

►► **Marketplace "Events"  
Must be Better Structured**

Industry representatives on both sides of the border as well as post staff expressed a variety of concerns relating to the structure of posts promotional events such as product launches and the like. These ranged from the inability to gain access to these events to the fact that they were either attracting the wrong people or the very same people year after year.

The Review Team *recommends* that the major marketplace events be reviewed and re-structured where necessary to ensure they are meeting the objectives established for them.

In July 1989, following consultations with the industry and the receipt of an outside consultants report, Tourism Canada completed a review of its marketplace and trade show program. As a result a set of guidelines for future marketplace participation and an advisory committee were proposed.

The guidelines have been developed and distributed to the industry and the advisory committee is currently being established with provincial, territorial and private sector members to advise Tourism Canada on the implementation of the program.

- EAITC will endeavour to fund new activities and innovative promotional concepts in support of posts Tourism programs.

►► **Essential Sales Tools Must be Developed**

Both post staff and industry representatives indicated a serious concern with the lack of audio-visual support materials, collateral sales aids and other material necessary to help promote the image of Canada or assist in the education of the industry in the American market. Industry was most concerned that there was no current video or film production that promoted the whole of Canada rather than just a part of it.

The Review Team *recommends* that EAITC and Tourism Canada provide, on a priority basis, the posts with the collateral, sales and support material they require.

In response to this recommendation, EAITC and Tourism Canada will undertake the following:

- EAITC will ask the posts to report on Travel Trade collateral produced by Canada's major competitors in their local marketplaces;
- EAITC and Tourism Canada will identify the most pressing needs in terms of collateral support material; and
- EAITC and Tourism Canada will develop a tourism supplier/product database to assist posts in new package tour development.

►► **Level of Service Must be Raised**

Deterioration in the level of service delivery was a major concern identified by both Canadian and U.S.-based operators. Reasons involved for the apparent deterioration of service primarily focussed on a decrease in the number of professional tourism officers at posts. Other concerns focussed on staff motivation, the rotational system, the integration of responsibilities with the trade development program and the replacement of some Canadian-based staff with locally engaged persons.

The Review Team *recommends* that EAITC and Tourism Canada develop means to ensure that the posts provide the industry with the highest level of service possible within the limitations of staff resources.

In response to this recommendation, EAITC and Tourism Canada will undertake the following:

- EAITC and Tourism Canada will develop staff training modules to ensure program objectives, delivery mechanisms and distribution channels are understood by all new post tourism officers;
- EAITC and Tourism Canada will improve post officer's product knowledge of Canada by implementing staff familiarization tour programs; and
- EAITC and Tourism Canada will initiate a long range human resources development plan.

►► **Incremental Resources Are Required**

Post resources, in terms of personnel as well as travel and programming funds, are in less supply than ever before. The limitations imposed by scarce resources are as apparent to