

Canada Commerce

September/October 1985

*Canadian Fashion Takes
the Stage*

*A Flower Shop with
a Difference*

*Cellular Telephone Keeps You
in Touch.*

**Service
Industries**

EXPORTS BUILD CANADA  **EXPORTER, ÇA RAPPORTE**

**October is
Canada Export
Trade Month**

**Octobre, le Mois
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l'Exportation**

For further information, contact:
Canada Export Trade Month Task Force (TEI)
Department of External Affairs
125 Sussex Drive
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Pour de plus amples renseignements, s'adresser à :
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Canada

Canada Commerce

The Honourable Sinclair Stevens
Minister of Regional Industrial Expansion

The Honourable Jack Murta
Minister of State for Tourism

The Honourable André Bissonnette
Minister of State for Small Businesses

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Editorial

Experts predict that up to 90 per cent of all new employment in the future will be provided by "Service Industries". While most of us think of service industries in terms of fast-food outlets, parking lots, corner groceries and other long-hour, low-paying jobs, the category also includes those entrepreneurs alert enough to identify niches in the market place and make the necessary moves to fill them. In this issue, Canada Commerce reviews a number of these companies and individuals who have plunged into the market with innovative ideas, audacity and a belief in themselves. But the service industries, themselves, are facing problems — not of their own making, but problems of coping with changing market conditions and technological advances. The oil service industry (page 19) is one example. Others come to mind easily like banking, insurance and other financial institutions facing regulatory and technology changes that will revolutionize their methods of doing business. There is growing evidence that rapid change is, and will continue to be, the only constant for business in the foreseeable future.

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Business Review

Saskatchewan Community Profiles

Detailed, up-to-date profiles of 157 Saskatchewan communities have been published by Saskatchewan Tourism and Small Business. The series provides an outline of the economic and social resources of all communities in the province with a population greater than 500.

The *Community Profiles* are available from Saskatchewan Tourism and Small Business, 2103 11th Avenue, 5th Floor, Regina, Saskatchewan S4P 3V7; Tel: (306) 787-9554.

New Deputy and Associate Named

As this issue of Canada Commerce was going to press, Arthur Kroeger was named deputy minister and Robert Brown was named associate deputy minister of the Department of Regional Industrial Expansion. Mr. Kroeger, 52, has been special advisor to the Secretary to the Cabinet in the Privy Council Office. He acted as secretary of the National Economic Conference held last March, and as head of the team of specialists studying Canada's possible role in the U.S. Strategic Defense Initiative Research Program (Star Wars). He has also served as D.M. at both Transport and Indian Affairs and Northern Development as well as secretary of the Ministry of State for Economic and Regional Development. Mr. Brown, 40, has been DRIE's assistant deputy minister, Capital and Industrial Goods since June 1983.

New Tourism Minister

In the federal cabinet shuffle late last month, Jack Burnett Murta was named Minister of State, Tourism, replacing Tom McMillan who became Environment Minister. Mr. Murta, 42, first elected to the house of Commons in 1970, represents the federal riding of Lisgar in Manitoba. He has served as Minister of State, Multiculturalism, and Secretary to the President of the Wheat Board.

Canadian Parliamentary Handbook

A new *Canadian Parliamentary Handbook* (1984-85, 3rd Edition) is now available from Borealis Press Limited of Ottawa. Up to date at the time of printing, the book incorporates the changes from the 1984 federal election and contains biographies and telephone numbers of senators and members of parliament, profiles of constituencies and the role, history and directories of the Library of Parliament.

Copies may be obtained for \$37.95 each from Borealis Press Limited, 9 Ashburn Drive, Ottawa, Ontario K2E 6N4; Tel: (613) 224-6837.

Rocket Payload on Display

A refurbished sounding rocket payload, Aries B, originally designed and built by SED Systems Inc. of Saskatoon, Saskatchewan, for the National Research Council of Canada, has been presented to the Saskatchewan Western Development Museums to mark SED System's 20th anniversary.

The original Aries B was part of NRC's upper atmospheric research program. SED designed and built more than 60 rocket payloads for the program since the company's inception on July 1, 1965, as the Space Engineering Division of the University of Saskatchewan. The Aries B was launched from Churchill, Manitoba, on February 27, 1984.

For further information, contact: Joyce Wells, Director, Corporate Communications, SED Systems Inc., P.O. Box 1464, Saskatoon, Saskatchewan S7K 3PX; Tel: (306) 244-2393.

Average Annual Wage Increases

Labour Canada statistics show the average annual wage increase (including COLA) negotiated in major collective agreements dropped to 3.2 per cent in the first quarter of 1985 from 4.4 per cent in the fourth quarter of 1984. This represents the fourth time in the last five quarters that the average annual increases have been below 4.0 per cent.

A total of 108 agreements, covering almost 173 000 employees, were negotiated of which 60, covering 100 800 employees, were in the public service and provided average annual increases of 3.6 per cent.

Import Profiles

Following are the releases available and those in progress in the series *Import Profiles* from the Department of Regional Industrial Expansion:

In March — 1-85 Downhill Skis; 2-85 Motors, Electric, D.C. 1/3 HP and under; 3-85 Motors, Electric, D.C., over 1/3 HP to 1 HP; 4-85 Motors, Electric, A.C., over 1 HP to under 20 HP; 5-85 Mirrors for Motor Vehicles; 6-85 Metal Parts for Looseleaf Binders; 7-85 Soft Drink Concentrates and Syrups; 8-85 Disk Drives, Magnetic, Computer; 9-85 Disk Files, Computer; 10-85 Generator Sets, Gas Engines, A.C., 5 kW and under.

In May — 11-85 Printers for Computers; 12-85 Polyester Filament Fabrics, 95 per cent and over, Broad Woven; 13-85 Integrated Circuits; 14-85 Bonded Non-Woven Fabrics over 12 Inches Wide; 15-85 Automobile Lamps, Sealed Beam; 16-85 Fuses for Electronic Equipment and Vehicles; 17-85 Hair Dryers, Domestic, Electric; 18-85 Fans, Unit Ventilators and Roof Ventilators, Electric, and Parts; 19-85 Machines for Making Plastic Bags.

In July — 20-85 Dog and Cat Feeds, Complete; 21-85 Industrial Bottle Filling Machines; 22-85 Packaging Machinery and Parts (Various); 23-85 Thermoforming Moulding Machines for Plastics; 24-85 Strapping Machinery, Equipment and Parts; 25-85 Twin Screw Devolatilizing Extruders for Plastics; 26-85 Industrial Bottle Capping Machines; 27-85 Abrasive Paper and Cloth; 28-85 Abrasive Wheels; 29-85 Commercial Laundry Tumble-Dryer.

In Progress — Industrial Control-Type Switches; Golf Balls (Excluding Hollow Practice Type); Golf Clubs (Individual); Golf Clubs (Sets); Finished Parts of Golf Clubs; Wooden Living Room and Hall Furniture (Not Upholstered); Wooden Bedroom Furniture (Not Upholstered); Wooden Dining Room Furniture (Not Upholstered); Wooden Kitchen and Dinette Furniture (Not Upholstered); Shaped or Dressed Granite.

To obtain your copy of a specific profile, contact: Publications Distribution Centre, Department of Regional Industrial Expansion, 1st Floor, 235 Queen Street, Ottawa, Ontario K1A 0H5; Tel: (613) 995-5771.

Comments on Tourism Sought

Tourism Tomorrow: Towards a Canadian Tourism Strategy is an 87-page publication intended to seek comments and suggestions from all Canadians on ways to improve Canada's tourism industry. Launched as part of a consultative process by the Hon. Tom McMillan, Minister of State for Tourism, the publication details the present state of the industry under chapter headings that range from "The Changing Market" to "The Competition" and "Room to Maneuver: The Boundaries".

Describing the document as "an agenda for discussion" intended to stimulate ideas, Mr. McMillan said he is keen to receive responses from Canadians in all walks of life to the five challenges contained in the introduction.

Copies of the publication are available in both official languages from Marie-Paule Dupont, Policy, Analysis and Liaison, Tourism Branch, Department of Regional Industrial Expansion, 235 Queen Street, Ottawa, Ontario K1A 0H5; Tel: (613) 995-5345. Written enquiries should clearly indicate "Tourism Tomorrow" on the envelope.

Bytes in Motion!

It's fast, it's compact, it's recognized in the United States and Europe — and it's made in Quebec. It is Traitex International, a brand new word processing software recently introduced by a young Sherbrooke firm, VISION Software.

Traitex International, which can be used in French or English and includes an electronic dictionary called DICTEX, allows users to enter texts and check spelling using a single diskette or cassette. DICTEX can scan an entire text (regardless of length) and correct all spelling mistakes in just 50 seconds.

The electronic dictionary contains approximately 200 000 French and 75 000 English words. Moreover, room has been left for users to add up to 20 000 specialized terms, according to individual need. With the revolutionary new software Traitex International, users can draft, enter and correct texts without ever having to change software.

For further information, contact: VISION Software, 218, rue Alexandre, Sherbrooke (Québec), J1H 4S7; Tel: (819) 569-7415.

Conference Roundup

B.C. Show and Sell

When EXPO 86 opens in May 1986, British Columbia will offer the best of its products and services in the B.C. FAIR, May 7 to 14, which will have as its theme "Show and Sell".

The B.C. FAIR will be in the B.C. Place Stadium, close to the B.C. Pavilion at EXPO, and more than 300 exhibits are expected to show the quality of British Columbia industry and lifestyle. Many B.C. companies and organizations have found the fair an attractive and economic method of finding potential markets and making themselves better known to Canadian and foreign visitors. Sponsors of the B.C. Fair are the British Columbia Chamber of Commerce and the Vancouver Board of Trade/World Trade Centre of Vancouver.

For further information, contact: TRACON EXHIBITORS, #202-535 West 10th Avenue, Vancouver, British Columbia V5Z 1K9; Tel: (604) 874-5233.

Trade Fairs in the U.S.

The U.S.A. Trade and Investment Development Bureau, U.S.A. Marketing Division of External Affairs, is sponsoring Canadian participation in a number of trade fairs in the United States in November and December.

Fairs include: International Maritime Exhibition, New York Hilton, New York, November 13-15; Minnesota Society of American Institute of Architects, Minneapolis, Minnesota, November 14-15; National Swimming Pool Institute Show, New Orleans, November 20-23; COMDEX Fall '85 Computer Industry Show, Las Vegas, Nevada, November 20-24; Western Building Materials Show, Seattle, Washington, November 23-24; Cleveland Food Fair, Cleveland, Ohio, November; National Home Health Care Expo, Atlanta, Georgia, December 5-8.

For further information, contact: United States Trade and Investment Development Bureau, United States Marketing Division, External Affairs Canada; Tel: (613) 993-5911; or dial the External Affairs Info Export toll-free number 1-800-267-8376.

Sensors Technology Exhibition

New technologies employing sensors for untended manufacturing will highlight SENSORS '85, a new conference to be sponsored by the Society of Manufacturing Engineers (SME) at the Westin Hotel, Detroit, Michigan, November 5-7.

The conference will devote one day to each of three areas of sensor technology — robot sensors, machine tool sensors and workpiece sensors. Exhibits will provide the opportunity to examine the latest in sensors equipment.

For further information, contact: Public Relations Department, Society of Manufacturing Engineers, P.O. Box 930, One SME Drive, Dearborn, Michigan 48121, U.S.A.; Tel: (313) 271-1500.



Showcase for Computers, Communications and Office Automation

The second annual Pacific Rim Office Automation Exhibition will take place in the B.C. Place Stadium, Vancouver, on November 5, 6 and 7.

The exhibition will display computer hardware and software, word processing, telecommunications, data communications, office systems, copiers, electronic typewriters, dictation equipment, furnishings, consulting services, office design and much more. An educational conference and a series of tutorials will run concurrently.

For further information, contact: TRACON EXHIBITIONS, #202 - 535 West 10th Avenue, Vancouver, British Columbia V5Z 1K9; Tel: (604) 874-5233.

The Canadian Fashion Industry — An Overview

The Canadian fashion industry is gaining a world reputation for excellence and Canadian fashion designers are becoming recognized as innovative and exciting.

The fashion designers are currently changing the face of Canadian fashion. Canadian name designers came into prominence during the past decade and they, and the manufacturers who work with them, are in step with global trends, interpreting them in a uniquely Canadian way.

In the minds of the U.S. retail buyer, Canadian fashion is synonymous with quality and reliability. Major American buying organizations have expressed interest in developing private label programs with Canadian manufacturers not only at the designer fashion level but also in items for the popular price market.

A further indication of the growing Canadian reputation, Fairchild Publications, which publishes the prestigious trade newspaper *Women's Wear Daily*, is introducing a new edition, *Women's Wear Daily Canada*. This specifically made-in-Canada edition will be published five to six times a year beginning in September 1985.



Big Business

But more to the point, the Canadian clothing industry, of which the fashion industry is an integral and highly important part, has become big business and an important contributor to the Canadian economy.

The clothing industry in Canada consists of firms that make apparel for consumers as well as industrial and institutional users. It comprises some 2 200 establishments employing 99 900 workers. It is estimated that, in 1984, the industry shipped about 337 million garments valued at \$4.8 billion. This represents a 59 per cent share of the apparent Canadian market in garments and 74 per cent based on value.


Fabric inputs account for 35 to 40 per cent of the industry's value of shipments and roughly 50 per cent of the Canadian industry's fabric usage is imported.

U.S. Canada's Primary Market

Exports account for approximately six per cent of overall Canadian shipments and the United States is this country's primary export market. More than 82 per cent of all clothing export shipments are sent to the U.S.

Ownership of the 2 200 establishments that make up the industry is predominantly Canadian and the largest percentage of them are in Quebec and Ontario (91 per cent of establishments and 87 per cent of employment). Montreal and Toronto are the major centres of the industry.

Geographic concentration is a phenomenon of the clothing industry worldwide: manufacturing tends to be close to major markets and pools of semi-skilled workers.

Canada's fashion designers produce a wide diversity of styles dictated by climate (from Arctic cold to almost tropical heat), activity (sports, leisure, high society) and, above all, the requirements and tastes of the buying public (wholesaler, retailer and the consumer). 

Edith Strauss



Christina Aislabie

Textiles, Clothing and Footwear
DRIE

Marilyn Brooks



Linda Lundstrom



Canadian Fashion Designers Look at the Industry

Canada's fashion industry involves hundreds of people, directly and indirectly, apart from the designers, manufacturers and retailers whose names are familiar to the public. Last April, the first Canadian Festival of Fashion was held in Toronto's new Convention Centre.

For their views on the industry in general and a perspective on how each sees her place within that industry, Canada Commerce interviewed three well-known Canadian fashion designers. Although appreciably different in philosophy and practice, they share a common commitment to the Canadian fashion industry.



MARILYN BROOKS — designer, manufacturer, retailer and media personality — founding president of Toronto, Ontario Designers — a dynamic and quicksilver one-woman fashion industry.

Marilyn Brooks

Marilyn Brooks appears to have enough energy to light the entire city of Toronto, in fact maybe as far as Montreal!

Well known as one of Canada's top designers, she might be better described as a one-person fashion industrialist — designer, manufacturer and retailer.

Every year, her four collections are available through her own boutiques as well as specialty shops across Canada and the U.S.

Born in Michigan and educated in Business Administration at Wayne University, Detroit, Marilyn's career began in display. Dealing with advertising, window dressing and other in-store displays, she found that people would line

up to buy items that she had designed for the displays, but which were not available in the stores.

Thus motivated, she opened a retail store called "Unicorn" in Toronto. The boutique craze of the early 1960s fueled the success of the first store and "Unicorn" boutiques opened in several major Canadian cities and in San Francisco.

Times and fashions changed and the jeans generation of the 1970s took over. Looking for new challenges, Marilyn turned to designing uniforms. Toronto's City Hall guides, Consumers' Gas, Wardair, Canadian Customs — all wear uniforms designed by Marilyn Brooks.

Then, that challenge having been met, she decided to go back to retailing. But this time the stores bore her own name.

At present, there are five Marilyn Brooks stores, three in Toronto, and one each in Windsor and San Francisco. The two latter are run by partners and friends who reflect Marilyn's energy and dynamism.

As she says, "I look for a working partner who has energy, who is willing to take direction from me, but who at the same time can be creative. It is not a franchise. I do not dictate where the pickles go or the sesame seeds, etc. They have to sell the Marilyn Brooks line, of course, but they do the buying and select according to their own knowledge of their own customers.

"I love wearing two hats — the retailing hat and the manufacturing one. Eighty per cent of the merchandise I sell is my own. I love designing, but I am not just a designer of clothing. That

would be boring. I love designing jewelry, my own fabrics; I design the interiors of my own stores. I feel that in order to stay alive, a designer must travel a lot and be aware of people on the street."

Marilyn Brooks is firmly committed to the Toronto Ontario Designers Association (TOD) (see accompanying story). "I think the thing we have to do right now is all work together," she says. "In Montreal, fashion is very strong but they don't all operate as a group. We are starting a movement. Eighteen of us get together every month to talk fashion, promotion, et cetera. We are really promoting Ontario, and Toronto as the city with style. And I think that, if we could make it, then it would be great for Canada and great for our industry.

"You know with fashion you have a great many jobs attached. The TOD group employs 600 people directly and writes up \$55 million a year in sales each year. Indirectly, we employ some

4 600 people in Ontario. That is the button person, the zipper person, the fabric person — we are generating work and becoming a big, big industry."

On the Canadian fashion industry . . . "I think we have to work very heavily in PR and promotion. I think Canada has a chance right now — people are really focussed on the quality of work that Canadians are producing. We cannot, and we never will, produce a \$14 shirt. But we have got superb designs and a great deal of sizzle happening. We have a particular advantage in the U.S. because of our dollar. If we don't pick up that advantage, the next big focus will be on Australia.

"If the Canadian government can help export some of our sizzle, we can expand and lots of jobs will result, all across the country — the craft look from Nova Scotia; coats and rainwear from Winnipeg; beachwear and art from Vancouver — all will benefit. It is all up to really energetic people in industry and in government who are willing to be

creative and work for many hours because that is what it takes."

Her own future? There is a Christmas collection and then one for spring 1986; new Marilyn Brooks boutiques in Southampton and Birmingham, Michigan; an appearance as Canadian Marshall for the Windsor/Detroit 1985 Freedom Festival; then the Ontario Pavilion for Expo 86 in Vancouver where she will design all the uniforms down to shirts, ties, belts and handbags for all the personnel.

Then? . . . "I think I'll have a nervous breakdown . . . No, no. I don't think I can do that — I've got too much to do!"

Contact:

Nikki Johnston
Marilyn Brooks Boutiques Inc.
 263 Adelaide Street West
 Toronto, Ontario
 M5H 1Y2
 Tel: (416) 593-5621

Linda Lundstrom

Linda Lundstrom is almost the quintessential Canadian cliché of wholesome small town philosophies, spirit and endeavour.

The first 17 years of her life were spent in the Northern Ontario gold-mining district of Red Lake, 320 kilometres (200 miles) north of Kenora.

The development of her interest in fashion and dressmaking she credits to her mother, who was so addicted to sewing and fine materials that she had, in her basement, the only fabric store within a radius of several hundred miles. People in mining camps and the isolated areas of the north did not have ready access to shopping and retail fashion and most made their own clothes. Eaton's catalogue was the link to the outside world and Mrs. Lundstrom's basement fabric store was a real centre of activity.

It was in that atmosphere that the young Linda entered her first sewing contest at the age of six with a home-made jacket and pair of pants.

As she recalls, "I was so immersed in fabric and sewing machines — in fact, the tools of dressmaking were my toys — I think it would have been strange



LINDA LUNDSTROM — designer, artist, philosopher — a considerate, concerned employer striving for individualism, simplicity and harmony in all aspects of her environment as well as in the product she manufactures.

had I not become a fashion designer. My mother encouraged me to sew and my father had his own business. So having my own business in the clothing industry seems like a natural progression for me.

"One of the things I learned at my father's knee that I remember over and above everything else is that the most valuable part of any company is its people. He was a mining contractor with men in very remote camps and his insistence that his men be treated 'right' is something that has stuck with me and become the underlying philosophy of my company practice today."

When she was 17, Linda moved with her family to Winnipeg and began to investigate seriously the options of training. Every possibility was considered — she remembers writing to a college in Olds, Alberta, that offered a one-year course of six months of fashion design and six months in animal husbandry!

Perhaps unluckily for the farming industry in Canada, Linda decided on Sheridan College in Toronto, following which she won a Fashion/Canada scholarship enabling her to spend a year in Europe as an apprentice, first to Frank Usher in London and then Chacok in Juan-Les-Pins, France.

Learning about production and the business aspects of two entirely different operations was invaluable and she feels she gleaned the best parts of each. She returned to Canada on a wave of enthusiasm, bursting with ideas and a plan to work for three or four years for other manufacturers as part of her learning experience before starting her own business.

Unfortunately for her plans, there were no jobs to be found, so, depressed at the thought of losing momentum, she accelerated her career plan by five years and, at the age of 23, started her business in a two-bedroom apartment in Toronto.

At first, she employed three people. Now, in her 11th year, her payroll has 35, with a further 20 indirectly employed.

It was not always easy. An initial \$20 000 loan from Lundstrom's parents was augmented through periods when the company's growth outstripped its ability to pay from generated profits. Pennies were pinched and, for the first three years, Linda Lundstrom did not take a salary.

Banks were not as helpful as they might have been. The garment industry is held to be a high risk. Lundstrom found it difficult to be taken seriously as a woman in the garment industry and as a 23 year-old blonde, she felt there were three strikes against her.


As she said, "I was brought up with the idea that I could do anything. I had never experienced discrimination so I didn't look for it, but there have been a couple of occasions where I have experienced out-and-out discrimination and in both cases it was with Canadian banks. I felt that I had created a foundation to deserve more credibility and co-operation. Coming from a pioneer town where some of the most dynamic people were women — I just couldn't believe it."

The crucial component of Lundstrom's success, she still feels, is her staff. "The milestones in my career have

been finding the right people — or having them find me — and the magic it can create when you have the right chemistry and combination of talents."

Another concern is flexibility. "I like to think of my company as a ship — one that doesn't take six months to turn around if you decide to change course. Although I have a long-term plan, I am also concerned about tomorrow and next week. Long-range plans can begin to control you if you lock yourself in. I want the course to be charted not just by me but by all of the people on the ship. Choosing directions and options to maintain the balance and achieve goals in a business and personal way."

For the future, "Exporting is an option I want to remain open to. But the timing has to be right — we have to feel good about it. Expanding our product line is another. Having our own retail outlets is a possibility that I am excited about."

"But . . . none of these are things I have decided to do no matter what. We are incubating a lot of ideas right now. When something is right, it happens very easily. When something is wrong, that is the thing that becomes a grind to make happen and I just don't want to do that. I want to work on a much more intuitive level than that." 

Contact:

André Sales

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Edith Strauss

Edith Strauss was born and raised in Montreal — a milieu for which she still has great nostalgia. Her career choice, she feels, was really made when, at around the age of 12, she turned one of her dresses inside out, unpicked it and remade it to her own specifications.

At 19, she found herself a job with the design team of the largest dress manufacturers in Canada where she learned from scratch every aspect of producing fashions commercially — an experience she still regards as priceless.

Her apprenticeship as a designer covered the gamut from beachwear to loungewear, sportswear and uniforms. In fact, she likes to think that she made the first professional uniforms in this country — for the White Sisters in Montreal.

Seeing her designs worn by women across Canada was a source of great satisfaction and Edith Strauss might have continued working happily perfecting her craft in Montreal. However, after moving with her family to Toronto in 1964, her homesickness prompted friends to urge her to become deeply

involved in some enterprise. She decided to design high quality fashions under her own label and Strauss Designs Ltd. was created.

Today, Edith Strauss fashions can be found in major department stores and specialty shops in Canada and abroad. Distinguished by her use of unusual and lush fabrics and subtle detailing as well as her choice of colours, her collections command the respect and loyalty of a large and faithful clientele about whom she comments, "Dressing well is symbolic of a high quality of life."



EDITH STRAUSS — doyenne of Canadian designers — independent, indefatigable — combining successfully the best traditional business principles with an envied reputation for innovative style, elegance and charm.

A dynamic and formidable businesswoman, Edith Strauss was the first Canadian designer to sell to Saks Fifth Avenue back in 1971. And in 1981, she was the first to travel to Japan to show her fashions.

Both undertakings met with great success and reinforced her conviction that she could compete very favourably by establishing permanent showrooms in New York where, in addition to American retailers, she hopes to attract Japanese buyers on their fashion sorties. She feels that a Canadian designer label and the Canadian reputation for a superior finish are appealing to buyers looking for something new and a little different.

In an industry known overall for its hype and glitter, Edith Strauss is somewhat of an enigma. Her forthright manner and extremely businesslike approach contrast with an equally obvious innate romanticism. She loves working with beautiful fabrics and vibrant colour is a constant and necessary inspiration.

Her personal style and her business philosophy stress independence. In addition

to writing her own public relations materials, she oversees and directs all photography. She has also managed, so far, to resist mounting pressure from family and friends — who perhaps would like to have access to a little more of her time — to hire a business manager.


One of Edith Strauss's most strictly-held maxims is that nothing must ever be allowed to halt production, not fashion shows or trade fairs or any of the fringe activities that surround the industry. Business very definitely comes first and without the product there is nothing to sell.

Perhaps as a result of her independent style, she also has a deeply-felt aversion for the idea of designers constantly importuning the government to dole out assistance. "Success," she says, "does not depend on government handouts. All we need is to help ourselves and then involve the commercial officers of embassies and consulates to provide the prestige of their offices and specific market knowledge when we sell abroad."

What of the future and that of the Canadian fashion industry?

Edith Strauss admires the skills and enthusiasm of Canada's young designers. As a regular judge of the annual fashion show at Ryerson College in Toronto, she finds the work excellent and the talent of the students amazing.

"The industry is great and its future is quite secure in the hands of the emerging designers but Canadians, in general, need more confidence. We lack drive and the ability to 'think big': we are not enough outwardly directed." While Canadian fashions are generally superior to those of the U.S. in craftsmanship, Canadian marketing, she thinks, is certainly deficient.

"Designers have to start paying more attention to salesmanship. Talent without proper marketing goes to waste. A 50/50 ratio is important." However, she feels it wrong to confuse extravagant fashion shows set to a disco beat with commercial success. "These," she says, "only shock and amuse. Extravaganzas will only produce results if they are backed up with updated quality merchandise. We must be concerned with professionalism in production and administration and respect for the ethics of good business practices." 

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— by Gillian Welbourne
Canada Commerce





TOD members (from left) Elvira Vail, President Stephan Caras and Norma Lepofsky keep a high profile with their gala events.

The Toronto Ontario Designers Association

The Toronto Ontario Designers Association (TOD) was created in 1979 on the premise that a combined effort has the potential to create a great impact on an industry — even one as competitive as the fashion industry.


Simply put, this non-profit organization is an association developed by fashion designers for designers, regardless of whether they own their own businesses or are employed by manufacturers. Its main objective is to promote Canadian design with Toronto as an exciting fashion centre with a strong creative force.

TOD is the only such organization in Ontario and many of its 18 members are well known to the general public as well as to the fashion industry in particular. Last year's wholesale receipts of products designed by members exceeded \$50 million. The companies producing these goods employ more than 600 people directly — many hundreds more rely on TOD companies for all or part of their incomes.



The organization keeps a high profile in the Canadian media with regular press showings and group participation in special events such as the Festival of Canadian Fashion. The passing of information and expertise to young designers is another of TOD's concerns and it has supported events such as "On the Fringe," a fashion showing of new designers. Professional development seminars are held every year and members of the industry are invited to attend.

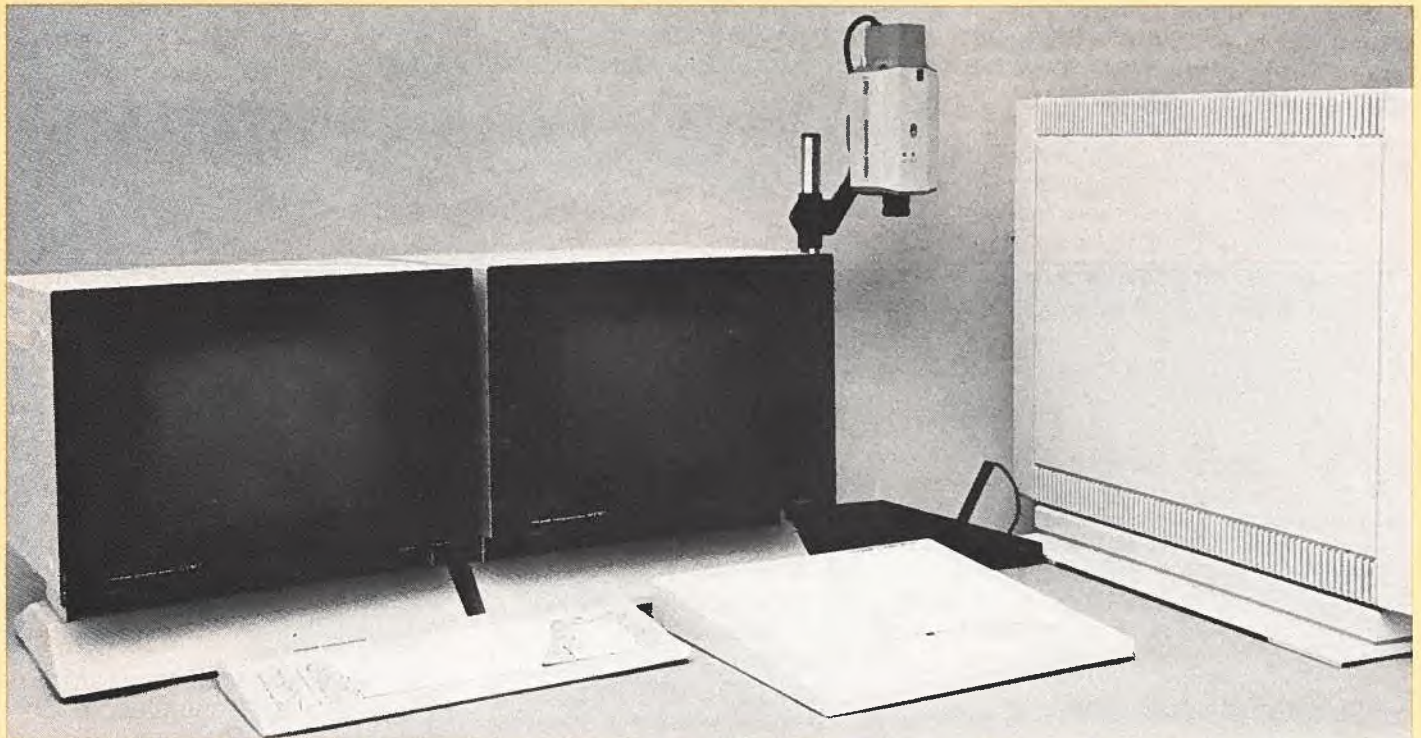
TOD has become a valuable source of information for the media and the industry as well as the general public. Concern for the Canadian garment industry as a whole has brought attention to issues relating to the Canadian textile industry. Several members are becoming involved increasingly in exporting, bringing the city of Toronto into international focus.

For a long time, these designers have had the vision that Toronto should become a major centre of fashion. Toronto Ontario Designers Association is achieving considerable success in converting that vision into absolute reality. 

Contact:
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CANADIAN COMPANIES & PRODUCTS

Companies wishing to take advantage of this feature may do so without charge simply by sending sufficient material on product or service for no more than 100 words and a glossy black and white photograph to Canadian Companies & Products, *Canada Commerce* (BCOM), Department of Regional Industrial Expansion, Ottawa, Ontario K1A 0H5. As *Canada Commerce* is produced in both official languages, please send material in both languages if it is available.



Videotex Picture Creation System

A major manufacturer of NABTS teletext and NAPLPS videotex systems, Norpak Corporation of Kanata, Ontario, introduces its new IPS3 Information Provider System with Version 2.0 NAPLPS picture creation software. The system features completely redesigned and fully integrated NAPLPS picture creation software running on a DEC Micro-11 computer system with dual integrated NAPLPS decoders.

In designing the IPS3, Norpak has addressed issues of paramount importance to system operators, publishers, production houses, advertisers and information providers — picture clarity and integrity, picture editing and productivity. The result is a versatile system which is easy to use and highly productive for NAPLPS graphics plus text create and edit functions.

Marketing Support Services

Starboard Marketing Services of Willowdale, Ontario, offers a full range of marketing support services. The company provides expertise in the areas of distributor/dealer sales meetings, industrial literature, product introduction, trade shows and audio-visual productions.

Starboard will produce a cost-effective marketing package to increase company sales and profit margins.

David Guttman, the managing director, has had more than 20 years of experience in industrial marketing.

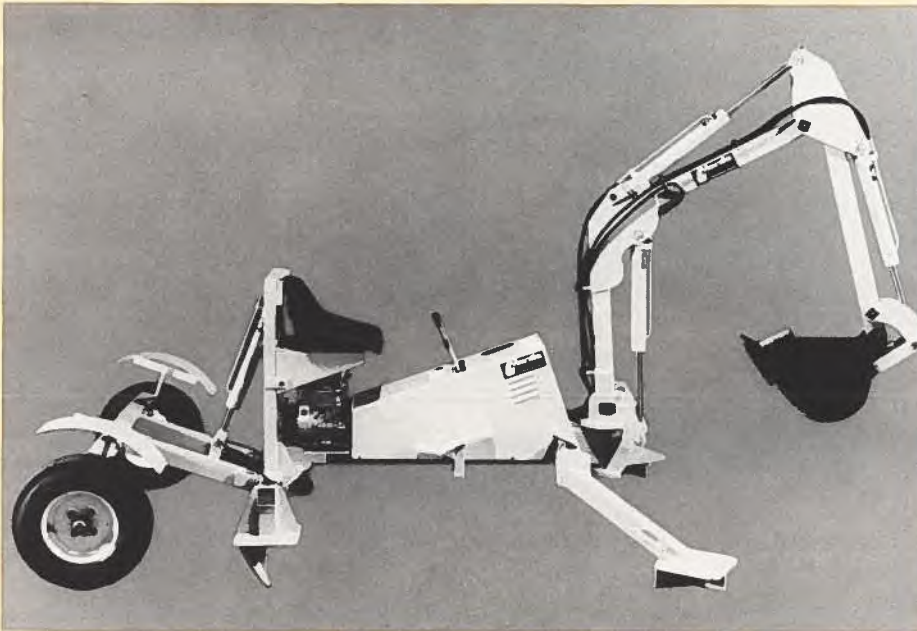


A Marketing Success Story

With its products well established on the Canadian marketplace, B.D. Wait Co. Limited of Oakville, Ontario, successfully entered the world of exporting.

The company, which manufactures gas grills, camping equipment, power humidifiers and space heaters, started an export department in mid-1984 and now has agents in the United States and is looking to the European market. Available for export are gas hot plates, gas-fired space heaters and other gas appliances and power humidifiers.

Established in 1929, B.D. Wait Co. Limited has maintained a tradition of competitively priced quality products backed by an efficient service arrangement.



Patented Mini-Backhoe Introduced

Blackstone Equipment Limited of Scarborough, Ontario, has introduced a unique, patented mini-backhoe, the MANTIS EXCAVATOR. The mini-backhoe can be towed behind a vehicle but, once on site, it can be moved under its own power.

This fast and powerful machine gives a digging depth of 1.8 m (6 ft.) and a 1.75-ton tear-out. The outriggers, spades and wheels are fully interchangeable to suit any site conditions. The machine is able to pass through an opening of just 76 cm (30 in.) and can dig close to a wall.

The versatile MANTIS EXCAVATOR is ideal for drainage trenches, cable/pipe laying, foundations, footings, grave digging and can also be used as an independent power supply for small hydraulic tools.

Another Blow Against Smoking
Medinex Ltd./Ltée of Ville-Saint-Laurent, Québec, has struck another blow against smoking with its TABANIL, a new mint-green mouthwash. A pleasant tasting, astringent, antiseptic, bactericidal and *anti-smoking* mouthwash, TABANIL reacts immediately, negatively and decisively to the first puff of a cigarette, cigar, pipe and tobacco in general but has no effect on the taste of food or drink.

TABANIL keeps the mouth fresh and has a beneficial effect on buccal dental infections — gum and tooth problems often suffered by heavy smokers.

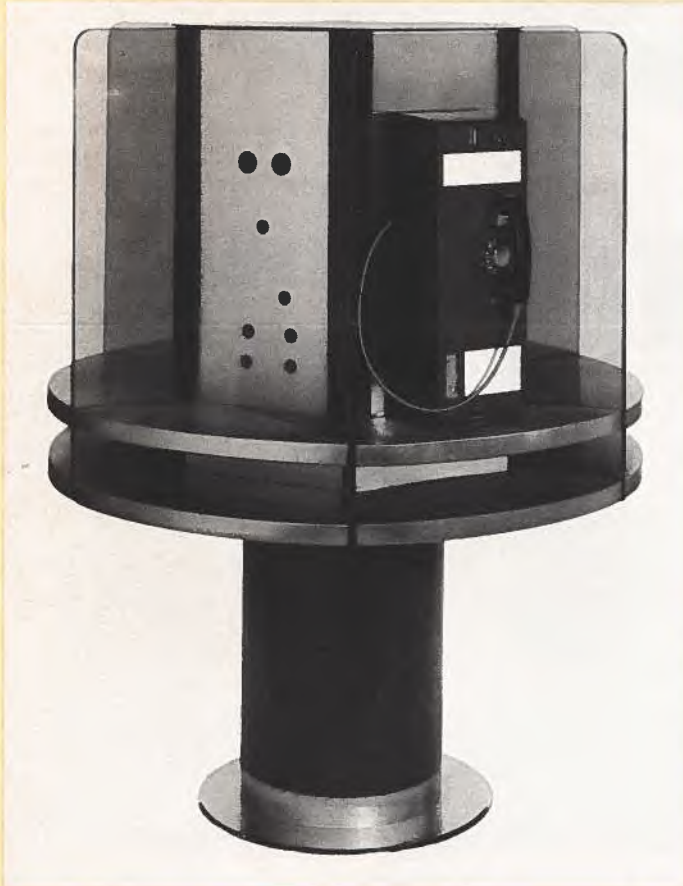


Personalized Direct Mail Services

Direct mail is one of the fastest growing and most effective means of reaching both new and existing customers. However, when a small increase in return rate dictates the difference between a worthwhile direct mail campaign and a failure, is a window envelope, and the image it conveys, acceptable?

K.G. Campbell Corporation of Ottawa introduces a new service, PersonalMail™ — individually addressed, fully personalized plain faced envelopes with computer matched personalized inserts. PersonalMail™ assures the recipient's full attention.

Campbell services include all facets of a high-quality direct mail service — data entry and processing, Laser printing, offset printing and distribution. A brochure entitled *All You Need to Know to Produce a More Successful Direct Mail Campaign* is available.



Phone Booth Designed for Noisy Environments

With more than 20 years of designing and producing coin telephone furniture, Brass & Bronze Mfg. Co. Ltd./Cie Ltée of Ville-Saint-Laurent, Québec, has developed a new "enclosure" designed for the needs and use of manufacturers working in high noise intensity environments.

This new enclosure, housing a telephone, can be installed in any shop environment. Manufactured of the best quality steel and expanded metals, it is virtually sound-proof, thus facilitating communications between a shop foreman in the plant and administrative staff members in offices, for example.

Established in 1921, the company produces a wide variety of coin telephone furniture to meet the changing needs and rigorous demands of its clientele.

An Export of Technology

After two years of intensive negotiations, the Canadian International Technology Exchange Corporation (CITEC) of Etobicoke, Ontario, has completed a unique export project involving the exportation of Canadian know-how, components and supplies to a developing nation.

Initiated by the federal government's CIDA Industrial Co-operation Program, contract negotiations were concluded between CITEC client Canadian Wheelchair Mfg. Ltd. and Surgimed (Private) Ltd. of Zimbabwe. For the next 10 years, Canadian Wheelchair will supply the Zimbabwe company with training, manufacturing technologies, equipment, components and supplies for local production of wheelchairs.

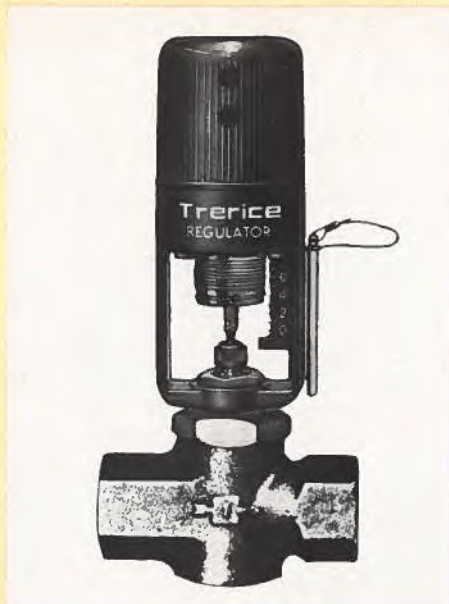
CITEC is a Toronto-based company established to assist small and medium-sized Canadian manufacturers transfer their technologies and know-how and expand their export activities to Third World nations.



Steam Tracer Line Temperature Regulator

H.O. Trerice Company of Mississauga, Ontario, introduces its new series of steam tracer line temperature regulators. The AMBI-REG AE01 series has been designed to sense the ambient temperature of the environment and to control steam to tracer lines based on ambient temperature.

The regulator, which will provide accurate tracer line temperature control, is self-contained, requires no outside power source and little or no maintenance. Construction is of rugged cast aluminum frame and top, bronze body valve with stainless steel trim and union ends.



For further information about the companies, products and services listed, please contact:

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Kanata, Ontario
K2L 2P4
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B.D. Wait Co. Limited

430 Wyecroft Road
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Telex: 06-982217

Blackstone Equipment Limited

3015 Kennedy Road, Unit 14
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M1V 1E7
Tel: (416) 292-7635

Medinex Ltd.

2, boulevard Crépeau
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K.G. Campbell Corporation

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K1R 6K7
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Brass & Bronze Mfg. Co. Ltd.

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The Canadian International Technological Exchange Corporation

701 Evans Avenue, Suite 604
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H.O. Trerice Co.

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Canadian Pavilion a Hit at the Paris '85 Air Show

The Paris Air Show is the world stage for aerospace products. Canada's part in the June 1985 performance — "Paris '85" — was played with distinction. Building on the experience of 10 consecutive appearances, the national presence was well-organized and effective.

Referred to by one reporter as "one of the slickest and most impressive displays of the show", the Canadian Pavilion was supported by a hospitality Chalet run by the Aerospace Industries Association of Canada (AIAC) and a Chalet operated jointly by Canadair and de Havilland.



Minister, Commercial, Alain Dudoit welcomes French President François Mitterrand to the Canadian Pavilion.

Aerospace is expensive — flying thousands of passengers millions of kilometres every day in greater safety than driving an automobile calls for the investment of billions of dollars in product development, testing and manufacture. Consequently, with the possible exceptions of the United States and Russia, nations must sell on the world market to justify the investment.

At the same time, aerospace is seen as a prestigious industry which can seed advancing technology in other sectors. This results in the financial support of the industries of many nations by their governments. It is also a fact of life that the increasing cost of aircraft devel-

opment is forcing international cooperative ventures and there is an aggressive scramble to sign up with the right partner.

It all adds up to **COMPETITION**. Canada's aerospace industry must be smarter, faster and better than the competition if it is to survive.

The record speaks for itself. Over the past 20 years Canada's annual aerospace sales have grown from \$0.5 billion to more than \$3 billion. Exports have increased from 40 per cent of sales to about 80 per cent. This momentum can only be continued through an aggressive marketing effort on a global scale.

The Paris Air Show, held every two years, is Canada's major international aerospace marketing event. It is, however, just part of a continuous campaign. Canadian companies are regular exhibitors at the Farnborough Air Show in Britain, at the Asian Aerospace Show in Singapore, and in China. They will also be demonstrating their products and expertise in Vancouver throughout EXPO '86.

At Paris '85, over 1 000 companies from 30 countries displayed their wares on 200 000 square metres of display space to 306 218 visitors with an overhead orchestration of airships, jet fighters, transports and trainers.

Intent executives could be seen scurrying from chalet to chalet making deals which will chart the future of the industry; trade magazines, published daily, announced major sales; exhibitors vied for attention and it all carried over to competitive evening entertainment of potential customers.

Typical of the announcements made by the Canadian team were:

- **Canadian Airport Selects Micronav Landing System**
Micronav Ltd. of Sydney, Nova Scotia, is selected to supply a microwave landing system at Port Hawkesbury Airport.
- **Litton Navigation System Selected for Canadian DND Challengers**
The Rexdale, Ontario, company announces a \$1.6 million order from Innotech Aviation in Montreal for 11 inertial navigation systems to equip Canadair Challenger aircraft.
- **Menasco Flight Control Actuators for the Fokker-100**
Fokker BV of The Netherlands specifies the Oakville, Ontario, company to design and manufacture flight control actuators for its new 100-plus passenger aircraft.
- **Canadair Continues Development of CL-227 Sentinel**
The Montreal company announces agreement with the Canadian government to share in the costs of initial funding of the final phase of developing the CL-227 Sentinel remotely piloted airborne surveillance system.
- **Flight Tests Successful for Boeing Target Systems**
The Royal Danish Navy successfully concludes flight evaluation of the Winnipeg company's Robot-9 aerial target system. The Robot-9 was conceived and designed by the National Defence Research Establishment at Suffield, Alberta, and is built under licence, along with other targets, by Boeing.
- **de Havilland Sells Aircraft to China**
Shenzhen Airline Corporation orders three STOL (short take off and landing aircraft) — Dash 7s, with a further seven options, from the Toronto company.

Market Development

- **Aerotech Sells Aircraft Heaters**

The Dutch and Italian armies place orders worth about \$1 million for portable aircraft heaters from the Winnipeg-based company.

- **Indal Technologies Sells Helicopter Landing Systems to U.S. Navy**

Indal Technologies, which recently changed its name from DAF-Indal to reflect its systems capability, announces a \$23 million order for fourteen helicopter landing systems.

- **Leigh Instruments to Supply 40 TACANS to Canadian Government**

This company adds a \$30 million contract for ground-based tactical navigation systems to previous orders for ship-borne equipment.

- **CAL Delivers SLAR 100 Radar for Arctic Ice Reconnaissance**

Canadian Astronautics of Ottawa delivers a Side Looking Airborne Radar to de Havilland for installation in a special Dash 7.

- **Canadair to Enhance Capability of CL-215 Fire Fighter**

Canadair is to conduct the operational evaluation of two on-board fire retardant mixing systems for the CL-215 amphibious aircraft in cooperation with France, Spain and Wormold Cdn., a Canadian chemical manufacturer specializing in fire fighting products.

It was an exciting time with many opportunities for Canadians to sell, make deals and establish contacts, but it had to be based on the sound organization which the federal government provided.



Staff members from the Canadian Pavilion and Chalet — Elizabeth Bergman, Cynthia Joy, Barbara Morris (who designed the uniforms) and Bill Easdale.

Jim Harman of the Department of External Affairs, general manager of Canadian participation at Paris '85, calculated the cost at \$18 000 an hour and emphasized that his role was to ensure that companies could spend every minute doing business. Accordingly, the federal government, in co-operation with the AIAC, provided all the necessary support services — secretarial, telex, communications, public relations, hospitality, hotel reservations, travel arrangements, furnishings and electricity generation to suit North American equipment, thus relieving individual companies of these chores.

The complete Canadian Pavilion, with accommodation for 40 companies, was designed and built by Harman's team. A mezzanine housed the support services, including a large hospitality area which catered for large receptions and could be divided into smaller private meetings rooms. Daily, sometimes hourly, receptions were held under the sponsorship of visiting Canadian Trade Commissioners to ensure that representatives from their areas met the Canadian exhibitors.

Luncheon was provided at the Canadian Chalet, a six minute walk away from the pavilion. Organized by the AIAC, the chalet provided meals to suit all tastes and timetables.

The elegant buffet lunch was a source of great pride to organizer Alex Bishop, vice-president of the AIAC, who said, "Many visitors told me that it was the best luncheon at the Show." For the buffet lunch a reservation was necessary and this ensured that the Canadian businessperson could capture key customers and hold their interest without interruption. For those in need of quick sustenance, the adjoining tavern offered a selection of soup, chowder, cheese and fruit.

At the chalet, as at the pavilion, adaptivity and flexibility to the needs of industry was the theme. Companies could arrange for special events as, for example, did the Manitoba Aerospace

Canadian tailplanes at Paris — de Havilland's Dash 7 (left) and Canadair's Challengers.





Canadian Chalet ready to receive visitors for lunch.

Group. Arctic char, golden caviar, smoked goose breast, wild rice and other Prairie delicacies graced the buffet on "Manitoba Day" when that province clearly indicated to potential customers and investors that it was eager to encourage aerospace activity.

At the opposite end of the exhibition area, adjacent to the static display where Canada's aircraft — the Challenger, Dash 8, Dash 7, CL-215 Water Bomber and Buffalo — were parked, Canadair and de Havilland had their own chalet. The special requirements of these two companies necessitated facilities close to the flight lines although they were also visible in the national pavilion to complete the comprehensive presentation of the Canadian aerospace industry.

Canada's initiative in organizing "Le Dîner d'excellence" at the famous Great Stables of Chantilly clearly upstaged the public relations activities of all the other nations. Canadian Ambassador Michel Dupuy welcomed 350 invited guests to a gala evening of a banquet and dressage display which was symbolic of the Canadian theme at Paris '85 — "Excellence Through Specialization".

Minister of International Trade, James Kelleher, visited the show. His address to the media and senior executives noted the high level of exports by the Canadian aerospace industry and the importance to it of current efforts to reduce barriers to international trade.

Non-aerospace manufacturing companies demonstrating their wares and providing services free of charge were Mitel (telephone system), Ferranti-Packard (automatic sign board) and Air Canada (travel reservations). Representatives of the 40 companies exhibiting at Paris '85 left tired but satisfied that contacts had been made which could lead to major sales.

Planning has already started for Paris '87. ❖

— by **Bernard Shaw**
Electronics and Aerospace Branch
Department of Regional and Industrial Expansion

Photo credits Tempus Communications.

Canadian Participants at Paris '85

British Columbia

MacDonald Dettwiler & Associates Ltd., Richmond.

Manitoba

Aerotech International Inc., Winnipeg;
Boeing of Canada Ltd., Winnipeg;
Bristol Aerospace Ltd., Winnipeg;
Manitoba Industry, Trade and Technology, Winnipeg.

Ontario

Andrew Antenna Co. Ltd., Whitby;
Canadian Astronautics Ltd., Ottawa;
Canadian Commercial Corp., Ottawa;
Computing Devices Co., Ottawa;
de Havilland Aircraft of Canada Ltd., Downsview;
Diemaster Tool Inc., Mississauga;
Dowty Canada Ltd., Ajax;
DSMA International Inc., Toronto;
FAG Bearings Ltd., Stratford;
Fell-Fab International Inc., Hamilton;
Field Aviation Co. Ltd., Mississauga;
Fleet Aerospace Corp., Fort Erie;
Garrett Manufacturing Ltd., Rexdale;
Haley Industries Limited, Haley;
Indal Technologies Inc. (formerly DAF Indal), Mississauga;
Leigh Instruments Ltd., Ottawa;
Litton Systems Canada Ltd., Rexdale;
Magnus Aerospace Corporation, Ottawa;
Menasco Aerospace Ltd., Oakville;
Raytheon Canada Ltd., Waterloo;
Reed Stenhouse Ltd., Toronto;
Thomson-CSF Systems Ltd., Ottawa;
Walbar of Canada Inc., Mississauga.



Québec

Air Canada Maintenance/Computers, Montréal;
Aviation Planning Services Ltd., Montréal;
Bell Helicopter Textron Inc., Saint-Laurent;
CAE Electronics Ltd., Saint-Laurent;
Canadair Limited, Montréal;
Canadian Marconi Company, Montréal;
Execaire Ltd., Dorval;
Innotech Aviation Ltd., Dorval;
Pratt & Whitney Canada Inc., Longueuil;
Société québécoise des transports/Services Québécois, Montréal.

Nova Scotia

Micronav Ltd./Internav, Sydney.

A Dream of Flowers Becomes a Reality

It was a Saturday morning and Ruth Shaw was out shopping with her husband Vernon a few blocks from their Toronto home when she saw it. "There," she cried, "that's it! Can't you just see it?"

See it? All he saw was an empty store, save for some dust and loose plaster.

But she saw more: a bustling shop, its windows piled high with fresh-cut exotic flowers in a variety of colors, and above it a sign that read *Covent Garden Flower Market*.

That was in the late winter of 1982. Three months later her vision had become a reality. It was the most-talked-of florist shop in Toronto, stocked with more than 60 kinds of flowers from around the world. And she had introduced a whole new way of getting people to buy flowers — instead of it being a chore she made buying flowers something customers could get enthused about.

What makes this even more impressive is that six months before she discovered the empty store she knew almost nothing about flowers. But for Shaw a specialized knowledge of flowers was not particularly vital at that point. She could bring to bear something that was far more important: a natural instinct for successful promotion, finely-honed after many successful years in advertising and sales.

Shaw is originally from London, England, where she was a buyer for a large shoe store chain, a job which took her throughout Europe.

The Shaws arrived in Toronto in 1975 and she began work as a production assistant on commercials as well as doing some freelance promotional work. Her opportunities in the latter area in particular gave her chances to show off her creative skills.

For example, when she organized the opening of the Continental Bank of Canada, she turned what could have been a dull gathering into a party. She got hold of 25 or 30 students to give guided tours of the building to the new employees and their families; had a quartet of string instrumentalists playing Mozart throughout the halls; hired clowns to walk around on stilts; and gave away free ice cream. "It was an enjoyable day for all," she laughs, looking back.

"But one day I got tired of writing copy for dog food and babies' diapers," she says. "What with having two small children, freelancing became difficult. I wanted a business of my own, to be a master of my own time. I knew how to motivate people, and I decided that a modest store of my own, intelligently promoted, would be the answer."

She carried this idea around for months, a 'solution looking for a problem'. Then she met her inspiration in, of all places, an orthodontist's office.

While waiting for her daughter she flipped through a copy of *Forbes* magazine and spied an article on a European method of selling flowers that was being introduced in the U.S. That's when it hit her. If a store like that worked in the States, why not here in Canada? From a promotional standpoint, it certainly made sense.

"The traditional way is for the florist to make up a bouquet," she says. "A few combinations are on display, with most of the flowers hidden away. The *Forbes* article described shops with all their flowers in full view: the customers stroll through the store, picking up a stem here, a few sprigs there, and putting it all together as their fancy strikes."

Right off, Shaw and her husband took a short trip to New York to research some of these shops. "It was an inspiration, standing inside stores filled with flowers," she remembers fondly. "That was when I knew I wanted to run a business like this."

To tackle this ideal adequately, she knew it was necessary to familiarize her-





And the store was an instant success. The shop's extensive selection being on display is the key element; the flowers aren't stuck in a back refrigerator. Picking a bouquet becomes enjoyable, and what's more, the customer can keep a running tab on the cost without getting a shock when the bill is presented. But above all it's very personal, and the customer is able to feel involved. Buying flowers has become fun.

In the two years since the 1983 opening, Shaw's *Covent Garden* has become a franchise, with markets springing up in Markham, Ontario, and Vancouver. Both stores are independently operated, yet have the same selling format and maintain the same high quality products.

As interest continues to grow, it seems it won't be long before Canada has Covent Garden-style markets blooming coast to coast. 🍀

— by Steve Wilkinson
DRIE Toronto



self with the flower business. She toured various shops around Metro Toronto, learning the various possible store setups, as well as gaining contact with the actual suppliers.

She then went a step further to ensure success by hiring, as a consultant, the instructor of the floral design course at Seneca College. His experience in this field was extensive and proved invaluable in helping Shaw decide what store size and flower variety would best suit her needs.

The Shaws made a great team on this project. While she could put her promotional ideas to work, husband Vernon, an accountant, could tackle things from the financial end. Both were excited at the store's prospects; when they discovered the location on Yonge Street there was no stopping them.

The market's official opening followed quickly, in the spring of 1983. The Shaws planned it carefully. Hers was no ordinary flower shop, so why should the opening, possibly the store's most important operating day, be your average wine and cheese gathering?

Instead, she dipped into some of her English heritage and held a huge tea party for 200, with special attention given to the media (which of course would mean pictures and publicity).

Everything was in place at the shop, complete with the large *Covent Garden Flower Market* sign she'd envisioned months earlier. Her authoritativeness shone through on this aspect as well.

No corners were cut choosing the design for the logo because she knew its attractiveness would be the decisive factor between a sale, or a potential customer walking right on by. She called in some heavy artillery (graphic artists) to handle this assignment, Carmen Dunjko & Assoc. The firm designed an attractive, yet uncomplicated logo of two-toned violet and white, featuring a hand holding out a small bouquet, emphasizing the idea of giving.

The logo was so good it won a design award at the Canada Awards of Excellence, sponsored by the federal government. The success of the store opening and quality of the logo was a shot in the arm to set *Covent Garden* off in the right direction, and things have been running smoothly ever since.

From "Cellular" Phones and Pagers to Electronic Train "Caboose"



The GL2021 telephone control head (in use).

The Saudi royal family are people who like to keep in touch with things. So, when they set off on their annual bustard safari (or whatever it is one hunts in the desert), a little bit of Canada tags along.

Packed into one of the entourage's trucks is a complex mobile telephone terminal unit produced by Vancouver's Glenayre Electronics Ltd. in conjunction with Grainger Associates of Great Britain. And, close at hand in the royal Range Rovers are Glenayre mobile radiophones linking the caravan with the outside world.

"We had to develop customized mobile equipment for this special system," says Su Robinson-Guard, Glenayre's attractive, soft-spoken advertising manager.

"It was really rather neat."

"Neat" it may be, but the royal radiophones are further evidence of the development and marketing skills that in barely two decades have seen a relatively small, family-owned electronics firm vault into a position where it can make the claim (in its 1984 annual report) that it is "the leading supplier of conventional mobile telephone equipment to the North American market."

Glenayre, which now employs 230 people, was still just one of the many fledgling west coast high-tech firms in 1969 when the owners brought in the brash, aggressive Klaus Deering as company president. Deering saw a different future for the firm.

Teaming up with James Chisholm, son of the firm's founder and now its senior vice-president, and Herbert Scott, Glenayre plant manager until his 1984

retirement, Deering steered the firm into the development and manufacture of the GL 2000 radiotelephone.

The GL 2000 hit the market in 1974 and, says Robinson-Guard, "it became our first big seller."

In its day, the 2000 was *the* state-of-the-art mobile phone ("It really revolutionized the market in the States," says Robinson-Guard) but, as the end of the decade neared, new technology was threatening Glenayre's market share.

It was becoming apparent, says Robinson-Guard, that the GL 2000 was "too big, too ugly and didn't have enough features."

Glenayre's design engineers, however, had not been resting on their laurels and, as interest in the 2000 began to lag, the company came on the market with the GL 2020 and, subsequently, the GL 2021, a pair of compact, multi-function radiotelephone control heads that seem capable of just about everything except paying the monthly phone bill.

"The boxes," says Robinson-Guard, "get smaller and smaller as the technology gets better and better."

With the success of its telephone sets established by the mid-to-late 1970s ("They're our low-dollar, high-volume ticket"), Glenayre began development of the terminal systems which are responsible for controlling and routing mobile telephone calls and providing the data needed to bill the customer.

"It was," says Robinson-Guard, "the logical step for us to get into it," and by 1978, Glenayre was on the market with its GL 1200 terminal. To date it has sold more than 200 of them around the world.

Exports, whether to the U.S. (Glenayre has sales offices in Seattle, Houston and Atlanta) or overseas, account for 75 per cent of the firm's sales and, until economic problems forced a temporary clamp-down on imports, Mexico was Glenayre's largest buyer of mobile telephone equipment.

“Our biggest single customer,” Robinson-Guard notes, “is I.U.S.A., one of Mexico’s largest private companies. To date they’ve bought about 70 mobile control terminals and thousands of control heads (mobile phone handsets).”

For the Mexicans, who import the parts and assemble the products there, mobile phones provide a practical way to establish basic telephone service in isolated, rural areas of the country as well as mobile service in urban areas.

“It means they can bring telephone service to parts of the country where it is totally unfeasible and uneconomic to establish regular telephone services.”

For an important customer such as I.U.S.A., Glenayre is more than happy to make a few little changes here and there.

“We did some special modifications at their request,” says Robinson-Guard. “For instance, the mobile telephones have alphanumeric read-out displays and, at their request, we changed the English language into a Spanish display.”

“Also, some of the mobile phones were modified to act as pay phones and we adapted them to give a numeric display of the pesos owing at the end of each call.”

In North America today, all the hoopla and glamour centres around the introduction of “cellular” mobile telephone systems into the major urban market areas.



The GL3900 Telephone Answering Service System — “The Message Manager”.



The GL300 Cellular telephone control head.

(For the uninitiated, cellular radio phones use low-power, high-quality signals which are handed off without interruption to radio receiver-transmitters in adjoining “cells” within a specific geographic area, such as the Oshawa-Toronto-Hamilton “Golden Triangle”. Because of the low power of the signals, cellular systems can handle 660 channels at a time, many times the number available on conventional systems.)

To gain a toe-hold in this new market, Glenayre joined up with Japan’s Mitsubishi to distribute the GL 300, a “pure” cellular mobile phone. This, in turn, led to the GL 321 which provides cellular service as well as a conventional radio-telephone capability when used outside the still-limited cellular-serviced areas.

“They had the equipment, but they didn’t have any ready means of marketing it in the U.S.,” says Robinson-Guard. “We had the market and the distributor network set up, but we did not have a cellular product.”

To combat the decline in the North American market, Glenayre has moved into other Central and South American countries and in August made its first shipments of mobile equipment to China — a move that, if things work out as planned, will ultimately lead to a technology transfer similar to that made with Mexico.

Many of the firms that provide mobile radiophone service also offer a radio paging service, so Glenayre saw an expansion into the manufacture of paging systems as a logical step into servicing those markets with a need for (to quote its 1984 annual report) “being in the know while on the go.”

To enable it to move quickly into the market, in 1983 Glenayre purchased ECI Electronics of Montreal and then concentrated its efforts on upgrading both hardware and software.

By 1984, Glenayre was into the field with a digital radio paging system capable of handling anything from a few hundred customers to more than 100 000 users.

And paging systems have come a long way from those tranquility-shattering beepers that *always* seem to be carried by that guy sitting just down the bar.

“What’s happening,” explains Robinson-Guard, “is that the technology is changing very rapidly. At first it was just tone and voice paging, and now we’re getting into pagers that can display numbers or alphanumeric messages.”

“So, our terminals not only support all formats of paging, they also have integrated voice mailbox functions which essentially allow both voice storage and retrieval for someone with a pager.”

"For instance, if a customer is in a noisy railway station and the voice message from the pager is completely garbled, he can simply dial into the paging system and re-listen to it."

Similarly, someone returning from an out-of-town trip can retrieve any messages collected during the trip and then erase them from the system.

"There's lots of neat things that can be done," she smiles. "It's rather fun."

This summer, Glenayre also acquired WR Communications Ltd., a Vancouver-based manufacturer of paging transmitters and mobile base-station equipment. This takeover allows Glenayre to offer complete turn-key systems — a one-stop mobile communications shopping centre.

From mobile radiophones and paging systems it's only a short hop to Glenayre's newest product, the Message Manager automated telephone answering system (TAS).

With the computerized Message Manager, the old days of a TAS operator scribbling down an incoming message and then stuffing it into the customer's pigeon-hole may be gone for ever. Now when an incoming call is signalled, the operator can call up onto the screen the customer's complete file and provide a detailed, personalized response before adding the caller's message to the file for future retrieval.

"It can also be used," Robinson-Guard says, "in a hotel-type situation or by a mail-order house, or anywhere you've got someone sitting on the end of the phone taking or relaying messages."

"That's why the system is called Message Manager — because it's potential is far beyond the typical TAS."

However, in the frantic scramble that is called high-tech, today's success story is tomorrow's history and the future belongs only to those who mount aggressive research and development programs.

Recognizing this basic truth, in 1984 Glenayre management committed some 26 per cent of the firm's \$8.5 million gross profits (on sales of \$18.5 million) to R&D. This brought R&D spending from a 1980 level of \$550 000 to a 1984 total of \$3 200 000, a figure that will increase substantially over the next few years thanks, in part, to a \$1 061 000 repayable DRIE contribution.

One of the products to emerge from Glenayre's research lab in its bright, spacious new plant is the Digitair, a "black box" that may signal the death knell for that staple of romantic railway lore — the little red caboose rattling along at the tail of the train.

Already in use on the Chesapeake and Conrail systems in the U.S. and undergoing field trials in Canada, the Digitair consists of two units — a rear-of-the-train sensor and radio transmitter and an in-locomotive receiver and display terminal.

Glenayre sold more than \$3 000 000 worth of Digitair systems in 1984, the first year of production.

"Right now," reports Robinson-Guard, "we believe we're in a position to supply 80 per cent of the North American market because technologically speaking we're ahead of the competition."

Although railway unions quite naturally fear a loss of jobs as sensors replace crew-members, companies see such instrumentation producing large savings in the cost of rolling stock as well as salaries.



DIGITAIR (rear-of-train) monitoring system.

The sensor provides the locomotive engineer with a continuing read-out on such vital data as brake-pipe air-pressure and mileage travelled by the rear-end car (to let the engineer of a mile-or-more-long train know he can stop without blocking off the level crossing). It even incorporates a marker light which switches on automatically for night operations.

"It has other functions and features that we've added on," says Robinson-Guard, "and there are new ones being developed to make it even more sophisticated."

With a technological lead of 12 to 18 months over other manufacturers

"It's a product that's still in its infancy," says Robinson-Guard. "The applications are worldwide."

And, for railway buffs, that may just mean the end of "the end." ☐

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— by **Ron Johnson**
Canada Commerce

An Industry in Transition and Turmoil, Oil Services Face an Uncertain Future

In the words of Vic Humphreys, editor of *Oilweek*, the voice of Canada's oilpatch, "There is one element of the Canadian petroleum industry that never changes — and that is change itself.

"Events unfold so rapidly that it becomes, at times, difficult to keep up with them, let alone forecast the future."

If that is true for the industry as a whole, it is doubly true for the oilfield services industry sector. Largely dependent on the perceptions of the total oil and gas industry as to the possibility and probability of profits several years down the road, the industry relies heavily on the interventions of hundreds of players willing and able to bet millions of dollars on an uncertain future.

Canada Not Alone

And while the Canadian industry has been reeling from oil and gas shocks, it is not alone. In the U.S. it is estimated that more than 20 per cent of the 20 000 "wild-catters", the fiercely independent drillers, have gone into bankruptcy in the past three years. Courts of the major oil states — Oklahoma, Texas, New Mexico and California — are clogged with new applications for bankruptcy.

Even the exploration and drilling subsidiaries of the major oil companies are in some difficulty as they try to reduce their highly leveraged debt loads to the realities of the marketplace.

Throughout the late 1970s and into 1980, the oil services industry was one of Alberta's largest employers and considered a barometer of the entire oil and gas industry. In spite of its significance to the province's economy, however, very little information on its overall impact and scope of activities is available.

Study Undertaken

In an attempt to provide more information on the industry, the Department of Regional Industrial Expansion commissioned the Canadian Energy Research Institute to undertake a study of oilfield services in the province.

The study would:

- collect basic information on the industry;
- review recent trends;
- review government programs and policies;
- assess the issues facing the industry; and
- provide a medium-term outlook.

To reduce its scope to manageable size, the study was confined to those activities up to and including the production phase but excluding the gathering and transmission of oil and gas.

While rapid changes, including the signing of the Western Accord (the new federal-provincial instrument to replace the National Energy Program), have altered many of the report's conclusions, the main one — that the oil services industry faces a very uncertain and shaky future — remains as valid as it was when the report was completed in July 1984.

Remarkable Come-Back

In spite of all that, for a sector that was severely battered from 1981 to 1983, the Canadian oilfield services industry has made a remarkable come-back over the past 18 months. It is now estimated, for example, that oil rig activity over the past winter's drilling season was in the 80 per cent range for the first time since 1980.

Of course, in the interim, there had been a substantial fall-out in both the number of companies and the number of drill-rigs active in the industry.

Low prices, lack of work and high capital costs had, from 1981 through 1984, resulted in very low investment in maintenance and replacement. For the most part, companies maintained their working rigs by cannibalizing idle rigs.

As well, there was a great deal of attrition in the industry as weaker firms were forced into bankruptcy and even stronger companies had to amalgamate to survive.

While the Western Accord has freed up considerable capital for the oil and gas industry, much of which is being re-invested in exploration and develop-

ment, the Alberta oilfield service industry is still largely cyclical and seasonal in nature and depends on the world price of oil and the sales potential and prices for natural gas on the American market.

The U.S. market for natural gas has been \$4 billion a year, second only to auto parts as a foreign income earner for Canada. Greater proceeds from this market may well be eroded by lower prices per cubic metre. These conditions are expected to change by the 1990s.

Near-Term Expectations

However, in the near term, gas exploration is expected to be very flat. Large quantities are currently shut in due to lack of markets and the cost of further development relative to market prices. A similar situation is also facing deep-well drillers (more than 2 700 metres) in the oil sector where low prices relative to costs have caused extreme difficulties.

Not so severely affected are the shallow-well drillers who are cashing in on the increased activity in heavy oil exploration and other projects undertaken to prove out reserves.

While it is expected that, in the long term, world oil prices will increase, at least at the rate of inflation, the current trend is for prices of crude oil to be falling on the world market. The situation in OPEC (the Organization of Petroleum Exporting Countries) is very unstable and only the Saudi Arabian threat of flooding the international markets has kept the current price in place.

Yet countries outside of OPEC have continued to lower their prices, for example, Britain, Norway and Mexico. With Canadian prices now tied to those on the international market, it is doubtful if much further impetus is likely in the oil services industry over the next few years, at least as far as the early 1990s.

One of the few bright spots for the industry is the international marketplace. Here Canadian expertise is well recognized and Canadian firms, either alone or in consortia, are helping countries around the world explore and develop their oil and gas potential.

Petro-Canada International

One of the major players in the field has been Petro-Canada International Assistance Corporation (PCIAC). Its Articles of Incorporation authorize PCIAC to assist developing countries to reduce or eliminate their dependence on imported oil by using, where possible, Canadian technology and expertise for hydrocarbon exploration and related activities.

This assistance includes pre-project assessment, feasibility studies and basin evaluations; surveys to attract explorations by industry, including gravity, magnetic and seismic activities; drilling

where the industry is not currently active; and technical assistance and on-the-job training related to oil and gas exploration, development and production.

While PCIAC is a wholly-owned subsidiary of Petro-Canada, it receives its funds separately through appropriations from Parliament. Through agreement with its parent, the corporation uses Petro-Canada personnel and services on a non-profit, cost-recovery basis and Canadian consultants, contractors and suppliers are retained through normal bidding and procurement procedures of Petro-Canada.

The Canadian oil and gas service industry stands to gain from PCIAC activities since the ability to use Canadian goods and services is an important factor in project selection. □

Companies wishing to explore further the possibilities of being considered for Petro-Canada International contracts should contact:

PCIAC, Room 1216
Petro-Canada Centre West
150 - 6th Avenue S.W.
Calgary, Alberta
T2P 3E3

Potential Market in China

A promising area is China where geological and topographical as well as weather conditions closely resemble western Canada and, in particular, those found in Alberta and parts of British Columbia.

While many hurdles still must be overcome, the recent visit of China's President Li Xiannian is expected to increase Canada's access to this huge marketplace.

For example, Edmonton's *Kremco Ltd.* has \$.86 million worth of drilling rigs bound for China; and *Basic Manpower International* of Cold Lake recently signed a \$3.5 million contract to train oil rig workers in China's Songliao oil field which produces half the country's oil supply. In a related field, Calgary-based *Nova Corp International Consulting Ltd.* (a division of *Nova Corporation*) has announced it will build a 250-kilometre crude oil pipeline in Shandong, China's northern province.

The president's visit and improving relations and understanding between the two countries cannot help but improve opportunities in China for the oil services sector.

Canadian International Development Agency

Another major Canadian player in offshore energy projects is the Canadian International Development Agency (CIDA). CIDA directs much of Canada's foreign aid to developing countries throughout the world, often in co-operation with major international agencies such as the World Bank, the

Inter-American Bank, the Asian Development Bank, the African Development Bank and the Caribbean Development Bank and the various funds these organizations manage.

CIDA's main vehicle in support of Canadian participation in these development projects is its Industrial Co-operation Program.

Designed to strengthen economic ties between Canada and the rapidly industrializing nations of the third world, CIDA's program provides assistance tailored to the changing needs and priorities of developing countries.

For Canadian companies wishing to investigate industrial co-operation opportunities in developing countries, the program provides:

- funding for travel, profitability and risk analyses, product/technology testing;
- funding for project preparation studies as a lead-in to large capital projects;
- funding for demonstration/test projects as a lead-in to technology transfer;
- leads and information on opportunities and on local conditions and business practices;
- leads in locating qualified Canadians to work abroad;
- specialized training of local employees;
- professional services to cope with special situations such as complex tax or legal problems; and
- investment missions to developing countries.

If contacts with promising developments have been established, they may also use the program for:

- underwriting investment-seeking missions to Canada;
- providing information on Canadian technology and expertise;
- trade facilities;
- business training in Canada and the home country;
- linkages between Canadian and local businesses and manufacturing organizations;
- public sector institution building in co-operation with Canadian counterpart institutions;
- technical assistance to businesses requiring short-term experts; and
- assistance for the use of Canadian consultants or experts to help in delineating industrial development priorities and in promoting and managing exports.

Consortia or Joint Ventures

While preference is given to small and medium-sized Canadian companies in the program, many smaller companies will find it profitable to form consortia or joint ventures to spread the risk and to obtain expertise not available in their own companies for larger projects. □

For more information on the Industrial Co-operation Program and to be listed as a potential supplier of services, contact:

**Industrial Co-operation Division,
CIDA**

200 Promenade du Portage
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— by Robert J. McDonnell
Canada Commerce

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
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