

GOING GLOBAL: CANADIAN DIGITAL FIRMS

Joseph Wong

George Poulakidas



munk school
OF GLOBAL AFFAIRS & PUBLIC POLICY



UNIVERSITY OF
TORONTO

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



■ ON ■ QC ■ BC ■ AB ■ SK



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■ ON ■ QC

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 export-ready companies in similar fields

Mergers and Acquisitions Case: Constellation Software

