage of the Internet, thus resulting in similar growth of computer users with modems.

See footnote [1]

VI. PROMOTION AND COMMUNICATIONS STRATEGY

A. INTERNAL

Since the system is for internal and external use and its success is contingent upon partnerships and a united front in the marketplace; it is essential that the *CCC* have an internal promotional strategy as well as an external strategy.

The voluntary sector network strategy adopted during pre-pilot stage successfully engaged sector branches in discussions of market and content development. This strategy should be continued.

A representative of each of the sectors should continue to be the liaison between the *CCC* team and their colleagues as well as one of the key links between the *CCC* team and the industry associations, related other government departments and private sector information providers.

As stated above; the external market is confused by the products and services of Industry Canada and a key goal of the internal promotional campaign should be to ensure that every employee (including temporary; students for example) is aware of the *CCC* and able to explain its positioning amongst other Industry Canada information products and amongst similar external information products.

Therefore; the following strategies are recommended:

- continuance of the sector representative network;
- series of demonstrations presented throughout a multi-day period in Ottawa with invitations in to all departments to attend and see their *CCC*;
- demonstration "tour" in regional offices across the country throughout the fall;
    - internal information "kit" distributed to all internal users; to include:
    - "how to" make most effective use of internal view;
    - positioning of the product (internal and external);
    - external promotion tips;
- training of sector representatives, regional offices, and others in effective demonstration and promotion techniques.

B. EXTERNAL

1. Focus Groups

Pilot Phase

Focus groups for potential users to "test-drive" the product and provide feedback to revision and enhancement would be targeted to two market segments who would be provided with alternatives for testing:

MARKET SEGMENT	FOCUS GROUP SETTING	FEEDBACK MECHANISMS	TIMING
Current online information users (Internet, Compuserve, Dialog, etc.)	Internet and 1-800 number trials - from their home/office	Online Focus Group (questionnaire with additional ability to interact and discuss with other participants)	Continuous
Non-users of any online information service	In-person focus group series arranged through regional offices and /or to coincide with pilot sector and general conferences and exhibitions	Moderated and observed demonstration, hands-on testing, and discussion	Series: - at least bi-monthly Per Person: - one time demo + follow-up re. intention to go online

Each group would encompass interested parties from both partner/potential partner organizations and from the general business community.

Participants can be attracted through the following mechanisms:

- invitation to companies who have updated their entry in the BOSS directory over the past year;
- invitation to all current and potential partner organizations (associations, other government departments, and information suppliers) through the sector representatives.

After Pilot

As discussed above; feedback mechanisms built into the system should be provided to both frequent and infrequent users to encourage comments and suggestions. Those who participated in focus groups who continue to be non-users should be polled.

As the *CCC* content is enhanced by sector through sectoral consortia or industry partnership, ad hoc focus groups could be held in conjunction with partners at major sectoral events.

2. Meetings/Conferences/Trade Shows

By nature of the partnership approach for design and development and marketing as well as the interest show by numerous public and private sector organizations; promotion should be coordinated in cooperation with as many partner organizations as possible.

During the Pilot Phase conference and trade show promotion should be concentrated on those sectors that are represented in the pilot base and on generalized cross-sectoral shows in which Industry Canada is represented as a whole.

A communication plan should be developed in consultation with each sector group for the pilot year to ensure that the *CCC* is represented in presentations at meetings and conferences and in exhibit and demonstration at conferences and trade shows which are deemed of particular interest to the sector and, therefore, valuable exposure for the *CCC*.

3. Publication and Internet Coverage (no direct cost)

If deemed of sufficient informational and news value; stories or short notices on the *CCC*, its partners and its make up could be "published" in both print and electronic media (including Internet) at little or no direct cost. Both could be very beneficial as promotion and awareness mechanisms.

Where it is recognized as beneficial to an organization or agency, the publication of the WWW site itself and development of links to the url is a major promotional mechanism.

The sectoral/*CCC* communication plans should address:

- sectoral publications (print and electronic) that would accept short news releases and/or articles of endorsement written by users on the *CCC* as a new utility and mechanism for retrieval and marketing of company capabilities;
- organizations with WWW sites who would be willing to link directly to the *CCC* URL.

Concentration of effort should be on sectors that have good quality and comprehensive coverage in the system and whom have spokespersons who are well versed on the *CCC* and its implications to the marketplace.

It is important to note; however, that Internet "promotion" through ListServes and Newsgroups requires careful attention to the sensitivities of the Internet etiquette ("netiquette"). Only notices which are deemed of true informational value to the readers are acceptable and anything that appears to be sole advertising will promote a negative image.

General publications, ListServers, etc. that cross sectoral boundaries should also be approached; however it is assumed that this would be coordinated by the Corporate Marketing Group with other Industry Canada information products and Corporate co-marketing partners.

Such publications could provide the necessary assistance in educating their public regarding the strategic value of information to the business community.

It is similarly assumed that Corporate Marketing will be looking at the overall marketing value of the WWW site itself and all possible means to have the site tagged and pointed to from around the world.

4. Paid Advertising

Departmental policy requires that all paid adverting be approved at the corporate level. It is therefore, recommended that any paid advertising which is determined through the development of communication plans with the partner organizations to have cost-benefit, should be coordinated with the Corporate Marketing Group.

VIII. IMPLEMENTATION PLAN

A. SCHEDULE AND COMPONENTS

PILOT LAUNCH		Nov. 15, 1995
Management	**Operational Plans** Develop plans for - content development operations (including quality control, updating, maintenance, etc.) - customer support operations - partner support operations • Assess possible industry secondment to assist • Communicate plans and test on sector representatives and various external pilot focus groups	Nov. 15 - Jan. 15
	Staff Training Develop and implement training plan to include: - marketing - demonstration/exhibit techniques - customer support - negotiation techniques • Assess possible secondment from industry	Nov. 15
	Alignment with Corporate Marketing • Initiate "Round Table" with Corporate Marketing to - Determine level of common services and areas of overlap on marketing plans - discuss joint training sessions (with corporate and other product teams)	Nov. 15 - Dec. 15
Content/Partner-ship Development	**Pilot Group Development** • Initial pilot group launched Nov. 15 • Develop priority list for progressive additions • Ensure that all groups initially represented in the pilot provide clear understanding of their anticipated results from the pilot • Development of partner assessment methodology for ensuing phases.	Nov. 15 - Dec. 31
	Focus Group Meetings with Potential Partners • Disclosure of actual and possible models • Request for input on pricing, marketing, operations, etc.	Jan. 1 - March 31
Customer Support and feedback Mechanisms	**Pilot Feedback** • Design and implement feedback plan (including continuous monitoring of plan) • Ensure consistency/within guidelines of Corp Mktg.	Nov.15 - Dec. 31
	Design Focus Groups • Develop online and face-to-face groups • Ensure continuous improvement	Nov. 15 - Dec. 15
	Begin Focus Groups	Dec. 15 -

PILOT LAUNCH		Nov. 15, 1995
	· Cooperative venture with partner organizations · Work with partners to ensure broad circulation of CCC objectives, corporate benefits, and focus group incentives	
	Corporate Plan	Nov. 15 - Dec. 31
	· Present CCC requirements to Corporate Support and Feedback Groups · Determine level of corporate vs product-based customer support functions	
Pricing	Pricing Strategy Development	Nov. 15 - March 31
	· Provide input into Corporate Pricing discussions · Confer with pilot partners and others (through focus groups) most amenable pricing strategy for CCC · Rationalize strategy to meet Corporate Pricing Guidelines	Nov. 15 - March 31
Communications	Promotion of Pilot (Cross-Sectoral)	Jan 1 - March 31 (in establ. order of priority sectors)
	· Build lists of potential advertising and promotion vehicles - associations (eg. CEA, CMA, CRMA, etc) - other government departments (APRO, etc) - general trade - Internet sites - NewsGroups, ListServers	
	Internal Communications Plan	Nov. 15 - Dec. 31
	· Ensure that all Industry Canada understand CCC positioning, benefits for themselves and for their external contacts · Develop "info kit" for internal use	
	Sectoral Promotion and Communications (by priority sectors)	
	· Hold Sectoral Focus Groups - I.C. and all partners · Develop communication plans for each sector · Build list of potential advertising and promotion vehicles (by sector) - association, etc - trade/prof. journals - Internet sites - NewsGroups, List Servers	

B. MECHANISMS

It should be noted that a major portion of the implementation of the marketing plan involves meetings with clients, partners, and internal marketing colleagues.

These meetings will include:

	INTERNAL	EXTERNAL
Focus Groups (in person and electronic).	Sector by Sector (by priority list) • sector officers, • regional offices/Canada Business Centres.	Priority Sector Partners e.g: • associations, • other government departments, • companies. Cross-Sector Intermediaries e.g.: • DFAIT, • IRAP, • CTN, • Provincial governments, • associations e.g. Canadian Exporters Association. Information Industry Players, e.g.: • sector specific, • cross-sector.
Round Table Discussions (in person and electronic)	Corporate Marketing Group • to position strategies, reduce overlap, ensure concurrent philosophies and understanding of product	Priority Sector Partners • to develop sector communication plans • to communicate needs in an unobtrusive open forum Other Sector Groups • to set up round table (whether or not priority sector) for discussion amongst users and Industry Canada
One-on-one (in person and E-mail)	Sector Representatives • open opportunity for discussion of needs.	All users • feedback mechanisms provide opportunity to send E-mail, fax or call 1-800.

The success of this information product will be measured by the Team's success in affecting a change in culture.

A change in culture is required for the department itself, the officers who comprise it, partner organizations (government and non-government) and the industry whom it is to serve. Although many will be face to face in the pilot phase, technology can also be used appropriately to enable electronic meetings. Recommended are mechanisms that provide video links for focus groups with potential partners and electronic forums or conferencing facilities on the Internet (such as that used by the Treasury Board, Canadian Government Online project) for ongoing focus groups with the business community.

C. PILOT GROUPS

It is assumed that the following initial pilot groups are now under a Memorandum of Understanding or will be in the near future:

External Partner	Internal Partner
BioWEB	Bio-Technology
Evert Communications	Information Technology Industries (ITIB)
TechNet	

It is suggested that the following organizations be contacted as soon as possible to further assess the value of their information and their interest in negotiating for partnership in Phase II of the pilot.

External Partner	Internal Partner
Rnet	ITIB
Canadian Clothing & Textile Association	Fashion, Leisure & Household Products
CATA	ITIB and others
Canadian Association of Metal Finishers	Metals and Minerals Processing

The following is a recommended "next priority" list which, is it assumed, will be revised and added to offer over the course of Phase I of the Pilot:

- Canadian Defense Products Association
- Automotive Parts Association
- Automotive Industries Association
- Commercial Education and Training
- Micromedia Ltd.

IX. APPENDICES

Appendix A	List of Other Canadian Companies Databases
Appendix B	Industry Canada Sector Officer Questionnaire
Appendix C	Association Questionnaire
Appendix D	Government Offices Questionnaire
Appendix E	Companies Questionnaire
Appendix F	Selected Interview Reports - Potential Partners

Appendix A

List of Other Canadian Companies Databases

Source	Format	Number of Companies	Philosophy for coverage	Record Content	Pricing	Update
CanCorp Plus - Micromedia Ltd.	online, cd-rom, laser disc, micro-fiche	over 8000,	directory and financial information on public, privately owned, & crown corporations	co. name, address, phone & fax numbers, SIC codes, line of business, parent & subsidiary co's, officers, bank & auditors, up to 5 years of financials, 150 latest public filings	online: $120.00/yr + $2.25/min + $8.25/doc; cd-rom: $4,500, $3,500, $1,800 US; laser disc: $29,000 plus	online: weekly; cd-rom: monthly, quarterly annually; laserdisc : weekly; fiche: $19,700+
Corporate Canada Online - Globe Information Services	online	1,000's	publicly traded and privately owned Canadian companies and crown corps.	co. profile, annual & 1/4ly balance sheet, annual & 1/4ly income statement, per share data & ratios, industry ratios, relative performance co vs industry, officers, recent G&M articles, daily & weekly trading #'s	$75.00/yr + $2.00/1000 characters	weekly
Directory of Directors - The Financial Post	online, print	over 17,000	information on directors and executives of Canadian companies who are resident in Canada	executive positions & directorships, main business & home address, degrees, schools attended, gender, birthdate	online: $120.00/yr + $2.80/min + $1.70/doc	annually
Dunserve II - Dun & Bradstreet Canada Ltd.	online	over 600,000	information on Canadian business establishments	co. name & address, phone numbers, CEO, description of business, duns numbers & SIC's, # of employees and sales	$120.00/yr + $2.75/min + $2.40/doc	every two months
FP Corporate Survey - Financial Post	online, print	all public traded co's & 8,000 subs & affiliate	combines contents of the FP's Survey of Mines & Energy Resources and the Survey of Industrials. Contains detailed corporate & investment info.	names, addresses, phone numbers, details of operations, management, key personnel, financial tables & status, production & reserve tables by co. for oil, gas, & minerals, SIC's, FP 500 ranking, TSE 300	online: $120.00/yr + $2.80/min + $3.00/doc	weekly
Inter-Corporate Ownership - Statistics Canada	online	corp's in Canada with gross revs of >$15 million or assets >$10 million	information on Canadian corporate structures from documents filed by companies under the Corporations & Labour Unions Return Act (CALURA).	co. name, country of residence & control, Cdn SIC, % of ownership, owners of voting rights in named co., subsids. of named co., subsids. of subsidiaries	$120.00/yr + $2.25/min + $1.75/doc	every second month
Kompass Canada - Kompass International	online	over 30,000	information on Canadian companies with emphasis on manufacturing, industrial, and associated service sectors	address, offiecrs, subsidiaries, affiliates, # of employees, trade names, annual sales or revenues	$120.00/yr + $2.25/min + $2.00/doc	annually
ProFile Canada - Micromedia Ltd.	cd-rom, print, diskette, magnetic tape	25,000	Canada's largest companies and private sector organizations	co. size & description business details, financials, prof. services used, key personnel	custom lists: $220/2000; complete file (labels): $15,000	quarterly

Source	Format	Number of Companies	Philosophy for coverage	Record Content	Pricing	Update
Reportline - Globe Information Services	online	550	primarily TSE 300 companies	co. info., per share data & ratios, relative performance, industry ratios, income statement, balance sheet, G&M articles	$75.00/yr + $2.00/1000 characters	weekly
Report on Business - Globe Information Services	online	over 2,600	text and numeric data on publicly traded, privately owned Canadian companies, crown corporations, and cooperatives	co. name, address, description, stock symbol & auditor, balance sheet, income statement, statement of retained earnings, statement of changes in financial position	$75.00/yr + $2.50/1000 characters	weekly
Scott's Directories	online, print	over 70,000	Canadian manufacturing companies. The online version is a compilation of the five regional print directories	co. name, address, phone numbers, # of employees, officers, SIC's, business type, products/services	$120.00/yr + $2.75/min + $2.00/doc	monthly

Appendix B

Industry Canada Sector Officer Questionnaire

Suite 5, 130 Albert Street
Ottawa, Ontario
K1P 5G4
Canada
TEL: 613-569-6774
FAX: 613-569-8030

IGW
Canada Inc.

Memo

To: Company Capabilities Distribution List Date: September 11, 1995

From: Lawry Trevor-Deutsch

Re: Meeting follow-up

First, I would like to thank all of you that were able to attend the meeting last week and I apologize for the delay in getting back to you. We wanted to make sure we had all the information in a proper format. The meeting provided us with needed insight into the issues and challenges that we will have to deal with in the development of the marketing plan.

As promised, I attach the information you requested, i.e. the proposed field list and screen prints. Note that the screen prints are given as examples only and are not complete or necessarily in order. I also enclose the brief questionnaire we discussed dealing with current sources/uses of company information as well as evaluation and relevance of the Company Capabilities demonstration product.

Please take a few minutes and review the material and call me if you have any questions (in our Calgary office: 403-247-9506). If at all possible, we would appreciate their return by Friday, September 15 to our Calgary office if at all possible by fax at:

403 247-9915

In the meantime; one of the IGW team will be calling later this week to set up the most convenient time for a brief, individual meeting to gather the remaining information which we need to understand the needs and requirements of your sector. Many thanks for all of your help.

Sincerely,

Lawry Trevor-Deutsch

SECTOR INFORMATION OVERVIEW

Name______________________________ Sector________________________________

1. CURRENT SOURCES OF COMPANY INFORMATION (Please include all sources whether print or electronic that could have relevance to this project. If you require additional space, please photocopy these pages.) Attached you will find some examples of the information sources used by IC currently and in the recent past.

a) INTERNAL INFORMATION SOURCES (For example: officer's' contact management files; sector mailing lists/databases, etc.)

NAME OF SOURCE (formal/informal)	CONTACT PERSON FOR MORE INFORMATION	STRENGTHS & DEFICIENCIES

b) EXTERNAL (for example: directories or databases of industry associations, information companies (e.g. Scott's), other government department etc.)

NAME OF SOURCE	INFORMATION PROVIDER	*PP	STRENGTHS & DEFICIENCIES

*PP - Potential Partner? (Check those which you think should be approached to be information supply partners for this project.)

c) In addition to the above, do you have any suggestions for company information sources that could possibly be useful to the sector? These could be from both private and public sectors; national or regional. Or; have you heard of any other information initiatives that might have even some relevance to this product?

2. USAGE OF COMPANY INFORMATION

a) What do you currently use this information for?

b) What do you expect your future requirements will be
ie. do you anticipate having different needs over the next year or two?

3. EVALUATION OF THE DEMO PRODUCT AND ITS RELEVANCE TO SECTOR NEEDS
(Please use attached field structures)

a) On the following pages, you will find a copy of the proposed Company Capabilities information fields. Keeping in mind that the Company Capabilities is to be a common base of company information within several branches of government and that additional information requirements that are unique to the sectors will be maintained separately and linked to the Company Capabilities; we would like an indication of the usefulness of each data field from the perspective of the Sector Officer and your opinion of their usefulness to your client base.

Please put a check mark beside each field you feel is not very useful. Leave blank those fields you believe are useful.

fax back to 403 247-9915

COMPANY CAPABILITIES PROPOSED FIELD LIST

Note: There are different internal and public views of the Canadian Company Capabilities information. In summary, the public view is a subset, both in terms of number of companies and fields, of the internal officer view. (See attached diagram.) Please check off those fields you believe are not useful from each of the perspectives given. Note that some fields may appear more than once.

Officer Client

A. COMPANY INFORMATION (Public View)

_____ _____Legal name
_____ _____Operating Names (Aliases)

Industry Sector:

_____ _____Primary SIC (Standard Industrial Classification)
_____ _____Alternate industries (e.g. biotechnology, multimedia,...)
_____ _____Company type - service, trading house, manufacturer, R&D other,...

Location Address:

_____ _____Address street
_____ _____City
_____ _____Province
_____ _____Postal code

Mailing Address:

_____ _____Address street
_____ _____City
_____ _____Province
_____ _____Postal code
_____ _____Phone
_____ _____Fax
_____ _____Telex
_____ _____E-mail

_____ _____Year established
_____ _____Total staff
_____ _____Total Sales
_____ _____Export Sales

_____ _____Language

_____ _____Parent company name
_____ _____Parent company country
_____ _____Foreign owned flag

Officer Client

_____ ______Company profile text (variable length memo field)
_____ ______Media Clip or Graphic
_____ ______Company URL (hotlink)
_____ ______Linkage to Federal Corporations file
_____ ______Update date
_____ ______Source of information

B. MARKET INFORMATION SHEET (Public View)

_____ ______Market Profile (variable length memo field)
_____ ______Interest in strategic alliances foreign/domestic, market development, product development, etc.
_____ ______Countries Exporting To
_____ ______Countries Interested in Exporting to

C. PRODUCT/SERVICE/TECHNOLOGY INFORMATION SHEETS (Public View)
(Multiple sheets per company)

_____ ______Product/service/technology process name
_____ ______Brand Name (if any)
_____ ______Code (if available) and associated description: For example HS code for products
_____ ______Description of product, service or technology (variable length memo field)
_____ ______Export indicator
_____ ______Update date
_____ ______Source of info
_____ ______Product/service/technology URL (hotlink)
_____ ______Media clip or graphic

D. CONTACTS (Public View)
(Multiple contacts for Company)

_____ ______Contact ID
_____ ______Title
_____ ______Surname
_____ ______First name
_____ ______Salutation
_____ ______Street address
_____ ______City
_____ ______Province
_____ ______Postal code
_____ ______Update date
_____ ______Phone
_____ ______Fax
_____ ______E-mail
_____ ______Position
_____ ______Division

E. IC DIRECTORY (Public View)

Officer Client

_____ _______Sector name
_____ _______Sub-sector name
_____ _______Title
_____ _______Name
_____ _______Phone
_____ _______Location
_____ _______Update date

F. INTERNAL VIEW ONLY

_____ _______PIN - IC System Admin Only (Passwords for company self-registration)
_____ _______Company ID
_____ _______Last name
_____ _______First name
_____ _______Title
_____ _______Phone
_____ _______Fax
_____ _______E-mail
_____ _______Update date
_____ _______IC primary contact
_____ _______Business number
_____ _______Public/private flag (Public can only see records which are set to "public")
_____ _______Establishment system ID
_____ _______PEMD, WinExport, etc. flags

COMPANY - CONTACT HISTORY (IC private)

_____ _______IC officer
_____ _______Contact ID
_____ _______ Last name
_____ _______ First name
_____ _______ Title
_____ _______ Phone
_____ _______ Fax
_____ _______ E-mail
_____ _______ Update date
_____ _______ Subject of contact
_____ _______ Date of contact
_____ _______ Comments

b) Please provide suggestions for additional fields for the Company Capabilities that are not currently on the demonstration or list of fields and rate each from 1 to 3 as follows:

1 = Critical 2 = Useful 3 = Desirable

Field	Rating	Field	Rating

c) What other features would you like to see on the Company Capabilities (e.g. tools, analysis, etc)?

d) Do you have any suggestions for the best way to reach your client group (e.g. trade shows, magazines, associations, other government depts, etc.)?

Appendix C

Association Questionnaire

Sector	IC Contact	IC Telephone Number	Contacted	Response
Aerospace & Defence	Jeff Rochon	613 954-3400	2	0
Association Name	**Assoc. Contact**	**Fax Number**		
Aerospace Industry Assoc.	Peter Boog	613 232-1142		
Cdn. Defence Preparedness Assn.	Ann Healy	613 235-0784		
Sector	**IC Contact**	**IC Telephone Number**		
Automotive/Transportation	Angie Larabie	613 954-3394	0	did not want called
Association Name	**Assoc. Contact**	**Fax Number**		
Assoc. of International Automobile Mftrs. of Canada		416 595-8226		
Automotive Industries Assoc. of Canada		613 728-6021		
Canadian Assoc. of Japanese Automobile Dealers (CAJAD)		416 620-0392		
Canadian Automobile Dealers Assoc. of Canada		905 940-6870		
Motor Vehicle Mftg. Assoc.		416 367-3221		
Sector	**IC Contact**	**IC Telephone Number**		
Service Industries & Capital Projects	John Lambie	613 952-9564	3	2
Association Name	**Assoc. Contact**	**Fax Number**		
Retail Council of Canada	Diane Brisebois	416 598-3707		
Canadian Beef Export Fed.	Ted Haney	274-7275		
Inst. of Certified Management Accountants/Consultants	Lynn Haylet	416 869-3001		
Canadian Franchising Assn.		416 595-9519		
Sector	**IC Contact**	**IC Telephone Number**		
Fashion Leisure & Household Products	Mike Sequin	613 954-3107	3	1
Association Name	**Assoc. Contact**	**Fax Number**		
Canadian Textiles Inst.	Eric Barry	613 232-8722		
Canadian Apparel Mftg. Assoc.	S. Beatty	613 231-2305		
Assoc. of Canadian Publishers	Jarry Neil	416 413-4920		
Sector	**IC Contact**	**IC Telephone Number**		
Environmental Affairs	Ewa Burk	613 952-9564	0	no names supplied
Association Name	**Assoc. Contact**	**Fax Number**		
Didn't provide any names				

Sector	IC Contact	IC Telephone Number		
Forest Industries & Building Products	Ken Montgomery	613 941-8048	4	1
Association Name	**Assoc. Contact**	**Fax Number**		
BC Wood Specialities Group	Bob Holm	604 687-4930		
Canadian Pulp and Paper Assoc.	Karen Fountain	514 866-3035		
Council of Forest Industries (COFI)	T. M. (Mike) McKeen	604 687-4930		
Maritime Lumber Bureau	Diana Blenkorn	902 667-0401		
Sector	**IC Contact**	**IC Telephone Number**		
Manufacturing & Processing Technologies	Lorne Sweet	613 941-2463	3	0
Association Name	**Assoc. Contact**	**Fax Number**		
Canadian Advanced Technology Assoc. (CATA)	Bill Cowl	613 236-8189		
Canadian Tooling Mftg Assoc. (CTMA)	John Gundy	613 941-2463		
Canadian Electrical Assoc. (CEA)	Syawal Balcbyal Syamal	613 230-9326		
Sector	**IC Contact**	**IC Telephone Number**		
Advanced Materials & Plastics	Paul Belzile	613 954-3079	4	0
Association Name	**Assoc. Contact**	**Fax Number**		
Canadian Assoc. for Composite Structures & Materials	Germain Belanger	819 395-4370		
Society of Plastics Ind. of Canada	Dennis Shawl	416 431-1330		
Centre for Composite Materials	Robert Guillemette	514 436-1685		
Canadian Plastics Inst.	Andre Levesque	905 612-8664		
Sector	**IC Contact**	**IC Telephone Number**		
Health Industries	David Hoye		2	1
Association Name	**Assoc. Contact**	**Fax Number**		
MEDEC	Kevin Murray	416 620-1915		
Ottawa Life Sciences Park	Louis Lamontanque	613 521-1388		
Sector	**IC Contact**	**IC Telephone Number**		
Metals & Minerals Processing	Sharron Harrison		3	1
Association Name	**Assoc. Contact**	**Fax Number**		
Canadian Foundary Assoc.	Judith Arbour	613 230-9607		
Mining Assoc. of Canada	George Miller	613 233-8897		
Canadian Steel Producers Assoc.	Jean Van Loon	613 238-1832		
Sector	**IC Contact**	**IC Telephone Number**		
Chemicals	Suresh Khandelwal	613 952-4209	4	0

Association Name	Assoc. Contact	Fax Number		
Canadian Chemical Producers Assoc.	Jean Belanger	613 237-4061		
CMCSA	Dr. David Halton	613 233-6350		
Canadian Petroleum Products Inst.	Bob Clapp	613 232-3709		
Adhesives & Sealants Manftrs Assoc. of Canada	John Martin	416 431 1330		
Sector	**IC Contact**	**IC Telephone Number**		
Transportation Industries	Bernd Zecheli	954-3730	0	no names provided
Association Name	**Assoc. Contact**	**Fax Number**		
Didn't provide names				
Sector	**IC Contact**	**IC Telephone Number**		
Bio-Technology	John Jaworski		4	2
Association Name	**Assoc. Contact**	**Fax Number**		
BC Biotech Alliance	George Hunter	604 689-4198		
Canadian Institute of Bio-Tech	Rick Walters	613 563-8850		
Industrial BioTech Assoc. of Canada	Roger Perrault	613 233-7541		
C Biotechnolgic du Quebec	Benoit Picard			
Sector	**IC Contact**	**IC Telephone Number**		
Information Technolgy Industries	Ritoo D'Souza	613 991-0959	4	1
Association Name	**Assoc. Contact**	**Fax Number**		
Interactive Multimedia Arts & Technology Assoc.	Adam Froman	416 234-9482		
New Brunswick Information Technology Alliance	Guy Rossignol	506 459-1164		
Centre de Recherche VOLVOX (1991) Inc.	Pierre Vinet	514 282-0808		
Software Alberta Society	Doug Baxter	403 424-4888		

A. IDENTIFICATION OF RESPONDENT

1. Name ______________________________

2. Title ______________________________

3. Association ______________________________

4. Do you currently use the Internet in your association?

Yes	No
6	3

5. Do you have a World Wide Web (WWW) site?

Yes	No
4	5

6. If not, do you intend to build one within the next year?

Yes	No
4	1

B. YOUR ASSOCIATION'S EXISTING COMPANY INFORMATION BASE

1. Do you have a listing/directory or database of Canadian companies (of your members, clients or constituents)?

Yes	No
7	1

2. In what form? (please check all that apply)

Print	5
CD-ROM	0
Diskette	2
Online	4
Other	1

3. Please supply a template of information which is gathered on these companies (ie. list of fields)

4. How many companies are included?

50+ 55 80 1,000 3,000 10,000
9 corporate 106 individual

5. How often do you update this information?

irregular, annually, ongoing, when needed, yearly, as changes occur,
as information arrives (12-16 months), printed annually, daily updates to online

6. How is it updated? (ie. please explain your process for keeping the information current).

Individual officer input, fax old information then contact by phone to discuss, manually, any member can update, as companies advise changes, annual forms returned by each company (printed) new companies added as information received, online

7. How do you distribute this information (please check one):

Members only	4
Free to any who request	3
Free to members / fee to others	1
Fee for all	0
Other	0

8. Do you collect this information yourself or do you contract it out?

both

Yes	No
7	0

9. If so, to whom? (Please specify company or private contractor).

publishing company

10. Is there information which you would like to collect but are unable (or find difficult) to gather?

Yes	No
4	4

11. If so please check all that apply

Market information (purchase this)	4
Products	1
Alliances and Joint Ventures	3
Technology Needs	4
Capabilities	3
Other (please specify)	3

C. YOUR ASSOCIATION'S COMPANY CAPABILITY INFORMATION NEEDS

1. When you are looking for information on **Canadian Company Capabilities** (whether sourcing suppliers for your members, or identifying for potential new members) what are your top sources for finding company information (please rank from 1 to 7):

	1	2	3	4	5	6	7	8
Business and Professional Associations	2	1	2	0	1	1	0	
Business and Trade Media (News, Journals)	1	1	0	1	2	0	2	
Trade Shows	0	1	1	2	1	0	1	
Commercial Databases	2	1	0	1	1	1	1	
Government - Federal	0	2	1	0	0	2	1	
Government - Provincial	0	1	1	0	2	1	0	
Government - Municipal	0	0	0	2	0	0	0	1
Other; eg.word of mouth (please specify)	3	0	1	0	1	1	0	

2. What deficiencies in the corporate information acquired through these sources have you encountered (please check all that apply):

Currency/Timeliness	6
Comprehensiveness	6
Relevance	3
Quality	3

3. Have you had any particular difficulty finding certain types of Canadian company information?

Yes	No
5	2

Please tell us which types have been the most difficult (eg. specific sector, category of company, financial , product, contact information, etc.):

financial, technical, listing of firms with expertise in particular Technology or having a very specific product interest, all types often incomplete and/or inaccurate, Pharmaceutical/medical devices/health product areas, difficult to identify specific technology needs and commercialization opportunities, financial - given that most apparel companies are privately held there is no publicly available data

D. PRODUCT NEEDS

Canadian Company Capabilities is anticipated to comprise between 30,000 and 50,000 strategic Canadian companies and contain tombstone (basic contact information), as well as specific details on products, services, and markets. Company profiles may contain multimedia logo and promotional inserts provided by the companies and pointers will link to their World Wide Web "home pages" (where applicable).

1. Would you find the product, as described, useful as one source of information on Canadian companies for your association?

Yes	No
7	2

2. Do you currently pay for online information?

Yes	No
3	6

3. There may be some segments of the database that are only available on a fee-for-use basis. Do you agree with the concept?

prefer subscription, unlimited use
depends on cost V.S. usefulness of data

Yes	No
5	3

E. CRITERIA FOR USING Canadian Company Capabilities

1. Please indicate below your views on the importance of the following factors in their influence on your decision to use CCC as a sourcing tool for corporate information. (tick appropriate box for each):

FACTORS INFLUENCING DECISION	Important	Somewhat Important	Not Important
Uniqueness of information	1	2	4
Currency of information	8	0	0
Comprehensiveness	6	2	0
Accuracy	7	1	0
Price	4	3	1
Ease of Access	7	1	0
One Stop Shopping	4	3	1
Credibility of Industry Canada as a source of information	5	1	1
Relevancy of Information	5	3	0
Ease of Retrieval	5	3	0

F. YOUR INTEREST IN FURTHER DISCUSSION

Various models for partnership with industry associations, other government departments and the private sector information providers are under consideration. Each of these models is being assessed as to their potential for ensuring a "win-win" situation for all parties.

1. Would you be interested in discussing your views regarding various avenues for cooperation? These telephone discussions would take place between October 11 and 18.

Yes	No
6	3

2. Please give us the name, telephone and E-mail address of the appropriate person in your organization with whom we should schedule follow up discussions.

Lorne Smith (514) 283-7864
Jason Flint or Michelle Campbell (613) 563-8849 CIB@BIOTECH>CA
R.N. (Bob) Christie (403) 424-4433 bob@mvg.sas.ab.ca
George Hunter (604) 689-5602 Ghunter@biotech.bc.ca
Eileen McGregor (613) 521-1008 eileen@worldlink.ca
Janice Schroeder (613) 231-3220

For more information on the survey, please contact IGW Canada Inc. at 403-247-9506.
For further information on Canadian Company Capabilities, please contact:
Edith Core
Marketing Manager, Canadian Company Capabilities
Tel: 613 941-9499 E-mail core.edith@ic.gc.ca

Appendix D

Government Offices Questionnaire

A. IDENTIFICATION OF RESPONDENT

1. Name ______________________________

2. Title ______________________________

3. Government ______________________________

4. Do you currently use the Internet in your department?

Yes	No
5	0

5. Do you have a World Wide Web (WWW) site?

Yes	No
1	4

6. If not, do you intend to build one within the next year?

Yes	No
3	0

B. YOUR DEPARTMENT'S EXISTING COMPANY INFORMATION BASE

1. Do you have a listing/directory or database of Canadian companies (of your members, clients or constituents)?

Yes	No
4	1

2. In what form? (please check all that apply)

Print	4
CD-ROM	1
Diskette	3
Online	1
Other	0

3. Please supply a template of information which is gathered on these companies (ie. list of fields)

one recieved

4. How many companies are included?

50 120 150 3,000

5. How often do you update this information?

whenever, monthly, yearly, daily

6. How is it updated? (ie. please explain your process for keeping the information current).

telephone survey, survey of companies, companies asked to provide updates,
in database called "ACT"

7. How do you distribute this information (please check one):

Members only	0
Free to any who request	3
Free to members / fee to others	0
Fee for all	1
Other	0

8. Do you collect this information yourself or do you contract it out?

Yes	No
4	0

9. If so, to whom? (Please specify company or private contractor).

no responses

10. Is there information which you would like to collect but are unable (or find difficult) to gather?

Yes	No
3	2

11. If so please check all that apply

Market information	3
Products	2
Alliances and Joint Ventures	2
Technology Needs	2
Capabilities	1
Other (please specify)	1

sales data

C. YOUR DEPARTMENT'S COMPANY CAPABILITY INFORMATION NEEDS

1. When you are looking for information on **Canadian Company Capabilities** (whether sourcing suppliers, or identifying new companies) what are your top sources for finding company information (please rank from 1 to 7):

	1	2	3	4	5	6	7	8
Business and Professional Associations	1	2	0	0	0	0	0	
Business and Trade Media (News, Journals)	0	1	0	0	0	1	1	
Trade Shows	0	0	1	1	0	1	0	
Commercial Databases	1	0	1	0	1	0	0	
Government - Federal	1	0	1	0	0	0	0	1
Government - Provincial	0	0	0	1	1	0	1	
Government - Municipal	0	0	0	0	0	1	1	1
Other; eg.word of mouth (please specify)	0	0	0	1	1	0	0	

newspapers, companies contact us, direct from companies

2. What deficiencies in the corporate information acquired through these sources have you encountered (please check all that apply):

Currency/Timeliness	3
Comprehensiveness	3
Relevance	2
Quality	2

3. Have you had any particular difficulty finding certain types of Canadian company information?

Yes	No
2	2

Please tell us which types have been the most difficult (eg. specific sector, category of company, financial, product, contact information, etc.):

SME technology compaines, financial Information, environmental sector, contact

D. PRODUCT NEEDS

Canadian Company Capabilities is anticipated to comprise between 30,000 and 50,000 strategic Canadian companies and contain tombstone (basic contact information), as well as specific details on products, services, and markets. Company profiles may contain multimedia logo and promotional inserts provided by the companies and pointers will link to their World Wide Web "home pages" (where applicable).

1. Would you find the product, as described, useful as one source of information on Canadian companies for your department?

Yes	No
5	0

2. Do you currently pay for online information?

Yes	No
2	3

3. There may be some segments of the database that are only available on a fee-for-use basis. Do you agree with the concept?

Yes	No
4	1

E. CRITERIA FOR USING Canadian Company Capabilities

1. Please indicate below your views on the importance of the following factors in their influence on your decision to use CCC as a sourcing tool for corporate information. (tick appropriate box for each):

FACTORS INFLUENCING DECISION	Important	Somewhat Important	Not Important
Uniqueness of information	1	3	1
Currency of information	5	0	0
Comprehensiveness	3	2	0
Accuracy	5	0	0
Price	2	3	0
Ease of Access	3	2	0
One Stop Shopping	2	2	0
Credibility of Industry Canada as a source of information	3	1	1
Relevancy of Information	3	2	1
Ease of Retrieval	3	2	0

E. YOUR INTEREST IN FURTHER DISCUSSION

Various models for partnership with industry associations, other government departments and the private sector information providers are under consideration. Each of these models is being assessed as to their potential for ensuring a "win-win" situation for all parties.

1. Would you be interested in discussing your views regarding various avenues for cooperation? These telephone discussions would take place between October 11 and 18.

Yes	No
3	2

2. Please give us the name, telephone and E-mail address of the appropriate person in your department with whom we should schedule follow up discussions.

Richard Pauls	(403) 268-2768	RPauls@Gov.Calgary.AB
Jean Marc Chouinard	(514) 926-4362	chouinardj@sp-agency.ca

For more information on the survey, please contact IGW Canada Inc. at 403-247-9506.
For further information on **Canadian Company Capabilities**, please contact:

Edith Core
Marketing Manager, **Canadian Company Capabilities**
Tel: 613 941-9499 E-mail core.edith@ic.gc.ca

IGW Canada Inc. Please fax back to: 403 247-9915 by Monday October 16 AT THE LATEST

Appendix E

Companies Questionnaire

Companies	contacted	wanted	returns
Manufacturers	13	10	2
Trading houses	13	10	3
Construction	13	7	2
Freight forwarders	13	10	2
Computer software	13	6	3
Education Training	13	10	4
Argologists	13	8	2
Architects	13	10	4
Consulting Engineers	13	8	1
Management consultants	13	6	3
Surveying and mapping	13	11	2
Environmental consultants	13	4	3

Summary:

Companies contacted	156
Companies who agreed to do survey	100
Surveys returned	31

A. IDENTIFICATION OF RESPONDENT

1. Sector ______________________________

2. Job Title ___________________________

3. Do you currently use the Internet in your business?

Yes	No
14	17

4. Does your company have a World Wide Web (WWW) site?

Yes	No
3	27

5. If not, do you intend to build a WWW site within the next year?

Yes	No
8	18

6. Please estimate the % of your suppliers/clients/partners who are now, or, you believe, will be within a year, on the Internet?

0% - 1 .5% - 1 1% - 1 2% - 1
5% - 4 10% - 9 20% - 3 30% - 1
50% - 7 75% - 1 80% - 1
no idea, 7

7. If you answered "no" to 3-5; would you access a 1-800# for company capability information?

Yes	No
12	7

B. COMPANY CAPABILITY INFORMATION NEEDS

1. Who is generally looking for company information within your organization (please rank from 1 to 5)

	1	2	3	4	5
Upper Management (President, VPs)	13	2	5	1	0
Sales and Marketing	5	5	5	2	0
Research and Development	3	2	3	3	1
Procurement	1	6	2	7	0
Other (please specify)	0	1	1	0	6

technical staff, office manager, production staff

IGW Canada Inc. Please fax back to: 403 247-9915 by Monday October 16 AT THE LATEST

2. What are your top sources for finding company information (please rank from 1 to 7):

	1	2	3	4	5	6	7
Business and Professional Associations	7	9	1	1	3	0	1
Business and Trade Media (News, Journals)	6	3	7	4	0	1	1
Trade Shows	3	3	4	2	4	1	3
Commercial Databases	4	2	3	3	3	1	2
Government - Federal	0	3	1	6	4	3	2
Government - Provincial	1	0	4	3	3	7	1
Government - Municipal	0	1	2	2	1	4	7
Other; eg.word of mouth (please specify)	2	0	0	0	0	1	0

word of mouth (6), advertising information (1), contact in business (1)

3. What deficiencies in the corporate information acquired through these sources have you encountered (please check all that apply):

Currency/Timeliness	17
Comprehensiveness	15
Relevance	16
Quality	13

4. Have you had any particular difficulty finding certain types of Canadian corporate information?

Yes	No
15	16

5. Please tell us which types have been the most difficult (eg. specific sector, category of company, financial , product, contact information, etc.):

who to contact
current issues
training needs
mutual funds
specialized planning/engineering
contact information
chemical industry
interior design
product information
company plans
technology assessments
financial performance
financial ownership
companies with overseas markets

C. PRODUCT NEEDS

Canadian Company Capabilities is anticipated to comprise between 30,000 and 50,000 strategic Canadian companies and contain tombstone (basic contact information), as well as specific details on products, services, and markets. Company profiles may contain multimedia logo and promotional inserts provided by the companies and pointers will link to their World Wide Web "home pages" (where applicable).

1. Would you find the product, as described, useful as one source of information on Canadian companies for your company?

Yes	No
25	4

not very, possibly

2. Does your company currently pay for online information?

Yes	No
13	17

OBS, sometimes

3. There may be some segments of the database that are only available on a fee-for-use basis. Do you agree with the concept?

Yes	No
26	5

4. In order to keep the database current and relevant - Industry Canada intends to encourage companies to register and to update their own information. Would you be prepared to keep this information up to date on a regular basis?

Yes	No
28	1

how regular?

D. **CRITERIA FOR USING Canadian Company Capabilities**

1. Please indicate below your views on the importance of the following factors in their influence on your decision to use CCC as a sourcing tool for corporate information. (tick appropriate box for each):

FACTORS INFLUENCING DECISION	Important	Somewhat Important	Not Important
Uniqueness of information	11	12	6
Currency of information	23	8	1
Comprehensiveness	21	10	0
Accuracy	25	5	1
Price	13	11	5
Ease of Access	20	10	0
One Stop Shopping	13	12	5
Credibility of Industry Canada as a source of information	12	17	1
Relevancy of Information	23	7	0
Ease of Retrieval	24	7	0

accuracy is my biggest concern. If companies enter their own information and it's not audited there is room for large errors

E. SALES AND MARKETING TOOL

1. Since Industry Canada is also looking at your company as being a provider of information; please indicate below your views on the importance of the following factors in their influence on your decision to use CCC as a marketing tool for your own company's capabilities. (tick appropriate box for each):

FACTORS INFLUENCING DECISION	Important	Somewhat Important	Not Important
Value as sales tool	24	3	4
Price	20	9	2
Ease of access for the market	22	9	0
One stop shop	13	11	7
Credibility of Industry Canada	8	7	5
Ease of data input	19	12	0

Thank you very much for taking the time to fill out and return this questionnaire. If you would like to be invited to Industry Canada's "test drive" sessions which will take place over the next few months, please check here.

Yes	No
21	9

If you said "Yes" - Please provide us with your name and telephone number on the fax cover sheet so that we may contact you.

David O'Connell	(403) 291-0067
Len Neufeld	(204) 326-2198
John Hamblin	(905) 660-6792
G.A. Gray	(705) 560-2400
Guy Falardeau (Faltec Inc)	(819) 822-3777
Doug A.W. Chapman	(403) 259-6210 (new Oct 28)
Duncan Jeffries	(604) 852-2035
Valère Dubé	(514) 631-0273
Francois Poirier	(514) 682-8416
J.D. Keating	(519) 748-4121
Key Concepts	(905) 336-7402
Egon Skovmose	(403) 262-3230
dc Stewart	(403) 228-4231
Wayne Greer	(705) 759-7999/0267
John Lowe	(403) 264-2440
Rob Willcox	(403) 234-0522
Guy Coté	(418) 653-2525
Charles Hodgson	(613) 235-7976 EPI@FOX.NSTN.CA
ETL Environmental Technologies	(604) 589-4385
D.S.F International	(613) 544-1527

Appendix F

Selected Interview Reports - Potential Partners

WCWMSEA

I spoke with Lorne Sweet who passed me on to Werner Knittel (Industry Canada in Vancouver) who spoke to me about the Western Canadian Wood Machinery and Services Export Association. Knittel is very positive about CCC and said that if it goes, his group is "in". He feels strongly that IC needs a master database available to all departments.

Subsequently spoke at length with Rick Sudeko, the Association's Exec Director. Association currently has 46 members. Average size of company is 25-30 employees with the range being from 10-12 to about 500 plus. He believes that only 4-5 members currently have Internet access. Their most recent directory of products and services is out of date. However, after a presentation by the BC Trade Corporation for a product called "Pro Star", and they are currently in the process of digitizing text and graphics related to products and services. Pro Star is essentially a catalogue program, which takes digitized components and allows them to be formatted into an electronic catalogue. Individual pages or the whole catalogue can then be viewed or printed at any time. The members see this as a cost-effective alternative ($500 for software plus scanning costs) to a traditional catalogue which was estimated to cost over $50,000.

Mr. Sudeko felt that CCC would be well received by members, particularly since they are beginning to develop a sense for computerization with Pro Star (most companies should be on the system by the end of the year). Would be prepared to work with IC to develop awareness with members and promote self-registration or some movement on Pro Star data to CCC. He still believes however, that IC would have to help them raise awareness about Internet and also offer some type of training on the use of CCC. There was no indication that the association would require a financial arrangement with IC, but rather, that it would represent a good opportunity to offer another service to their members. Next step would be to send Mr. Sudeko a copy of the field structure to see how they could work with CCC.

Rick Sudeko
WCWMSEA
PO Box 38
Bentall Centre
Vancouver V6C 2L8
(604) 669-5560 (604) 669-5573 fax

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Canadian Association of Metal Finishers

IC Sector Rep (Sharon Harrison) was very positive about contributing to CCC and sees it as being beneficial to the metal finishing industry. She has been in discussion with Jack Dupuis, head of the association to get his database up to date. Some funding is available from IC for a project like this which could presumably develop at least the core information to seed CCC in this area.

An Insight product as well as enhanced BBS and electronic conferencing has been supported by IC.

Mr. Dupuis believes in principle, that the CCC product would be valuable to his members. He currently maintains an industry database with 1,200 companies, which includes members, suppliers and other related companies. Most of their members are small, in the range of 10-15 employees. However, typically 15% of the total industry companies represent over 75% of tonnage completed.

The industry is moving towards more technological sophistication through bulletin boards, electronic chat and a metals and minerals web site. He is very supportive of the concept of CCC and has a number of practical examples where client companies have had to search for new suppliers. Therefore access to this information is important. He also sees that foreign clients might be able to source Canadian metal finishers.

He would be very interested in a one shot or on-going relationship with IC for the development and maintenance of CCC for the industry and his cost for doing this seems quite low (see memo sent earlier). There was no hint that on-going royalties would be required. There is also a good fit with the funding available through IC. I believe this should be a priority over the next few months. He also requested the field structure to get an idea of what would be involved.

A general proposal was submitted to Sharon Harrison on October 15 which suggests a total figure of $9,700 (+ GST) for a database of 1300 names or a leased cost of $12,000 over three years. Mr. Dupuis is looking forward to further discussion.

Jack Dupuis Tel: 905 731 4458
14 Vintage Lane, Thornhill Fax: 905 731 5884
Ontario, Canada L3T 1X6 E-mail: Opening a new address:
dupuis@metopine.ca If difficulty, try the following addresses:
dupuis@visinet.ca

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BC Research Net (RNet)

Michelle Goshulak suggested contacting RNet. She had previously had a conversation with Laura Lemp re. the CCC and its potential for partnering and she found her very positive.

Rnet is the regional initiative of Canarie. There are 15 member organizations ranging from R&D companies to universities and hospitals. There are currently 35 projects underway dealing with ATM technology, GIS and multimedia. With the help of IC, they have developed a database of over 250 core companies in BC with an interest in technology development. The companies cover many industrial sectors and a wide range of sizes. The database comprises of all companies which have shown a serious interest in the field and all are included in their newsletter mailings. 75-80% have Internet access and most information is sent out electronically.

Ms. Lemp believes RNet is a good fit with CCC as their database was developed with Industry Canada in mind and should port over easily. RNet is also interested in having the database grow in size and content and she felt that self-registration would be easy to promote. There was no indication that compensation would be required as CCC meets an internal goal. This is a good opportunity and a follow up is recommended.

Laura Lemp
(604) 685-9308

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Automotive Parts Manufacturers Association

Pete Mateja was not taking calls last week as he was preparing to go to the Tokyo Auto Show this week.

However, I spoke at with Jim Dancy and got some good insight to the industry. Jim is not very confident that the association would be interested in a relationship with CCC for a number of reasons. First, he believes that computer sophistication is low - both in terms of the industry and its association (believes that AMPA runs on old computer without even Windows). If the association needs information, it will buy it as needed. In addition, most AMPA members operate under the direction of the auto manufacturers - If you supply GM, you make what they tell you to and GM knows which companies they can deal with. The branch is ready to help out if necessary, but there is no master plan in this area.

My feeling is that they are still worth a try as a second tier. My experience is that many companies have "capabilities" that reach out beyond automotive, e.g. investment casting, precision machining, precision injection molding, etc. In addition, if AMPA is attending foreign auto shows, the CCC could be useful in expanding foreign trade by providing information to buyers, sellers and the IC branch. Perhaps a better bet would Automotive Industries Association as I hear they are a little more sophisticated and have a directory.

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Commercial Education and Training

Spoke with Mary Jo Lynch. Of the 3,000 names on the newsletter mailing list, about 1,500 are private sector companies. The rest are academics and others interested in the topic. 800 of the 1,500 are on BOSS but Ms. Lynch believes this should be much higher. Promotion of BOSS is usually done through the newsletter and they get a small flurry of activity each time. She estimates that at most. 10% would have access to Internet (which is actually quite high for an sector which is not high-tech). I can see the difficulty in targeting to this group because the uptake of the concept is probably low except with companies involved in New Media Learning (covered for the most part by ITIB). It might be worth a try as a second tier, but CCC would probably get better results contacting groups such as the Ontario Society for Training and Development (OSTD) or the National Society for Productivity Improvement (NSPI)

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Aerospace/Defense

The database you referred to (produced by the U.S. Airforce) is in fact considered out of date. It consisted of 600-700 companies in a broad spectrum of sectors. Jeff Rochon pointed me to Anne Healy of the Canadian Defense Products Association (CDPA).

Anne was very nervous about CCC and considered it direct competition with what they are doing and are going to do. After some discussion, I think she came to realize that this could "potentially" be good for their members and possibly save them money in developing their own system. The problem here is that this type of organization, being relatively large, is slow and careful at decision-making. It requires multiple approaches and a fair bit of diplomacy.

The real problem in this case however, was that CDPA had already participated in an Insight product and had been approached by more than one IC sector for information product participation. CDPA believes IC is tripping over itself and the lack of coordination is annoying. They also have a hard time distinguishing between information products. To them (and other organizations), IC is a single entity and they have a hard time figuring out the departmental linkages.

One angle that might be played here is that there is some rivalry and competition for members between CDPA and the Aerospace Industries Association (AIC). CDPA is much cheaper to join and although there are member common to both, CDPA has been winning some over from AIC. Perhaps CCC can be pushed as a clear member advantage.

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Stephen Abram
Micromedia Ltd.

Brief conversation just to gauge the feeling of the larger players in the industry - whether they had heard of the CCC as yet and what their initial reaction was.

He had met some of the Corporate Marketing group at a SPIRIT meeting in the Spring and remembers some slides regarding the information products but was not clear on exactly what the products were. He was certainly not aware of the CCC.

When I described the partnership concept - he was quite positive but was concerned that the base product could not be properly maintained by IC judging by its history and un-business-like approach. He cited Jane Jacobs and her description of the reality of continually clashing cultures of public and private sectors.

But - in discussion of models for partnership - he suggested some precedents for some of the CCC partnership model tenants. They do provide just portions of data to be incorporated into a core file and then update only that portion on a regular basis (Profile records licensed to banks).

In terms of revenue sharing for each hit; the Dialog (and similar) "one-search" license provides a revenue sharing formula to all vendors whose databases are included in a cross-database search.

Stephen suggested strongly that the CCC team should have "Roundtable" discussions with the industry representatives to demonstrate the product and then discuss partnership models. He felt that there are still hard feelings within the industry that need to be abated - but a sound operational plan is required before these meetings can take place so that IC does not look like it will repeat past mistakes.

Since Industry Canada currently has a site license for certain corporate databases of Micromedia; the CCC license would simply be a next stage in the site license negotiation. Contact for this would be Gary Gibson, Government Relations.

Stephen Abram
Director, Corporate Information
Micromedia Ltd.
416-362-5211 x.2254
416-362-1699 (fax)
sabram@mmltd.com

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Anna Stahmer

Was approached by CCC to be a partner but has not yet seen the demonstration. Two important points: She has concerns about the government's ability to administer a shared revenue program efficiently and also has doubts about government's ability to market.

She might be interested in providing level one (tombstone) data and let CCC go directly to the clients for the details and updating. She would not give up the information she calls "her edge" as companies pay her for her knowledge of the industry (value added).

She did suggest that she could enter into contact with the client companies to keep their information up to date. Interesting concept in that it would be the companies paying instead of IC for updates. However she did not have a good feel for the number of companies who would be willing to do it.

High potential for overlap with Ritoo's db of multimedia.

Anna Stahmer
Technology Monitor, Toronto

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CATA

Following a demonstration of the product, John Reid spoke quite positively about the potential for a partnership between CATA and CCC.

CATA is due to release their own network product October 24th which will provide a gateway into information on CATA companies and potential partners as well as more in-depth information behind a "user-pay" screen. Members will receive access to the fee-based information (results of surveys, publications, etc.) but non-members will be charged.

The corporate information (500 Profiles of members) is free to all to increase awareness of member companies to their potential markets worldwide. They will be encouraging self-registration and would be pleased to provide CCC with those records.

He sees this as good potential for co-marketing; each would be a re-seller for the other. He received a copy of the field list and it is recommended that this meeting be followed up following the CATA launch.

John Reid
CATA
613-236-6550
613-236-8189

IRAP/ Canadian Technology Network

IRAP has only just allowed NRC to access their database of companies (a major breakthrough); therefore, it is unlikely that they could, at present, enter into an agreement with Industry Canada. He would suggest, however, a future discussion once the CCC is up and running. He had just had a demonstration of the MIN by David Waung and was very impressed. He sees potential in the concept of the CCC and would like to see it progress.

There is a probability that the CCC could be of great value to the Canadian Technology Network. As of October, there are now 200 members of the network across Canada (primarily government, PROS, Economic Development Offices, universities).

Still in its infancy - a discussion with each of the regional boards of the CTN would be worthwhile while launching pilot focus groups across the country.

Denys Cooper,
IRAP
613-993-1790
cooper@a1.atott2.nrc.ca

Brian Tait
CTN
613-993-5363
613-952-1079 (fax)
brian.tait@irap.nrc.ca

Canadian Clothing and Textile Association

They currently have 500 members out of an industry of about 1,000 firms. However she believes that this represents 80% of production in Canada.

They have a directory that they publish but are now looking at databases and a web site. There will be two db's one for textiles and con for clothing. The clothing one is mostly done but the other is not yet started. Focus is on tombstone and product information. Very interested in CCC either as main db or to supplement what they are doing (cross referrals etc.). Money not a major concern but clearly they would be looking at a revenue stream in the long run especially if they just give the data to CCC.

She believes her members have all the infrastructure they need to access ineternet and CCC although they may not know it. That is, they should have the computers/modems etc. as most retail outlets now insist on EDI-based ordering. Training and awareness are therefore crucial to member uptake.

She is very interested in taking this to the next step and would like to arrange a meeting with CCC and a demo of the product. They are at 130 Slater suite 605 so it should be easy to arrange. I suspect this is another hot one almost ready to go. They will need an exchange of field structures to see where the fits are.

Janice Schroder
130 Slater St Suite 605
Ottawa, ON