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Business, Professional and Educational Services

Canada's International Business Strategy

1996-1997

Team Canada • Équipe Canada

Canada's International Business Strategy

*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:*

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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 d'éducation.

Business, professional and educational services encompass a wide range of sectors, including: accounting; consulting engineering; management consulting; scientific services; architecture; construction; geomatics; legal services; design; personnel services; commercial education and training; security services; financial services; computer services; communications services; transportation and logistics; trading houses; distribution (retail and wholesale); and health-care services. These services are typically sold to businesses, rather than to final consumers.[1]

Canadian Position

Overall, services account for about two thirds of Canada's gross domestic product (GDP), almost three quarters of employment and for some 90 percent of new job creation. Business and professional services have shown the most growth and now make up over 40 percent of total services output.

Canada's receipts from business and professional services have increased markedly since 1980. As a result, earnings have reached over $12 billion, constitute the largest component of Canada's non-merchandise trade, and rank second in Canada's export earnings.

Nevertheless, Canada's services export performance lags behind other countries in its share of GDP.

Many services firms have established an international presence, recognizing the need to compete globally for both survival and growth. Canada can boast a few large multinational firms, a number of services suppliers that are typically small and medium-sized enterprises (SMEs), and many services exporters that are sole practitioners.

These smaller services firms are crucial to Canada's success as they tend to have the highest export activity.

Canadian companies have the potential to do much better in international markets. To increase their export position, Canadian firms must improve their export-readiness and awareness for the following reasons:

- potential exporters are often not aware of opportunities for international trade in business and professional services;
- few know how to properly access these foreign markets; and
- many lack market information and requisite marketing skills.

Over the last decade, exports of business services have been highly successful:

- business services exports have increased at an average annual rate of almost 10 percent, twice that of goods exports;
- Canada's business services exports are more diversified than its goods exports;
- most services exports are to the United States (60 percent, compared to more than 80 percent for goods);
- an increasing number of Canadian firms are succeeding in other foreign markets; and
- key markets, by share of exports, are the United Kingdom (7 percent), Western Europe (10 percent) and Japan (3 percent).

Another important market for Canadian firms is international financial institution (IFI)-financed projects, estimated at some US$40 billion:

- Canada's success in procuring IFI business remains poor;
- Canada ranked tenth to twelfth among Organization for Economic Co-operation and Development (OECD) countries in overall IFI procurement between 1991 and 1994; and

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1. Several service industries are discussed in greater detail in other strategies. Communications services, computer services and geomatics are discussed in the Information Technologies and Telecommunications strategy. Environmental services are outlined in Environmental Industry, health-care services in Medical and Health-care Products and Services, and construction housing services in Construction Products and Services.

- Canadian consultants have done much better, ranking fourth among OECD countries.

Canadian consultants can play key roles in implementing Team Canada[2] solutions for bidding on and winning projects. Their success can help to promote and expand the linkages between consultants and suppliers and subsuppliers.

Non-IFI-related Overseas Development Assistance (ODA) is another source of business:

- Canadian International Development Agency (CIDA) projects are a key method of positioning Canadian suppliers in international markets;
- other donor countries, such as Japan, also seek foreign partners; and
- successful Canadian firms can help foreign donors with the delivery of their projects in recipient countries.

Overall, Canada's strengths in services include consulting engineering, geomatics, communications, health care, management consulting, education and training, trading houses, environmental services, independent testing laboratories, capital projects and construction services.[3]

International Environment

Knowledge-intensive services now represent the fastest-growing component of world trade and are increasingly the way advanced economies are succeeding in the international marketplace:

- business and professional services represent an estimated 20 percent of world trade;
- average annual growth rate has been about 8 percent; and
- Canada's services market share is less than 2 percent, compared to its global trade share in goods of some 4 percent.

The main exporters of business and professional services include:

- the U.S., followed by France, Germany, Italy, the U.K. and Japan, which account for about 50 percent of world trade; and
- other countries such as Korea, Brazil, India and Mexico, which are emerging as serious contenders.

The major importers of services include:

- the U.S., Pacific Rim countries, Latin America, South Asia, Africa and the Middle East; and
- Eastern Europe, as an emerging market.

Over the next eight years, the effects of the Uruguay Round of Multilateral Trade Negotiations should result in increased growth of $1 trillion, with business and professional services trade accounting for at least $200 billion. The national treatment, transparency and most favoured nation (MFN) provisions of both the World Trade Organization (WTO) and the North American Free Trade Agreement (NAFTA) will open up foreign market opportunities as well as domestic market challenges for Canadian services suppliers.

Main Challenges

Canadian services firms face a number of challenges in expanding their foreign presence and export sales, including:

- further developing the export capability of the sector's diverse SMEs;
- identifying SMEs capable of exporting;
- improving the skills and export-readiness of services firms not yet ready to venture into foreign markets;
- encouraging partnering and strategic alliances among Canadian and foreign firms;
- developing effective methods to raise the profile and credibility of Canadian firms in foreign markets;
- ensuring the timely delivery of information and intelligence on foreign markets to services firms;
- better exploiting IFI-funded development and other major project opportunities; and

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[2] To serve business more effectively, the Government is pursuing new approaches, based on a Team Canada partnership with the provinces and the private sector, to help Canadian enterprises compete internationally.

[3] Because this strategy groups a wide range of services sectors under the rubric of Business, Professional and Educational Services, its approach is generic. Subsequent versions of *Canada's International Business Strategy* should include expanded sections dealing with those services sectors with the highest promise for international success. Outlines of such strategies are included in the Appendix.

• continuing to improve market access through participation in the WTO and the NAFTA, and ensuring that agreements are implemented in practice.

Strategic Direction

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

International Business Readiness

• improving the export skills of services exporters through workshops, "how to" guides and structured training courses (Department of Foreign Affairs and International Trade [DFAIT], Industry Canada [IC], Forum for International Trade Training [FITT], industry associations).

Partnering

• improving technology/marketing relationships between Canadian goods and services providers (IC); and

• increasing partnering between Canadian and foreign firms in target markets (IC, DFAIT/missions).

Networking

• enhancing networking among firms in the same sector (IC, Canadian Commercial Corporation [CCC], industry associations).

Profile and Credibility

• designing and delivering new trade development initiatives for services exporters to profile Canadian expertise and build credibility in foreign markets (use of local media, showcasing of capabilities through conference participation and marketing and technical presentations) (DFAIT/geographic divisions/missions).

Market Information

• engaging services industries associations and firms to:

– determine export interests and market priorities of members (DFAIT, IC);

– define market-intelligence needs (DFAIT, IC);

– help members with their export efforts and provide required training (DFAIT);

– develop sector strategies (IC);

• providing market information and networking facilities through electronic means, including the Internet, electronic bulletin boards (BBS), supplier databases, etc. (DFAIT, IC); and

• developing industry statistics to provide timely measurement of export performance (Statistics Canada, DFAIT, IC, Sectoral Advisory Group on International Trade [SAGIT], industry associations).

Financing

• providing improved access to financing for small services exporters (DFAIT, Export Development Corporation [EDC]).

International Projects

• doubling Canada's share of IFI-funded contracts by the year 2000, by:

– educating companies on how to work with IFIs (DFAIT);

– providing IFI project information on BBS and the Internet (IC);

– focussing on sector and market convergence with CIDA and EDC programs, in line with the recommendations of the Interdepartmental Task Force on IFI Procurement (DFAIT, IC, CIDA, EDC); and

• undertaking targeted missions in response to the priorities identified by Capital Projects Related Industries, particularly those that will encourage consortia development and promote downstream linkages among services firms and goods producers (DFAIT/missions).

Market Access

• focussing on improving market access in priority sectors for Canada in the WTO (in particular, architects and consulting engineers) (DFAIT, industry associations, SAGIT); and

• documenting and pursuing cases in which access provided for in the WTO and the NAFTA is denied in practice (DFAIT, IC, SAGIT, industry associations, individual companies).

Sector-specific Initiatives

Several service sectors have considerable expertise in exporting and have started to develop export strategies.

Consulting Engineering

The consulting engineering industry has traditionally been one of the country's strongest and most internationally competitive services industries. Firms in this industry provide services normally associated with the development and construction of capital projects. Services include preparing feasibility studies, planning and completing detailed designs with related activities, including project, construction and operational management.

Canadian consultants have had considerable success in procuring IFI contracts. They can play key roles in implementing Team Canada solutions for bidding on and winning projects. Their success can help to promote and expand the linkages among consultants, suppliers and subsuppliers.

Opportunities and Challenges

The relative significance of international markets will continue to grow given the slowdown in traditional domestic demand for consulting engineering services. Firms will, therefore, increasingly depend on foreign markets to ensure their growth and survival. However, the success of firms in foreign markets will generally be a function of their success at home.

Prosperity for Canadian consulting engineering firms in the export market in the short to midterm will more than ever be dependent on expansion in the growing markets of Latin America, Asia, India, U.S., and the Middle East. Assuming that financing impediments can be overcome, Eastern Europe will also provide opportunities. Naturally, existing competition in these markets will intensify. Further opportunities will be presented by the increased use of design-build and turnkey methods of contracting, which offer total solutions for clients and reduce integration problems that can plague traditional approaches to project management. Specialized BOOT (build, own/operate, transfer) projects represent new territory for the majority of Canadian firms and consortia. Lack of expertise in this area will require urgent attention as traditional design-only firms adapt to new market realities.

Radical changes in the business milieu and markets have meant that consulting engineering firms have to be more flexible and responsive to changing global circumstances and ways of doing business. Skillful exporters of engineering services will have to organize themselves increasingly in ways that reflect a full understanding of export marketing and experience gained abroad.

Sector Initiatives

The following measures will assist in increasing the export performance of Canadian consulting engineering firms:

- The Association of Consulting Engineers of Canada (ACEC) is setting up a Human Resources Implementation Committee to implement the recommendations of the Human Resources Development Canada (HRDC) study on human resources issues influencing the Canadian consulting engineering industry. This will entail developing and delivering, in conjunction with other participants, training modules to address these needs, including skills required to successfully export.
- ACEC and DFAIT are looking into further developing a secondment program for consulting engineers to IFIs, following the existing program with the World Bank.
- ACEC will conduct visits to selected IFIs to enhance the profile of Canadian consulting engineers and to improve awareness of IFI projects.
- ACEC, with support from Industry Canada, is transposing its directory of member firms from hard copy onto CD-ROM to enhance the marketing of their services worldwide.
- Industry Canada, in conjunction with the ACEC, will complete a Sector Competitiveness Framework on the consulting engineering industry to develop a consensus among industry players on competitiveness and export issues with possible actions by key groups.
- Industry Canada has sponsored a follow-up study to the Government-ACEC study on the Structuring and Financing of International Capital Projects on the role of consulting engineers in providing integrated solutions to international capital projects, and on the issue of bonding insurance.
- ACEC will encourage consulting engineers to apply to be among the first business networks under the National Business Network Program,

which is administered by the Canadian Chamber of Commerce. These business networks aim to increase the international competitiveness of SMEs by helping them to form groups that can compete more effectively against larger, more diversified firms.

Capital Projects and Related Industries

The capital projects industry is made up of many sectors involving services and equipment firms in many disciplines, including consulting engineering, geomatics, education and training, architecture, construction, and related industries such as energy, mining, health, telecommunications and transportation.

The global market for capital projects (IFI funded and private-sector financed) exceeds US $150 billion annually, offering enormous export opportunities for Canadian consultants and goods and equipment suppliers. Canada currently has less than a 1-percent share of the overall international capital projects market.

The Interdepartmental Task Force on IFI Procurement was established in April 1994 in response to studies indicating that Canadian firms, particularly manufacturers and capital goods suppliers, do not pursue and win IFI contracts to the level of their OECD counterparts. Between 1991 and 1994, Canada placed tenth to twelfth among OECD countries in overall IFI procurement.

The Task Force released its report in June 1995. It contained 25 recommendations for which the Capital Projects Action Team is developing an implementation strategy and activities. The Action Team, with members from DFAIT, IC, CIDA, the Department of Finance, EDC and CCC, will work in close co-operation with the private sector.

Strategic Direction

The strategies will follow four broad areas, as follows:

Information Products

- Industry Canada will develop the Capital Project Supply Capability Matrix, a comprehensive database of Canadian supply capability for targeting international capital projects and infrastructure projects funded by IFIs. The matrix will be disseminated via IC's Internet site and other electronic medias.
- The Task Force, with the assistance of industry, has developed a Country-sector Matrix matching IFI opportunities in 23 countries with Canadian priority interests and strengths across five main industrial sectors. The Action Team will revise and update the matrix with industry. Sectors where Canada has recognized and distinctive competence include energy, telecommunications, transportation, health and environment.
- Industry Canada will develop a Financing Capability Matrix that identifies pools of private capital and other sources of creative financing and risk insurance for international capital projects.
- Industry Canada will perform an analysis of domestic and foreign competitors' best practices in capital projects and related industries for dissemination to industry.

Canadian Supplier Development

- Industry Canada and DFAIT will promote the Capital Project Supply Capability Matrix as a means to increasing the international competitiveness of Canadian firms. The matrix will assist in promoting cross-industry/cross-border linkages and partnering, increase the participation of Canadian suppliers of equipment and materials, encourage a Team Canada approach to consortia formation, and identify potential partners for project bidding.
- The Action Team will co-operate with existing sector supplier teams for airports, ports, telecommunications, energy and environmental industries, among others.

Increasing Canada's Share of IFI Procurement

- Industry Canada and DFAIT will strengthen the IFI Specialist Network to develop close co-operation and integration among all government IFI players, and between government and industry at various stages of an IFI project.

• The Action Team will provide intelligence and advice on Canadian companies' supply capabilities to IFIs, project-executing agencies in borrowing countries, and other potential project financiers.

• The Action Team will track key IFI project initiatives in priority-funding sectors, identify goods and equipment packages, and assess potential for Canadian supplier involvement based on industry input.

• The Action Team will monitor trends in the IFI capital projects market, develop a business intelligence system and track the activities of international competitors.

• CIDA will publish quarterly lists of its bilateral projects in pipeline and operational projects.

Packaging of International Capital Projects

• Industry Canada and DFAIT will organize seminars to educate Canadian companies on how to access IFI markets and on the changing nature of international capital projects markets, which are experiencing a proliferation of BOO (build, own, operate)/BOOT projects involving private-sector direct financing and equity participation.

• Industry Canada will provide training and assistance in consortia development.

Construction Services-Housing

The Canadian housing services industry is discussed in detail in the Construction Products and Services chapter of *Canada's International Business Strategy.*

Management Consulting

Management consulting is a diverse industry in which practitioners operate in a dynamic environment providing guidance and advice on a wide range of functional and sectoral issues. Working closely with clients to help identify and analyse problems facing management and recommending solutions, they are increasingly being retained to implement solutions.

Opportunities

Markets for management consultants are virtually unregulated and most market economies have their own established consulting industry. Although 40 to 50 transnational consulting firms dominate the US$30-billion global consulting market, markets are still characterized by a proliferation of SMEs and sole practitioners. Mergers, joint ventures and acquisitions are continuing as traditional and non-traditional firms acquire functional and sectoral consulting expertise or geographical presence in an expanding global market. Common among many larger firms is the move to global industry practices with associated information systems and products to meet client demands.

The international market is constantly evolving and consultants are increasingly providing integrated services. Growing areas include information technology and its applications to business practices, outsourcing and human resource consulting. Clients in some sectors are seeking alternative fee arrangements to have their consultants share in the success or failure of projects.

With significantly less than 1 percent of the global market, the fragmented Canadian industry is not a major exporter, but export market interest is increasing. Although exports are scattered across many geographical regions, interest is being focussed on the Pacific Rim and the Americas.

Main Challenges

Building on the challenges outlined earlier, the industry is also faced with the following difficulties:

• being on the cutting edge of technology;

• expanding with limited or non-existent international affiliations;

• remaining successful while relying on the expertise of a few key staff;

• building knowledge networks, specialization and critical mass in key markets; and

• developing strategies to differentiate firms from each other.

Sector Initiatives

Lacking the history and market presence of many offshore competitors, and given the domination of global consulting markets by international firms, the best approach for Canadian SMEs is to become niche players, building critical mass in markets through partnering and alliances with domestic and offshore competitors.

Export expansion is possible, particularly in the developing countries where markets are not as saturated as those in Canada and the United States. However, competition is intense. The growth and prosperity in Asia holds promising opportunities but serving this and other markets requires the resources and expertise that are attainable through partnering.

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

- The Institute of Certified Management Consultants of Canada and Industry Canada will conduct a series of export-readiness seminars, and a series of workshops, seminars and promotions highlighting the need for alliances and partnering.
- Industry Canada and DFAIT will expand on the "Taking a World View" information products to include more country-specific information on key markets.

Education and Training Services

Almost half (46 percent) of Canadian suppliers of education and training services are active in foreign markets. Some producers of educational courseware depend almost entirely on overseas markets, deriving as much as 90 percent of their revenues from the international marketplace. Although exporters tend to be well-established training companies, most are small (66 percent have five or fewer employees). Many firms compete for foreign business by forming partnerships and alliances, and relying on contract associates. Nevertheless, they need government assistance to maximize export opportunities and be successful overseas.

Opportunities and Challenges

Worldwide, there is increasing evidence of demand for education and training services. In the former Soviet Union (FSU) and in Central and Eastern Europe human resource development is an important component in promoting a stable transition to democracy and market-based economies. China is seeking foreign talent to help develop its market economy and, in particular, wishes to attract overseas experts in the technical, scientific and managerial fields. Within the Asia-Pacific region, the establishment of Canada Education Centres should provide a focal point for the marketing of Canadian education and training services.

Traditionally, the international market for Canadian education and training services has been channelled through aid and development projects supported by CIDA and the IFIs. With the World Bank and other IFIs allocating more of their resources to educational services, this trend is likely to continue. At the same time, increasing competition for international training services has encouraged Canadian suppliers to explore opportunities on their own and to develop new markets for their services. Canadian trainers are active in the commercial markets of the OECD, with 66 percent of exporters selling to the U.S. market. Other geographic areas with good market potential, particularly over the longer term, include Latin America and the Middle East.

Canada also exports educational services by attracting international students to its educational facilities. This recruitment is an important component of educational services exports, because it enhances Canada's potential to develop positive long-term relationships with countries that have had students educated here. The presence of international students in Canada has long been acknowledged as a factor in furthering Canada's aid, trade and foreign policy objectives.

Education and training packages facilitate the export of other Canadian products and services. Broader and longer-term trading relationships are enhanced by Canada's ability to provide training for export products in areas such as consulting engineering, transportation, power utility operation and telecommunications. As Canada's trading partners improve their human resources and industrial infrastructures, there will be increased demand for the inclusion of education and training services in Canada's export strategy.

Sector Initiatives

One of the commercial education and training sector's most pressing needs is timely market intelligence. To better serve the approximately 3000 training suppliers across Canada, Industry Canada has developed a number of information products. These include the electronic bulletin and mail service (COMET) and the INSIGHT products, which provide Canadian suppliers with information on market opportunities and other areas. In addition, as DFAIT's missions abroad make available market information and intelligence, Industry Canada will be in a position to distribute it widely within Canada via COMET, the Internet and other electronic media.

DFAIT and the Asia-Pacific Foundation will increase the number of Canada Education Centres in the Asia-Pacific region to raise Canada's profile and help market educational services to the region.

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.

Industry Canada, in conjunction with the Geomatics Industry Association of Canada, will complete a Sector Competitiveness Framework on the geomatics industry to develop a consensus among industry players on competitiveness and export issues with possible actions by key groups.

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 services that are in demand in other countries includes exploration and surveying services, engineering, environmental services, and overland transportation and communications, particularly for sparsely populated regions.

Geomatics services are outlined in greater detail in the Information Technologies and Telecommunications chapter of *Canada's International Business Strategy.*

Trading Houses

Trading houses are organizations that add value to transactions between a supplier in one country and a buyer in another. This value-added element can include financing, market intelligence and information, export promotion, buyer and price negotiations, cultural and business practice consulting, shipping and documentation, and the assumption of risk free on board (f.o.b.) at the factory gate. Trading houses are flexible organizations providing their services to Canadian suppliers as well as trading on their own account.

The trading house sector in Canada is diverse, comprised of some 800 to 1000 firms. Companies range in size from one-person operations to firms employing several hundred people. Canadian trading houses are active in virtually every world market. Their strength is in value-added products in the emerging and developing markets, and in commodities in the mature markets. Trading houses in Canada exported over $22 billion worth of goods in 1994, representing 60 percent of Canadian exports to non-U.S. markets.

Opportunities and Challenges

The challenges facing the trading house industry include the need to improve its image with the public, and increase the public's knowledge of its important function and role. The industry has targeted information and dissemination, in both the public and private sectors, as key elements in responding to these challenges. It has started with its recent expansion and establishment of regional trading house associations in Quebec, Ontario and Western Canada. These associations are active in representing and promoting their members and in trade and supplier development.

Trading houses can significantly improve Canada's export performance through their extensive experience, expertise and contacts. Many trading houses are constrained by financing; improvements in financing and working capital would allow them to expand their operations and could have a positive short-term impact on Canada's exports to non-traditional markets. The Quebec association is currently pursuing an initiative on financing issues which, if successful, could be expanded across Canada.

Sector Initiatives

The following activities will assist in improving the working environment of trading houses in Canada and, in turn, increasing Canadian exports:

- DFAIT, along with regional trading house associations and other federal and provincial departments, will sponsor the "World Markets at Your Doorstep" trading house/supplier networking trade shows in Calgary (December 1995), Vancouver (December 1996) and Montreal (April 1997). These events are aimed at promoting the increased use of trading houses as export vehicles by SMEs and helping trading houses to identify new suppliers. Over 1000 manufacturers and 750 trading houses have participated in six shows already held across Canada. Post-show surveys indicate that over $70 million in new short-term exports have been generated.

- DFAIT and the Quebec Export Trading House Association are organizing a trading house mission to South Africa in March 1996. The mission will include 15-20 trading houses and will explore export and third-country trading opportunities with South African partners.

- DFAIT and the three regional trading house associations will continue to organize the "National Trading House Forums" in connection with the "World Market at Your Doorstep" events to address issues and hold workshops on subjects of interest and importance to trading houses across Canada.

- DFAIT will continue to work with trading house associations to develop a code of service conduct and promote International Organization of Standardization (ISO) accreditation for trading companies.

- DFAIT will continue to co-operate with trading house associations to organize missions to the Caribbean and Middle East and other regions each year.

Trucking

The trucking industry is divided into two major components, private truckers and for-hire carriers. The for-hire segment of the industry provides truckload (TL) and less-than-truckload (LTL) service domestically and internationally. On international movements, it competes with the U.S. trucking industry, which is active in virtually every Canadian market shipping goods to international destinations.

In recent years, the for-hire sector has employed over 70 000 people and had annual revenues exceeding $8.5 billion. Measured by value, trucking is the principal mode used in Canada's trade with the United States. In 1994, trucks transported $107 billion of Canadian exports and $111 billion of imports, almost 73 percent of north-south trade.

Opportunities and Challenges

The Canadian trucking industry will continue to be both a major factor in, and the beneficiary of, the implementation of the NAFTA. Canadian truckers are developing further plans to enter Mexico or to form strategic alliances with other carriers. Additional penetration of the U.S. and Mexican markets will be contingent on resolving standards issues in the NAFTA implementation committees, as well as other regulatory issues such as cabotage (i.e. where transportation is restricted within a country).

Canadian trucking faces many challenges, including the availability of trained labour, taxation, capitalization and the adoption of new technologies. There is a continuing need for further improvement in financial performance and competitiveness relative to U.S. carriers. While financial performance has been improving, it still lags behind that of the major U.S. carriers.

Sector Initiatives

The following measures will assist in increasing the Canadian trucking industry's international business:

- Transport Canada and DFAIT will continue to work with their U.S. and Mexican counterparts on standards and issues related to the NAFTA implementation.

- The Canadian Trucking Association, DFAIT, Industry Canada and Transport Canada will conduct a mission to the southern U.S. and Mexico to meet Mexican truckers, Mexican shippers in the maquiladoras industry, and U.S. shippers in the border states.
- The Canadian Trucking Association, DFAIT and Industry Canada will prepare workshops on transportation/exporting to Mexico and the southern United States.
- DFAIT, in conjunction with truckers, freight forwarders, logistics companies and their associations, will prepare and deliver workshops on transportation decision making in reaching export markets. The workshops will be supplemented with educational and promotional materials.

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Activity	Date	Location	Dept.	Contact
Africa and the Middle East				
African Development Bank Seminars	01-Apr-96	Montreal/Toronto	DFAIT	613-944-6579
Education Service Market Update: Study	01-Apr-96	Mozambique/ Zimbabwe TBD	DFAIT	613-944-6586
Mission to the African Development Bank	13-May-96	Abidjan	DFAIT	613-944-6579
Canadian Educational Books Promotion	01-Jul-96	Harare	DFAIT	613-944-6586
ASTEX '96: Canadian Security Products and Services Mission	27-Oct-96	Riyadh	DFAIT	613-944-5984
Education Road Show: Promotion	10-Jan-97	Riyadh/Jeddah	DFAIT	613-944-5984
Asia-Pacific South				
Education Sector Media Strategy: Promotion	01-Apr-96	Kuala Lumpur	DFAIT	613-996-5824
Education Mission from Malaysia	01-Aug-96	Various Cities	DFAIT	613-996-5824
Canadian Education Solo Show	01-Nov-96	Kuala Lumpur	DFAIT	613-996-5824
Central/Eastern Europe and the Commonwealth of Independent States				
Brno Engineering Fair: Info Booth	01-Sep-96	Brno	DFAIT	613-996-2147
East Asia				
Corporate Relocation Program	01-Apr-96	Hong Kong	DFAIT	613-996-2463
Service Sector Market Intelligence and Information	01-Apr-96	Seoul	DFAIT	613-996-2807
Financial Services Technology Market Study	01-May-96	Hong Kong/ Guangzhou	DFAIT	613-996-2463
Private Sector Training Market Profile	01-May-96	Hong Kong	DFAIT	613-996-2463
Human Resources Study Mission from Hong Kong	15-Sep-96	Vancouver	DFAIT	613-996-2463
Knowledge-based Industries Investment Seminar	01-Oct-96	Hong Kong	DFAIT	613-996-2463
Financial Services Mission from Korea	25-Oct-96	Montreal/Toronto/ Vancouver	DFAIT	613-996-2807
Financial Services Solo Show	01-Nov-96	Bombay	DFAIT	613-996-5903
Latin America and the Caribbean				
Guadalajara Book Fair: National Stand	25-Nov-96	Guadalajara	DFAIT	613-995-8804
Trucking Mission to the U.S. and Mexico	04-Feb-97	Mexico/ Southern U.S. TBD	DFAIT	613-996-0688
EDUCANADA '97 Mexico: Solo Show	25-Mar-97	Mexico City	DFAIT	613-995-0460
Multiple Markets				
Alberta Education and Training Database and Affiliate Directories	01-Apr-96	Edmonton	Alberta	403-427-6416
International Financial Institutions (IFI) Education and Training Projects Workshop	07-Apr-96	Alberta TBD	Alberta	403-427-6416

Note: Dates and locations are subject to change.

Activity	Date	Location	Dept.	Contact
National Petroleum Show (NPS): Education and Training Workshop	11-Jun-96	Calgary	Alberta	403-427-6416
NASBITE Canada: National Conference	01-Sep-96	Alberta	Alberta	403-427-6075
World Markets at Your Doorstep — The Trading House Connection: Solo Show	01-Dec-97	Edmonton	Alberta	403-427-6429
United States				
Business and Professional Services Newsletter: Opportunities in the U.S.	01-Apr-96	Washington, D.C.	DFAIT	613-944-9478
U.S. Professional Services Sector: Canadian Speakers at Conferences and Trade Shows	01-Apr-96	U.S. TBD	DFAIT	613-944-9478
Professional Services Sector: Workshops in the U.S.	01-Apr-96	U.S. TBD	DFAIT	613-944-9478
Services Sector Fact Sheets Binder Update	01-Apr-96	Ottawa	DFAIT	613-944-9478
Services Sector: Investment Source and Capital Formation Study	01-Apr-96	Washington, D.C.	DFAIT	613-944-2375
Architect/Interior Design Mission	16-Apr-96	Pittsburgh	DFAIT	613-944-7486
Canada/U.S. Trade, A Practical Approach: Workshop	01-Aug-96	Sweetgrass, MT/ Coutts, AB	Alberta	403-427-6075
Export Development Seminar for the U.S.	01-Dec-96	Toronto	DFAIT	613-944-9478
Architects and Engineers in Hot Markets: Mission	01-Jan-97	Salt Lake City/ Las Vegas	DFAIT	613-944-7486
Education Services (Phase 2): Strategic Partnering	01-Jan-97	Washington, D.C.	DFAIT	613-944-9478
Services Promotion Media Strategy (Phase 2)	01-Jan-97	Detroit	DFAIT	613-944-9478
Commercial Educational Services Matchmaking Event	01-Feb-97	Detroit	DFAIT	613-944-9478
Services Sector Media Presentation	01-Feb-97	Los Angeles	DFAIT	613-944-9478

For up-to-date and detailed information on the activities in this document and those contained in other sectors, you may consult the CIBS Compendium. This on-line compilation of activities planned by the federal and provincial governments is continuously revised and is accessible via the Department of Foreign Affairs and International Trade World Wide Web site, at the following address: http://www.dfait-maeci.gc.ca

Acronyms and initialisms used in Canada's International Business Strategy

(This list does not include sector-specific references.)

AAFC	Agricultu
ACOA	Atlantic (
APEC	Asia-Paci forum
ASEAN	Associati
BBS	electronic
BOOT	build, ow
BOSS	Business System
CCC	Canadian
CIBS	Canada's Strategy
CIDA	Canadian Agency
CIS	Commonv
CSA	Canadian
DFAIT	Departme Internatic
DFO	Departme
DND	Departme
EC	Environm
EDC	Export De
EU	European
FITT	Forum for
FORDQ	Federal Office of Regional Development — Quebec
FSU	former Soviet Union
FTA	Canada-U.S. Free Trade Agreement
GATT	General Agreement on Tariffs and Trade
GDP	gross domestic product
GNP	gross national product
HRDC	Human Resources Development Canada

	nternational Business Opportunities Centre
	ndustry Canada
	nternational Development Research Centre
	nternational financial institution
	nternational Standards Organization
	nternational Trade Advisory Committee
	nternational Trade Centre
	Ministry of Agriculture, Fisheries and Food of Quebec
	multilateral development bank
	multinational enterprise
	North American Free Trade Agreement
	North Atlantic Treaty Organization
	National Research Council
	Natural Resources Canada
	Natural Resources Canada — Canadian Forest Service
	National Sector Team
	Organization for Economic Co-operation and Development
	Program for Export Marketing Development
R&D	research and development
S&T	science and technology
SAGIT	Sectoral Advisory Group on International Trade
SME	small and medium-sized enterprise
UNEP	United Nations Environmental Program
WED	Western Economic Diversification
WTO	World Trade Organization

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Acronyms and … rnational Business Strat…

(This list does not incl…

AAFC	Agriculture and Agri-Food Canada
ACOA	Atlantic Canada Opportunities Agency
APEC	Asia-Pacific Economic Co-operation forum
ASEAN	Association of Southeast Asian Nations
BBS	electronic bulletin board system
BOOT	build, own/operate, transfer
BOSS	Business Opportunities Sourcing System
CCC	Canadian Commercial Corporation
CIBS	Canada's International Business Strategy
CIDA	Canadian International Development Agency
CIS	Commonwealth of Independent States
CSA	Canadian Standards Association
DFAIT	Department of Foreign Affairs and International Trade
DFO	Department of Fisheries and Oceans
DND	Department of National Defence
EC	Environment Canada
EDC	Export Development Corporation
EU	European Union
FITT	Forum for International Trade Training
FORDQ	Federal Office of Regional Development — Quebec
FSU	former Soviet Union
FTA	Canada-U.S. Free Trade Agreement
GATT	General Agreement on Tariffs and Trade
GDP	gross domestic product
GNP	gross national product
HRDC	Human Resources Development Canada
IBOC	International Business Opportunities Centre
IC	Industry Canada
IDRC	International Development Research Centre
IFI	international financial institution
ISO	International Standards Organization
ITAC	International Trade Advisory Committee
ITC	International Trade Centre
MAPAQ	Ministry of Agriculture, Fisheries and Food of Quebec
MDB	multilateral development bank
MNE	multinational enterprise
NAFTA	North American Free Trade Agreement
NATO	North Atlantic Treaty Organization
NRC	National Research Council
NRCan	Natural Resources Canada
NRCan-CFS	Natural Resources Canada — Canadian Forest Service
NST	National Sector Team
OECD	Organization for Economic Co-operation and Development
PEMD	Program for Export Marketing Development
R&D	research and development
S&T	science and technology
SAGIT	Sectoral Advisory Group on International Trade
SME	small and medium-sized enterprise
UNEP	United Nations Environmental Program
WED	Western Economic Diversification
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