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CANADA'S EXPORT STRATEGY

The International Trade Business Plan

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***An Integrated Plan for Trade, Investment
and Technology Development***

The International Trade Business Plan is made up of an **Overview** highlighting Canada's international business development priorities, and a series of **Industry Sector Strategies**, which include lists of planned international activities. The following documents are available:

- Overview
- 1. Advanced Manufacturing Technologies
- 2. Agriculture and Food Products
- 3. Aircraft and Parts
- 4. Automotive
- 5. Biotechnologies
- 6. Business, Professional and Educational Services
- 7. Chemicals, Plastics and Advanced Materials
- 8. Construction Products
- 9. Consumer Products
 - Apparel and Fur
 - Textiles
 - Footwear
 - Sporting Goods (including recreational watercraft)
 - Tools, Hardware and Housewares
 - Residential Furniture
 - Business and Institutional Furniture
- 10. Cultural Industries
- 11. Defence Products
- 12. Environmental Equipment and Services
- 13. Fish and Sea Products
- 14. Forest Industries
- 15. Information Technologies and Telecommunications
 - Sector Overview
 - Computers and Peripheral Equipment
 - Electronic Components
 - Geomatics
 - Instrumentation
 - Software Products and Computer Services
 - Telecommunications
- 16. Medical and Health-Care Products and Services
 - Medical Devices
 - Pharmaceuticals
 - Health-Care Services
- 17. Minerals and Metals
- 18. Oil and Gas Products and Energy Equipment
- 19. Power Equipment
- 20. Primary/Secondary Industrial Machinery
 - Mining, Forestry, Pulp and Paper
 - Agricultural Technology, Machinery and Equipment
 - Ocean and Marine Shipboard Technology
- 21. Rail and Bus Equipment
- 22. Space
- 23. Tourism

For information on how to receive the Overview, or additional Industry Sector Strategies, please call: **1-800-267-8376**

All monetary figures in this document are expressed in Canadian dollars unless otherwise indicated.

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Aussi disponible en français sous le titre Services commerciaux, professionnels et éducationnels.



Business, Professional and Educational Services

Business, professional and educational services encompass a wide range of sectors, including: accounting; consulting engineering; management consulting; scientific services; architecture; financial services; communications services; construction; geomatic services; legal services; design; computer services; personnel services; security services; training; transportation and logistics; distribution (retail and wholesale) services; and health-care services. Typically, these services are sold to businesses rather than to final consumers.

Services now represent about three quarters of Canada's gross domestic product (GDP), and account for some 90 percent of new job creation. Business, professional and educational services have shown the most growth and now account for almost half of total services output.

International Environment

Business, professional and educational services represent an estimated 20 percent of world trade. In recent years, these services have become the fastest-growing component of international trade, with an average annual growth rate of 8 percent.

A number of factors have contributed to this growth:

- Trade liberalization: the North American Free Trade Agreement (NAFTA), the European Union's single market and the General Agreement on Trade in Services (GATS) all contain provisions designed to open markets and increase trade in services.
- Deregulation is taking place in some industries, including financial services, transportation and telecommunications.
- Business practices are increasingly globalized through extensive use of information technologies, the internationalization of financial markets, and the trend toward cross-border partnerships and strategic alliances.
- The distinction between products and services is increasingly blurred. In many situations, provision of related services is a vital element of the successful export of goods.

- Corporation and government rationalization, and the trend to outsourcing, have provided services firms with new markets.

Major exporters are the United States (the overall leader in services exports), Europe and Japan. However, countries such as Korea, Brazil, India and Mexico are emerging as serious contenders. The major importers of services are the United States, Pacific Rim countries, South Asia, Africa and the Middle East.

Canadian Position

Canada's receipts from these services have increased markedly since 1980, and as a result, business and professional services now constitute the largest component of Canada's non-merchandise trade, accounting for some 38 percent of services exports and ranking second in Canada's export earnings, behind motor vehicles. Nevertheless, Canada's services export performance lags behind other countries in terms of share of GDP.

Considering the dominant importance of services to Canada's overall economy, Canadian services companies have the potential to do much better in international markets. Indeed, many services firms have already begun to demonstrate this potential, recognizing the need to compete globally for both survival and growth. Over the last decade, Canada's exports of business services increased at an average annual rate of 10.2 percent (see Figure 1). Most exports are to the United States, but an increasing number of Canadian firms are succeeding in other foreign markets, such as Western Europe and the Asia-Pacific region.

The Canada-U.S. Free Trade Agreement (FTA) and the NAFTA will assist Canadian firms as they increase their efforts to penetrate U.S. and Latin American markets. Canadian services firms might also target the Asia-Pacific region and others, where the financing of projects by multilateral development banks (MDBs) figures prominently. The Middle East also offers attractive opportunities for services exports.

Many potential exporters are not aware of the challenges and opportunities of international trade in business, professional and educational services. Fewer still know how to access these foreign markets, and many lack market information and requisite marketing skills. Although Canada boasts a few large multinational firms, Canadian services suppliers are typically small- and medium-sized enterprises (SMEs) and sole practitioners.

Canada has particular strengths in business services; many of these strengths have already been demonstrated by export successes (see Appendix A).

Strategic Direction

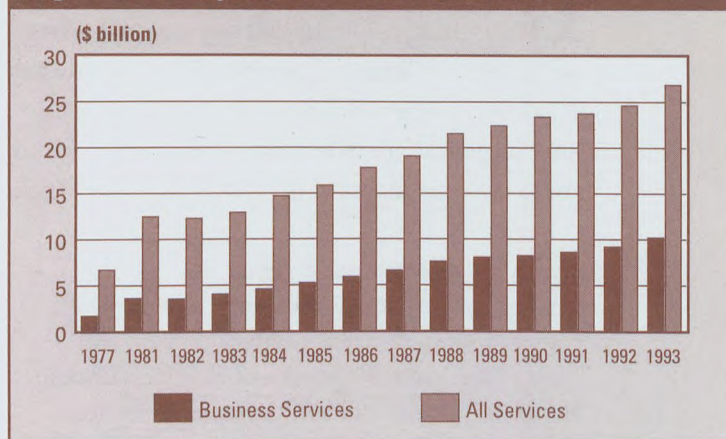
Challenges

Canada's continued prosperity depends on expanding export sales. To meet this challenge Canada needs to further develop the export capability of its diverse SMEs. Domestically, this involves identifying small- and medium-sized services firms that are capable of exporting, and improving the skills and export-readiness of those not yet ready to venture into foreign markets.

When Canadian services exporters are ready to enter new markets, they face unique challenges. In most markets, it is critical for them to:

- develop the partnering skills required for local alliances, which are often the key to success;
- develop strong marketing skills, particularly those involved in developing the principal-client relationship, where an agent or marketing representative is ineffective;

Figure 1 — Exports of Business Services



Source: Statistics Canada

- acquire an in-depth knowledge of local conditions, such as business practices and cultural considerations;
- develop strong personal contacts and networks critical to the services exporter for whom relationship is everything;
- continually generate ways of establishing credibility in new markets, where product exhibition (as in the case of goods) is normally not possible;
- continually innovate to keep up with the increasingly sophisticated requests of clients.

Objectives

A strategy to improve Canada's services export performance must take into account the following objectives:

- develop the international business readiness of Canadian services firms, especially SMEs;
- promote partnering and strategic alliances among Canadian and foreign services firms;
- raise the profile and credibility of Canadian firms in foreign markets;
- provide better response to the unique needs of the services exporter through trade officer training;

- ensure the timely delivery of market information to services firms;
- better exploit MDB and other major project opportunities.

Strategies

The following measures will be implemented to increase the export performance of Canadian services firms:

International Business Readiness

- Disseminate information to SMEs on sourcing databases, such as the Business Opportunities Sourcing System (BOSS) and World Information Network (WIN) Exports, and on other programs such as the Program for Export Market Development (PEMD). This activity will figure prominently in all government programs, and will assist the efforts of SMEs.
- Provide export skills training to services exporters. The services sector is dominated by SMEs that have specialized skills, but that often have limited marketing expertise. Government programs will include workshops on effective marketing, differentiating services, effective partnering and financing options. Multimedia exporter guides for services firms will be produced by the Department of Foreign Affairs and International Trade (DFAIT) and Industry Canada (IC), with information specific to priority markets.
- DFAIT and IC will work with the Forum for International Trade Training (FITT) to develop a services industries module for its training program.

Partnering

- Improve technology/marketing relationships among Canadian goods and services providers. DFAIT and IC will work with industry associations to achieve such partnerships and alliances, and will structure events in Canada so that these networks can be encouraged.

- Increase partnering between Canadian and foreign firms to offer competitive bids integrating each party's skills. Export promotion activities by DFAIT and IC will facilitate and encourage this trend by promoting networking opportunities and identifying potential partners.
- Canada Mortgage and Housing Corporation (CMHC), IC, DFAIT and other federal agencies are developing export strategies for Canada's housing industry. These will increase industry awareness, ascertain industry priorities and develop approaches for taking advantage of opportunities in foreign markets. The housing industry export strategy, which should be available early in 1995, will be of interest to firms in both the services and merchandise industries. Information can be obtained from CMHC or IC.
- IC will work with industry groups to develop a "Team Canada" approach to international trade in services — this year with the Working Group in Health Care Services.

Profile and Credibility

- Design and deliver new trade-development initiatives for services exporters, to profile Canadian expertise and build credibility in foreign markets. DFAIT will arrange events in co-operation with local media, organize Canadian participation in conferences, and set up marketing and technical presentations.

Trade Officer Training

- Train DFAIT trade commissioners to expand their knowledge of Canadian services companies, to help them provide expert assistance to services exporters.

Market Information

- Identify foreign business opportunities by preparing selected market-intelligence studies in close co-operation with industry. DFAIT will seek the engagement of services industry associations to:

- determine export interests and market priorities of members;
 - define market-intelligence needs;
 - help members with their export efforts and respond with the training they require;
 - develop sectoral strategies with IC.
- IC and DFAIT will soon offer innovative methods of delivering information to clients through electronic bulletin board services (BBS) and the “information highway.” These will provide industry with more timely and higher-quality strategic information, and will enable suppliers to network in order to share information and identify partners. Two examples are a BBS for commercial education and training, and an update of the Canadian Health Care Services Suppliers Database in a user-friendly software format.
 - Develop industry statistics, led by Statistics Canada and in co-operation with IC and industry associations, to gain a fuller understanding of Canada’s services industries in an international context.

International Projects

- Build international financing support for Canadian services companies to compete abroad. DFAIT’s activities will include building support through domestic agencies such as the Export Development Corporation (EDC), the Canadian International Development Agency (CIDA), the Canadian Commercial Corporation (CCC) and the International Development Research Centre (IDRC).
- A federal interdepartmental task force has examined the issue of how to maximize Canada’s commercial opportunities related to MDB lending. DFAIT and IC will improve mechanisms for supplier identification and development, and for the timely dissemination of project information and intelligence to potential bidders. They will also offer seminars on business practices in MBDs (procurement, proposal writing and professional development).

Appendix A

Overview of Services Sectors with Export Potential

Construction: This sector has traditionally confined its activities to the domestic market, which has been dominated by large civil engineering and energy-related projects. Many contractors have started bidding for foreign construction projects in search of new market opportunities.

Canadian firms have gained international prominence and success in specialized projects such as airports, ports, rapid transit systems, energy-related construction and construction management. The potential in foreign markets is large, as the demand for infrastructure facilities around the world continues to grow. Canadian contractors will have to form alliances to effectively compete for turnkey projects. They will also have to increase their financial strength to undertake BOOT (build, own, operate and transfer) and other highly specialized projects, as many foreign customers are demanding that contractors share in the financial costs and risks associated with projects.

Architectural Services: Many architectural firms have been actively bidding on projects abroad. Canadian firms have been particularly active in China, Southeast Asia, the Middle East and Eastern Europe. One area of success has been in designing commercial complexes and shopping centres in countries with a history of centrally-planned economies. Canadian designers are able to offer modern designs suitable for a free-market economy, and provide management that ensures timely completion of projects.

Consulting Engineering: These specialized services will continue to be in demand around the world. Canadian firms will have to form alliances to compete for integrated projects in developed and developing countries.

Health-care Services: The largest market, with the greatest potential for Canadian health-care services firms, is the United States. Growing incomes, combined with prominent health-care needs, means that the Asia-Pacific region, Latin America and the Caribbean, along with Saudi Arabia and a number of countries in Eastern Europe, also constitute markets with promising returns.

Priorities for developed countries centre on cost containment; efficient managerial practices; resource optimization; insurance plans; computer information systems; billing and hospital administration; long-term care facilities; and home-care operations. Developing countries face numerous challenges in the provision and expansion of primary and preventive health care.

In many developing countries, MDB expenditures play an important role. The World Bank committed to approve an annual minimum value of US\$800 million for projects relating to health care, population and social development. Canadian companies are well placed to respond to these opportunities, as the Canadian health-care system has a reputation abroad for providing quality care, based on a successful partnership between the public and private sectors.

Management Consulting Services: Opportunities exist in many geographical regions, including Eastern Europe, South America and the Pacific Rim. Although many countries in these areas are served by large international consulting firms or have well-established domestic practices, niche opportunities do exist. Canadian functional and sectoral consulting expertise must be channelled to identify and pursue opportunities as they emerge in these areas.

Geomatics Services: Canadian firms have been successful in competing for the growing worldwide demand for geographic and spatially related information. Internationally, Canadian businesses have been aided by their strong reputation for technology and technical expertise, in part earned through development assistance projects for CIDA.

Geomatics is experiencing a technological revolution that is changing the products and services that can be delivered to clients. These technological changes are centred around software systems, remote sensing and the use and maintenance of digital databases, all areas of Canadian expertise.

The geomatics sector can also be considered a strategic tool for enhancing exports of other goods and services, such as natural resources management, infrastructure development and maintenance and environmental management.

Canadian services industries have developed expertise supporting Canada's traditional resource-based industries. As the growth in geomatics exports indicates, Canadians have also been successful in exporting services that reflect the vastness and difficulty of Canada's geography. A partial list of these services includes exploration and surveying, engineering, environmental services, and overland transportation and communications, particularly in sparsely populated regions.

Specialty Air Services: This sector is highly regarded internationally, and its expertise is in growing demand in such areas as aerial surveying and mapping, flight training and helicopter operations. Canadian companies have been increasingly successful in winning contracts from foreign governments and multilateral institutions. They are also well positioned to take advantage of private-sector opportunities resulting from the global trend toward internationalization. In particular, the Canadian industry can expect greater opportunities in the U.S. and Mexico as a result of the NAFTA.

Aviation/Aerospace Consulting Services: Canada's aerospace manufacturing sector is supported by a significant core of services companies with strong capabilities in aerospace engineering, systems engineering, project management, systems integration, integrated logistics systems, international market development, software development, air navigation systems and airport planning, facilities management and training.

The primary export markets for these services industries have been the United States and European Union (EU) countries with their indigenous aircraft design and/or manufacturing industries. Although these markets will continue to be important, the major area of growth in demand over the next few years is expected to be the Pacific Rim. Substantial opportunities are also foreseen in former Warsaw Pact countries as they move to commercialize advanced aerospace technologies and build the necessary aviation infrastructure.

Education and Training Services: Enormous needs for education and training services will exist in the developing world, the former Soviet Union (FSU) and Eastern Europe, as well as in commercial markets in the Organization for Economic Co-operation and Development (OECD). Trends indicate that aid agencies are providing increased funding for these types of services. Along with traditional course materials, many Canadian firms are developing technology-based training, including multimedia applications that can be linked to telecommunications systems for distance education.

Franchising: As a growing number of developing countries have liberalized their economies, both opportunities for and interest in franchising have increased. Businesses, governments and international agencies in these developing markets see franchising as a means of transferring business know-how and improving distribution networks and delivery of services, for example. In addition to traditional markets such as the U.S. and Western Europe, opportunities exist in Mexico, South America, China and Southeast Asia, and Eastern Europe.

Trading Houses: Over 60 percent of Canada's non-U.S. exports (\$22 billion) are handled by trading houses. This diverse sector comprises some 800 to 1000 companies, most of which are small- to medium-sized. On a combined basis, trading houses are active in all products and markets around the world. Their strength lies

in their extensive international contacts, networks, expertise and knowledge of market opportunities. Despite this, trading houses are not well understood and are under-utilized, particularly by Canadian SMEs, which can use them to leverage their export efforts.

Trading houses play a significant role in Canadian exports to the Caribbean, the Middle East, Japan, the subcontinent and the FSU. They are growing in their importance to exports to Latin America. Trade-development activities are directed at trading house missions to the Caribbean, Central America and the Middle East. DFAIT has worked with regional partners to deliver specialized trade events to link export-ready Canadian suppliers to trading houses in a trade show and seminar format.

Distribution: Retail, food services and wholesale services are benefiting from the relaxation of trade barriers and the opening up of markets. Firms in the first two sectors in particular are demonstrating increased interest in such key markets as the Pacific Rim and Mexico.

Transportation and Logistics Services: Canadian air, marine, railway and motor carriers, and the ancillary logistics services that support Canadian trade are expanding into foreign markets to take advantage of opportunities created by the NAFTA and rapid economic growth regions such as Southeast Asia.

Canadian airlines have an extensive international network of scheduled and charter services, while specialized air service operators, such as helicopters, have a growing global presence. New opportunities are being created through intergovernmental negotiations for bilateral air agreements and NAFTA provisions for speciality air services.

Canadian ports, shipping agents, ship operators and freight forwarders have a broad international clientele of importers, exporters and carriers, growing in concert with the expansion of Canada's trade. Canadian coastal and lake

shipping continues to provide critical services for Canada-U.S. trade.

Canadian railways own lines in the United States, and focus on north-south trade flows, where Mexico is a growing market. The railways have made massive new investments in intermodal equipment and infrastructure, while entering into strategic alliances with U.S. carriers, to provide high-quality service to trade.

Similarly, the Canadian trucking industry is a major factor in north-south trade flows. With the implementation of the NAFTA and the conclusion of the Canada/Mexico border access agreement, Canadian truckers are developing further plans to enter Mexico. Additional penetration of markets in the United States and Mexico will depend on the resolution of standards issues.

Business Services: These are well developed in such high-technology fields as biotechnology, research laboratories, computer communications and systems integration and software, including related training and after-sales services.

Contacts

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Department of Foreign Affairs
and International Trade
Services Industries and Transportation Division
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Ottawa K1A 0G2
Tel.: (613) 996-2964
Fax: (613) 996-1225

Business, Professional and Educational Services

Activity	Date	Location	Dept.	Contact
Africa and the Middle East				
Education Study in Mozambique and Zimbabwe	Apr-95	Harare	DFAIT	613-944-6586
Education Mission to Middle East	May-95	Amman	DFAIT	613-944-6346
Instructa '95 - Info Booth	Feb-96	Johannesburg	DFAIT	506-851-6440
Asia-Pacific South				
Education Fair - Philippines - Info Booth	Aug-95	Manila	DFAIT	613-995-7659
Hi Tech Promotion - Solo Show	Jan-96	Medan	DFAIT	613-992-0959
Canada				
Banff TV Festival	07-Jun-94	Banff	B.C.	604-660-2732
Team Canada Networking Seminar	25-Jan-95	Montréal	IC	514-283-8795
Incoming Microelectronics Photomics Mission from Germany	May-95	Canada/Various	IC	613-399-0409
Architectural & Engineering Opportunities in Mexico - Seminar	12-Nov-95	Various, Atlantic Canada	IC	506-851-6440
Central/Eastern Europe and the Commonwealth of Independent States				
Ocean Remote Sensing Mission to Russia	11-Jun-95	St. Petersburg	IC	902-426-8454
Brno International Engineering Fair - National Stand	11-Sep-95	Brno	DFAIT	613-996-7107
East Asia				
Canadian Architect/Designer Mission to Taiwan	Jun-95	Taipei, Taichung	IC	613-954-2956
Airport and Construction Mission to China	06-Sep-95	China	IC	613-954-2956
Computer Assisted Learning Show - Incoming Visitors	Oct-95	Toronto	DFAIT	613-995-2807
Latin America and the Caribbean				
Mission to Mexico	TBD	Mexico City	IC	613-954-2951
Engineering and Architectural Services Mission - Caribbean	Jun-95	Kingston, Belize City	IC	613-943-8807
Education Fair - Barbados - Outgoing Mission	Jun-95	Bridgetown	DFAIT	613-943-8807
Mission of Engineers, Architects and Constructors	08-Jun-95	Mexico	IC	506-851-6440
Targeting Opportunities through EDC Lines of Credit - Seminar	22-Oct-95	Montréal	IC	514-283-8795
Consulting Services and Trading Houses Mission - Jamaica	Nov-95	Kingston	DFAIT	613-943-8807
Trading House Mission	Nov-95	Caribbean/Various	DFAIT	613-943-8807

Note: Dates and locations are subject to change.

Activity	Date	Location	Dept.	Contact
Multiple Markets				
Mission to IFIs and/or Executing Agencies	TBD	Washington, D.C.	IC	613-954-2951
Vancouver Film Festival Trade Forum	Oct-95	Vancouver	B.C.	604-666-1443
Radarsat Promotional Tour	Oct-95	Various	IC	613-954-3166
Sundance Film Festival	Jan-96	Park City	DFAIT	613-944-6577
United States				
Mission(s) to the United States	TBD	Chicago, Dallas, Houston	IC	613-954-2951
Workshops with Associations on Exporting Services to U.S.	TBD	Canada/Various	DFAIT	613-944-9440
Internet System for Western Canadian & U.S. Architects	TBD	Minneapolis	DFAIT	613-944-9440
Environmental Services Mission to Georgia and Florida	Apr-95	Atlanta, Miami	DFAIT	613-944-9440
Media Presentation(s)	Apr-95	New York, N.Y.	DFAIT	613-944-9440
Market Study - Commercial Education/Training Opportunities	Apr-95	Los Angeles	DFAIT	613-944-9440
Market Study of Services Trade Press	Apr-95	New York, N.Y.	DFAIT	613-944-9440
Profiling Financial Services Firms in New England	Apr-95	Boston	DFAIT	613-944-7348
Intermodal '95 National Stand	May-95	Atlanta	DFAIT	613-944-9440
American Institute of Architects - Info Booth and Mission	May-95	Atlanta	DFAIT	613-944-9440
Franchising Mission to Chicago	May-95	Chicago	DFAIT	613-944-9440
Media Presentation	May-95	Detroit	DFAIT	613-944-9440
Financial Services Market Opportunities Study in Southeast U.S.	May-95	Atlanta	DFAIT	613-944-9440
Vancouver-L.A. Sister City Producers Mission	05-May-95	Los Angeles	B.C.	604-666-1443
Miami Niche Banking Facilities - Study	07-May-95	Miami	IC	514-283-8795
Matchmaking Mission, Local Services Industries	Jun-95	Buffalo	DFAIT	613-944-9440
NEBS Mission for Professional Trainers	Jun-95	Minneapolis	DFAIT	613-944-9440
Market Study - Advertising and Publicity Opportunities	Jul-95	Buffalo	DFAIT	613-944-9440
New England Media Presentation - IT Services	Sep-95	Boston	DFAIT	613-944-9440
Geomatics Roundtable - Mini Workshop	Sep-95	Boston	DFAIT	613-944-9440
Health-care Services Mission	Oct-95	Chicago, Houston	DFAIT	613-944-7348
Commercial Education/Training Mission	Oct-95	Detroit	DFAIT	613-944-9440
"Partners by Design" - Canadian Architectural Presentations	Oct-95	Washington, D.C.	DFAIT	613-944-9440
U.S. Mission to Buildings & Environment Conference	Nov-95	Toronto	DFAIT	613-944-9440
Market Study - Upstate New York Design Community	Nov-95	Buffalo	DFAIT	613-944-9440
Accessing U.S. Business - Seminar	Dec-95	Searde	DFAIT	613-944-9440
Market Study - Construction/Architectural Services	Dec-95	Atlanta	DFAIT	613-944-9440
Mid-Atlantic Commercial Education & Market Opportunities Study	Jan-96	Washington, D.C.	DFAIT	613-944-9440
Architects Mission to the Lake Superior Design Retreat	Feb-96	Duluth	DFAIT	613-944-9440

Activity	Date	Location	Dept.	Contact
Architectural Engineering Market Study	Feb-96	New York, Pennsylvania, West Virginia	DFAIT	613-944-9440
Mid-Atlantic U.S. Professional Services Market Study	Feb-96	Washington, D.C.	DFAIT	613-944-9440
"The Canadian Invasion" - Exhibition of Canadian Architecture	Mar-96	Los Angeles	DFAIT	613-944-9440
"Partners in Education" - Canadian Presentations	Mar-96	Washington, D.C.	DFAIT	613-944-9440
Industrial Services Market Study	Mar-96	Buffalo	DFAIT	613-944-9440
American Institute Architects - National Stand	Nov-96	Minneapolis	DFAIT	613-944-7486
Western Europe and European Union				
Civil Engineering Construction Partnering Project	May-95	Copenhagen	DFAIT	613-995-4730
Canada-Germany Science & Technology Consultations	Oct-95	Ottawa	IC	613-990-4096

Acronyms and Initialisms Used in The International Trade Business Plan

(This list does not include sector-specific references)

ACOA	Atlantic Canada Opportunities Agency	IC	Industry Canada
AG Can	Agriculture and Agri-Food Canada	IDRC	International Development Research Centre
ASEAN	Association of Southeast Asian Nations	IFI	international financial institution
BBS	electronic bulletin board system	ISO	International Standards Organization
BOSS	Business Opportunities Sourcing System	ITBP	International Trade Business Plan
CCC	Canadian Commercial Corporation	ITC	International Trade Centre
CIDA	Canadian International Development Agency	MAPAQ	Ministry of Agriculture, Fisheries and Food of Quebec
CIS	Commonwealth of Independent States	MDB	multilateral development bank
CSA	Canadian Standards Association	NAFTA	North American Free Trade Agreement
DFAIT	Department of Foreign Affairs and International Trade	NATO	North Atlantic Treaty Organization
DFO	Department of Fisheries and Oceans	NRC	National Research Council
DND	Department of National Defence	NRCan	Natural Resources Canada
EC	Environment Canada	NRCan-CFS	Natural Resources Canada - Canadian Forest Service
EDC	Export Development Corporation	OECD	Organization for Economic Co-operation and Development
EU	European Union	PEMD	Program for Export Marketing Development
FITT	Forum for International Trade Training	R&D	research and development
FORDQ	Federal Office of Regional Development - Quebec	SMEs	small- and medium-sized enterprises
FSU	former Soviet Union	UNEP	United Nations Environmental Program
FTA	Canada-U.S. Free Trade Agreement	WED	Western Economic Diversification
GATT	General Agreement on Tariffs and Trade	WTO	World Trade Organization
GDP	gross domestic product		
GNP	gross national product		
HRDC	Human Resources Development Canada		



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