
FEI Canada Conference

Global Markets: Threat or Opportunity?

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Global Markets: Threat or Opportunity?

BOTH

Let's Talk Hockey!





Team Roster

	1978/79	1998/99	2008/09
Quebec	12 (50.0%)	5 (20.8%)	7 (30.4%)
Canada (other)	10 (41.7%)	9 (37.5%)	4 (17.4%)
Belarus	-	-	2 (8.7%)
Czech Republic	-	1 (4.2%)	3 (13.0%)
Finland	-	1 (4.2%)	1 (4.3%)
Latvia	-	1 (4.2%)	-
Lithuania	-	1 (4.2%)	-
Sweden	-	1 (4.2%)	-
Russia	-	3 (12.5%)	2 (8.7%)
Slovakia	-	-	1 (4.3%)
USA	2 (8.3%)	2 (8.3%)	3 (13.0%)

The World Economy

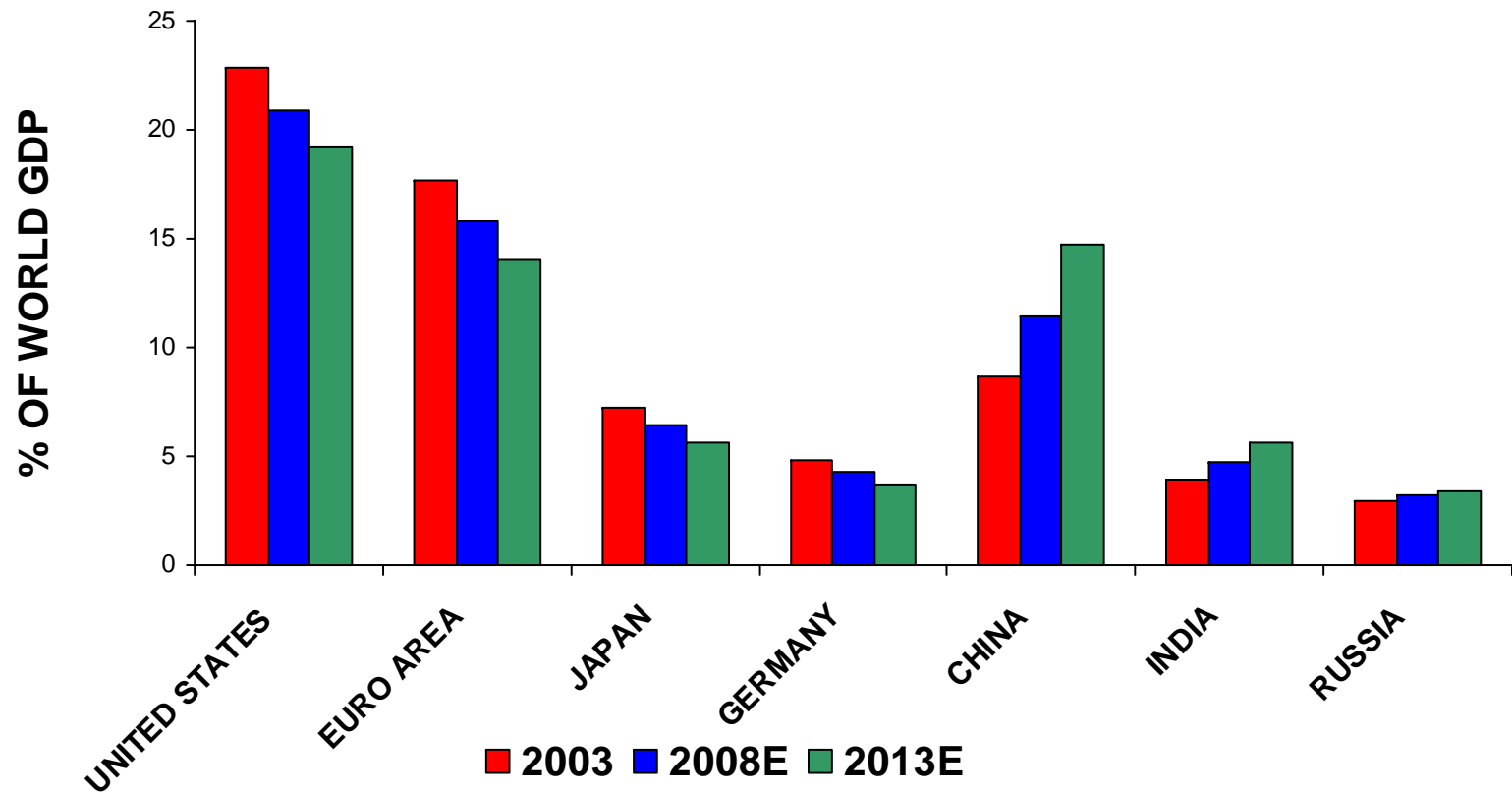
GDP: The Trillion Dollar Club

(USD, Official Ex. Rate)

	2008	2009e
United States	\$14.26 trillion	\$14.00 trillion
Japan	\$4.92 trillion	\$4.99 trillion
China	\$4.40 trillion	\$4.83 trillion
Germany	\$3.67 trillion	\$3.06 trillion
France	\$2.87 trillion	\$2.50 trillion
United Kingdom	\$2.67 trillion	\$2.01 trillion
Italy	\$2.31 trillion	\$1.99 trillion
Russia	\$1.68 trillion	\$1.16 trillion
Spain	\$1.61 trillion	\$1.40 trillion
Brazil	\$1.57 trillion*	\$1.27 trillion
Canada	\$1.51 trillion	\$1.23 trillion
India	\$1.21 trillion	\$1.19 trillion
Mexico	\$1.09 trillion*	\$0.83 trillion
Australia	\$1.01 trillion	\$0.76 trillion
Korea	\$0.95 trillion	\$0.73 trillion

Source: IMF, *estimate

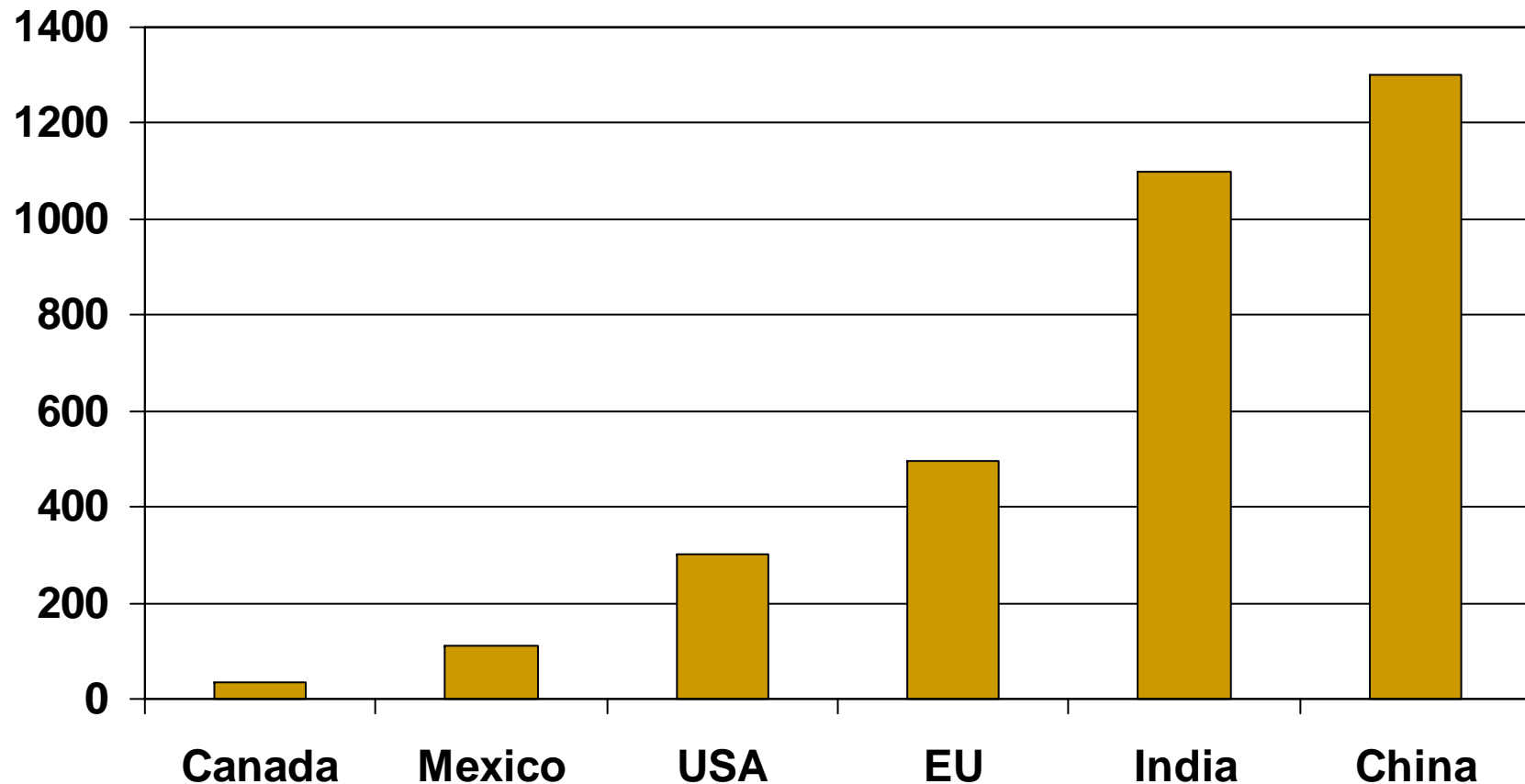
Share of World GDP



Source: CME

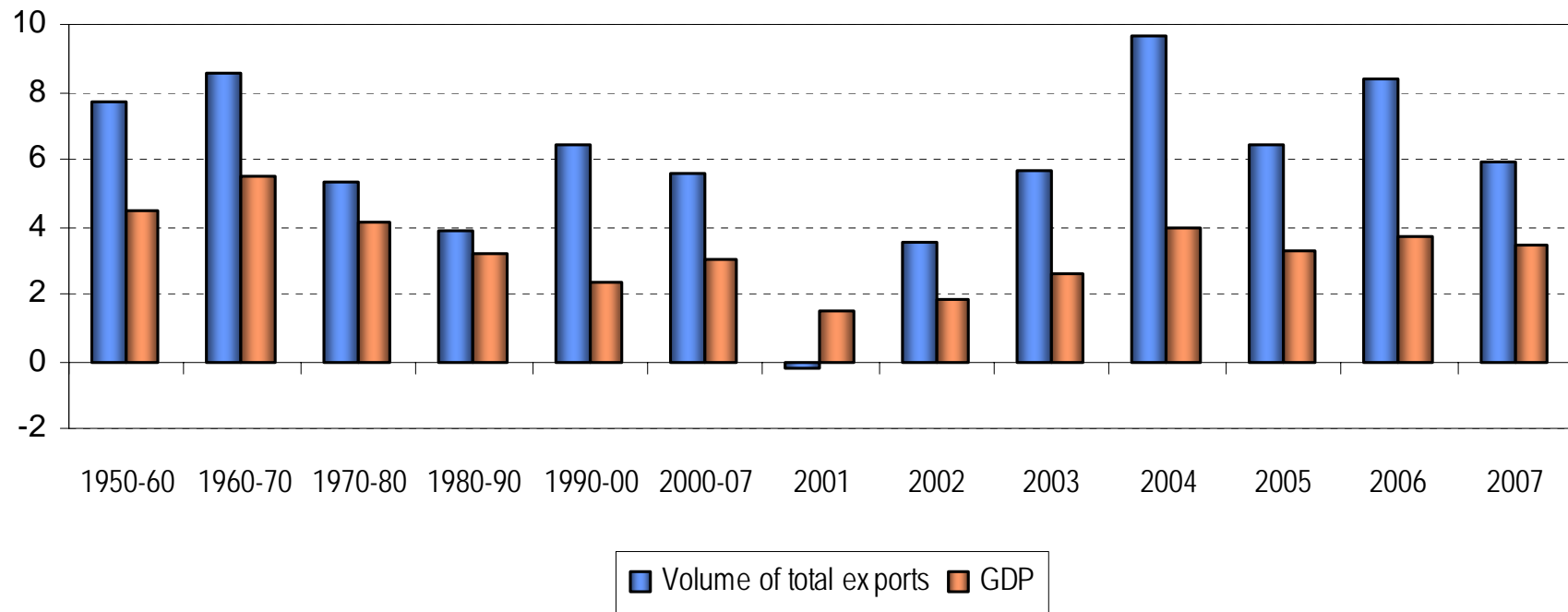
Population by Country

(millions)



Volume of World Merchandise Exports and GDP 1950-2007

(Annual Percentage Change)



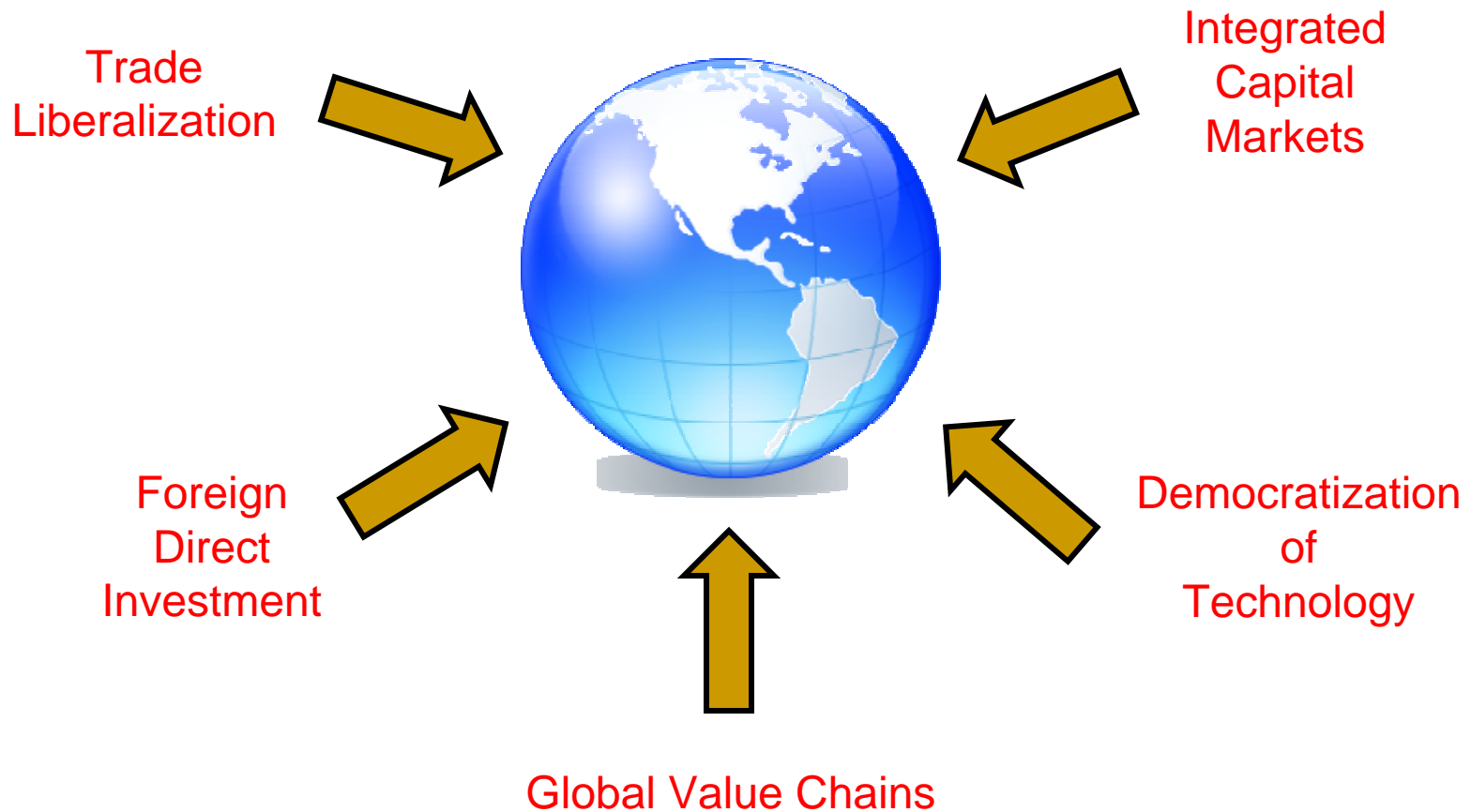
Source: WTO

FDI Inflows (Billions USD)

Host Region/Economy	2005	2006	2007	2008a
World	958.7	1,411.0	1,833.3	1,449.1
EU	498.4	562.4	804.3	557.4
United States	104.8	236.7	232.9	220.0
Canada	30.0	62.8	108.7	N/A
Mexico	20.9	19.3	24.7	20.7
Asia and Oceania	210.6	274.3	320.5	313.5
Japan	2.8	-6.5	22.5	17.4
China	72.4	72.7	83.5	92.4
India	7.6	19.7	23.0	36.7

a – preliminary estimates

Drivers of Globalization



Competing in the Global Economy

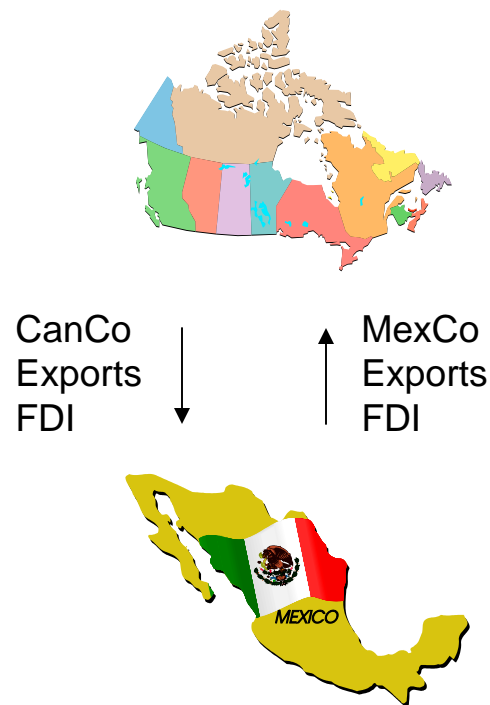
The Challenge: To Become Nations of Traders not just Trading Nations

In a globalized world, companies – small, medium and large, and across industry – must understand how to best leverage international trade, continuously innovate, and manage in an increasingly integrated and competitive business environment if they are to profitably grow in the 21st century.

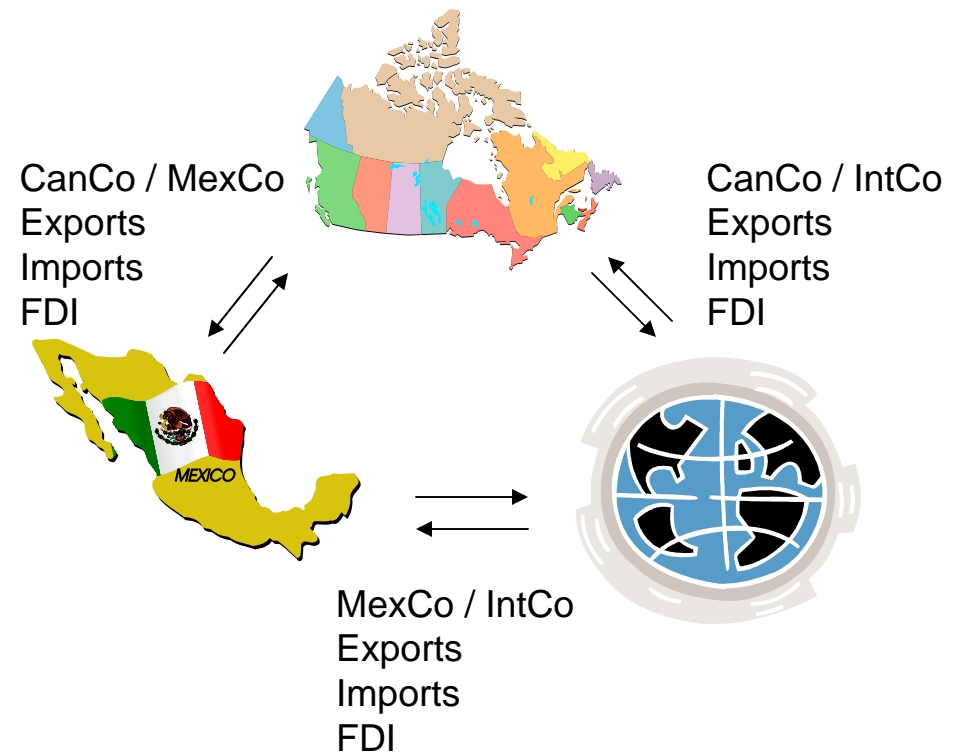


That means rethinking our business models . . .

Traditional Trade Model



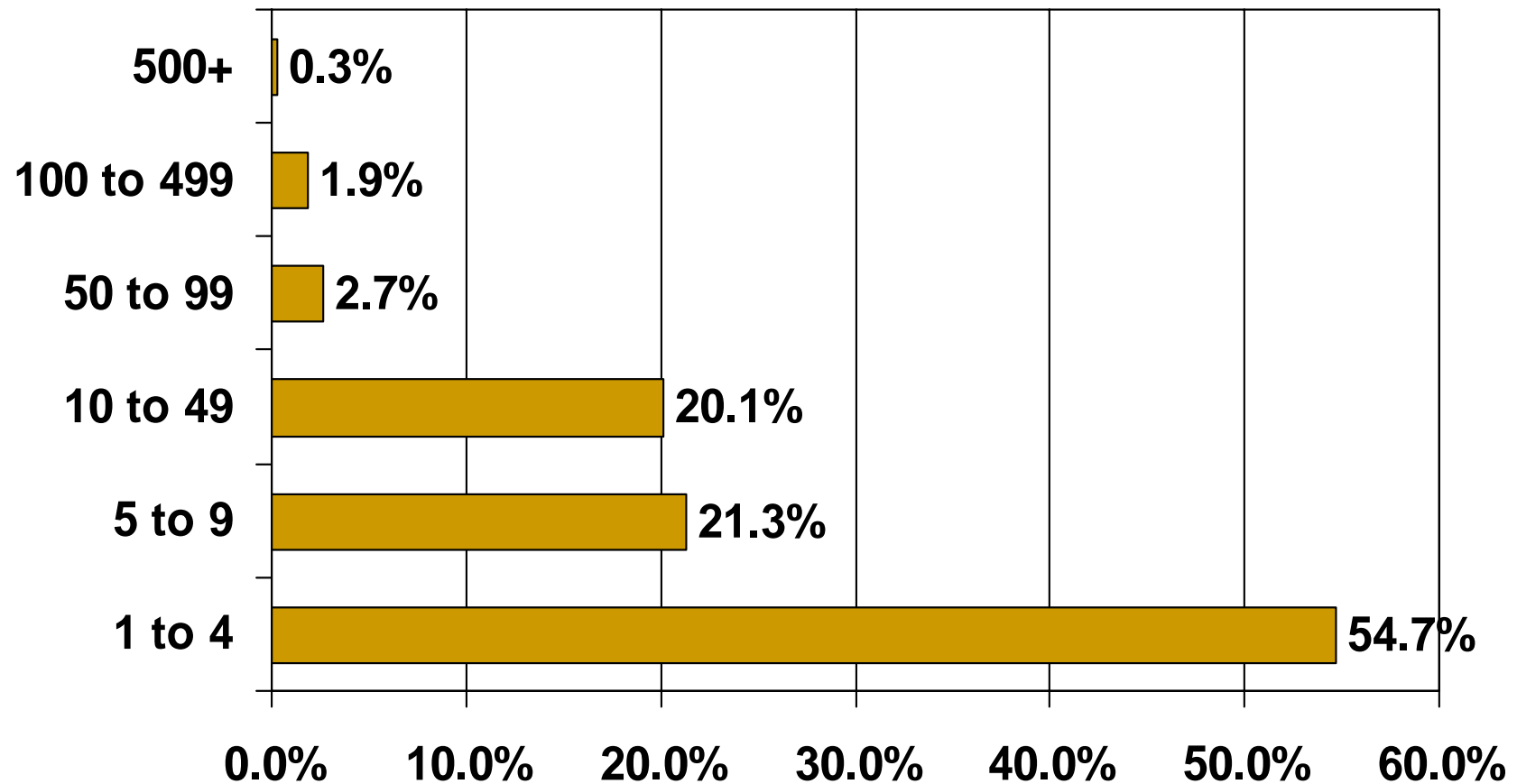
Competitive Trade Model



. . . and applying them in a way that reflects our understanding of the unique structure and character of our business communities.

Canada Inc.

Breakdown of Canadian Business by Number of Employees, 2007



Source: Statistics Canada

This also means companies must develop a deeper appreciation and understanding of international markets – economically, politically, historically etc. - if they expect to leverage both countries in a way that will improve their competitive positions in the global economy.

World Economic Forum Global Competitiveness Index Rankings

Country	GCI 2008	GCI 2007
United States	1	1
Switzerland	2	2
Denmark	3	3
Sweden	4	4
Singapore	5	7
Finland	6	6
Germany	7	5
Japan	9	8
Canada	10	13
United Kingdom	12	9
China	30	34
India	50	48
Mexico	60	52

*Every morning in Africa, a gazelle wakes up.
It knows it must run faster than the fastest lion or it will be killed.*

*Every morning a lion wakes up.
It knows it must outrun the slowest gazelle or it will starve to death.*

*It doesn't matter whether you are a lion or a gazelle.
When the sun comes up, you better start running.*

African Proverb

Source: Friedman, Thomas L. The World is Flat

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