GOING GLOBAL: CANADIAN DIGITAL FIRMS

Joseph Wong George Poulakidas



CDO

Introduction

Main Question

• Are Canadian digital firms going global? How?

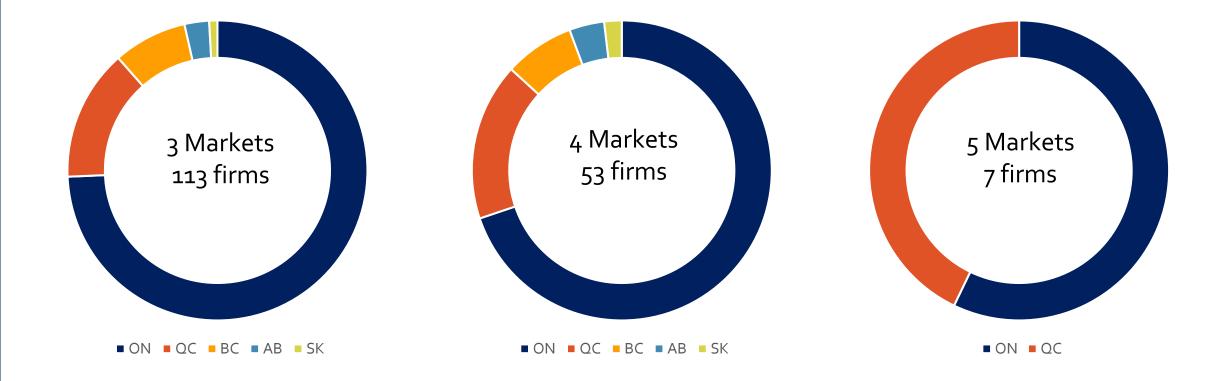
Main Findings

- Followership model and Mergers & Acquisitions
- Mostly SMEs and many outside big urban centres

Policy Implications

• Currently no government monitoring or support for these activities

Canadian Global Digital Firms



Followership model

• Pattern of groups of companies following each other, especially in the ICT sector

Mitel and Opentext

 Australia, Austria, Brazil, Denmark, Dubai, Finland, France, Germany, Hong Kong, India, Italy, Mexico, Netherlands, New Zealand, Poland, Portugal, Russia, Saudi Arabia, Singapore, South Africa, Spain, Sweden, Switzerland, UK, USA

Guidance Software follows

• On September 2017 the company was acquired by OpenText

• No pattern in advanced manufacturing or energy

Reasons to follow

Shared talent:

• Executives moving from one company to another and sharing intelligence and connections

Supply chain:

- Client-driven: One supplier bringing two companies
- Supplier-driven: Client-dependent services with high (cultural) barriers (local suppliers)
- Opportunity-driven: Companies collaborated in a project successfully and identify similar opportunities

Government support:

• Government officials building knowledge on breaking barriers and then supporting exportready companies in similar fields

Mergers and Acquisitions Case: Constellation Software

