

Canada Commerce

Fall 1986



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The Honourable Bernard Valcourt
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MASTERFILE E. Gifford

Canada Commerce Fall 1986

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In This Issue

| | |
|--|----|
| Canada Export Trade Month — Spreading the Word | 4 |
| Fashions West — Western Canadian Apparel Industry | |
| Comes of Age | 7 |
| Trademark by Accident | 9 |
| Needle Trades Association Active in B.C. | 10 |
| Saskatchewan Footnotes | 12 |
| One Hundred Percent Canadian | 13 |
| Asian Aerospace '86 — Export Opportunities in Southeast Asia | 14 |
| Fell-Fab Improves Aviation Safety | 15 |
| The Ultimate Aerobatic Aircraft | 17 |
| World Aerobatics Event Scheduled for Canada in 1988 | 18 |
| Newfoundland Doctor's Surimi a Cure for Ailing Cod Market? | 20 |
| Made-in-Canada Survival Suit Protects Newfoundland Fishing | |
| Trawler Crews | 22 |
| Advanced Ceramics: A Role Now and in the Future | 23 |
| Native Business Summit — A Major Breakthrough for | |
| Canadian Business | 24 |
| Federal Assistance Programs for Native People | 26 |
| Executive Recruiting — The Headhunters are Coming | 27 |

Regular

Features:

Business Review — Page 2

Canadian

Companies and

Products —

four-page centre
spread.

List of Regional

Offices — inside
back cover.

Front Cover: Canada's export trade flows from busy ports such as Vancouver.

Back Cover: Native students on the job.

Business Review

New Concept in Heating

The Frictionnaire, produced by Frictionnaire Inc. of Winnipeg, Manitoba, produces heat by friction, is electrically powered and has proved itself across the country in residential dwellings of up to 185 m² (2000 sq. ft.) and trailers. Advantages over conventional heating systems include lower heating bills; steady, odourless heat; high efficiency; low noise level; no expense for chimneys; retrofits easily with existing installations and air ducts; no bulky storage.

For further information, contact: Frictionnaire Inc., 1579 Regent Avenue West, Winnipeg, Manitoba R2C 3B3; Tel: (204) 947-1146.

Software Engineering Institute

SYSLOG Inc., a Montréal-based firm specializing in software engineering services for laboratories and production plants, has become the first non-American firm to be accepted as an industrial affiliate by the prominent U.S. Software Engineering Institute (SEI).

Established in 1978, SYSLOG is an industry leader in test automation, remote monitoring, automatic data acquisition and large plant automation.

For further information, contact: SYSLOG Inc., 4996 Place de la Savane, Montréal, Quebec H4P 1Z8; Tel: (514) 340-9233.

Technology Transfer Office

A new technology transfer office, operated jointly by the National Research Council and the University of Sherbrooke, has been opened at the Sherbrooke, Quebec, campus of the university.

Designed to help increase the use of technology by Canadian industries, the office will determine the industrial potential of university research and inventions and transfer the technology to the private sector.

For further information, contact: John Wildgust, Public Affairs, National Research Council, Tel: (613) 993-4868; Sylvain Desjardins, University of Sherbrooke, Tel: (819) 821-7555.

FCMJ Expands Role in Japan

The Federation of Canadian Manufacturers in Japan (FCMJ) has expanded its role in helping small Canadian companies to market in Japan by participating in their marketing strategies and developing links with potential customers in Japan.

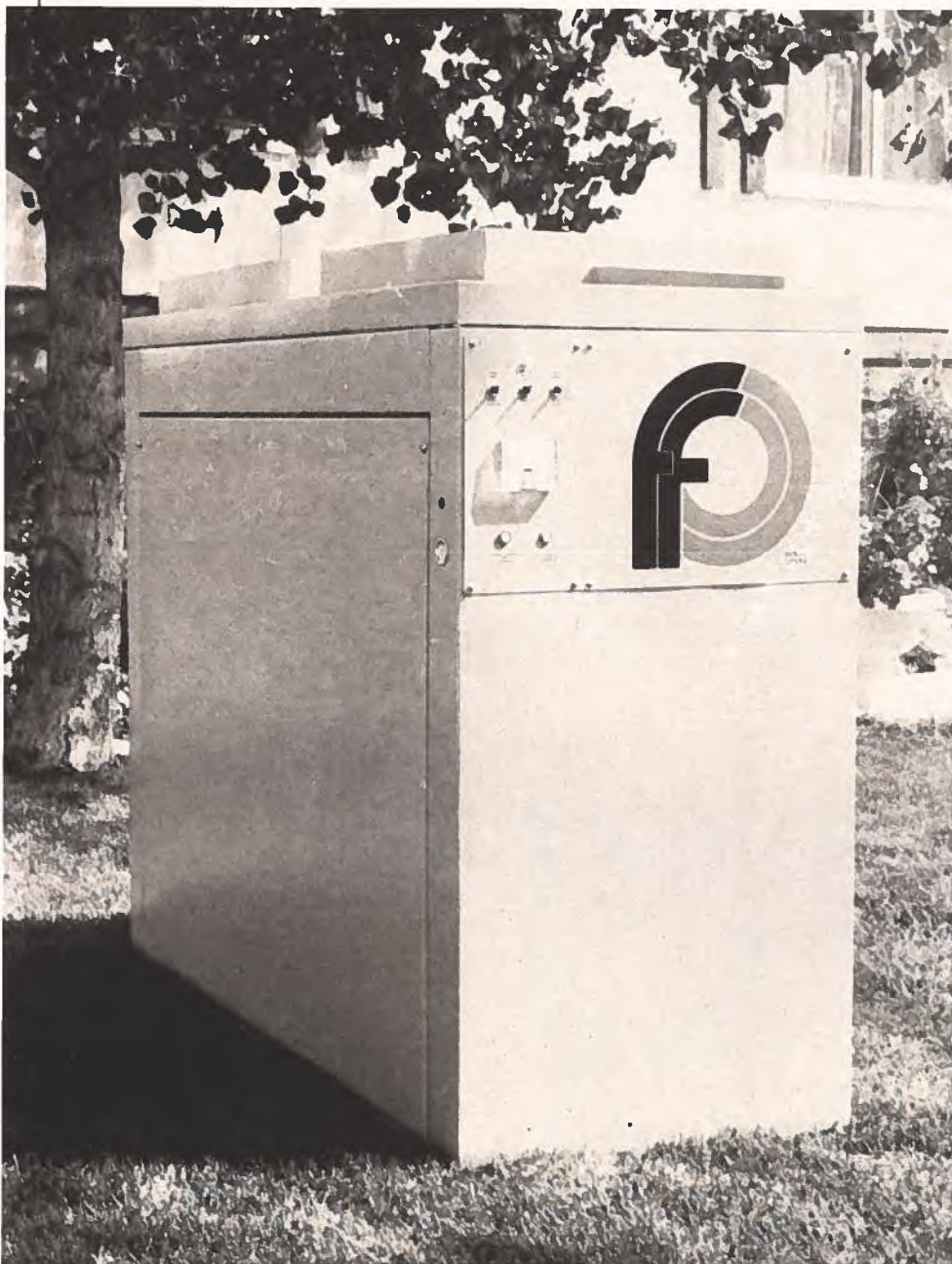
Main functions of the two-year-old FCMJ include: research and advice on the Japanese market; exploration of distribution channels; assistance in selecting a Japanese agent, if appropriate, and providing ongoing contact with agents in Japan; development of good relations with local officials and organizations; assistance in negotiating sales and contracts; advice on advertising and marketing; ensuring that merchandise is well serviced and customer queries and complaints are handled.

For further information, contact — in Canada, J. Laurent Thibault, president, Canadian Manufacturers' Association, One Yonge Street, Suite 1400, Toronto, Ontario M5E 1J9, Tel: (416) 363-7261, Telex: 065-24693; in Japan, Maurice W. Anderson, director, Federation of Canadian Manufacturers in Japan, 3-50 Minami, Azabu, 5-chome, Minato-ku, Tokyo 106, Tel: 03-473-2265, Telex: (72) 02322632.

CRIQ Sales of Services Increase

Le Centre de recherche industrielle du Québec (CRIQ) reports sales of its services totalled \$12.6 million for 1985-1986, an increase of 20 percent over the same period in the previous year. The increase was due to successful efforts to increase its clientele. Of 1085 offers of service made to private and public sector clients, 834 were signed, an increase of 10.6 percent over 1984-1985.

For further information, contact: Centre de recherche industrielle du Québec, 333 Franquet Street, P.O. Box 9038, Sainte-Foy, Quebec G1V 4C7; Tel: (418) 659-1550; Telex: 051-31569.



Food Processing in Japan

The food processing industry in Japan is open to advanced technologies from other countries, according to *Your Market in Japan — Food Processing Machinery*, a report recently released by the Japan External Trade Organization (JETRO).

The report traces the development of food processing in Japan, outlines demand trends of imported and domestic machinery and provides recommendations to foreign firms on export promotion. It also details domestic and import distribution channels and provides a list of government agencies and related organizations.

For further information, contact: JETRO, The Japan Trade Centre, 151 Bloor Street West, Toronto, Ontario M5S 1T7; Tel: (416) 962-5050.

International Safety Requirements

The International Electrotechnical Commission (IEC) is in the process of revising its standards of safety requirements for commercial electric ranges, ovens, hot elements, deep fat fryers, griddles and griddle grills and multi-purpose cooking pans. The appliances covered by the standards are not intended for household use.

The scope of the standards, to be issued shortly, also includes the electrical parts of appliances using other forms of energy and the revised requirements take into account the influence of the non-electrical parts on the electrical parts.

For further information, contact: International Electrotechnical Commission, 3, rue de Varembe, P.O. Box 131, 1211 Geneva 20, Switzerland; Tel: 022/34 01 50; Telex: 28872 CEIEC CH.

Fertilizer Use Studied

The Saskatchewan government is conducting a year-long study of fertilizer and soil fertility using trial plots in the Unity, North Battleford, Saskatoon and Prince Albert regions.

Funding for the project is provided under the Canada-Saskatchewan subsidiary agreement on agricultural development, made possible by the Economic and Regional Development Agreement (ERDA). Other participants are Western Co-operative Fertilizers Ltd. and the Saskatchewan Wheat Pool.

For further information, contact: John Weir, Office of the Minister, Saskatchewan Agriculture, Regina; Tel: (306) 787-5886.

Conference Roundup

IN CANADA

Building Tomorrow

Sponsored by the Ontario Ministry of Housing and the Council of Ontario Contractors, Building Tomorrow — An International Forum on the Business of Building, will be held in the Royal York Hotel, Toronto, November 2 to 6.

For further information, contact: The Building Industry Secretariat, Ontario Ministry of Housing, 2nd Floor, 777 Bay Street, Toronto, Ontario M5G 2E5; Tel: (416) 585-7418.

Pacific Rim Office Automation Exhibition

Presenting the latest in communications, computers and office automation equipment and technology, the 1986 Pacific Rim Office Automation Exhibition will be held in B.C. Place Stadium, Vancouver, November 4, 5 and 6.

For further information, contact: TRACON EXHIBITIONS, #202-535 West 10th Avenue, Vancouver, British Columbia V5Z 1K8; Tel: (604) 874-5233.

Dimensions '86

The eighth annual international exhibition and conference for professional communicators, Dimensions '86, will be held November 4, 5 and 6 at the Metro Toronto Convention Centre, Toronto. The exhibition and conference will provide an educational forum for users of any type of image technology in business communications.

For further information, contact: Dimensions '86, 209-77 Mowat Avenue, Toronto, Ontario M6K 3E3; Tel: (416) 536-4621.

Reinforced Plastics/Composites

The Reinforced Plastics/Composites Division of SPI Canada will hold a technical conference at the Chelsea Inn Hotel, Toronto, November 11 to 12. This is the third such conference the division has held in the past six years, and it will concentrate on the problem of industrial corrosion and the application of reinforced plastics/composites.

For further information, contact: Basil Darragh, SPI Canada, 1262 Don Mills Road, Suite 104, Don Mills, Ontario M3B 2W7; Tel: (416) 449-3444.

IN THE UNITED STATES

Canadian Participation

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

Fairs include (dates not shown where not confirmed at press time): Comdex Fall '86, Computer Industry Show, Las Vegas, Nevada, Nov. 10 to 14; SEMA Show, Las Vegas, Nevada, Nov. 18-21; Western Building Materials Association, Seattle, Washington; Food and Beverage Solo Show, Cleveland, Ohio; Solo Independent Food Retail Show, Atlanta, Georgia; APTA American Public Transit Association, Detroit, Michigan; National Home Health Care Expo, Atlanta, Georgia.

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.

Autofact '86

Autofact '86 Conference and Exhibition, considered one of the largest computer-integrated manufacturing (CIM) (factory automation) expositions, will be held November 11 to 14 at Cobo Hall in Detroit, Michigan. It is sponsored by the Computer and Automated Systems Association of the Society of Manufacturing Engineers (CASA/SME).

For further information, contact: The Computer and Automated Systems Association, Society of Manufacturing Engineers, P.O. Box 930, One SME Drive, Dearborn, Michigan 48121, U.S.A.; Tel: (313) 271-1500.

IN EUROPE

Packaging Exhibition

EMBALLAGE 86, the 27th International Packaging Exhibition, with representatives of all the technical and economic sectors of the packaging industry, will be held in the Paris-Nord Villepinte Exhibition Complex, November 13 to 20.

For further information, contact: SALON DE L'EMBALLAGE, 17, rue d'Uzès, 75002 Paris, France; Tel: (1) 233.88.77; Telex: Sepic 217 477 F.

Canada Export Trade Month

Spreading the Word

Two weeks after top negotiators from the world's major trading nations sat down in Montevideo for the latest round of talks in the General Agreement on Tariffs and Trade (GATT), another group of international trade experts in Canada launched the fourth Canada Export Trade Month (CETM) in October.

The eighth GATT round of negotiations discussed out the long-term rules and regulations which will govern international trade for the next decade or so.

The fourth round of CETM had more immediate objectives — to encourage more Canadian companies to join the ranks of Canada's export traders for the first time, and to expand the international business conducted by companies which have already begun operating in foreign markets.

A highlight of CETM 1986 was the presentation of the prestigious *Canada Export Awards*. The awards, presented by the Canadian Export Association, are given to Canadian companies recognized for significant export achievement over a three-year period.

Just how critical is export trade to Canada?

Much more is at stake than just increased profits to exporting companies, was the consensus of an informal CETM "think tank" held in Ottawa to discuss the trade month program and to study practical means of expanding Canadian export activity.

Chaired by officials of the Department of External Affairs, the "think tank" was largely made up of representatives of private sector companies, winners of Canada Export Awards.

A Matter of Survival

For a country with a relatively small domestic market, exports are more than desirable, they are often essential to the growth and even the continued existence of many companies, "think tank" members emphasized.

Exporting means survival, according to Reg Barclay, corporate secretary of Seaboard Lumber Sales, of Vancouver. "I have never seen competition as keen as it is right now. We've got to work like hell just to keep what we've got," he says.

"The Canadian market is too narrow for many companies to grow and be as profitable as they should be. For them exporting

is a matter of survival," claims Louis L. Roquet, vice-president, planning and development of CEGIR, a Quebec-based engineering services company.

As the dynamic president of New Brunswick's Process Technology Limited, George Jenkins, puts it, "The primary benefit of exports to us is survival. Without exports, our sales would be cut by 90 to 95 percent!"

"Think tank" members agreed that top priority for Canada Export Trade Month is to educate the public to the fact that exports are vital to Canada's economic survival and that Canadian exporters are the front line troops in an intensifying, worldwide battle for export markets. CETM is a potent Canadian weapon in that battle.

However, while crediting CETM promotion with engendering greater business sensitivity to exports and exporters, some members felt that perhaps an awareness plateau has been reached.

Increased business media coverage of export news must, in their view, be followed now by a vigorous public education campaign.

The group unanimously endorsed long-term educational initiatives introduced during the previous trade months and heralded a teachers' kit for elementary schools, developed for CETM 86, as "precisely what's needed to create understanding of our country's economic reality in the world".

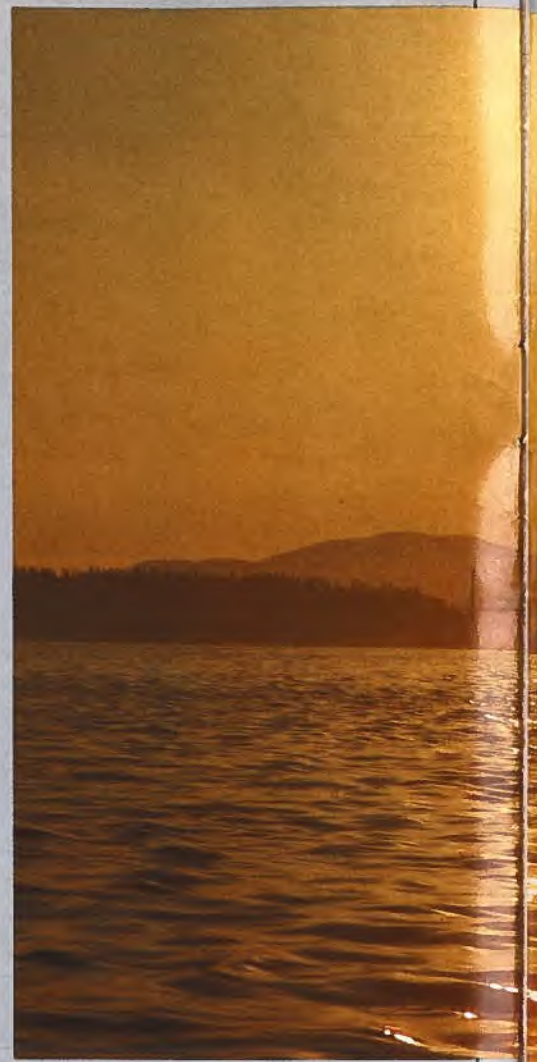
They also suggested encouraging closer ties between business and business schools.

A Misconception Exploded

Exporting is not a game that can only be played successfully by large companies with the varied human and other resources needed to compete internationally and CETM has done much to dispell this misconception.

A 1985 Dalhousie University study of Canada Export Award winners revealed that small- and medium-sized companies can play — and win — the export game just as successfully as the large firms. Canada Export Award companies have come from cities as large as Vancouver and Montréal and as small as Caraquet, New Brunswick, and Vonda, Saskatchewan.

Exports of winning companies ranged from less than 20 percent to more than 80 percent of sales; the size of the workforce



of the 29 companies surveyed ran from fewer than 100 employees to more than 1000; and their individual total sales ranged from less than \$5 million to more than \$500 million.

CETM — An Effective Program

The annual Canada Export Trade Month (CETM) program, sponsored by the Department of External Affairs, was conceived in 1983 as a business stimulant to assist the Canadian economy as it fought its way up out of the deep recession of 1982. Since then, CETM has proved a highly effective cooperative venture of business, industry, the academic world and governments.

It has been seen as an imaginative vehicle to stimulate export activities and to create a real understanding in the minds of the public of the relationship between exports, employment and a healthy economy.

As the director of export information for the Department of External Affairs, Ken Sunquist, stated: "We will concentrate the CETM 1986 efforts on two main objectives.



MASTERFILE E. Gifford

First, we will intensify our focus on the benefits to all Canadians of export trade. Second, we will continue to encourage increased participation by Canadian companies, large and small, in export trade."

The CETM organization consists of a number of provincial committees made up of business and industry executives, representatives of the academic community, professional and trade associations, and officials of federal and provincial governments with responsibilities in the area of trade development.

Together, they spread trade information through a month-long series of conferences, meetings, seminars and workshops, and through speeches, articles and exhibits.

Many Canadian trade commissioners are called back from their offices abroad for the month to provide specific, timely information on their areas of expertise.

Some October activities are part of ongoing trade development programs. For example, in Ontario the program New

Exporters in the Border States takes new exporters to the U.S. border and shows them what happens to their products every step of the way in the U.S. market. It shows them that barriers to exporting are often trivial.

"We found that some exporters were unsure about the proper completion of the required paperwork," said Ken Fisher of Ontario's Trade Development Office. Other provinces are also using this "show 'em" approach.

CETM 86 events cover:

- a caravan which toured Quebec offering information to business people in several communities;
- a presentation to the captain of the first ship in port in Prince Edward Island to lead off the potato exporting season;
- distribution of the 15-page *Alberta Exporter* to 25 000 people;
- a three-day Opportunities Conference in Toronto for 500 people involving many aspects of trade.



MASTERFILE J.A. Kraulis

During October foreign trade missions toured Canada and Canadian missions travelled abroad. A Chinese delegation is investigating access to Canadian markets in Vancouver, Toronto and Montréal. A mission from the U.S.S.R. visited the Maritimes. There will be a week of Canadian trade promotion activities in India.

Canada Export Awards

One of the most important events of CETM is the annual presentation of the Canada Export Awards. The 1986 awards were given out October 14 in a nationally publicized ceremony during the annual meeting of the Canadian Export Association in Vancouver.

Most Canada Export Award winners claim that public recognition of their export successes has considerably improved employee motivation and morale. Many flew their award flag at their head offices and use the trade month symbol (the red maple leaf incorporating the export "E") on their publications and in advertising.

Some award winners reported a substantial but unexpected benefit. They found that their Canada Export Award lent increased credibility to their marketing activities abroad and to their efforts to obtain financing and assistance in Canada.

1986 awards winners have been chosen from 200 applicants by a committee of their peers which includes Doreen Ruso, export development manager, Canadian Manufac-

Special Feature

turers' Association; Anne Bower, business and economics editor, *Financial Post*; Reg Barclay, corporate secretary, Seaboard Lumber Sales; Frank Petrie, Canadian Export Association; and Al Kilpatrick, assistant deputy minister, Department of External Affairs.

During the months following the awards presentation, successful companies will be featured in a series of advertisements and stories in consumer and trade magazines.

Projects Have Long-Term Value

A number of projects and programs designed to stimulate export trade which have been

Excellence in Exporting is available by calling Info Export toll-free at 1-800-267-8376. *Export Canada* is available through the Canadian Foundation for Economic Education, 252 Bloor Street West, Suite 7-205, Toronto, Ontario M5S 1V5; Tel: (416) 968-2236.

Info Export, the year-round, toll-free export information line at External Affairs headquarters, is another CETM offspring. It succeeds at transforming executives' passing thoughts about the potential of exporting into action plans.

Info Export's hotline staff provides advice and directs callers' queries to such

- Canadian universities and community colleges have sponsored trade conferences, meetings and special lectures relating to specific export trade matters.
- National trade associations, such as the Canadian Chambers of Commerce and Boards of Trade and their local, regional and provincial affiliates, are taking active leadership roles in the promotion of export trade among their members.
- More than 400 Canadian companies have submitted case histories for Canada Export Award consideration and 41 of them have won awards.
- Media support has been outstanding. With a little initial prompting, more than 1000 individual articles and programs relating directly to CETM have appeared and at least double that number of other stories, prompted by CETM activities, have appeared since the program was inaugurated.

Export Marketplace

A review of CETM 1985 identified the need for still more specific information for exporters and potential exporters. In response to this demand, External Affairs instituted Export Marketplace in 1985.

An interactive program, Export Marketplace brought together trade officers with hands-on market expertise and business executives requesting specific information, in one-on-one meetings to provide detailed, in-depth answers to export questions. The 1985 Marketplace recorded 7000 such interviews with representatives of more than 2000 companies.

The continuing success of the Canada Export Trade Month is a good example of how well governments and the private sector can work together in thoughtful, jointly planned programs in which the interests, expertise and capabilities of all parties are recognized and used. ☐

For information on the Canada Export Trade Month program, contact

**Joanne Bertrand-de Launay
Communications and project
co-ordinator
Canada Export Trade Month,
Export Information Division (TEI)**

Department of External Affairs
125 Sussex Drive
Ottawa, Ontario K1A 0G2
Tel: (819) 994-4648.

**— by Cynthia Steers
Department of External Affairs
Special to *Canada Commerce***



MASTERFILE S. Hines

initiated during previous trade months have proved their long-term value.

A major spin-off of the Canada Export Awards has been the identification of a wealth of specific, field-tested export marketing techniques and expertise drawn from the case histories of award winners.

Excellence in Exporting, a 70-page study published in 1985 by the Centre of International Business Studies at Dalhousie University, is an exporter's manual of "advice and comments" from 29 Canada Export Award winning companies. It continues to be in great demand, as does *Export Canada*, published in CETM 84 in co-operation with The Canadian Foundation for Economic Education for use in high schools.

sources as External Affairs geographic desk officers and trade commissioners, regional offices of the Department of Regional Industrial Expansion (DRIE), provincial departments of trade, trade associations and other federal and provincial agencies. From October 1984 to the launching of CETM 1986, Info Export switchboards have logged more than 70 000 calls.

CETM's success at consciousness-raising has been impressive. For example, up to the beginning of this year's program:

- CETM regional committees have sponsored more than 720 export-trade-related seminars, workshops and conferences in all 10 provinces and Yukon and the Northwest Territories.



Sun Ice Sportswear Ltd.

Fashions West

Western Canadian Apparel Industry Comes of Age

The Western Canadian apparel industry, too long the "little sister" of similar industry in Eastern Canada, has come of age.

More and more buyers and consumers across the nation and abroad are recognizing the high quality and style of garments designed and manufactured in Alberta, British Columbia, Manitoba and Saskatchewan.

Imaginative use of materials, latest style and top quality in casual, sports and work wear are the hallmarks of such increasingly well-known fashion labels as Jantzen, Koret, Actionwest, Sun Ice, MWG Apparel, Rice Sportswear, Pimlico and Mr. Jax.

Playing a large part in creating awareness of Western Canadian garment produc-

tion are world-class designers such as Klara Piko, Kurt Jones, Feizal Virani, Zonda Nellis, Lisa Clark and Patricia Fieldwalker.

"We Are for Real"

Among the obstacles that western garment designers and manufacturers have to cope with in cultivating the domestic market is the high profile of their long-established Eastern Canadian counterparts. In addition, influential buyers appear to have difficulty in believing that the West can and does produce garments equal in style and quality to anything produced in the East.

"Once we convince buyers back East that we are for real out here, we'll get more business," says Vern Kaiman, president of **Ocean West Mfg. Ltd.** of Vancouver. "All

the major Canadian department stores do their buying in the East. It is difficult to set up meetings with them and expensive to put in the time and travel to get there. Most of them don't think anything is happening out here."

Believing that personal contact is the only way to sell, Kaiman recently drove his eastern sales representative from town to town in Ontario. They made 60 contacts and received a satisfactory number of orders for Ocean West's line of fine leather ladies' jackets, skirts and coats and men's bomber jackets. He expects future business from at least 15 percent of those contacts.

With very little in the way of textile milling in the four western provinces, western garment designers and manufacturers must bring in materials from outside sources. For

Market Development

instance, Ocean West is the first designer/manufacturer in Canada to use sculptured leather which must travel around the world before it reaches Vancouver. The soft lamb skins from New Zealand are first shipped to France and Italy, the only countries that prepare, sculpt and produce skins in the 16 colour choices offered by Ocean West.

The problem of shipping orders has largely been overcome by using courier and airfreight facilities but freight costs can be a problem in the eyes of some buyers. A freight subsidy is sometimes offered by western manufacturers in order to gain markets.

While most of these obstacles to winning market share can be overcome, one stumbling block remains — the lack of a concentrated consumer base in the four western provinces.

Outside of Winnipeg, Saskatoon, Regina, Calgary, Edmonton and Vancouver, there are no heavily populated areas. Recognizing that growth depends on establishing eastern Canadian and offshore markets, many designer/manufacturers have concentrated on the U.S. with its 250 million consumers.

Demand for Leisure Wear and Sportswear

One of the biggest incentives to develop the fashion industry in Western Canada in the past few years has been the rising demand for sophisticated leisure and sportswear, particularly in North America.

A sportswear success story is that of **Sun Ice Sportswear Ltd.** of Calgary, which originated in Sylvia Rempel's basement sewing room.

Now president of a company employing 170 people, Sylvia Rempel started out eight years ago by putting her sewing ability to work in making ski jackets and pants for

friends and relatives. As she constantly upgraded her sewing skills, particularly for skiwear, she saw a need to create designs to fit specific body types and activities.

A package of display garments in a hotel room across from the Calgary Ski Show in the mid-1970s brought in over 200 orders — Sun Ice was on its way. More than 50 000 garments, all with a lifetime warranty, left the factory in 1985.

Marketing strategy won Sun Ice its place as one of the five finalists of the 1985 Canada Awards for Excellence in the marketing category. The company also earned the Ski Supplier of the Year award for 1983-84 and 1984-85 from the Retailers Association of Canada, and the 1984-85 Alberta Chapter Marketer of the Year from the American Marketing Association. Sylvia Rempel herself was recognized as the 1984 Woman of the Year by the Calgary YWCA.

Supporting its growth from working capital and a line of credit, Sun Ice has become the largest manufacturer of skiwear and insulated outerwear in Canada. Going from one success to another, the company reached a pinnacle in 1985 when it was awarded the world's largest sports-related outerwear contract and gained official supplier status for the Calgary 1988 Olympic Winter Games.

Cottage Industries Become Leaders

Starting out as cottage industries seems to be almost a requisite for designers and manufacturers whose names have become associated with success in Western Canada.

Leisure Lids Ltd. of North Vancouver, for instance, has grown from a two-woman basement workshop to a business that has

outgrown two warehouses and built up an annual sales gross of half a million dollars.

Started by Joan Elliott, a manufacturer's representative for a ski accessory company, and her partner Jessie Pendygrasse, Leisure Lids specializes in the creation of headgear for sports and recreation wear. Recently, a line of tennis dresses, shorts, T-shirts and rainwear for golfers was added.

While Leisure Lids products have been well received in the U.S., particularly California, the largest market is domestic and, over the past year, sales to eastern Canada have doubled.

"We turn out an all-Canadian product made with all-Canadian-made fabrics," says Elliott, with obvious pride. "We have a very competitive price range. Our winter ski hats compete with the top-quality European imports at a much more attractive price."



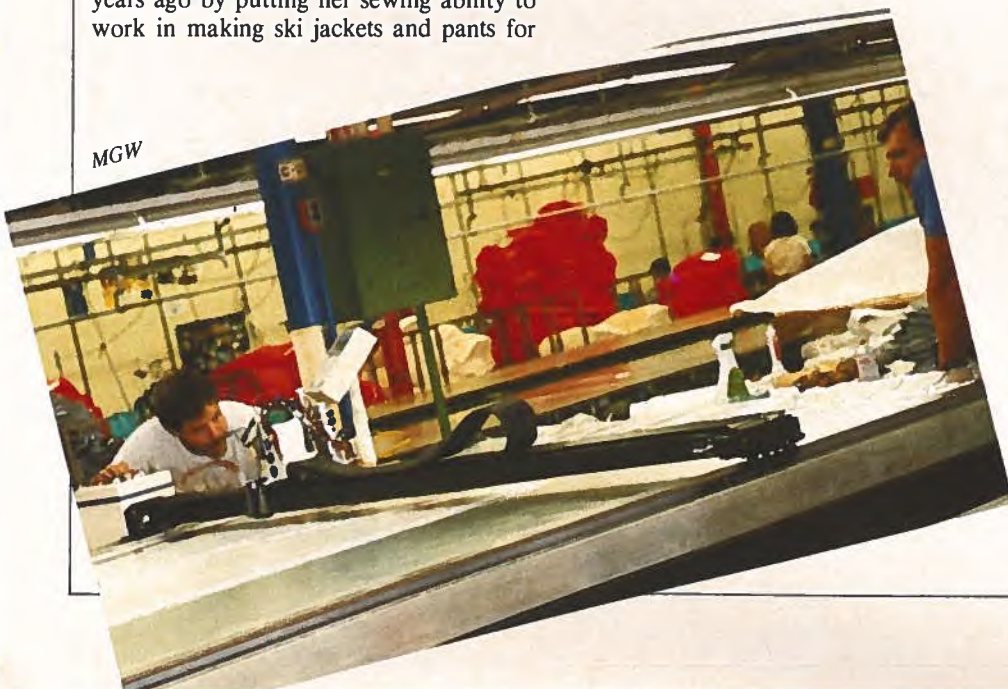
Bravo Children's Wear Ltd.

Leisure Lids employs a staff of 11 as well as 30 sewers working from their homes.

Another Cinderella company that has executed a surprise growth is **Bravo Children's Wear Ltd.**, located in Vancouver, which is filling a niche in the children's wear market that has long been a neglected area of Western Canada's garment industry.

Western cottage industries have also served as the starting points for designers whose names are becoming synonymous with high fashion.

Patricia Fieldwalker, founder of **Adagio Silk Studio**, began designing and making her elegant silk and French lace lingerie for a number of Vancouver retailers in 1979. Demand for her delicate garments grew to the point where expansion was imperative.



MGW

Ted Johnson joined the company and guided it into the crucial New York market where Fieldwalker's garments found their way into such prestigious stores as Neiman-Marcus and Bergdorf's. In four years, Adagio has become one of the leaders in the North American high-quality lingerie market. The firm's sales for 1987 are projected at \$2.5 million.

A young Saskatchewan company, **Imagination Mfg. Inc.**, located in Rose-town, offers garments to be worn where clothing uniformity is called for, such as in hospitals. The company refers to itself as the "professional image specialist" that presents a line of uniforms designed by Joanne Shaw.

Established only at the beginning of this year, the company has already begun to emerge from cottage industry status and has moved into a manufacturing site.



"We are starting to move fast," says Joanne Shaw. "We've just mailed out our first catalogue and we are expecting big things to happen this fall.

"Our professional attire is currently for women but we are going to expand into maternity wear and men's uniforms. We use basic patterns and then add style and sophistication to them. We also do custom work for people who want to use their own designs."

British Columbia

The apparel industry in British Columbia has gained new impetus in the past 10 years, largely because of consumer response to the work of a bright and growing group of

Trademark by Accident

The well-known trademark of **Jantzen Canada Inc.** (formerly Universal Knitting Mills) of Vancouver, a young woman, clad in a red bathing suit and gracefully diving — the "red diving girl" — started out simply as an illustration on the cover of a Portland, Oregon, knitting company's 1915 catalogue.

A young man in Portland cut the illustration from his catalogue cover and pasted it on the windshield of his car. When the picture drew envious attention from his friends, he went to the knitting company's sales office and asked for a dozen copies of the catalogue.

Curious, the sales clerk asked the young man why he wanted so many catalogues. His answer that he only wanted the covers so his friends could have pictures of the "red diving girl" sparked a marketing idea.

The sales clerk reported the incident to company officials who saw the opportunity to develop an advertising scheme and red divers soon appeared in window displays and were distributed by the millions.

By 1918, swimmers and beach lovers were sporting knitted wool Jantzen bathing suits with 35-cm (14-in.) divers across their chests. Later, the figure was reduced to 25 cm (10 in.) and stitched to bathing suit shirts.

The "red diving girl", registered in Canada in 1925, has been modernized several times but she has never changed the graceful pose that has made her the accidentally discovered trademark now recognized worldwide.

designers/manufacturers. Competition and the need to be the best in order to capture and keep market share have made B.C. apparel designers and manufacturers style- and quality-conscious.

"We have learned to be lean and mean," says Dawn Henderson, president of the **B.C. Fashion and Needle Trades Association**. "We have a nice industry here. It's not large but there is potential. One of our strong points out here is that we are very quick to judge the market.

"We are innovative and, in the industry as a whole, people are seen to be very organized in what they do. They deal in circumstances, analyze them and act quickly."

Clothing industry shipments from B.C. in 1985 added up to \$146 million. About 95 percent of B.C. manufacturers are located in and around the Vancouver area with approximately 30 percent of the 3200 workers employed in four major firms. About 46 percent of the B.C. clothing labour force belong to either the Amalgamated Clothing Workers of America or the International Ladies Garment Workers Union. The average wage paid is higher than in most other parts of Canada.

About 87 percent of the workers are female, the majority of whom are skilled sewers from Asian countries. According to Dawn Henderson, there is very little unemployment in the needle trades and she is quick to point out that there is strong potential for women to work at all levels of the trade from home sewers to top management.

"Sewing is an art as well as a trade," she stresses. "If you have this skill, you can go

anywhere in the world and start at the bottom or the top. You can go from home sewing into the industry."

Several B.C. garment companies are investigating computerized management information systems, including computer-generated batch formation for cutting orders, piecework ticket generation and entry and production scheduling. A number of companies have received federal Canada Industrial Renewal Board (CIRB) funds which, in some cases, have been put to use in developing employee training programs and computer techniques.

According to Bernard Keating, senior development analyst for the Department of Regional Industrial Expansion (DRIE) in Vancouver, the B.C. clothing industry appears strong and vibrant.

"High-fashion products have expanded significantly in the past five years," he says. "The predominance of women's wear and sportswear implies a high degree of flexibility in servicing consumer needs in a rapidly changing market where style and delivery times are important. The B.C. sector's performance indicates a strong market research orientation."

The **Western Canadian Designers and Fashion Association (WCDEA)**, established in 1979 in Vancouver, is a non-profit professional organization formed to support and encourage the growth and recognition of the fashion industry in Western Canada. Membership consists of active designers, students and a general group working in fashion-related fields and aspiring to the designer category.

“Needle Trades” Association Active in B.C.

About 80 percent of British Columbia's garment manufacturers are members of the **B.C. Fashion and Needle Trades Association** which was formed 12 years ago to provide a united voice for the garment industry on Canada's west coast.

“The association is under the umbrella of the Canadian Manufacturers' Association which is a national body, and that gives us clout,” explains the association's president, Dawn Henderson. “We keep an eye on what the levels of government are doing and we make sure the governments know what the needle trade out here is doing.”

Even non-members engaged in the needle trade can expect assistance from the association which also acts as an unofficial job network. Henderson's enthusiasm for the association's role even runs to helping compose résumés for people in the industry seeking career advancement, although her days are jam-packed with running her two trade-related companies, **Jason Piper Imports** and **Kanada Bias**.

Henderson is proud of the association's involvement with B.C. colleges. When approached by Kwantlen College fashion and design students to help them set up a booth in the 1986 Festival of Canadian Fashion in Toronto, a number of association members readily shared the cost with the provincial government.

“It was good exposure for the students,” Henderson says. “Industry should work with schools.”

“The needle trade is labour-intensive” she points out. “It employs more people, directly and indirectly, than any other Canadian industry. But here in B.C. no one has yet taken the time to develop a training program to provide a labour source.”

Recently, a Manitoba chapter of the WCDFA was formed and Alberta has expressed interest in doing the same.

“Our membership is growing,” says the association's public relations director, Natalie Chapman. “The fashion industry in B.C. has grown by leaps and bounds in the last few years. We are pretty excited about what is happening here. We have become an important part of the mosaic that makes up the whole fashion industry.”

The association, run on a volunteer basis, co-operates with the University of British Columbia's Department of Continuing Education, Kwantlen College and Capilano College in the presentation of workshops and seminars.

To expose the talents of B.C. designers to a broader audience, a video production was developed for the 1986 Festival of Canadian Fashion in Toronto. Funding for the video and for the association's participation in the festival came from DRIE's “Think Canadian” program.

During EXPO 86, association members took full advantage of fashion shows on the Plaza of Nations stage in the B.C. Pavilion to further display their creations.

While the influx of lower-priced apparel from Asian countries has some Canadian manufacturers biting their nails, at least one B.C. company has successfully turned the tide to its advantage. **Longhouse Fashions Inc.** of Burnaby is shipping 30 percent of its production to Japan.

“There are 10 million potential cus-

tomers over there and they like to buy quality imported goods,” points out Werner Janak, president of Longhouse.

“Canadians can sell to Asian countries,” he says. “It's a matter of finding the market and concentrating on the product that sells well. You have to make personal contact with potential customers and take time continually to follow up on all contacts.”

“For the first three years we explored and sent samples to Japan and nothing happened. And then, the orders started coming in.”

Janak points out that the Japanese way of doing business is completely different from the North American way and it is necessary to become acquainted with Japanese customs and be ready to return hospitality when clients visit Canada.

The Longhouse line is built around high-fashion knitted sweaters and jackets and traditional Canadian Indian sweaters, which make up 20 percent of its exports. The company, just three-and-a-half years old, is already chalking up gross sales of three-quarters-of-a-million dollars a year.

Some 500 skilled knitters working in their homes supply Longhouse with garments designed in-house.

A high point in the company's progress came at the official opening of EXPO 86 when the Prince of Wales and Princess Diana bought Longhouse sweaters for their two sons.

Janak firmly believes that continuous product exposure pays off and has taken

advantage of the federal Program for Export Market Development (PEMD) to attend trade shows. Longhouse is also taking part in DRIE's “Think Canadian” program.

Heather of Vancouver is another company cashing in on the current demand for fancy sweaters.

“There is absolutely no limit to what you can do with wool,” Heather Wanless,



Heather of Vancouver

president, is quoted as saying in the *Vancouver Province* newspaper. Her beautiful high-fashion ladies' sweaters in an amazing variety of styles and material combinations certainly attest to that.

Heather of Vancouver is another example of a company that started as a small cottage industry and now employs dozens of knitters. Wanless, looking for a creative outlet, has turned her hobby of knitting and designing into a business that supplies fashion-conscious shops across Canada with high-style garments.

One of the biggest manufacturers in Canada of outer garments is **Jones Leisure Products Ltd.**, a division of Jones Tent and Awning of Vancouver which will celebrate its 100th birthday in 1987.

Product diversification has been ongoing throughout the company's history. Jones Leisure Products' outerwear, rainwear, work wear and high-fashion skiwear have become among the strongest lines sold across Canada.

“We are constantly looking for new fabrics,” says Rick Cassels, sales and marketing manager. “We work with mills in Canada, the United States and Europe. For the past two years we have been experiment-

ing and designing with a new fabric called 'polar fleece' and we are now marketing polar fleece items."

Selling right across Canada has not been a problem for Jones Leisure Products. Says Cassels, "If the product is good and your sales force gives good service, you can overcome transportation and other difficulties."

Designer **Ruark Roswell Smith**, another basement sewing room graduate, hangs his labels in about 70 exclusive U.S. and Canadian shops, clothes actresses in popular U.S. television series and has had his

face the same problems of distance from suppliers and major buyers, lack of a concentrated consumer base and an uphill battle to gain recognition.

Nevertheless, a nucleus of established designers and manufacturers and a wave of talented newcomers are making Alberta's apparel industry stand out.

Connie's Sweatshop 1986 Ltd., producing exercise wear under the label "Everywear", is a thriving business that resulted from finding a solution to a specific need.

When a world-class body builder complained about how much trouble he had finding comfortable exercise clothing, Connie Peters made him a pair of sweat pants, full through the thigh and just what he wanted. More requests came in for custom wear and that convinced Connie and her husband, Garnon, to start their own company. The use of bright, patterned fabrics brought a whole new look to comfortable exercise wear.

Just over a year old, Connie's

Recently, a California company, interested in the Peters' line, projected U.S. market potential for their sweat pants at up to five million pairs a year. Envisioning business expansion in those dimensions, the Peters are looking for others who might want to pick up the line and produce it in quantity.

Edmonton designer Selma Kuchmak is one person who has broken into the Eastern Canadian market with 50 percent of her annual business coming from Ontario.

Designing under the label "Selma K", Kuchmak keeps about 30 workers busy in her family's **Hallmark Garments Manufacturing Ltd.**, which also produces men's slacks and security guard and truck driver uniforms.

Kuchmak's designs, aimed at the career woman market, sell at an average of \$270 for a two-piece wool outfit.

"Our line is mainly career sportswear. It is sophisticated and co-ordinated," Selma Kuchmak explains. "I like to work with pure wool, including all-wool knits and double knits. We get our basic wool fabrics from Canadian mills but we have to go to Europe to get the range of colours and textures we need."

Two male designers are also drawing attention to the Edmonton fashion scene.



Zonda Nellis

high-style women's clothes featured in *Harper's Bazaar*.

This 24-year-old designer oversees the production of evening gowns retailing for between \$1500 and \$5000, and cocktail dresses selling for \$400 to \$600. He has recently expanded his line to sportswear.

While 50 percent of Smith's product goes to the U.S., Canadian sales can be expected to take an upward swing as a result of his selection as one of six designers to display their creations in the 14-city, Craven "A" Special Moments Fashion Presentation that toured Canada for the 1985-86 season.

Alberta

As in the other three western provinces, Alberta garment designers and manufacturers



Connie's Sweatshop

Sweatshop has shown growth that has surprised even its owners.

"We are now producing 1000 to 1200 pairs of sweat pants alone in a month and we can't keep up with the demand," says Garnon Peters. "We also turn out other garments such as cardigans, sweat shirts, miniskirts, tank tops and headbands."

"The company is in the process of shifting from the cottage level to a 214-square-metre facility and we haven't yet gone out to look for business. It has all come from word-of-mouth."



Hallmark Garments "Selma K"

Market Development

Jean-Yves Lavigne, who recently established a small manufacturing outlet, likes to create lively, youthful fashions for both men and women. On the other hand, Stanley Carroll leans toward unusual silhouettes and fabric combinations.

A talented group of native Indians in Alberta is successfully blending traditional Indian motifs and materials with contemporary styles and fashions.

Tim Sikyea, a Chipewyan of the Dogwood Tribe, Gerri Ehli from the Blood Reserve near Cardston, and Charlene and Carol Starlight from the Sarcee Reserve of Calgary, have brought their varied heritages into play by using skills and designs handed down for generations.

The result is three lines of highly original apparel ranging from soft suede formal ensembles to casual cotton/polyester "granny" dresses and western shirts. The use of such materials as intricate beadwork, moose hair tufting, porcupine quills and hand-tanned buckskin adds unique flair to many of the garments.

Sprung Clindinin Ltd. of Calgary has diversified to include the manufacture of work clothing and, more recently, sophisticated ski apparel.

The designer behind the sports label is Kerri Sprung, granddaughter of the company's founder. In a few short years, Sprung's expanding line has gained a leading position in outfitting the estimated 300 000 enthusiasts who take advantage of Alberta's ski slopes every year.



Northern Sun — Gemini Fashions of Canada Ltd.

Being chosen as supplier of all-weather uniforms for employees at such famous ski centres as Lake Louise, Norquay and Sunshine hasn't hurt Kerri Sprung's image. Another boost for her products came when she won a contract to clothe Canadian observers at the 1984 Sarajevo Olympics.

As a move toward promoting their products and also making profits, Edmonton and Calgary designers have formed two

groups — the Edmonton Fashion Council and the Calgary Fashion Council.

Saskatchewan

Saskatchewan's contribution to the Western Canadian garment industry mix is concentrated mainly on outerwear, casual wear and industrial and professional work wear, such as nurses' uniforms.

Canaday's Apparel Ltd. of Moose Jaw has gained a Canada-wide market for its better-quality casual, dress and active wear. From a modest beginning in 1952, the company has tripled in size and increased its personnel more than tenfold. Successful marketing has been achieved by a sales force of 10 representatives working across the country.

Canaday's experienced and mature management has resulted in the company being recognized as one of the most modern and highly automated factories in North America.

A family business started in 1975 by Al and Kathy Reaser, Actionwear Saskatoon Ltd. began operations as a producer of work wear, mainly insulated suits and jackets.

While these are still Actionwear's bread and butter, men's and women's ski-wear and casual wear, introduced during the past five years, have helped to increase sales by more than 200 percent.

Five years after its inception, Actionwear's growing pains became acute. With the help of a contribution from DRIE, the

Saskatchewan Footnotes

There are a lot of happy feet in the world enjoying slippers and mukluks made by Saskatchewan Indian crafts people and marketed through the Saskatchewan Indian Arts and Crafts Corporation (SIACC).

Comfortable, warm, long-lasting and richly decorated, this line of footwear features intricate bead designs and rabbit fur trims in white, chinchilla gray and natural coyote. After-ski boots made from moose hide and lined with pile are popular items with shoppers.

Carving a unique niche in the Canadian apparel industry, this footwear, along with home-tanned leather garments, emphasizes the importance of native craft production in generating both employment and highly marketable goods.

Membership in SIACC is open to any Saskatchewan treaty or registered Indian involved in Indian arts and crafts at local, provincial and national levels. Production centres, established on reserves, provide employment for hundreds of native people participating in a cottage industry in which beading and other work is done in the home and paid for on a piecework basis. Individual producers are contracted to make specialized items.

SIACC's seven retail operations in Alberta and Saskatchewan, known as "Indian Trader", market the footwear and garments as well as other crafts. Generated funds are re-invested in development, training and marketing on behalf of Saskatchewan's native artists and crafts people.

company moved into its current 1860-square-metre facility. Today, its inventory includes unlined coveralls, club jackets, logger safety pants, snowmobile suits and hunting apparel — all marketed under the trade name of "Actionwest".

The Reasers are proud of their achievements in the garment industry. Says Al Reaser, a pattern maker with 30 years of experience, "We don't copy. We style our apparel. In our skiwear, we incorporate design ideas we get from travelling each year through ski areas in Alberta and B.C.

"We distribute mainly in Western Canada. There's a lot of competition from the established needle industry in Eastern Canada."

Actionwear employs 90 people and projects sales for 1986 at \$5 million.

Manitoba

Manitoba has been expanding its garment manufacturing industry since the turn of the century, despite its distance from major markets and suppliers. By the 1950s, the industry was at a crossroad. It had to choose between remaining a small work clothes maker, supplying mainly Western Canada, or becoming a fashion supplier to expanded markets.

Fortunately for the province's economy, a new breed of managers with vision for the future took the industry in hand. As a result, the Manitoba garment industry has become the second largest employer in the province's manufacturing sector.

By the late 1970s, investment in new technology and efficient factory space in Manitoba (exemplified by **Westcott Fashions** and by **Nygaard International** of Winnipeg) exceeded \$100 million. Employment grew to 9500 and shipments were valued at more than \$300 million.

The recession of 1982-83 caught the industry in a vulnerable position. However, the federal Canadian Industrial Renewal Board (CIRB) helped many companies keep up with advances in technology. All the large Manitoba garment companies are using computerized pattern grading and marking systems. Westcott can boast of having a fully automated cutting floor system.

The past three years have seen the industry regain its employment and sales levels. Today, there are 85 garment factories in the province and the industry is 100 percent Canadian-owned.

One of the best-known labels coming out of Manitoba, **MWG**, appears on a line of apparel that includes jackets, sports shirts, rugby pants, fleecewear and heavy western-

One Hundred Percent Canadian

Manitoba's 100 percent Canadian-owned apparel industry accounts for 10 percent of the province's gross domestic product and is the second largest employer in the manufacturing sector. The 85 factories in the province are owned by people who were either born in Manitoba or who have lived there for many years.

Eighty percent of the labour force is female and 65 percent of the industry is unionized. The industry holds a higher equity-to-debt ratio than most other areas and, in the past decade, has become highly capital intensive.

An active community of fashion designers has recently formed the **Manitoba Association of Designers Inc.**, a non-profit professional organization. Patterned on the **Western Canadian Designers and Fashion Association** in British Columbia, it was established to support and encourage the growth and recognition of the fashion industry in Manitoba.

Manitoba's manufacturers' forum is the **Manitoba Fashion Institute**, established in 1969.

style outerwear, designed in a large selection of fabrics.

Promo Wear, a division of **MWG Apparel Corp.** of Winnipeg, produces classic caps and apparel complete with customized embroidery or screen printing.

Custom-knit toques and scarves and novelty aprons can also carry customers' logos and messages, which **Promo Wear's** design department is prepared to work with customers to develop. A revolutionary multi-head computer monogramming technique, which produces 600 stitches a minute, ensures that every stitch of a logo is exact and design details are consistent.

MWG, established in Winnipeg in 1929, markets 99 percent of its products in Canada with the rest going to such countries as Italy, England and the United States.

"We are the largest Canadian manufacturer of authentic western shirts," observes **MWG** official, Hartley Klapman. "And, of all the shirt factories in Canada, maybe in the world, we have the most highly automated facility. We currently employ 265 people."

The "Northern Sun" label of Winnipeg's **Gemini Fashions of Canada Ltd.** is found on a top-quality line of ladies', men's and children's parkas, jackets and coats. The line, made of 100 percent virgin wool, is distinctively enhanced by fur-trimmed hoods and embroidered designs inspired by traditional Canadian native artwork.

Another thriving Winnipeg fashion house, **Lisa Designs Inc.**, is gaining recognition throughout Canada. Founded five years ago by Lisa Clark, the firm now employs a staff of 25 to 30 and has collections in 200 retail outlets across the country.

The basis of Clark's collections is day and evening wear for women over 25 who are looking for fashion with sophistication.

"Western Canada, particularly, has

been good to us," says Karen Unrau, controller of **Lisa Designs**. "Now we want to find our niche in the U.S. market, especially in New York where there is a huge population to draw on.

"Since the beginning of this year, we have had a New York sales representative who is showing the **Lisa Clark** lines and reaction has been favourable. Also, we have recently received an order from California."

Winnipeg designers **Alan Einarson** and **Meghan Gray** own and operate **Trace Design Co. Ltd.**, an award-winning fashion design company, and market their line of dresses and sportswear under the labels "Trace" and "Wade Gray". They recently received a large order from **Creed's** of Toronto, a major victory for the fledgling design firm.

Kurt Jones is a designer for **Western Glove Works Ltd.**, whose lines include women's jeans, jackets, skirts and pants. The company has plans for a new plant to begin production in June 1987 and to provide employment for 200 workers.

In General

As buyers and consumers across Canada become more and more aware of the high standards of western fashions, the industry is revealed as thriving and fast catching up with its eastern counterparts.

Well-established or new to the field, western companies and designers are proving imaginative in their designs and aggressive in their marketing strategies.

The bright Western Canadian star on the fashion horizon is rising and, through its own efforts, appears to have a secure future. ☐

— by **Pixie McGeachie**
DRIE Vancouver
Special to Canada Commerce

Asian Aerospace '86

Export Opportunities in Southeast Asia

There are growing opportunities for Canadian exports to Asia/Pacific markets and particularly to the Association of South East Asian Nations (ASEAN), according to officials of the Department of External Affairs.

ASEAN's "priority development sectors" often coincide with Canadian industrial capacity. As a consequence, there are ample opportunities for Canadian exporters, particularly in: energy development (oil, gas, coal and power generation and distribution); telecommunications (both urban and rural); general consulting; forestry; mining; transportation (especially rail, air and mass transit); education and training.

This was emphasized by the success of the Canadian participation in the third biannual Asian aerospace exhibition and conference, Asian Aerospace '86, held in Singapore early this year.

Canada's High Commissioner to Singapore, George W. Seymour, emphasized the importance of Asian Aerospace '86 to Canada. Singapore is the hub for the Asia/Pacific region, the world's third largest market for aircraft and services (after the U.S. and Europe). Because 80 percent of Canada's \$3 billion annual aerospace sales is exported, attendance at such showcases is essential.

Combining their efforts through the Aerospace Industries Association of Canada (AIAC), 19 Canadian companies exhibited their products at Asian Aerospace '86. Financial assistance was provided to participants through the Program for Export Market Development (PEMD) of the Department of External Affairs.

Stand of CAE Electronics at Asian Aerospace '86.

The Canadian exhibit was among some 500 from 22 countries, including national groups from Australia, Britain, France, the Netherlands, Italy, Israel, Sweden, the United States, the Federal Republic of Germany, Singapore and the People's Republic of China.

Canadian attendance at Asian Aerospace '86 increased by almost 100 percent over the 1984 show and show authorities are predicting a bigger and better Asian Aerospace '88.

Permanent facilities are to be constructed and a new location, to the east of Changi Airport, will permit flying displays over the water without interfering with regular air traffic.

Otch Von Finkenstein, Canadian Commercial Counsellor in Singapore, quotes the reaction of the Canadian exhibitors at Asian Aerospace '86: "We felt that attendance was necessary because this is the third biggest aerospace show (after Paris and Farnborough in England) and customers would think we had gone out of business if we didn't attend."

The aerospace sector is only part of the trade between Canada and ASEAN (which includes Singapore, Indonesia, Malaysia,

Thailand, the Philippines and Brunei), External Affairs officials report.

Statistics show that, from 1975 to 1984, annual two-way trade quadrupled to almost \$1.5 billion with Canadian exports at \$795 million. Canadian investment in ASEAN stood at approximately \$1.6 billion by January 1985.

Persistence is necessary when carrying out marketing on the other side of the world. However, convincing results are possible as shown by the \$20 million sale of flight simulators to Singapore Airlines by CAE Electronics and Canadair's sale of Challenger executive jets to China.

Although accounting for only about 10 percent of Canada's export trade, the Asia/Pacific region has become the nation's biggest overseas growth market. However, because of its growth potential, the region accounts for a much larger share of Canada's export assistance programs — 1984 figures show about 20 percent of the federal Program for Export Market Development (PEMD) funds going to the region as well as a similar percentage of External Affairs' trade fair and mission funds.

The importance attached to market development in the Asia/Pacific region is demonstrated by senior-level delegations to the area. Former International Trade Minister James Kelleher led a mission in February 1986 following two led by Secretary of State for External Affairs Joe Clark and the then Minister of Regional Industrial Expansion, Sinclair Stevens.

Government initiatives have sparked private sector involvement and 25 private sector representatives from ASEAN are scheduled to meet a similar number of Canadians in mid-September at the Canada-ASEAN Forum in Victoria, British Columbia. ☐

Canadair Challenger on the flight line at Singapore.



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 English and French if it is available.



PBX/CENTREX Telephone System

The TalkTo® 1000 telephone set from Trillium Telephone Systems Inc. of Kanata, Ontario, is an advanced telephone system that features ease of use for PBX (private branch exchange) and CENTREX. Programmability accommodates access codes while soft keys and a liquid crystal display put the system's features at the operator's fingertips.

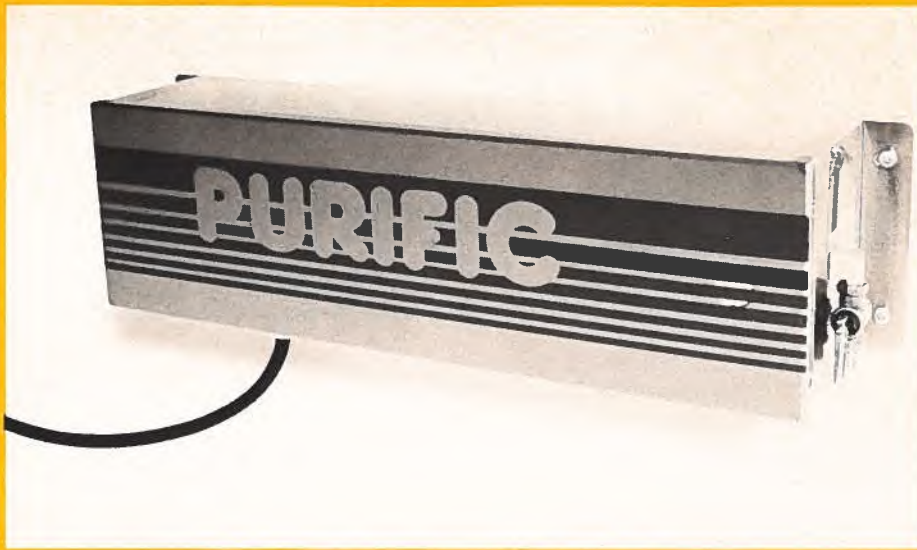
The system enhances conferencing, call forwarding and call hold and stores a directory of up to 99 names and telephone numbers that can be dialed automatically. It times the length of telephone calls and provides reminders of appointments and is also a calculator, calendar and clock.

Audio-Follow Dissolver Mixer

Scantex Laboratories of Pierrefonds, Quebec, presents the latest addition to its 200 Series audio-follow system — the AFDM-208 audio-follow dissolver mixer. The system is a dual-channel, PGM/PST type with 16-audio-channel mix-down capability, mix/dissolve VCA assignment, two independent channel controls and dual-frame accurate audio transition.

Mode control includes breakaway, follow video, follow editor controller, internal/external transition and mono. Parallel or serial interfaces to major editor controllers and video switchers are available. The system provides equalizer insertion points in each VCA channel, enabling plug-in installation by customer of additional facilities.





Pool Purification Naturally

MPF Engineering Inc of Concord, Ontario, offers PURIFIC®, an ozone generator for the purification of swimming pool, spa and hot tub water.

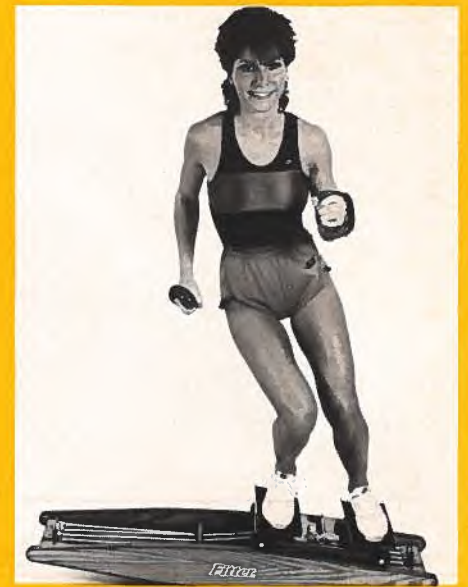
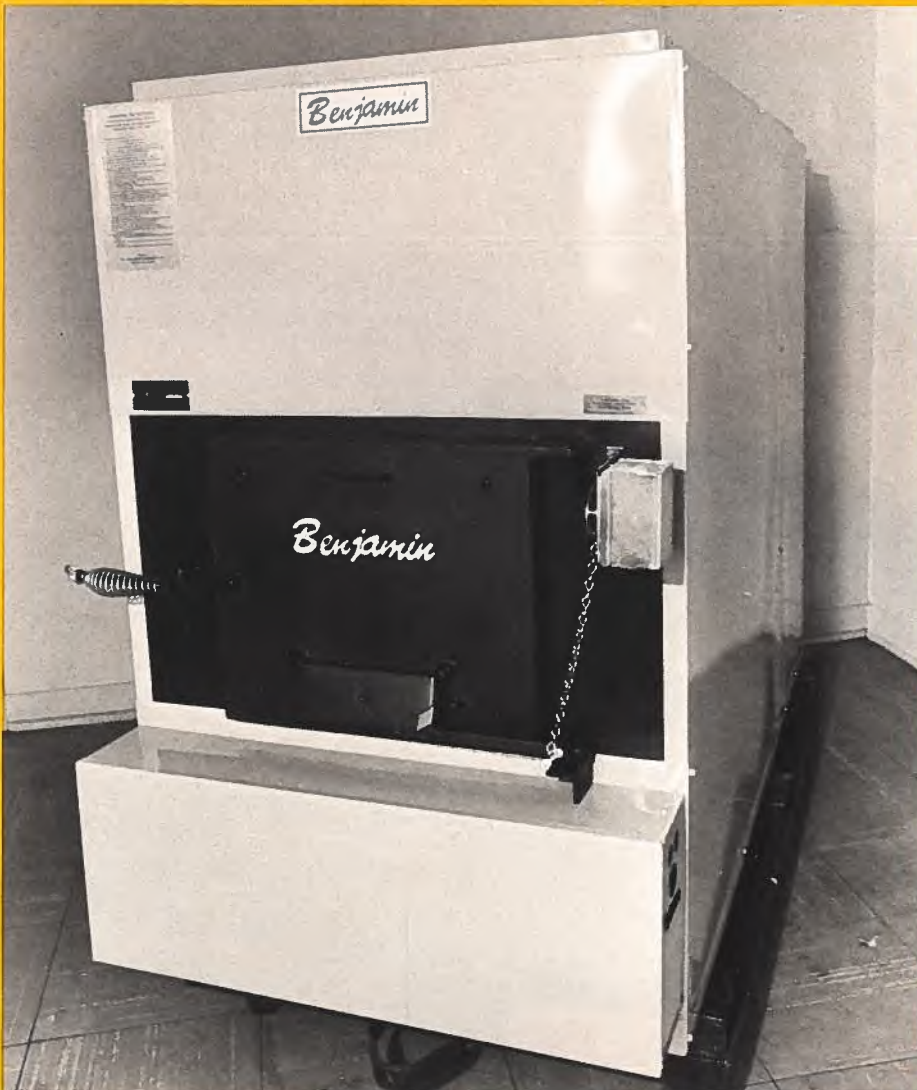
PURIFIC® manufactures ozone (nature's bactericide) on-site and substantially reduces the use of the usual chemicals. It eliminates common causes of eye and skin irritation and chloramine odours. Water quality is improved and scum line and scaling are reduced substantially.

PURIFIC® is designed for new installations or retrofit on pool, spa or hot tub filtration systems. It is inexpensive to operate and installation is fast and easy. Literature and references are available on request.

New Heating System for Homeowners

Heating dollars can be saved by using wood with a backup of electricity and that is what W. R. Benjamin Products Ltd. of Springhill, Nova Scotia, promises. The company presents its new wood/electric combination furnace for hot air installations — the H.T. 140 E.

For installation in a new home or replacement of existing furnaces, the H.T. 140 E features include: wood in the top chamber; 20 kW electric heat elements; automatic switching from wood burning to electric heat; large, highly efficient tubular heat exchanger; capacity for up to 60-cm (24-in.) logs; a complete control package.



Exerciser for Athletes of All Ages and Skills

A revolutionary home fitness device, "Pro Fitter", has been developed by a Calgary firm, Stack Enterprises. Originally designed for the rehabilitation and training of national ski team racers, Pro Fitter can be used effectively by athletes of all ages and skills — skiing, skating, tennis, football, soccer or golf.

Lightweight and portable, Pro Fitter is basically a platform that moves on an arc-shaped base. A skate (upper apparatus) is attached to variable-tension cords and the exerciser is operated by the user shifting weight from one leg to another. By changing the position on the skate, the user can isolate different muscle groups throughout the body. An attractive feature is the friction-free, flowing motion which eliminates joint and muscle stress.



Energy Management System

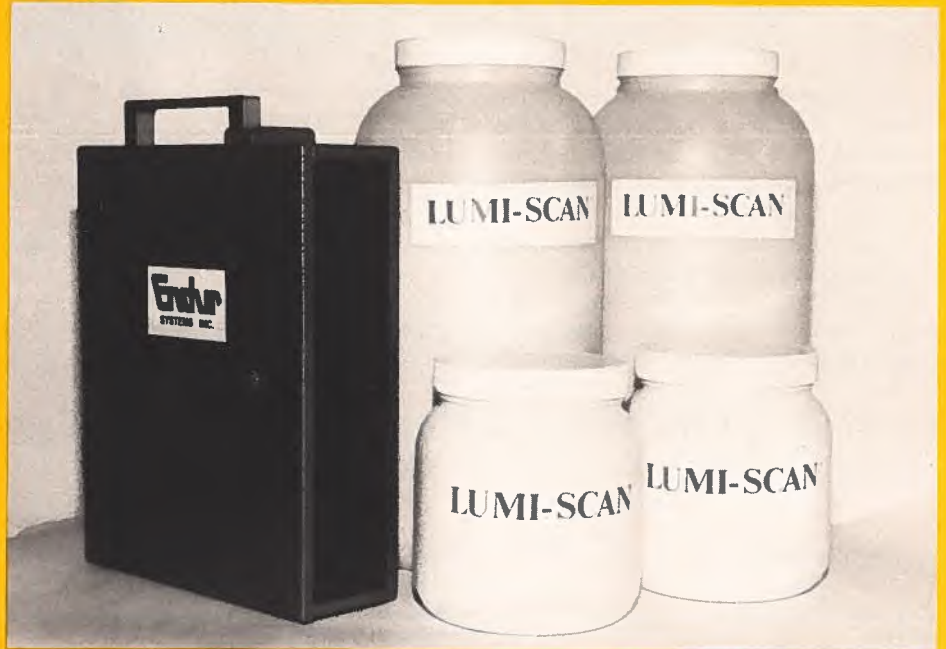
Energy conservation is one of the major benefits for users of the MC-2050 energy management system from Micro Controle Inc. of Québec City. Designed for small and medium-sized buildings, the MC-2050 is described as a low-cost stand-alone system and is an alternative to sophisticated higher-cost systems.

The MC-2050 is simple and flexible thanks to its built-in microprocessor and programming is claimed to be as easy as using a calculator. It can also receive commands from a computer (IBM PC type) using a modem for remote access and communication.

Filter Bag Leak Detection System

Endur Systems Inc. of Burlington, Ontario, offers to industry an effective product for the maintenance of air pollution control equipment. Lumi-Scan is an efficient method of quickly locating failed bags and leaks in seals and welds in baghouse dust collectors.

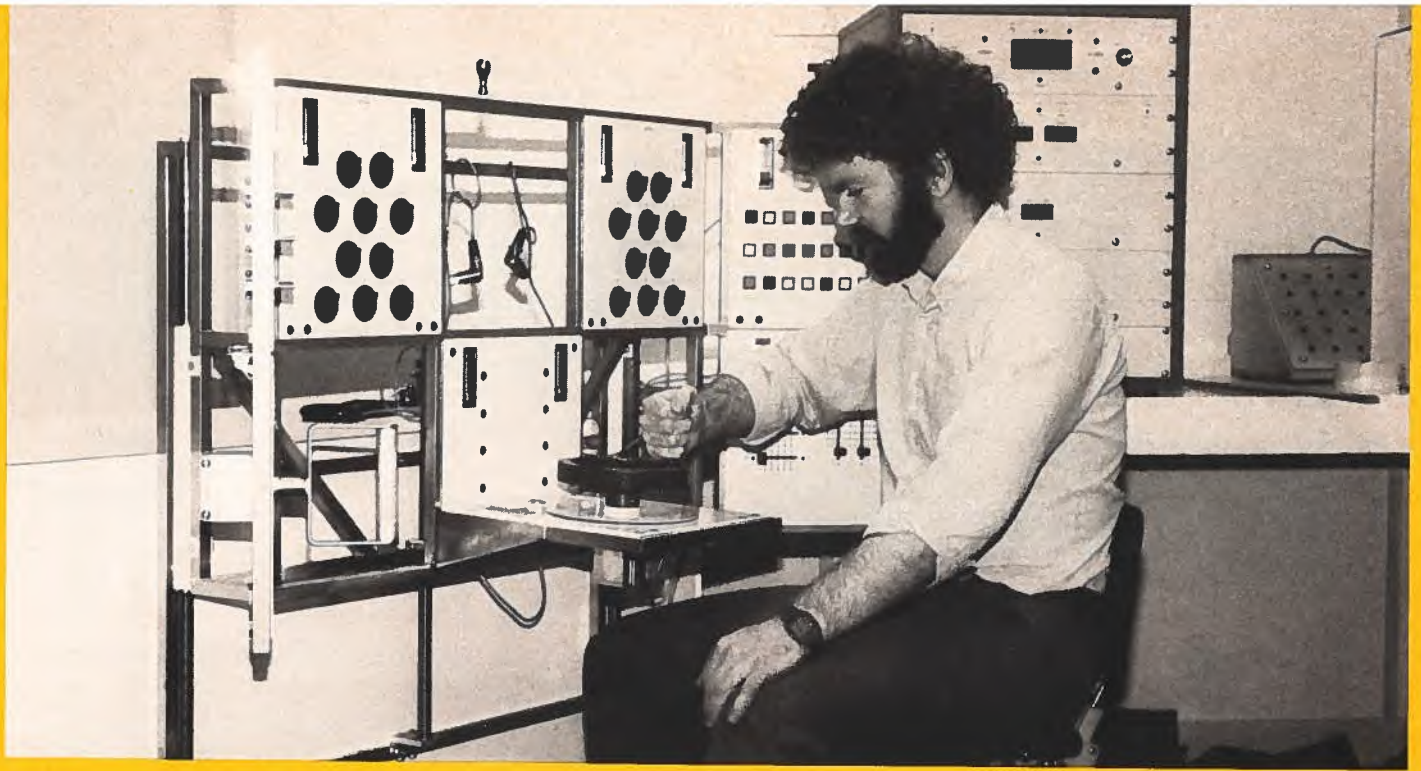
The system involves introducing the Lumi-Scan tracer compound into the dirty air ductwork with the baghouse operating. With the dust collector shut down, the operator enters the clean air section and, using the monochromatic Lumi-Scan detector, immediately detects where the tracer compound has leaked through. This then allows prompt and precise replacement or repairs to be made on all shaker, repressuring or pulse-type baghouses.



Titan Trench Digger and Grader

DISTEC Enr. of Trois-Rivières-Ouest, Quebec, presents the Titan trench digger and grader, incorporating a concept which permits the maximum use of the weight of a tractor for digging or scraper operations.

The Titan operation transfers all the weight of a tractor's rear axle directly to the cutting edge of the grader's blade, transforming the conventional simple-action hydraulic system into a powerful double-action system without changing any parts. Trench digging is possible and leveling is better controlled since all cylinders are double acting.



Available Motions Inventory

Transitional Services, a Calgary-based employment service, presents the Available Motions Inventory (AMI), a sophisticated evaluation tool that measures the employment-related physical capacities of persons with physical disabilities. By activating various controls on the AMI's steel frame, test subjects demonstrate their range of motions and the sorts of tasks they can perform.

Transitional Services helps employers of all types fill their personnel needs, free of charge, and enables adults with physical disabilities to prepare for and find employment suited to their abilities and education.

The company offers professional advice on all aspects of hiring persons with disabilities including: how to acquire government funds to pay for wages, training costs and worksite modifications; identification and design of worksite modifications; and physical capacity evaluation to determine an individual's abilities.

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

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Micro Controle Inc.

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Fell-Fab Improves Aviation Safety



Resistance check of the five layers of thermal insulation which protect vital parts of the *Olympus* satellite.

Tragic fires in passenger aircraft have aroused airline interest in a product to improve aviation safety developed and patented by a Hamilton, Ontario, company, Fell-Fab Products.

Fire-Bloc* is an inexpensive but effective concept based on encasing the foam core of airline seat cushions with a fire-resistant fabric shield. It meets or exceeds all of the specifications laid down by the U.S. Federal Aviation Authority.

Fire-Bloc* is just one result of Fell-Fab's ability to design and manufacture seat covers and interior cabin finishings for airliners. A complete outfit for a 400-passenger Boeing 747 can be produced in one week.

R.H. (Rob) Carson, systems planning manager, purchasing and supply, for Air Canada, is enthusiastic about the effectiveness of Fell-Fab's seat covers.

"As an airline, we supply a perishable product — 'The Passenger Place'. Accordingly, we are dependent upon suppliers such as Fell-Fab Products who assist us in providing the quality demanded by the travelling public," Carson comments.

Further endorsement is offered by the Aerospace Industries Association of Canada which has selected Fire-Bloc* seat covers for its exhibit at EXPO '86.

Participation in the space program was a natural development of Fell-Fab's work for the aircraft industry in which the company uses computerized cutting and sewing equipment to work to close tolerances and exacting quality control requirements.

polyurethane foam sheets sandwiched between two layers of super-strong Dupont Kapton film. The fragile solar arrays of the *Olympus* satellite, which convert sunlight to electricity, are protected by Fell-Fab's interleaves during the stress and vibration of launch.

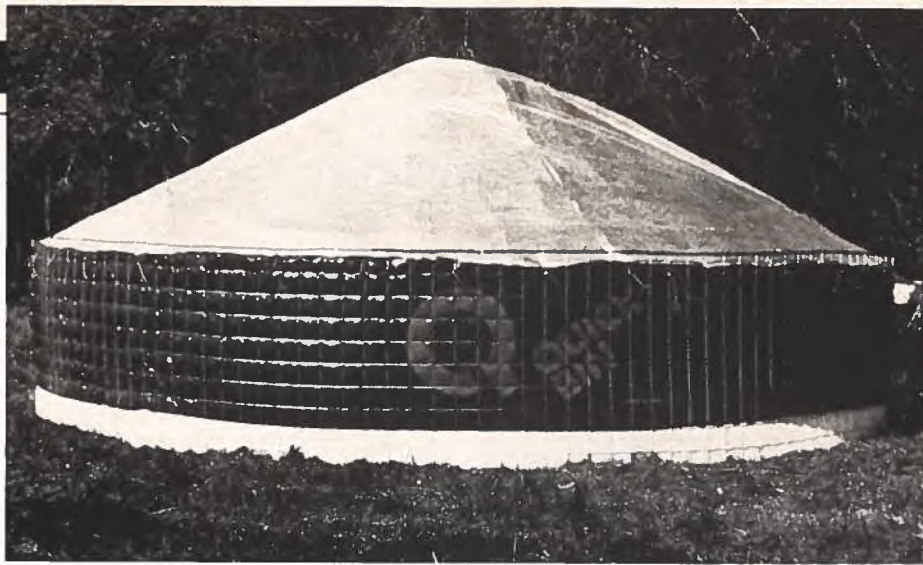
Fell-Fab supplies the interleaves to Spar Aerospace in Toronto, a major subcontractor to the *Olympus* prime contractor, British Aerospace Corporation. In addition, Fell-Fab's shipping interleaves protect the delicate *Olympus* solar panels during transportation from their manufacturer in Europe to the assembly site in Toronto.

Fell-Fab's involvement in satellite components includes the manufacture of thermal insulating blankets. These blankets protect the sensitive *Olympus* solar wing deployment mechanism from the temperature extremes of space. They are also used in one of the first commercial applications of TCC (Transparent Conductive Coating) which helps eliminate electrostatic discharge, a major problem in satellite operations.

A supplier of textile products to the aviation industry for a quarter of a century, Fell-Fab has extended its capability to a wide range of specialized textile products and services.

Patented Fire-Bloc* aircraft seat covers.





Quick-Bin* provides rapid and convenient storage in 90- and 180-m³ (2500- and 5000-bushel) capacities.



Felco* portable silo system stores free-flowing dry bulk materials indoors or outdoors.

In addition to seat covers, aircraft interiors and satellite components, the *Aviation Products Division* designs and manufactures protective shipping covers for commercial aircraft wings, baggage carts and fire extinguishers. Some of the familiar airport passenger bridges have flexible sections manufactured by Fell-Fab.

The *Packaging Division* designs and manufactures a wide range of shipping and storage containers for dry, free-flowing, bulk materials.

- The Felco* container liners reduce shipping costs and damage.
- The Quick-Bin* can be transported in a station wagon and can be erected in one hour to provide protection for up to 180 m³ (5000 bushels) of such easily perishable materials as grain.
- Boomerang* is a compact storage and shipping system, each module holding nearly three tonnes of free-flowing

dry bulk material in two cubic metres (70 cu. ft.).

- A larger system, the Felco* Portable Silo, can handle between 6 804 kg (15 000 lb.) and 27 216 kg (60 000 lb.) in a floor area under 3.66 metres square (12 feet square).
- Complementing these storage and shipping systems is the Kongskilde suction/blowing loading and unloading system.

The *Canvas Products Division* custom-manufactures for diverse applications radomes, antennas, tents, insulation pads for nuclear reactors, pond liners for water management and container liners for the in-plant transportation of dry material.

The *Consumer Products Division* supplies awnings, boat covers and tents, merchandising bags, sports field covers, carnival tents, marquees and big tops, all tailored to suit the needs of individual customers.

The *Rental Division* satisfies temporary needs for residential tents and pavilions. Aluminum frame portable warehousing is also available.

Marketing expertise is the key to Fell-Fab's success. President Don Fell believes in finding out what the customer wants and providing it on time and at a fair price. He also believes that even the best of products have to be sold. He and his sales force are permanently on the road, ensuring that established customers are satisfied and cultivating new ones.

Fell acknowledges the assistance received from the Canadian Trade Commissioner Service and the Program for Export Market Development (PEMD) which has enabled Fell-Fab to double its marketing effort. He notes the value of government sponsorship at such major events as the Paris Air Show and Asian Aerospace in Singapore.

"It is important to our sales effort, especially in Asia, for the customer to see that the Canadian government supports our efforts," he emphasizes.

Building on a trading relationship with Southeast Asia which has been developed over the last decade, Fell-Fab is expanding its marketing activities into China.

Don Fell has studied Western business ventures in China and is convinced that success is based on the creed — "growth of business follows the growth of personal relationships". He sees the long-term opportunity in China as promising, especially for packaging products.

The Fell-Fab commitment to exports and customer contact is demonstrated in busy subsidiaries located in Lewiston, New York; Leeds, England; and Dublin, Ireland.

However, Fell stresses that the greatest assets of any organization are its workers. "People make the difference — as demonstrated in the quality and performance of our products and seen in the fresh, innovative thinking behind many of our patented items." □

**For further information on Fell-Fab and its products, please contact:
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**— by Bernard Shaw
Electronics and Aerospace Branch
DRIE**

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*Fire-Bloc** is a registered trademark owned in Canada by Fell-Fab Products.

The Ultimate Aerobatic Aircraft

Gordon Price has a "steady" job as an Air Canada DC-9 captain. His hobby, however, is anything but steady. He designs, builds and flies his personal aerobatic aircraft capable of gyrations which the average airline passenger would not even like to think about.

Combining his practical experience as a pilot with his hobby, Price has formed the company Ultimate Aerobatics Limited, of Guelph, Ontario, to produce aerobatic aircraft for a growing number of enthusiasts.

Price estimates that there are already about 13 000 aerobatic aircraft flying today and half of these were sold as do-it-yourself kits. He believes there is a large and growing market for the dozen or so suppliers of aerobatic aircraft (both factory-assembled and do-it-yourself), only one of which he feels presents real competition to his Ultimate Aerobatics products.

"We want our customers to truly enjoy the products they have purchased," Price

emphasizes, explaining the variety of choices his company offers.

The most simple option is a set of plans with the customer finding the construction materials and building the aircraft. However, Ultimate Aerobatics is equipped to supply aircraft at virtually any stage of construction to suit the builder's requirements or skills.

From Hobby to Thriving Business

Price started his flying career in 1959, spent seven years in the Royal Canadian Air Force flying CF-86 and CF-104 fighters and then moved on to Air Canada. As a hobby, he built a Skybolt in 1974 and started competitive aerobatic flying in 1977. A Clipped Wing Cub and a Pitts Special followed.

Among many awards, trophies and titles collected in a 26-year flying career, Price gives pride of place to his five-year record from 1979 to 1984 as Canadian Open Aerobatic Champion.

His next major target is the 1988 World

Aerobatic Championship to be held for the first time in Canada. He plans both to compete personally and provide aircraft for the six-member Canadian team taking part in the event to be held in Red Deer, Alberta, July 31 to August 12, 1988.

Precision flying provides thrills but Price also emphasizes the importance of the sport in developing skills which lead to safe flying and to improved aircraft design. He designed, manufactured and demonstrated several innovations for the Pitts which significantly improved the performance of this popular biplane.

Pressure from other aerobatic pilots who wanted the same improvements was adequate encouragement for Price to establish Ultimate Aerobatics as a proprietorship in 1979. As a result of increasing demand, Ultimate was incorporated in 1981.

While never losing sight of performance and safety, the objective of the new company was to make a profit from the design, devel-





opment and sale of products for the aerobatic enthusiast.

A complete wing for the Pitts aerobatic biplane, which has larger control surfaces and stronger construction than the original wing, was put on the market in 1981. This permits performance improvements such as doubling the roll rate of a Pitts SI to one complete revolution per second.

Ultimate Range of Products

The Ultimate product range has expanded. In addition to the new wing, a comprehensive range of components and subsystems — cowlings, brakes, landing gears, fairings, canopies, fuselages, spinners, smoke systems and fuel tanks — are supplied for aerobatic aircraft.

The “Explosafe” fire suppression system, a Canadian invention, is incorporated in the Ultimate fuel tanks. A matrix of expanded aluminum foil inhibits flame propagation and absorbs heat to greatly reduce the risk of fire. Additional advantages are the reduction in liquid slosh and surge, improved electrostatic charge dissipation and ease of on-site repair.

The Explosafe system is used in a wide range of vessels, automobiles and aircraft, particularly those used in hazardous operations.

Price decided to combine his experience as a champion aerobatic pilot and manufacturer of subsystems to design and build complete aircraft.

With assistance from the National Research Council and the Department of

Regional Industrial Expansion, the result was the prototype Ultimate “Ten” (“The highest possible score,” Price notes) high-performance aerobatic aircraft. The “Ten” has since moved beyond the prototype stage and is now flying.

Explosafe fire suppression system installed in a military truck fuel tank.

“Ten” Models

A range of “Ten” models is now available.

- **Ten-100** — This aircraft is intended to

World Aerobatics Event Scheduled for Canada in 1988

For the first time in international aerobatic flying history, the annual World Aerobatic Championship will be held in Canada in 1988.

The 1988 Championship is scheduled to be held at Red Deer, Alberta, from July 31 to August 12, 1988, and 25 international teams will be invited to attend, including a six-member Canadian team.

Grant McKay, president of Aerobatics '88, formed to organize the World Aerobatic Championship, states that competitors are expected from the United States, Europe, Australia and several Eastern Bloc countries including the Soviet Union.

The Canadian team is expected to fly Ten-300 aerobatic aircraft from the Guelph, Ontario, firm of Ultimate Aerobatics Limited.

This is only the second time the international championship has been held in North America. The first was at Oshkosh, Wisconsin, in 1980.

Organizers for the event are enthusiastic about the timing and location. The weather in the Red Deer area during the summer is normally clear with 15 hours of sunshine daily and visibility frequently in excess of 60 kilometres — ideal conditions for aerobatic training and competition.

For further information, please contact:

Aerobatics '88

4811-48 Avenue

Red Deer, Alberta

T4N 3T2

Tel: (403) 342-2032

be both affordable and fun. Its unique design allows it to be fitted with either a 100-horsepower or a 180-horsepower engine. Ultimate is prepared to help with aircraft weight and balance calculations and the design of engine mounts for the installation of other power plants.

Low cost, 100 horsepower and ease of control make this a good introductory aircraft for both builder and pilot. When the owner's skills are refined, the Ten-100 can be easily moved up to 180 horsepower and be equipped for competition in the professional's "Unlimited" class.

- **Ten-200** — With 200 horsepower, this aircraft is for the serious competitor and many extra features give it improved control both in the air and on the ground.
- **Ten-300** — This is the hot-rod of the Tens. Swept-back wings and a longer fuselage, powered by 350 horsepower, coupled with all the improvements arising from Price's experience, have produced an aircraft unmatched by any other manufacturer.

As Price says, enthusiastically, "This is

not an aircraft for the faint of heart. With a top speed of 385 kilometres per hour (240 miles per hour), the ability to climb vertically for 915 metres (3000 feet), macro-flap and full span symmetrical ailerons, this aircraft will perform manoeuvres that have yet to be invented."

New Concept

The Ten-100 and Ten-200 models are based on proven designs but the Ten-300 is a new concept capable of high performance.

"In addition to improved performance, the Ten-300 has a longer profile than traditional aerobatic biplanes which are short, stubby machines," Price explains. "The traditional craft suffers in competition with the relatively slender monoplanes because it is difficult for judges to be sure that the biplane is flying in a perfectly straight line.

"We overcome a major problem which has always handicapped the competitive biplane while maintaining its advantages (over the monoplane) of inherent strength and stability."

The enthusiasm of budding aerobatic

pilots who intend to build their own aircraft is evident in reported sales of about 36 000 sets of aircraft plans and over 10 000 aircraft kits.

Typical customer profile is of a male, 30 to 50 years old, with an income greater than \$75 000, who wants the newest and best. That is exactly what Ultimate provides and Price is confident that 1985 sales of close to \$1 million will increase dramatically as the new models demonstrate their merits. ☐

— by **Bernard Shaw**
Electronics and Aerospace Branch
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Gordon Price and the Ultimate Ten-100.



Newfoundland Doctor's Surimi A Cure for Ailing Cod Market?



Clarenville, Newfoundland

At first, it seems almost like a Newfie joke in reverse: get the gullible mainlander to do a story about the Hong Kong-born doctor in St. John's who produces *artificial* seafood in the heartland of the Atlantic fishery.

But, believe me, Dr. Cosmas Ho, a prominent Newfoundland acupuncturist, is no joke. Nor is his Terra Nova Fishery Co. Ltd. plant at Clarenville, midway along the St. John's-Gander stretch of the Trans-Canada Highway.

There, in buildings overlooking the fish-rich waters of Trinity Bay, Dr. Ho's plant pulls off what almost seems the modern equivalent of the water-into-wine miracle — turning codfish into an imitation crab meat so tasty that only an expert can tell it from the real thing.

Sitting in his office in the Kilbride Medical Clinic in suburban St. John's, Dr. Ho doesn't seem to see anything unusual in the idea of a Hong Kong-born-and-educated physician travelling halfway around the world to manufacture a product that puts him into direct competition with the Japanese.

"Basically," he explains, "I love fish."

There is, however, a bit more to the story than just that.

After getting his medical degree in Taiwan, Dr. Ho moved to Newfoundland and interned at the St. John's General Hospital before setting up his practice in Kilbride on the city's southwestern fringe.

But, for Dr. Ho — an ebullient, effusive, effervescent bundle of energy who seems never to stroll when he can dash — the demands of a medical practice seemingly weren't a sufficient challenge.

So, in 1979, after discussing the matter with the late Leonard Cowley (then an assistant deputy minister of the federal Department of Fisheries and Oceans), Dr. Ho decided to get into the fish processing business.

On Cowley's advice, he decided to locate his plant at Clarenville, a small (pop. 2800), service-oriented town 177 km (110 miles) northwest of St. John's that is handy to some of the world's most productive fishing grounds.

Like many other small fish-plant operators, Dr. Ho discovered that trying to make a profit out of the cod market was about on a par with playing the penny mining stocks.

"I kept losing money," he says, "because with codfish there's just no way you can sustain the market. If the market's strong, it means you don't have the supply, and vice-versa.

"There was no one year when there was a happy medium."

Dr. Ho then turned to processing and exporting dried squid to Hong Kong, Singapore and Japan and had built this into a \$5-million-a-year business for Terra Nova Fishery when the stocks of squid rapidly and mysteriously disappeared.

"I decided," he says, "that if I was going to survive I had to go into something new. Something big."

Having grown up in the Far East, he was thoroughly familiar with surimi, a tasteless fish-paste that forms a staple of the Japanese diet. Manufactured there from pollock, the basic paste is flavoured and marketed in as many as 60 different forms, even including bread, noodles and sausages.

"The basic idea had been with me all along," says Dr. Ho, "but by 1982, I saw the Japanese moving in."

This was enough to spur Dr. Ho into action, and using some R&D funds from



Dr. Cosmas Ho

DRIE's predecessor department (Industry, Trade and Commerce), he set out to see whether it would be possible to manufacture surimi from Newfoundland cod — particularly the smaller, tastier fish which were discarded as too small for the fish plants to fillet.

Not content to rely on his own taste buds, Dr. Ho flew in a team of surimi experts from Japan in 1983 to get their opinions on cod as a surimi base. They gave him a thumbs-up.

Now, Dr. Ho shifted into high gear and with the help of a \$135 000 Industrial and Regional Development Program (IRDP) grant from DRIE, he spent more than \$1.2 million (\$800 000 on Japanese-made

equipment alone) to get his plant into operation.

By 1984, his artificial crab meat (he promotes it as "an alternative to crab") was being marketed across Canada by a major food distribution firm under its own brand-name and, a year or so later, under his own in-house *Seafood Ho!* label. Since then he has extended his markets to include the U.S. and even Hong Kong.

"We went from kitchen to commercial in less than one year," Dr. Ho says proudly, noting that his 1984 sales of \$2 million represented a third of the Canadian market.

The almost instant popularity of the product is enough to keep two, 20-person shifts working year-round in the Clarenville plant. (In St. John's, a 0.45-kilogram [one-pound] package of 12 surimi-crab sticks retails for just over \$5, compared to more

than \$17 a kilogram [\$8 a pound] for the real thing.)

There, with day-to-day operations managed by Dr. Ho's brother and nephew, the work proceeds in two distinct phases.

In June and July, when in-shore cod landings are at their peak, the fish are cleaned, filleted and then fed into the first of a series of stainless steel tanks. As they move along the production line, the fish are minced and the pulp goes through an elaborate washing process that removes every trace of blood, bone and the enzymes that make a fish taste, well, fishy.

What's left is 0.4 kilograms of pure, tasteless protein for every kilogram of fish fed into the processor.

"It's a very healthy food," says Dr. Ho who promotes it to a health-conscious Canadian market as being low in both cholesterol and calories.

Sugar and sorbitol — a substance that maintains freshness — are then added and the surimi is frozen into 10-kilogram (22-pound) blocks to await further processing.

With the addition of a third shift during the peak season, the plant can process 75 576 kilograms (160 000 pounds) of cod every 24 hours.

During the remainder of the year, the frozen blocks are thawed as required, flavouring (crab juice, an imported Japanese natural flavouring and even a dollop of fresh crab meat) is added and the final product is cooked and coloured. It is then processed into packages of surimi-cum-crab sticks or flaked meat for use in salads, sandwiches, etc.

Dr. Ho, who is now investigating the possibility of producing surimi-based bread, feels his product has a vital competitive edge.

"There's a lot of the Japanese product in the marketplace," he says, "but their meat is inferior compared to cod and ours has a better colour."

And, in this area where fish plant closures have become a sad fact of life, he is rightly proud that his is the first commercial operation in the world to turn cod into crab.

"I think they should give me a gold medal or something," he grins. □

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— by Ron Johnson
Canada Commerce

Made-in-Canada Survival Suit Protects Newfoundland Fishing Trawler Crews

Safety at sea is of prime importance to Fishery Products International (FPI), a Newfoundland-based company which is the largest fish harvesting and processing company in Canada and one of the largest in the world.

Because of this concern for safety and in keeping with the federal government-sponsored "Think Canadian" program, FPI concluded an agreement to purchase survival suits from a Nova Scotia company, Narwhale Marine Ltd., and has already bought more than 1000 of the suits.

The "Think Canadian" program was introduced in 1984 by the Department of Regional Industrial Expansion (DRIE) to encourage the purchase of Canadian-made goods. It is designed to stimulate the development and expansion of Canada's domestic market and create more jobs today and in the future.

850 Crew Members

FPI operates a fleet of 65 deep-sea trawlers that supply raw material to the fish processing plants across Newfoundland. The company has about 850 crew members on these vessels for a 12-month-a-year fishery.

The North Atlantic is one of the most inhospitable environments in the world and is especially fierce during the winter months when freezing temperatures, gale-force winds and eight-metre waves create extremely hazardous conditions.

It was in the North Atlantic, near the edge of the continental shelf, that the billion-dollar oil rig, *Ocean Ranger*, sank during a winter storm in 1982 with the loss of 84 lives.

FPI's concern for the safety of its trawler crews resulted in a 1983 decision to outfit each crew member with a personal survival suit in addition to the existing safety equipment on the company's ships.

Evaluation Committee

Having made the decision, the company formed an internal survival suit evaluation committee (in addition to the industry, government and company safety committees that already existed) to determine the basic criteria for such a suit.

The committee consisted of sea-going personnel as well as shore-based staff from



Larry Bell, president of the Nova Scotia firm, Narwhale Marine Ltd., models one of the marine survival suits chosen by Fishery Products International (FPI), represented by Merv Green (left) and Captain Bill Bushette.

the company's trawler operation and purchasing branch.

It was agreed that the suit had to provide superior protection from hypothermia, allow the user relative freedom of movement both on board the ship and in the water. It had to be sturdy, durable, serviceable and easy to use in an emergency. In addition, it was felt that actual crew training — not simply demonstrations — had to be an integral part of the purchase contract.

A number of domestic and international brands of survival suits were evaluated, demonstrations arranged, suits studied and, in some cases, the factories visited where the suits were made.

Narwhale Suit Chosen

Several companies and their products were impressive, but the final selection was a suit manufactured in Atlantic Canada by Narwhale Marine Ltd. of Nova Scotia.

FPI felt the Narwhale survival suit provided the best combination of factors within the criteria it had established. This, plus the training program Narwhale proposed, a Newfoundland-based servicing operation, and the fact that the suit is Canadian-made, led to the purchase of the Nova Scotia product.

FPI's purchase of the more than 1000 survival suits from Narwhale has not only improved the safety of the company's ships and crews, it has created jobs and, in the longer run, has the potential of expanding markets for Narwhale and helping improve the economic situation of Atlantic Canada. □

— by Randy Devine
DRIE, Newfoundland

Advanced Ceramics: A Role Now and in the Future

High-tech companies with a foothold in advanced ceramics markets will have a solid role in Canada's future as a new "stone age" is being created for ceramics in the electrical industry.

Today's success in the advanced ceramics industry is being forged by combining the achievements of 40 years of electrical innovation, particularly in the development of transducers, with recent processing breakthroughs in ceramic structure.

The ability to reproduce near-perfect products in ceramic materials too hard to be machined to their final dimensions is an important factor for the new transducer markets, as are maintaining high-temperature strength, high melting point, hardness, corrosion resistance and low density.

Sensor Technology Limited of Collingwood, Ontario, provides a textbook example of exploiting this potential electrical market. The products it makes for the transducer market prove the company is on the right path in the rocky world of advanced ceramics.

"Given the importance of piezo-electric [electrical response from mechanical stress] applications generally, we chose transducers as our entry vehicle into the sensor field, one with possibilities in robotics, medical diagnosis and ultrasonics," says Dr. Eswar Prasad, Sensor Technology president.

Dr. Prasad speaks of a world market growing from \$4.2 billion in 1980 to \$12 billion in 1990 and \$17 billion by 2000.

Sensor's stone (ceramic) transducers are as much precision structures as precision electrical instruments and, at the firm's laboratories, Dr. Prasad can boast of his own achievements in these areas.

Since the Second World War, breakthroughs that allowed electron structures to be tailored to electrical functions (capacitors, resistors) have been echoed in the ceramics structural field. Whole new groups of products have been created which, as in the case of Sensor Technology, are often so specialized that they must be customized exactly to clients' needs.

"We talk far less to the purchasing managers than to the technical groups," Dr. Prasad says. "The client is involved at every

stage, through absolute necessity. Clients appreciate the costs involved in frontier [research and development] work. They make a lot of the decisions for you."

According to Dr. Suktek Johar, manager of the Glass and Ceramics Centre, Material Division, for the Ontario Research Foundation (ORF), other small high-tech companies are entering the field and their efforts are opening doors to the advanced ceramics markets for Canadian firms and Canadian jobs. "As the market expands, so do electrical opportunities for the smaller operators," he says.

The specialized nature of such small high-tech firms as Sensor means that they and their products come to the attention of larger companies with a need for sub-contracts. Johar cites the case of Nikon which buys from 10 to 15 small, specialized optical firms — an example which has parallels for the ceramics and glass-ceramics industries.

But, he stresses, such smaller companies must do more than simply tailor their products to suppliers' needs. They must keep abreast of a market that keeps changing "about once every three years".

With the help of the Ontario Research Foundation's expertise and listening posts in the scientific marketplace, Prasad feels firms can reduce the time required for product development and market launch from three or five years to as little as six months, as in the case of his own company. Market niches established in this way create their own opportunities.

Many other ceramic companies can take advantage of the electrical applications market because it is a sector that will grow and yet remain specialized, Prasad says. By the year 2000, electrical ceramics will comprise 75 percent of the total world ceramics market, 60 per cent of which is in the United States.

On the other hand, structural ceramics — wear parts, cutting tools and heat engines, particularly for the automotive industry — will not have as much attraction for small companies despite predicted market increases by 2000.

Even the big companies are finding

research and development in structural ceramics moving too fast.

"It's true that there is a three-cylinder ceramic engine running," Prasad says, "but the trade realized long ago that whole engines are 20 to 30 years away. The automotive ceramic of the near future is to be a wear part — piston linings, cylinder heads or valves."

The advanced ceramics market is still highly attractive for Canadian entrepreneurs, according to Ontario Research Foundation's Dr. Johar, because so far the Japanese have not yet penetrated the U.S. market and the Americans themselves have "ignored the ceramics sensor market".

Today, scientists are mixing ceramics with metal and glass, firing them out of electric arcs and plasma guns, tailoring formerly intractable crystalline structures and, in this way, have created a burgeoning optical ceramics sector.

Glass ceramic elements are now available as laser material, light memory elements, video displays, high-pressure lamps as well as materials that transmit only special frequencies such as infrared.

Controlled porosity has permitted ceramic armatures to be combined with catalysts, chemicals or growing tissues to provide gas and hydrocarbon alarms, emission control devices, enzyme carriers, photochemical and battery parts and artificial tooth roots, bones and joints.

And, in the nuclear sector, ceramic fuels (uranium and plutonium oxides), carbon-silicon and alumina cladding and shielding materials have been developed.

"But for small companies looking pragmatically at the ceramic business," Johar said, "major opportunities are still in the electrical sector which is divided into three zones — integrated circuit packaging, capacitors and sensors applications." □

— by Richard Hall
Special to Canada Commerce

Native Business Summit — A Major Breakthrough for Canadian Business



Carving done at the Native Business Summit.

Canada's first ever Native Business Summit, an ambitious conference and international trade show designed to "put native business on the map", has been described by Multiculturalism Minister David Crombie as a "triumphant success". At the time of the summit, Crombie was Minister of Indian Affairs and Northern Development.

The summit, held last June in Toronto, was attended by 1200 native and non-native delegates from across Canada and the United States. In addition, there were 250 invited guests (including 172 speakers) and 177 exhibitors.

"There will be generations of native people who will be thanking you for what you have done this week," Crombie said,

speaking to delegates at the close of the summit. "Most important, perhaps in the immediate run, are the contacts, and the ability to follow up on those contacts."

According to summit chairperson Tony Belcourt, an Ottawa businessman, while the summit itself may be over, "we're not finished yet". He stressed the value of evaluating the summit's results; work to be carried out by a team of evaluators.

Roy Louis, chairperson of the Native Business Summit Foundation of Canada, the event's sponsor, calls the summit a "major breakthrough" for Canada's business community.

"We (native people) have the business and the potential," says Louis, who also heads the Peace Hills Trust Company of Edmonton and is a Hobbema Indian Band councillor. "We want the world to know about it and the summit is the vehicle we need."

The Native Business Summit was a result of the March 1985 National Economic Conference and the initiative of David Crombie, then Minister of Indian Affairs and Northern Development. Convened by Prime Minister Mulroney, the National Economic Conference brought together representatives of labour, business and industry, native groups, consumer groups, voluntary organizations and federal and provincial ministers to discuss the nation's economy.

"There is a desire to focus attention on the native economy and Mr. Crombie believes native people should be in charge of their own future," commented Louis. "We agree and we formed the Native Business Summit Foundation to work toward that critical goal."

The foundation's directors include Indian, Inuit and Métis business people from across Canada as well as prominent members of the non-native business community.

The summit featured four separate business conferences keyed to building growth in major sectors of the native economy. Each focused on a major area of native business concern and was aimed at Canada's top business and government executives.

Concurrent conferences dealt with housing and real estate development, native business development, and resources and economic development. The final two days featured the first international congress on native finance and trade.

Seminars and workshops brought together native business leaders, representatives of native communities, leaders and aboriginal organizations, senior non-native business executives and professionals and top federal and provincial government officials.

"The response has been overwhelming," claims summit chairperson Belcourt. "Through the summit, our native people had the chance to create an awareness of our abilities as business people and a confidence



Johnson T-Shirt Entrepreneurs' "Trading Post" at the Native Business Summit.

in those abilities. This applied to our own native people as well as the non-native people participating (in the summit).

"We were not just talking about business at the conferences and the trade show. In fact, we were *doing* business and making valuable contacts," Belcourt adds.

"Without question, the Native Business Summit introduced a new era of economic opportunity as the great resources and abilities of our native people are discovered and appreciated."

Business deals and opportunities resulted from the summit.

- An American distributor was interested in talking terms with the inventor of a motorized net used for commercial fishing.
- The owner of an Ontario optical plant is exploring the possibility of providing training and hands-on experience to native individuals interested in starting their own optical company.
- The entire stock of west coast sweater manufacturer Modeste Sweaters was sold out on the first day to a single buyer.
- A native designer, Gerri Manyfingers, met an American entrepreneur interested in manufacturing Pennelton blanket-type coats.
- A Northwest Territories travel agency, Keewatin Travel, discussed with a Detroit entrepreneur the possibility of packaging trips to the north to view polar bears.

The motorized net for commercial fishing, which caught the attention of an American distributor, is an example of the innovative spirit shown at the summit. The device is an under-ice crawler that will string nets under the ice for winter fishing with

considerably more precision and speed than previous methods.

Developed by two Manitobans, the crawler is powered by a 12-volt electrical system, can be operated by one person and is designed to provide signals of its location. The device is now in the development stage at the Manitoba Research Council and is expected to become available in late fall.

Another success story is that of Peter Rice, a Mohawk Indian of the Kahnawake reserve near Montréal. Rice runs a native-owned company, Seneca Communications Inc., which plans to build a \$30-million satellite communications system linking remote communities with the rest of Canada.

The system, which took five years to develop, will eventually provide information through satellite receiving dishes in 1000 communities to as many as 10 000 households.

"We need information at hand at all times," Rice told delegates to the summit, emphasizing that lack of information is a major roadblock to economic development. "Information delayed leads to decisions postponed.

"Too many communities that we visited were almost in hopeless situations. They wanted to know what was happening in the rest of Canada. They were really isolated in many areas."

Organizers of the Native Business Summit described it as a major opportunity for native and non-native business people because of the contacts made, advice and experience exchanged, negotiations carried out and a new awareness gained.

They pointed out some facts not well known to the majority of Canadians and

which are of significant interest to the business community.

- Indian reserve lands total 25 955 square kilometres (10 021 square miles), one of the largest land holdings in the world and of enormous potential for resource and development projects.
- There are approximately 5400 native businesses across Canada in resources, transportation, retail and wholesale sales, services, communications, tourism and manufacturing, and there is growing interest in and opportunity for joint ventures with non-native partners.
- Canada's native people have entered almost every profession and line of work and, with an increasing number concerned with establishing their own businesses, interest in international trade opportunities is growing.
- Trust balances held in the Federal Consolidated Reserve Fund for Indian people alone now total more than \$1 billion and last year grew by several million dollars.

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Federal Assistance Programs for Native People

According to its sponsors, the recent Native Business Summit has shown the ability of native peoples to develop and sustain successful business ventures.

To support such ventures, the federal government provides business and economic development assistance to native Canadians through such programs as the Native Economic Development Program (NEDP), Special Agricultural and Rural Development Agreements (Special ARDA) and the Northlands Subsidiary Agreements.

Native Economic Development Program (NEDP)

The objective of the *Native Economic Development Program* is to foster business and economic development among Canada's aboriginal people. It is open to all Métis, Inuit, Status and non-Status Indians.

The program provides direct financial assistance to viable business and economic development initiatives. It also plays a co-ordinating role within government to improve access for native people to other federal programs and to advise on how those programs can be of maximum benefit to native enterprise.

The operation of NEDP is overseen by the Native Economic Development Board which is composed of 20 members appointed by Order-in-Council. Members are mostly native people and all have extensive experience in the fields of business and aboriginal economic development.

Financial assistance is provided under three elements: Aboriginal Financial Institutions; Community-based Economic Development; and Special Projects.

Element I — Aboriginal Financial Institutions

Under Element I, viable, community-based aboriginal economic or financial institutions may be provided with financial assistance for the eligible costs of development and establishment.

To be eligible for NEDP assistance, institutions must have an economic focus and plan to provide financial and other business development services to aboriginal entrepreneurs. Aboriginal devel-

opment corporations, credit unions, equity foundations and trust companies are examples of the kinds of financial and economic institutions that may qualify for assistance under Element I.

Element II — Community-based Economic Development

Element II may provide assistance to aboriginal communities for comprehensive, economic planning which leads to the establishment of viable, community-based projects and business ventures.

Among the eligible activities under Element II are economic planning, opportunity analysis, community consultation and the establishment of community-based commercial ventures.

Element III — Special Projects

Under Element III, priority is given to providing direct financial assistance for the establishment, acquisition or modernization of viable aboriginal business enterprises.

Also eligible for assistance under Element III are: the establishment of scholarships or specialized training programs aimed at increasing aboriginal business expertise; the development of new aboriginal products and processes (innovation); and activities which promote aboriginal business products and services (marketing).

Special Agricultural and Rural Development Agreements (Special ARDA)

Special Agricultural and Rural Development Agreements concluded with the provinces of Manitoba, Saskatchewan, British Columbia, the Northwest Territories and Yukon are in force until March 31, 1987.

The overall objective of the Special ARDA program is to improve the income and employment opportunities of disadvantaged people, particularly those of native ancestry, living in rural and remote areas. Each agreement provides assistance for commercial undertakings, primary producing activities and social adjustment measures.

The program element most used is **commercial undertakings** which pro-

vides assistance in the establishment, expansion or acquisition of small businesses.

Assistance is provided for **primary producing activities** to maintain or improve incomes from traditional resource harvesting.

Assistance for **social adjustment measures** is available to enhance the employability of an individual or the management capabilities of an enterprise, where such assistance is not available from other sources.

Special ARDA Advisory Committees, made up of representatives of native organizations and federal and provincial governments, consider all applications for assistance. They recommend approval or rejection on the basis of the agreement and guidelines.

With a majority or equal representation on each committee, native representatives have been able to influence the gradual evolution of program guidelines which best suit the needs of each region.

Northlands Subsidiary Agreements

The *Northlands Subsidiary Agreements*, concluded with Alberta, Saskatchewan and Manitoba, cover all northern residents including those of native ancestry.

The agreements provide for an array of programs designed to increase participation by local residents in the economic development of their region, and encourage the orderly and economic use of the natural resources.

The agreements will continue until: March 31, 1987, for Manitoba; March 31, 1989, for Saskatchewan; and March 31, 1991, for Alberta. □

**For further information on all federal government assistance programs for native people, please contact:
Robert W. Ward**

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Executive Recruiting

The Headhunters are Coming

If I introduce myself as an executive recruiter, I don't startle anyone. But if I say I'm a headhunter, people take notice.

Headhunting! It has the allure of the exotic, of romance and adventure. And in fact, it is one of the most exciting and exacting areas in the business world today. And whether you call it headhunting or executive recruiting, there is no denying that the process of finding the very best executive talent often involves a great deal of actual hunting.

How do headhunters work? What do

When companies hire a search firm, they are taking advantage of the recruiters' expertise, experience and network of resources specifically designed to track industries and executives. The search firm works with objectivity and speed.

Most importantly, hiring a search firm is cost-effective; fees are usually far less than the indirect costs incurred when a search is conducted internally. Search firms free up senior managers' valuable time to get on with the companies' real, day-to-day business.

is one of its most important assets, and since firms rely on repeat business, it is rare that a search is not brought to a successful conclusion.

Using a search firm leads to more objectivity.

Under no compulsion to place a candidate at any cost simply in order to collect a fee, the consultant is freer to evaluate the situation. It may turn out that, after a careful study of the company and the field of candidates, it is the consultant's opinion that the leading internal contender is really the best for the job. And sometimes the consultant may advise the client to eliminate the position entirely, rather than fill it.

Once you decide to use the search process, what do you look for in a search firm?

First, overall reputation is important. A firm should be well established and enjoy a record of successfully completed searches. Check its recruiting record. Find out what kind of executives it has placed and in what fields.

Second, has the search firm had experience filling needs such as yours? The "fit" between the search firm and the client corporation cannot be underestimated.

Some search firms, especially the smaller ones, survive by cornering a highly specialized segment of a particular market. For example, they might deal exclusively with robotics technicians or plasma physicists. While their expertise would be extremely useful in specific situations, when it comes to serving the more general needs of a corporation they would not likely have the resources and the broader capabilities of a bigger firm.

What are the resources of the firm you will be working with? Does it have a data base? If so, how extensive is it? Does it have a far-reaching research capability? Does the firm have offices located in many business centres or is it limited to one area?

The Korn/Ferry approach to the search itself is a well-defined four-step process:

1) Develop a position specification which describes the basic duties and responsibilities of the job.

The search company should develop or refine a position specification which includes the position title, compensation package,



MASTERFILE D.E. Walker

we do? I think there is a lot of misunderstanding on this point, misunderstanding that is nowhere more explicit than in the one question that we hear all the time — "So, can you get me a better job?"

Executive search firms are not employment agencies. They do not find jobs for people. They find people for jobs. Executive search firm recruiters do not work for or advance the interests of job-seekers. They work only for the management of the client corporation. They fill positions. Ferreting out the right candidates and rigorously evaluating them is the work for which a search firm is organized.

Executive search today is a serious and ubiquitous management tool. It is used by virtually all of the *Financial Post* 500 companies in Canada, the *Fortune* 500 in the United States and most major corporations around the world.

An executive search firm, however, can do more than simply fill a job slot.

Perhaps the most effective way a company can use the search process is to establish a long-term relationship with a firm or a consultant. A search consultant in constant touch with a client company over a period of many years can be an invaluable management resource. Together, they can monitor and evaluate staffing needs and develop an overall, coherent strategy to meet the company's future needs.

At my firm, in any given year approximately 80 percent of our revenues come from clients who have used our services before.

Remember, the consultants' fees are paid regardless of the outcome of the search; payment is not contingent upon the client hiring one of their candidates.

However, since the reputation of a firm

Leadership

reporting relationships and the education and work experience of the ideal candidate. The search firm should research the client organization, its history, objectives, changing problems and culture, and develop profiles of the key personalities involved.

An important part of the position specification involves the character traits and personality of the ideal candidate. Will he or she fit in?

The position specification and the ideal candidate profile serve as standards against which potential candidates can be measured. Moreover, the specifications assure that the client and the search firm understand fully the position and the personal characteristics of the person to be sought.

2) Search the field to locate executives with qualifications closely matching the specifications.

Since individuals with the desired qualities usually are not actively looking for a job, they must be sought out and brought to management's attention.

It is Korn/Ferry practice to search comparable companies or institutions in the industry and to use a direct approach in locating individuals who meet the position specification and who have succeeded in a job similar to the position to be filled.

This process yields several qualified candidates who can be evaluated against one another and against the best possible candidates from within the company, if applicable.

3) Interview the most qualified candidates to obtain a realistic understanding of their accomplishments and potential.

The search firm should evaluate candidates to determine their strengths and limitations as well as their overall suitability as members of the client's management team.

The search firm should conduct a minimum of three reference checks. Information about on-the-job performance, combined with the evaluation, provides frank, objective appraisals of the candidates.

4) Present the most qualified candidates to the client.

Once the candidates have been evaluated, the search firm should present three to the client with a comprehensive report on each. These reports should be presented personally and the initial interviews co-ordinated between client and candidates.

Normally, the client follows up with subsequent interviews until a satisfactory candidate has been found. The final selection of the individual and the offer of employment



MASTERFILE G. Palmer

are always made by the client. The search company should be prepared to assist, as required, in establishing the terms of employment.

As a retainer firm, Korn/Ferry remains with the client until a suitable candidate has been selected to fill the position. There is no statute of limitations in the contract. And the eventual placement is followed up to make sure that the client is really satisfied.

I remember one particular assignment involving a client with a disposition so forbidding that it was extremely difficult to find anyone in his industry who would agree to work for him.

After a lengthy and arduous search, a lot of sweet talking and maybe some arm-twisting, we finally found the right person.

By way of reassuring the client I promised that, if the candidate did not work out within six months, I would replace him. "Yes," he replied, "but how many times?"

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— by John J. Wypich
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