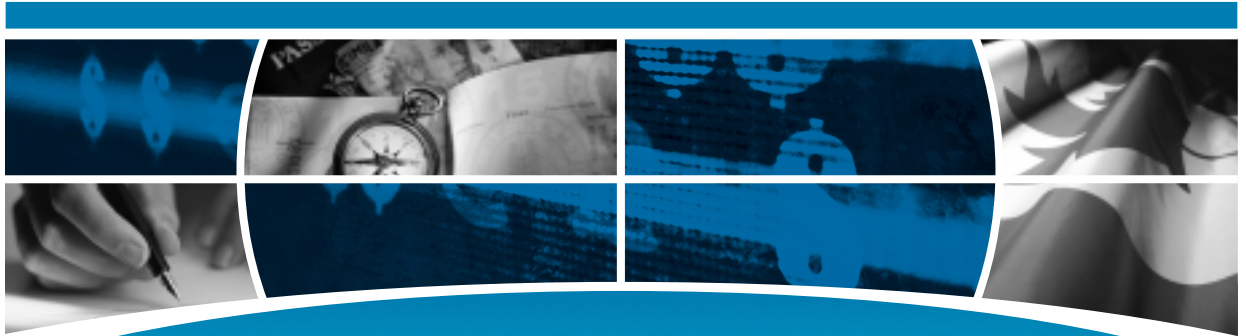




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**THE IFIs: PRIVATE-SECTOR
INVESTMENT PARTNERS**
Supplement (see insert)



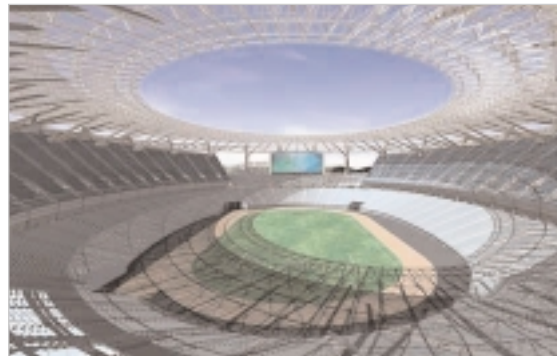
Get a head start on Olympic opportunities **CCBC mission to China**

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For Canadian firms heading to **Beijing** and **Qingdao** with the **Canada China Business**

Council (CCBC) this month, the 2008 Summer Olympic Games have already begun. The CCBC mission to these important trade centres, **May 24-June 1, 2002**, will team Canadian companies with a range of Olympic opportunities worth US\$14 billion — and advance Canada's business reputation throughout China.



Proposed 80,000 seat National Stadium for athletics and soccer finals in Beijing.

As a full WTO member, China needs help meeting its development targets in a wide range of industries, and now welcomes international business expertise and technologies.

continued on page 9 — CCBC

ACCC "teaches" the how-to art

Getting IFI-funded work

When Rudy Sabas joined the **Association of Canadian Community Colleges (ACCC)** in 1992, he brought with him his considerable experience in dealing with international financial institutions (IFIs) such as the Asia Development Bank (AsDB). Under his tutelage, the ACCC subsequently got short-listed for three AsDB projects and, in a major coup,

won all three, including a US\$3.5-million institutional strengthening project in Bangladesh.

Created in 1972, the ACCC is the national membership organization representing colleges and institutes to government, business and industry, both in Canada and internationally.

continued on page 8 — ACCC

IBOC: Trade leads

ETHIOPIA — Diesel Generator

Units — The government-owned Ethiopian Electric Power Corporation invites sealed bids from eligible bidders for the supply of diesel generator units (contract-E-CIF Djibouti). Goods to be procured include, but are not necessarily limited to, the following: 1) two 450-kW diesel generating units with all accessories; 2) 15-kV metal-clad switch board with all accessories; 3) remote control and protection relay panels; 4) low voltage power and control cables; 5) all required protection, control, measuring and metering equipment; 6) 24-V batteries with all accessories. Bidders must provide proof of (a) minimum

five years experience designing and manufacturing diesel generators; (b) ISO-9001 or ISO-9002 certification, or equivalent; (c) financial standing and banking references. Cost of bid documents (non-refundable): US\$50. Bid security: 2% of bid price. Closing date: **June 17, 2002**. For more information, contact the Manager, Procurement Division, Ethiopian Electric Power Corporation, Head Office, 2nd Floor, Room No.207, Degualle Square, Addis Ababa, Ethiopia, P.O. Box 1233, tel.: **(011-251-1) 56-00-27**, fax: **(011-251-1) 55-08-22**. Also contact Telahun Workeneh, Commercial Officer, Canadian Embassy, Addis Ababa, fax: **(011-251-1) 71-30-33**, e-mail: **telahun.workeneh@dfait-maeci.gc.ca** quoting case no. **020419-01774**. (Notice received from the Canadian Embassy in Addis Ababa.)

SYRIA — Spare parts for Type 320 Locomotives — Syrian Railways has an urgent requirement for spare parts for type 320 locomotives. Cost of bid documents: US\$50. Bid bond: US\$8,000. Performance bond: 10% of contract value. Closing date: **May 18, 2002**. For more information, contact Nidal Bitar, Commercial Officer, Canadian Embassy, Damascus, fax: **(011-963-11) 611-4000**, e-mail: **nidal.bitar@dfait-maeci.gc.ca** quoting case no. **020421-01784**. (Notice received from the Canadian Embassy in Damascus.)

INDIA — Audio Frequency Track Circuit — The Mumbai Railway Vikas Corporation Ltd. (MRVC) invites sealed bids for the design, supply, installation, testing and commissioning of a remote audio frequency track circuit system (IFB no. MRVC/S&T/AFTC/2002/1). Cost of bid documents (non-refundable, available until June



IBOC
International Business
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International Business Opportunities Centre

As Team Canada Inc's Sourcing Centre, the International Business Opportunities Centre (IBOC) matches business opportunities from around the world with the business interests of Canadian exporters, particularly small and medium-sized enterprises. IBOC offers a value-added service to trade commissioners by directly contacting Canadian companies about foreign trade leads.

To pursue our international trade leads, check out our Web site at **www.iboc.gc.ca** (particularly our E-Leads® and Web-Leads®).

17, 2002): US\$200. Bid security: Rs2.5 million (or equivalent in freely convertible currency). Closing date: **June 18, 2002**. For more information, contact Vinod Kumar Agrawal, Dy CSTE/MRVC, Mumbai Railway Vikas Corporation Limited (MRVC), Churchgate Station Bldg., 2nd floor, Mumbai, India 400020, tel.: **(011-91-22) 201-4623**, fax: **(011-91-22) 209-6972**, e-mail: **cstemrvc@vsnl.net** Also contact Amitabh Arora, Commercial Officer, Canadian Consulate, Mumbai, fax: **(011-91-22) 287-5514**, e-mail: **amitabh.arora@dfait-maeci.gc.ca** quoting case no. **020311-01058**. (Notice received from the Canadian Consulate in Mumbai.)

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CanadExport

Entering the Japanese housing market

Windows of opportunity

An estimated one million new homes are built every year in Japan — more than seven times the number built in Canada — generating annual sales of over \$200 billion. Despite a 4% overall dip in new housing starts in 2001, the number of two-by-four homes built in Japan actually increased, a welcome sign for Canadian suppliers of housing and building products.

Market overview

Home building is popular in Japan, for reasons both economic and cultural. Although land is expensive, Japanese *zairai* (post and beam) houses can be erected quickly and inexpensively because they require only basic building materials (e.g. no insulation or basement). Unlike North American homes, these structures tend to depreciate. Given that the land is more valuable than the house itself, the Japanese often prefer to “demolish and re-build”: A family home passed down to offspring is typically razed — and another raised in its place. This is why today the average age of the typical Japanese home is about 26 years — and why only 11% of used homes are on the market (compared with 75% in the U.S.).

With the downturn in the Japanese economy, however, this practice has become less feasible. The Japanese are now focused on building quality into their existing or new homes to add long-term value, while keeping costs as low as possible.

Certain areas, such as the Kansai region (which includes Osaka, Kyoto and Kobe), are experiencing a housing boom. Forecasts predict more than 200,000 housing starts during 2002 in this region alone.

The high-rise condo market is heating up as well: in 2001, some 16,000 high-rise condominiums were built. To meet growing demand among Japanese urban professionals, this number is expected to increase to about 23,000 in 2002.

Cost-conscious consumers

Canada is Japan's most important supplier of prefabricated buildings, its second most important supplier of wooden windows, and third supplier of wooden doors. Overall, Canada cornered over one quarter of the 10,000-home import market. Opportunities continue to exist for Canadian companies targeting the high-end value-added building products market.

Canadian suppliers should be aware, however, that with the exception of this high-end segment, Japanese consumers have become increasingly price sensitive. They now insist on “super low cost” homes — but are not prepared to sacrifice quality. The average price per *tsubo* (3.3 m²) of an imported home has fallen 20% since 1992, with many companies now aiming to break through the 300,000-yen-per-*tsubo* price barrier. This market includes super low cost *zairai* homes and small (100 m²) two-by-four homes that are simple yet attractive. It may be difficult for Canadian companies to compete in this very low end segment.

Built-in quality

In recent years, the emphasis in the construction market has shifted from quantity to quality, supported by Japanese public policy and industry initiatives that promote energy-efficient and “healthy” buildings.

The Ministry of Land, Infrastructure, and Transport (MLIT) has introduced

the Housing Quality Assurance Law (HQAL) which includes a mandatory ten-year warranty system plus a voluntary housing performance indication system for new housing. Moreover, MLIT plans to introduce a quality assessment system for used homes designed to boost the resale market by encouraging owners to maintain their houses in prime condition.

The emphasis on high-quality, healthy housing may increase the recognition of the long-term value of wood homes — and spur wood construction.

Opportunities

To view opportunities with two of Japan's major importers, visit Emachu Plywood (www.emply.co.jp/top_e/index_e.html) and Maruhon (www.maruhon.com/bizsummary.htm).

To view detailed reports on the Japanese housing market, visit the Canadian Trade Commissioner Service Web site (www.infoexport.gc.ca) and follow the links to “Building Products - Asia Pacific-Japan”.

For more information, contact John Zimmerman, Trade Commissioner, Canadian Embassy, Tokyo, tel.: **(011-81-3) 5412-3267**, fax: **(011-81-3) 5412-6327**, e-mail: john.zimmerman@dfait-maeci.gc.ca or Joy R. Vicente, Trade Commissioner, Japan Division, DFAIT, tel.: **(613) 995-1678**, fax: **(613) 944-2397**, e-mail: joy.vicente@dfait-maeci.gc.ca 🌟

(For the unabridged version, see www.infoexport.gc.ca/canadexport and click on “A Yen for Japan”.)



NEW ZEALAND

With a team of 500 business professionals in 140 cities around the world, the **Trade Commissioner Service** has the market knowledge you need to succeed in your target market. Our Market Research Centre and our offices abroad have prepared over 600 market studies available for free on our Web site. These studies will help you identify foreign business opportunities and learn more about your target market.

This is an overview of the market. For a more in-depth study of this market and for other studies, visit our Web site. When you are prepared to do business abroad, you can use our Web site to get in touch with our offices around the world and request personalized services electronically.

www.infoexport.gc.ca

The Software Market



The New Zealand software market is heating up. Valued at \$439 million in 2000, the market is expected to grow: Government and industry associations both predict that it will continue to experience higher than average growth, and become a leading sector in the New Zealand economy.

Market Overview

New Zealand has approximately 1,100 software development companies. The market is characterized by small and medium-sized enterprises working in niche sectors. Most of the country's software companies specialize in creating software solutions for individual clients or to address specific situations. For example, New Zealand companies have developed geothermal data management systems, and

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See insert for your Information and Communications Technologies Industries' contacts in the Asia Pacific region.



Over 600 market reports
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art museum and library cataloguing systems. New Zealand companies are also strong developers of health-related software, particularly for dental offices, and complicated accounting software for goods and services tax calculations and point-of-sale applications.

Opportunities

There are niche market opportunities in New Zealand for custom designed software, particularly in business and education applications. The convergence of the software, telecommunications, entertainment, and publishing industries has also opened new avenues. Opportunities exist for Canadian companies with content or technical expertise to collaborate with New Zealand companies to develop interactive software in a variety of fields.

Areas of potential growth in the New Zealand market include software for data warehousing, telecommunications (particularly mobile), and electronic commerce business solutions. Customers are seeking data warehousing options that will allow them ready access to data, as well as manipulation of data to generate additional revenue streams and improved customer service.



New Zealand companies seeking to expand typically look for joint ventures or strategic alliances with key partners in the target market.

Canadian companies may find opportunities to both import and export software by working co-operatively with a New Zealand company in the same field.

Market Access Issues

The New Zealand software market is dominated by international corporations, including Microsoft, Novell, IBM, Digital, Compaq, Unisys and Fujitsu. These companies have established research development offices in New Zealand or have strategic alliances with New Zealand companies. Products are typically sold through distributors.

A number of Canadian companies have successfully entered the New Zealand market, including Geac, Corel, Hummingbird and Cognos. Hummingbird products are distributed in New Zealand by Soft Solutions and are used by Telecom and Air New Zealand. Cognos products are distributed by Commercial Data Processing, and their systems are used by many large New Zealand corporations and government ministries.

Key end-users for Canadian companies are small and

medium-sized businesses seeking specialized software solutions. Important to success with these end-users is training and after-sales service, an office in New Zealand, or partnership with a New Zealand company.

No particular regulations govern the sale or distribution of software in new Zealand. Computer software enters the country duty free, however, a 12.5% goods and services tax (GST) applies.

See Potential?

To learn more about this market, read *The Software Market in New Zealand*, prepared by the Market Research Centre of the Trade Commissioner Service. This report and hundreds of others are available on-line at www.infoexport.gc.ca

Published by the Trade Commissioner Service Marketing Division (TCW)

The U.S. Connection

The U.S. Connection is produced in cooperation with the U.S. Business Development Division of DFAIT's North America Bureau. For information about articles on this page, fax (613) 944-9119 or e-mail commerce@dfait-maeci.gc.ca. For all other export enquiries, call the Team Canada Inc Export Info Service toll-free at 1-888-811-1119.



New York, New Jersey and Connecticut **Triple the opportunity in the Tri-State area**

The Tri-State area, comprising the states of New York, New Jersey and Connecticut, has a population of more than 30 million — comparable to Canada's — but a GDP that is 48% greater. Nearly one-quarter of America's major businesses are headquartered there, along with many European and Asian multinationals. Annual trade with Canada is almost US\$50 billion, having almost tripled over the past 12 years.

The region affords many outlets, but the Canadian Consulate General in New York focuses primarily on the following sectors:

- Information technology;
- Consumer products (garments, furniture, giftware and toys);
- Food and beverages;
- Construction products and materials;
- Life sciences (primarily biotechnology and medicine, and the associated computerized file management);
- United Nations procurement.

Priority sectors by state

New York — The information technology sector is in full bloom in "Silicon Alley", a term which refers to South

Manhattan and the greater metropolitan region of Newark (New Jersey) and Brooklyn. Opportunities in this sector lie primarily in data and network security, encryption technology, off-site information storage, e-learning, photonics, biotechnology, and telecommunications.

Team Canada Atlantic

Getting set for the Big Apple*

Building on three years of successful Team Canada Atlantic Missions to New England and Atlanta, International Trade Minister Pierre Pettigrew and the four Atlantic Premiers are leading their first trade mission to **New York City, May 21-23, 2002**, to promote trade and investment opportunities.

Interested businesses can still join the mission as Associate participants and take part in all of the investment promotion activities of the New York mission. Matchmaking services are also available to them on a fee-for-service basis.

continued on page 7 — New York City

New York is also renowned for its multimedia industry and as an international fashion capital and trend-setter.

New Jersey — New Jersey has a large population of scientists, who have focused the market on products with high-technology content: chemicals, pharmaceuticals, biotechnology and telecommunications.

Connecticut — Connecticut has always been known for its manufacturing industry, but financial services and insurance (especially risk capital) are becoming a significant part of the state's economic infrastructure. Health services, high technology, information technologies, telecommunications and tourism are important as well.

Consumer products

Furniture — This market has exhibited steady growth over the past ten years, accompanied by growing American acceptance of foreign products. A great demand for crafts and custom-made products exists, with leather furniture, modular furniture and wooden office furniture growing in popularity.

Giftware — Strong competition exists in this highly fragmented sector,
continued on page 15 — The Tri-State

Check the Business Section of the Canada-U.S. Relations Web site at www.can-am.gc.ca ... for valuable information on doing business in and with the United States.

New CCC legislation comes into force

International Trade Minister Pierre Pettigrew announced on April 19, 2002, that the new amendments to the **Canadian Commercial Corporation (CCC) Act**, which he tabled on November 7, 2001, have now come into force.

"We have strengthened CCC's financial foundation and its corporate governance," said Minister Pettigrew.

The amended CCC Act allows the Corporation to borrow funds in commercial markets as well as to charge a fee for service on its valued-added business lines.

Furthermore, the positions of President of the Corporation and Chair of the Board of Directors will be separated, in keeping with the government's guidelines for the management of Crown corporations.

"The Corporation's increased commercial orientation will ensure that it can continue to provide the high quality expertise and advice that

Canadian exporters, particularly small and medium-sized enterprises, have come to depend on in government procurement markets worldwide, estimated to be worth US\$5.3 trillion annually," the Minister added.

How CCC works

CCC provides a unique service to facilitate contracts for Canadian exporters. This service means enhanced credibility for Canadian exporters and increased confidence for foreign buyers, and thus helps Canadian companies win contracts on solid terms in difficult markets.

CCC offers Canadian exporters a range of pre-contract, contract and post-contract services by acting as prime contractor on a company's deal: from finding the opportunity and landing the sale to getting paid.

CCC provides practical, hands-on guidance and assistance to Canadian exporters in putting together effective deals in markets that are often complex or unfamiliar.

When CCC participates in a sale, it assesses the risks posed by the buyer and the exporter, assists with bid preparation, helps negotiate the sale, monitors the contract, guarantees performance and arranges payment according to the negotiated terms.

Focus on SMEs

Over the last four years, CCC has seen an increase of 70% in the number of companies using its services primarily from small and medium-sized enterprises (SMEs), with annual sales under \$25 million. SMEs now represent over 80% of CCC's exporters,

Shaping Trade Solutions for Our Exporters



Canadian
Commercial
Corporation

The Canadian Commercial Corporation (CCC) is an export sales agency of the Government of Canada providing special access to the U.S. defence and aerospace markets and specializing in sales to foreign governments.

Canadian exporters can gain greater access to government and other markets, as well as a competitive advantage, through CCC's contracting expertise and unique government-backed guarantee of contract performance.

CCC can facilitate export sales that often result in the waiving of performance bonds, advanced payment arrangements and generally better project terms.

When requested, CCC acts as prime contractor for government-to-government transactions and provides access to preshipment export financing from commercial sources.

For more information, contact CCC, tel.: **(613) 996-0034**, toll-free in Canada: **(800) 748-8191**, fax: **(613) 947-3903**, Web site: **www.ccc.ca**

and SME sales account for 30% of CCC's business.

CCC is a valued member of Team Canada. Over the years, CCC's expertise in evaluating projects, developing bids and proposals, negotiating and administering contracts as well as securing pre-shipment financing for export sales has helped thousands of Canadian companies, particularly small and medium-sized enterprises, sell a wide variety of products and services worth over \$30 billion, in more than 100 countries.

In essence, the Canadian Commercial Corporation wraps projects in the Canadian flag, making them more credible and saleable in export markets.

For small businesses, that are less well-known internationally, CCC's participation can be a deal-maker and a deal-saver.

For more information, contact Canadian Commercial Corporation, tel.: **1-800-748-8191**, Web site: **www.ccc.ca** ❄️

New York City

— continued from page 6

Associate participants have an exclusive opportunity to network with members of the U.S. and Canadian business community, which can lead to any number of investment and trade advantages for your company — offering an affordable and high-profile way to get exposure in the New York market.

For more information, contact your province's representative or the Team Canada Atlantic Secretariat, tel.: **(902) 566-7488**, e-mail: **teamcanadaatlantic@acoa-apeca.gc.ca** Web site: **www.teamcanadaatlantic.com**

*For details on how New York City became officially known as the Big Apple in 1970, click on **www.nyhistory.org/1013/apple.html** ❄️

ACCC taps into IFIs

— continued from page 1

"I work specifically with the IFIs, marketing the national system of colleges and institutes as a comprehensive and integrated training agent to industry, labour and government," explains Sabas, who gained his knowledge of the IFI procurement process through his previous employment with the Philippine National Economic and Development Authority.

Register with IFIs

Sabas's efforts to market the ACCC to the AsDB began with registering the Association with the AsDB's database of consultants,

DACON. "You have to register your firm with each IFI to be included on their

active list of consultants," explains Sabas.

The second step, Sabas advises, is to introduce your organization to the project officers at the IFI. "You have to get to know the project officers who develop the projects. You have to connect with them before the bidding process begins."

Sabas visited the AsDB twice in 1995, discovering the challenge that the ACCC faced in selling its expertise in education. That niche is not on the academic side of education, but on the "non-formal" side of skills training, labour development and women and technology — areas that are well suited to the needs of developing countries.

The next step, according to Sabas, is to match your firm's capabilities with upcoming projects — a list of which is published on-line — and to submit an expression of interest. "Find out what is in the pipeline as early as possible," he advises. "Match your capabilities to what's in the pipeline and make that known to the Bank."

Define your niche

Sabas cannot overstate the importance of defining one's niche. "The shotgun approach, where a company submits expressions of interest for all the projects within their sector, is a waste of time. Narrow down the projects to the ones that match your specific area of expertise."

In 1996 ACCC submitted expressions of interest for three upcoming AsDB technical assistance projects — one in Cambodia for developing a project encouraging the employment of women, one in Thailand for providing advisory services in skills development, and the Bangladeshi project to strengthen the Directorate of Non-formal Education in delivering its literacy programs.

Getting short-listed was the next challenge. "The process is very competitive. When the AsDB short-lists firms, it is short-listing the key consulting firms in each country. So as a Canadian firm, you have to show that you are the best Canadian firm for the job. The key is to sell your niche."

Sell your niche

Having clearly sold the AsDB on its niche abilities, the ACCC was short-listed in 1996 for all three projects for which it had submitted expressions of interest. "That's the maximum a firm can get in one year — and then we won them all," says Sabas proudly. "We entered the IFI market with a big bang."

However, preparing the proposal that decides the winner is, according to Sabas, the most difficult part of the process. He identifies three key elements to the preparation of a successful proposal: finding appropriate local

partners, undertaking a site visit to gather project and country information, and selecting the right team.

Find a local partner

The best source for finding a local partner, says Sabas, is through the Canadian trade officers in the relevant country. For the project in Bangladesh, the Canadian High Commission in Dhaka gave the ACCC the names of five potential local firms, two of which became its partners.

The next step was undertaking the site visit. "It's not required to do the site visit before you do the proposal, but it's worth the investment — especially on a US\$3.5-million project."

The Association paid particular attention to the screening process for selecting the team, as well as to reviewing and rewriting its consultants' curricula vitae to ensure they highlighted skills relevant to the project. "We spent about 70% of our time on this process," admits Sabas.

The ACCC's methodical approach not only won it the three AsDB projects, but has proven successful with other IFIs, including the World Bank.

For more information, contact Export Financing Division, DFAIT, tel.: **(613) 995-7251**, e-mail: ifinet@dfait-maeci.gc.ca or Rudy Sabas, Manager, International Marketing Association of Canadian Community Colleges, tel.: **(613) 746-222, ext.3140**, e-mail: rsabas@acc.ca Web site: www.acc.ca

(For the unabridged version, see www.infoexport.gc.ca/canadexport and click on "Sharing Trade Secrets".)



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CCBC mission to China



— continued from page 1

The mission will use the 2008 Summer Olympic Games as a springboard to major business projects and opportunities across China. Although the majority of the Olympics-related events in 2008 will take place in Beijing, the sailing portion of the Games will be hosted by Qingdao. In addition to Olympics-related projects, both cities have an extensive roster of opportunities extending well beyond 2008. Mission participants may also wish to visit other important Chinese cities such as Shenzhen and Shanghai, as part of an optional program.

On the right track

To win business in China, Canadian companies must strengthen their presence. This involves building and maintaining strong relationships with Chinese partners, and taking full advantage of business opportunities by following up on early leads. The US\$14 billion in Olympics-related projects in environmental protection, transportation, telecommunications, construction, and tourism can be considered a prelude to long-term positioning of Canadian technologies and products throughout China.

"Teamwork is essential when doing business in China," explains mission leader Howard Balloch, President of CCBC and Canada's former ambassador to China. "Meeting the Olympic organizing committees in both cities, as well as key municipal government officials, will allow Canadian firms to introduce their world-class expertise into a highly competitive market.

"CCBC has also arranged networking opportunities with pre-screened local firms because the success of infrastructure-related projects in China can hinge on strong relationships with local partners. This is the first of what we hope will be many more business missions to China."

CCBC predicts that Canadian companies, working with their Chinese counterparts, will surely bring home gold in the business portion of the 2008 Summer Olympics.



For more information, contact the Canada China Business Council (in Canada), tel.: **(416) 954-3800**, fax: **(416) 954-3806**, e-mail: ccbc@ccbc.com Web site: www.ccbc.com or CCBC (in China), tel.: **(011-86-10) 6512-6120**, fax: **(011-86-10) 6512-6125**, e-mail: ccbcbj@ccbc.com.cn Web site: www.ccbc.com

A detailed report on business opportunities associated with the 2008 Summer Olympics in Beijing will be featured in an upcoming issue of CanadExport. 🌟

More competition

The Beijing 2008 Summer Olympics



The bidding race is on for contracts worth US\$14 billion for Games-related infrastructure projects. International and domestic suppliers will be competing in the fields of environmental protection, transportation, telecommunications, tourism, and construction. Global bids will be directed to the design, construction and management of most of the Olympic venues and the Olympic Village.

The Master Plan for the Olympics has recently been released and provides guidelines for planning, identification of tasks, and the coordination and implementation of Beijing's development projects over the next six years. The first of the documents for venue and infrastructure bidding were released in April. Most contracts will be awarded by mid-2003.

Canadian involvement can take the form of joint ventures, technological cooperation and/or build-operate-transfer (BOT) rights. China is committed to a transparent bidding process that places foreign and domestic firms on equal footing.

The Beijing Olympic Action Plan can be accessed on-line in two parts:

- Part One: www.beijing-2008.org/eolympic/news/1505.shtm
- Part Two: www.beijing-2008.org/eolympic/news/1506.shtm

The Beijing Organizing Committee for the Olympic Games reports news regarding the Games and related events and projects on the News page of the Olympics Web site. This is an excellent source of information for upcoming project bidding opportunities. The News can be accessed at: www.beijing-2008.org/eolympic/news/news_index.shtm

The home page for the Olympics Web site can be found at: www.beijing-2008.org/eolympic/eindex.shtm 🌟

Europe's largest per-capita consumer of wood

Denmark: building and construction

Denmark is a small country (population 5.5 million) with sophisticated capabilities in secondary wood-processing technology. Pine logs are Denmark's most important import, but the country is a net exporter of a wide range of building products to its neighbours in Western and Eastern Europe.

Market overview

Just over 10% of Denmark's total area is forested, with 45% of these forests privately owned. More than half of the two million cubic metres of wood felled annually is softwood, and 70% of the hardwood felled is beech. Most of the native wood is of low quality, with the softwood primarily used by the particle board industry and most of the beech exported to Sweden for pulpwood. High-quality beech is used in the production of flooring.

Denmark is the largest per-capita consumer of wood in Europe: in 2000, it imported close to three million tons of timber and wood products worth \$1.6 billion. Domestic production satisfies 10% of the country's requirement for wood products used in the manufacture of furniture, windows, doors, flooring, kitchen units and building components. Denmark's timber and wood exports (712,073 tons) were worth \$1.1 billion in 2000.

In 2000, total bilateral trade in timber/wood products between Denmark and Canada was valued at \$20 million, \$14 million of which were Canadian exports (up from \$11 million in 1999). Among Western European countries, Denmark is Canada's 12th largest trading partner for housing-related products, but Canada accounts for less than 1% of Denmark's total imports of such products.

Throughout the 1990s, plywood and lumber (both softwood and hardwood) accounted for 80-90% of all Canadian exports to Denmark, with our strongest exports being plywood (6% of Denmark's total imports) and hardwood lumber (4%).

Housing industry forecast

Low interest rates in Denmark have stimulated renovation and expansion projects, and have helped sustain low prices for new residential housing. Commercial building projects have slowed for a number of reasons but growth is expected in subsidized housing starts. Large Danish pension funds are also increasing their investments in the real estate sector.



Opportunities

Denmark's imports have been increasing in the following categories:

- Hardwood — white oak, hard maple, cherry, ash, aspen used primarily in furniture and cabinet making (potential exists for white birch as an alternative to oak or maple);
- Softwood — Western red cedar for outdoor and indoor use; Jack pine for the moulding/joinery industry;
- Particle board;
- Plywood — competition with products from other Nordic countries and the U.S.;
- Wood doors and frames;
- Plastic floor coverings;
- Manufactured housing — good potential in Greenland.

Market access considerations

Setting appropriate prices requires thorough market research. Danish importers expect quotes to be expressed as Cost Insurance Freight (CIF) Copenhagen prices, which include all domestic Canadian freight,

ocean or air freight, and insurance costs, but exclude import duty and Value Added Tax (VAT). The duty charged on industrial products ranges from 5% to 14%.

Importers must pay a 25% VAT which is based on the landed CIF cost plus the duty. VAT applies to all products sold in Denmark, whether imported or not.

Competition

Denmark is a net exporter of housing-related products to neighbouring countries in both Western and Eastern Europe. These products include prefabricated buildings made of wood, iron and steel, and other materials; windows and doors (including frames); and wood floorings. As for imports, only Sweden has been able to secure a significant share of the rather limited Danish market.

Useful contacts

The following organizations offer detailed information about local regulations and specialty markets.

- The Danish Housing and Building Agency, Copenhagen, tel.: **(011-45) 3392-6100**, Web site: **www.bm.dk**
- Statens Byggeforsknings Institute, Horsholm, tel.: **(011-45) 4586-5533**, Web site: **www.sbi.dk**
- The Canadian Embassy's Electronic Marketplace: **www.candan.dk**

For more information, contact Bernadette Luscombe-Thomsen, Commercial Officer, Canadian Embassy, Copenhagen, tel.: **(011-45) 3348-3256**, fax: **(011-45) 3348-3221**, e-mail: **bernadette.luscombe-thomsen@dfait-maeci.gc.ca** Web site: **www.canada.dk** 🌟

Government move brings opportunities

Housing and industrial construction sector in Kazakhstan

Moving the seat of Kazakhstan's government from Almaty to Astana has launched a construction boom in the new capital — and generated considerable opportunities for the construction industry.

Market overview

Some \$600 million has already been spent on new government offices and staff accommodation in Astana — 63 new buildings or 250,000 m² were built in 2000 — and an additional \$130 million was spent on administrative buildings on the left bank of the Ishym River, the new site for the government and parliament.

In the first six months of 2001, investment in fixed capital reached approximately US\$1.9 billion — up 33.5% from the same period the previous year. The construction portion accounted for US\$1.4 billion, an increase of 27.5% over the same period in 2000.

Since 2001, the number of banks offering housing loans has increased, and a mortgage system has been introduced.

Opportunities

The following are the most significant construction projects in Kazakhstan.

Astana area — More than 150 local construction companies operate in Astana, in addition to dozens of companies from other regions and abroad, for example, from Italy, Switzerland, Turkey, and the U.K.

Housing construction accounts for 25% of the total investments in the

area, with such investments expected to increase significantly over the next five years as the population in the new capital grows.

The following large projects are planned:

- Power generation and storage facilities;
- Water supply and sewage system upgrades;
- Telecommunications facilities;
- Almaty-Astana road and service network, including a ring road and bridges across the Ishym River;
- Airport reconstruction;
- Business centres;
- International hotels and trade centres;
- Housing.

Karachaganak (Uralsk Oblast) — The Karachaganak Integrated Organization awarded a US\$1.4-billion contract to CCC-Saipem and Baker Hughes in October 2000 for the provision of integrated oilfield services. Karachaganak is a giant gas condensate field in North Kazakhstan, offering good potential for Canadian construction companies.

Atyrau area — The development of the West Kashagan offshore oil deposits will spur construction activities in Atyrau. Fintraco, a Turkish firm, has already constructed a workers' village and an office complex in Tengizchevroil.

Almaty area — The reconstruction of the Almaty international airport and new housing starts present opportunities.

Market access considerations

It is prudent for any company interested in this market to begin by establishing good working relations with the government bureaucracy and the business community. Considerable effort (including time and money) is required to set up local production, hire local workers and find a reliable local partner who can help with the various administrative requirements.

Construction techniques, materials and building codes used in Kazakhstan are not the same as Canada's, despite climatic similarities between the two countries. Patience and effective marketing will be required to change the perception that cement and concrete are the strongest and most durable building materials.

Major competition

Several local companies such as Montazhspetstroi, Basis-A, Almatygorstroi, Imstalkon, Kuart and Elitstroy, operate throughout Kazakhstan and dominate the construction market. Smaller companies in each of the cities operate on a regional basis.

Canadians should expect fierce competition from Turkish companies operating throughout Kazakhstan as most have developed strong relations with local authorities. Companies such as Fintraco and Aisel are very active in Almaty and in the Atyrau/Aksai regions. Most of the above-mentioned companies are active in civil and industrial construction as well.

Russian, Italian and German companies are also well established.

For more information, contact Arthur Iralin, Commercial Officer, Canadian Embassy, Almaty, tel.: **(011-7-3272) 501-151**, fax: **(011-7-3272) 582-493**, e-mail: **arthur.iralin@dfait-maeci.gc.ca** Web site: **www.infoexport.gc.ca/kz** 🌟

Market access report

Canada's trade priorities

International Trade Minister Pierre Pettigrew released last month the government's annual report on Canada's market access priorities for 2002 at the multilateral, regional and bilateral levels. The report sets out the initiatives the government will pursue and details specific obstacles to be tackled in various markets. It also highlights the government's trade accomplishments for 2001.

"Canada is a major trading nation. Our companies are among the world's most competitive," said Minister Pettigrew. "Open trade means a healthier economy, which leads to better jobs and lower prices, while improving the standard of living of all Canadians and of the populations around the world."

The report, **Opening Doors to the World: Canada's International Market Access Priorities—2002**, also highlights the importance of international trade to the provincial economies of Ontario and Quebec. Previous reports have focused on the Prairies and Atlantic Canada.

"We made strong progress in 2001 toward improved trade," said Minister Pettigrew. "For example, Canada and our fellow WTO members launched a new round of WTO negotiations in Doha, Qatar. This will benefit both Canada and the developing world."

Other trade policy achievements in 2001 include:

- China joined the WTO — committing itself to reducing barriers and increasing transparency — thereby opening the door to an exciting market that contains one fifth of the world's population.
- Canada successfully hosted the Summit of the Americas in Quebec City and made progress toward building the largest free trade area in the world, the Free Trade Area of the Americas (FTAA), by 2005.
- Canada continued day-to-day progress on NAFTA. For example, Canada, the United States and

Mexico agreed to accelerate the elimination of NAFTA tariffs on a number of products, effective January 1, 2002.

- Canada concluded a bilateral free trade agreement with Costa Rica and launched trade negotiations with the four Central American countries of El Salvador, Guatemala, Honduras and Nicaragua, and with Singapore — hopefully leading to agreements in 2002.
- Canada resolved the issue of U.S. restrictions on potatoes from Prince Edward Island and negotiated an

agreement with the European Union, opening its market to Canadian ice wine.

- To further enhance the management of our common border, Canada and the United States signed a declaration on the creation of a Smart Border for the 21st Century on December 12, 2001.

Trade policy objectives for 2002 include:

- To successfully resolve the softwood lumber dispute with the United States;
- To resolve the dispute with Brazil over its export financing program for aircraft;
- To achieve progress in the WTO — particularly on agriculture — and in the FTAA negotiations.
- To advance trade discussions with the Caribbean Community and Common Market (CARICOM)

The report and a backgrounder are available on DFAIT's Web site: www.dfait-maeci.gc.ca/tna-nac/cimap-e.asp 🌟

New "green line" links to environmental products

Cyber Green Center on the Web

The **Cyber Green Center (CGC)** (www.greencouncil.org) has made "going green" easier for companies wondering where on earth to find environmentally friendly alternatives to their regular purchases. The Green Council, a non-profit, non-partisan environmental organization in Hong Kong, created the new Web site to encourage the industrial and commercial sectors to include environmental protection in their production and management processes.

Conservation begins with education, and CGC makes learning about the environment easy. Users are one click away from a world of environmental products and technologies, and can link directly to the Web sites of leading international environmental organizations such as Greenpeace and Envirolink.

Product categories on the site are listed alphabetically, and include links to company and product profiles.

There is no charge to list product information on CGC, and all items on the site are genuine, high-quality — and "green". Companies interested in displaying their company logo and name, contact information, product photos and descriptions will be notified of a specific Web address and guided through the entire data entry process.

For more information, contact Norrie Kitchell, Green Council, tel.: **(011-852) 2810-1122**, e-mail: norriekitchell@greencouncil.org Web site: www.greencouncil.org or Fatima Lai, Commercial Officer, Canadian Consulate General, Hong Kong, tel.: **(011-852) 2847-7494**, e-mail: fatima.lai@dfait-maeci.gc.ca 🌟

Mexico poised for growth

by Stephen S. Poloz, Vice-President and Chief Economist, Export Development Canada

Canadians and Mexicans have a lot in common. Both eagerly wait for the U.S. rebound to trickle down to them. Both are preoccupied with their exchange rate against the U.S. dollar. And both have waiters that are reluctant to recommend the local wines, which are surprisingly good.

In Mexico, there is widespread agreement that tremendous progress has been made in structural reform, but disagreement on the outlook. The optimists see an economy whose increased openness, strengthened financial system and credible policies have increased Mexico's resilience and will lead to an immediate recovery in the wake of the U.S. upturn. The pessimists see an overvalued currency and a litany of structural impediments to economic growth — including weak infrastructure, cautious banks and rigid labour markets.

Positive indicators

Mexico's broad policy parameters are almost ideal. The central bank is following an inflation target of 4.5% this year, 3% next year, and convergence with U.S. inflation after that. They have a floating exchange rate, which is crucial for achieving the inflation goal. Meanwhile, the fiscal authorities are demonstrating a level of commitment to deficit control that borders on religion.

Increased policy credibility has produced an investment grade rating, boosting foreign investment and the value of the peso. The strong peso is fuelling concerns that Mexican competitiveness will erode and nip the upturn in the bud.

But a strong currency has always been a symptom of economic success —

foreign investment will give Mexico the capital it needs to keep increasing output, productivity, wages and exports all while moving to a higher-value economic mix. If a strong currency was the death knell for manufacturing companies, U.S. manufacturers would have disappeared long ago, and Canada's manufacturers would have taken over the world.

Mexico is headed for 2-2.5% growth this year, and could double that next year.

Clouds on the horizon

But the pessimists have a point — there are some headwinds to growth that need to be addressed to pave the way.

Mexico needs a lot of infrastructure investment — roads, airports, energy capacity, electricity grids — to support its future growth process. More gas-

fired power plants are planned, but much of the new gas will need to be imported until the energy sector is reformed. The legal system remains a big question mark for lenders, making banks reluctant to support small companies. Indeed, much of the growth in credit is coming from suppliers and retailers. And, Mexico's labour market remains among the most rigid in the world.

These are tough issues, resolution of which may have to wait until after next year's congressional elections, because the main political parties are finding it difficult to develop a consensus on the needed reforms.

Strengths outweigh weaknesses

The bottom line? Like all economies, Mexico's shortcomings appear more compelling the closer one looks. But, from a global perspective, Mexico's strengths clearly outweigh its weaknesses. Mexico will become a much bigger trading partner for Canada over the next couple of years. 🌟

High-flying U.S. building sector

Largest show ever on tap

LAS VEGAS — January 21-24, 2003 — Now is the time to nail down your spot at next year's **National Association of Home Builders (NAHB) International Builders Show**.

The booming housing market drove record numbers of convention goers to this year's show — the largest ever — held February 8-11, 2002, in Atlanta. More than 70,000 building trade professionals from the United States and 48 other countries visited the 58th annual show.

Canadian Export Development Inc. (CEDI) in cooperation with DFAIT, is inviting Canadian companies to participate in the Canada Pavilion at Las Vegas. This will provide an excellent opportunity to meet key decision makers and buyers from government and the private sector who will be invited to visit the Pavilion.

Companies may be able to obtain financial assistance from DFAIT's Program for Export Market Development (PEMD) for some of their expenses.

For more information or to register, contact Robert Grison, CEDI, tel.: **(613) 825-9916**, fax: **(613) 825-7108**, e-mail: cced@sympatico.ca or Durban Morrow, Trade Commissioner, U.S. Business Development Division, DFAIT, tel.: **(613) 944-7486**, fax: **(613) 944-9119**, e-mail: urban.morrow@dfait-maeci.gc.ca 🌟

(For the unabridged version, see www.infoexport.gc.ca/canadexport and click on "Trade Fairs and Missions".)

Trade show on board a resounding success

From March 2 to 7, 2002, on board the Royal Caribbean Cruise Lines *Radiance of the Seas*, 20 Canadian construction and building material companies, and 16 Canadian agri-food companies travelled to Puerto Rico, St. Thomas, Antigua, St. Lucia, St. Maarten and Barbados to promote their products.

The companies from Ontario (9), Quebec (13), New Brunswick (6), Nova Scotia (6), and British Columbia (2), represented a wide variety of products, from steel structures and prefabricated houses, to pickled meats and salted fish.

Throughout the six-day cruise, approximately 1,000 qualified buyers from the six countries, as well as from Grenada, Dominica, St. Kitts and Nevis, and St. Vincent, attended the event. All buyers received a brochure that profiled each Canadian participant, along with promotional material on the Infoexport Web site.

This event was a cooperative effort between a private-sector company,

Canadian Export Development Inc., and the DFAIT missions in Atlanta and Barbados. This was the first time that a Canadian trade show was held on



Moncton, New Brunswick-based Apex Industries Inc.'s Ron Kelly (left), Manager, Door & Frame Division, and Michael Kiely (right), Manager, Steel Fabrication Division, talk to customers aboard the *Radiance of the Seas*.

board a cruise ship, and it proved to be highly cost-effective. Judging from participants' reactions, the Canadian companies got their money's worth, while DFAIT was responsible for promoting the event to the local business community and creating an environment for the networking to take place.

The following comments from some of the attendees say it all:

- "We are all very pleased with the number and quality of the companies we met." — Bill Harvie, **Canadian Agricultural Export Inc.**
 - "I would like to thank you for your successful trade show on board. We will be benefiting from its great outcomes as early as this spring." — Amir Aghaei, **Durarock Alfacing International Ltd.**
 - "To me, the most beneficial aspect of this event was the relationships we forged with fellow Canadian companies in various fields." — Lionel Dubrofsky, President, **Kaycan Ltd.**
- Next year's show, to be held **April 13 to 20, 2003**, will focus entirely on the Canadian construction and building products sector. The ports of call will be the same as this year's.

For more information or to register, contact Robert Grison, Director of Operations, Canadian Export Development Inc., tel.: **(613) 825-9916**, fax: **(613) 825-7108**, e-mail: cced@sympatico.ca 🌟



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Multi-fair time in Zagreb

ZAGREB, CROATIA — September 16-22, 2002 — The leading trade fair in southeastern Europe this year, the **Zagreb International Autumn Fair** (www.zv.hr/sajmovi/300/index_en.html) expects to showcase over 2,000 exhibitors from more than 50 participating countries, and to draw over 150,000 visitors. The focus will be on a wide range of consumer products and industrial equipment. Scheduled as well will be numerous seminars and sectoral roundtables. Four other events will be running concurrently: the **International Finance and**

Business Opportunities Fair; the **International Textile and Ancillary Industry Fair** (Intertekstil); **International Leather, Footwear and Clothing Week**; and the **International Packing Materials and Packing Technology Fair**.

For more information, visit the Fair's Web site (www.zv.hr/sajmovi/300/index_en.html) or contact Synthia Dodig, Commercial Officer, Canadian Embassy, Zagreb, fax: **(011-385-1) 488-1230**, e-mail: synthia.dodig@dfait-maeci.gc.ca Web site: www.infoexport.gc.ca/hr 🌟

Dining in the right environment

HONG KONG — July 3-4, 2002 — Hong Kong's Department of Environmental Protection invites the international restaurant business community to a two-day conference devoted to environmental issues in the food and restaurant industry. Key themes at the **Environmental Exhibition and Conference for the Food and Restaurant Trade** will include pollution control, environmental technology and equipment, energy and water conservation,

waste reduction and recycling, food waste reduction, and organic farming.

Participants will learn how restaurant design and operation affects the environment, and how they can improve the environmental performance of their own businesses. They will also be introduced to the latest in environmental practices and technological solutions adopted by Hong Kong's food and restaurant industry.

For more information, contact Eugenie Lok, Event Manager, Associated Tours Ltd., Hong Kong, tel.: **(011-852) 2733-0107**, fax: **(011-852) 2369-5687**, e-mail: **specialevents@associatedtours.com.hk**

Or contact Fatima Lai, Commercial Officer, Canadian Consulate General, Hong Kong, tel.: **(011-852) 2847-7494**, fax: **(011-852) 2847-7441**, e-mail: **fatima.lai@dfait-maeci.gc.ca** ✨

Help Korea go green

SEOUL — June 22-25, 2002 — The Canadian Embassy in Seoul is organizing a Canadian Technologies pavilion (www.korea.gc.ca/environment/envex.html) at **ENVEX 2002** to help Canadian companies enter Korea's multi-billion-dollar environmental products and services market.

By 2005, Korea will have spent an estimated US\$98 billion on environmental solutions — which includes US\$6 billion spent in 2001 alone.

Canada, the U.S., Japan and various European countries were among the major international exhibitors at last year's show.

For details about exhibiting in this year's Canadian Technologies pavilion, visit www.korea.gc.ca/environment/envex.html

For more information, contact Maxim Berdichevsky, Trade Commissioner, Canadian Embassy, Seoul, tel.: **(011-82-2) 3455-6061**, fax: **(011-82-2) 755-0686**, e-mail: **maxim.berdichevsky@seoul.gc.ca** ✨

The Tri-State area — *continued from page 6*

with tens of thousands of manufacturers sharing the market. Success often depends on offering innovative and original products. The Gift Industry Showroom Building is located at 225, 5th Avenue.

Toys — The rise in demand for preschool educational toys has been accompanied by the growing popularity of adult toys!

Food

Promising niches for Canadian companies in the region include speciality and delicatessen foods, organic foods, ethnic foods, food products packaged in small portions, bottled water, pet food and horticultural products.

Construction products and materials

The anticipated growth in the residential renovation sector opens the door for speciality and customized products that are innovative, well-designed and effective. The demand for cupboards and components seems to be increasing. A market for hardware and value-added wood products is also developing.

Health products

There is a market for medical instruments, standard medical services,

disposable products, hospital beds and home care services.

United Nations procurement

Procurement for the UN and its affiliated agencies is valued at US\$3 billion per year. This includes everything from computer equipment, contraceptives, iron and steel products, fertilizers, freight shipment services and mine detectors, to environmental consulting, technical and construction services. Registering in the database of regular UN suppliers is recommended.

For more information about opportunities in the Tri-State area, and to view market studies in a number of key sectors, visit InfoExport: www.infoexport.gc.ca

For more information about upcoming trade fairs, visit www.newyork.gc.ca and follow the links to "Doing Business in New York and the Tri-State Area".

For the Canadian Trade Commissioner Service for the Tri-State area, contact Canadian Consulate General, New York, fax: **(212) 596-1793**, e-mail: **commerce@canapple.com** ✨

(For the unabridged version, see www.infoexport.gc.ca/canadexport and click on "The U.S. Connection".)

Say hi! to Paris

Canadian Pavilion at Hi Europe!

PARIS, FRANCE — September 17-19, 2002 — Mixing business with pleasure will be easy this fall at the second **Health Ingredients Europe Hi Europe! 2002** (www.hi-events.com) in Paris. Hi Europe! is the perfect international meeting place for companies wishing to sample the latest trends in the health ingredients, functional and organic food industries.

Hi Europe! 2000 in Frankfurt attracted 7,800 visitors and 380 exhibitors, most (80%) of whom are planning to return this year. No wonder: with the market for organic foods expected to grow by 500% in the coming years **Hi Europe! 2002** should prove even more tantalizing. A conference featuring presentations by international leaders in marketing,

research, engineering, and process- and product-development will be part of the show's package as well.

Agriculture and Agri-Food Canada and the Department of Foreign Affairs and International Trade are offering booth space to Canadian suppliers wishing to exhibit in the Canadian Pavilion at **Hi Europe! 2002**. Companies may also wish to apply for financial assistance from the Program for Export Market Development (PEMD).

For more details, visit the show's Web site: www.hi-events.com

For more information about exhibiting, contact Michael Price, Agriculture and Agri-Food Canada, tel.: **(613) 759-7509**, fax: **(613) 759-7480**, e-mail: pricewm@em.agr.ca ✨

Get in the driver's seat in Tehran

TEHRAN, IRAN — June 24-28, 2002 — Tehran is gearing up for the **4th International Auto Fair** which promises to be the largest and most comprehensive trade fair of its kind in Iran. At the third auto fair, automobiles and accessories from 595 Iranian companies and 43 international firms were on display.

For more information, contact the organizers, e-mail: tiaf@iran-automotive.com Web site: www.iran-automotive.com

Or contact Majid Bagherzadeh, Commercial Officer, Canadian Embassy, Tehran, tel.: **(011-98-21) 873-2623/6**, fax: **(011-98-21) 875-7057**, e-mail: majid.bagherzadeh@dfait-maeci.gc.ca ✨

Sign up for a healthy mission

BOLOGNA, ITALY — September 12-15, 2002 — The Canadian Consulate General in Milan invites Canadian manufacturers of health ingredients on a mission to **SANA 2002** to explore the healthy \$2-billion market for nutraceuticals, herbal remedies, food integrators and vitamins.

SANA, Italy's annual international exhibition for the health ingredients industry, offers Canadian companies

a unique opportunity to meet potential partners and distributors with links to a vast market of 9 million consumers. With 80,000 international visitors, 1,600 exhibitors and 800 members of the professional media attending last year, **SANA** is a "healthy" addition to any marketing events calendar.

The Consulate General has rented space in the Healthcare Pavilion

which mission participants can use to display their promotional material or for business meetings.

For more information, contact Sandra Marchesi, Business Development Officer, Canadian Consulate General, Milan, tel.: **(011-39-02) 6758-3351**, fax: **(011-39-02) 6758-3900**, e-mail: sandra.marchesi@dfait-maeci.gc.ca Web site: www.canada.it ✨

Enquiries Service

DFAIT's Enquiries Service provides counselling, publications, and referral services to Canadian exporters. Trade-related information can be obtained by calling **1-800-267-8376** (Ottawa region: **(613) 944-4000**) or by fax at **(613) 996-9709**; by calling the Enquiries Service FaxLink (from a fax machine) at **(613) 944-4500**; or by accessing the DFAIT Internet site at www.dfait-maeci.gc.ca

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