### GOING GLOBAL: CANADIAN DIGITAL FIRMS

Joseph Wong George Poulakidas



CDO

# Introduction

#### **Main Question**

• Are Canadian digital firms going global? How?

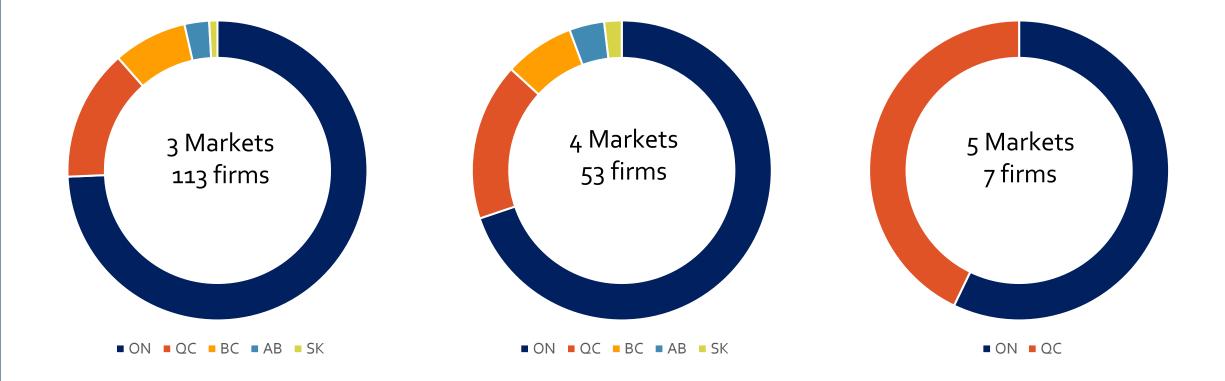
#### **Main Findings**

- 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

