

CONCLUSIONS AND RECOMMENDATIONS

External Affairs and International Trade Canada and Tourism Canada have responded to many of the conclusions and recommendations of the Review Team; their responses are included as part of this section.

►► *The Basic Role of the Post Must Change*

The tourism industry private sector, particularly within Canada, see the development of highly qualified leads and timely and high quality commercial intelligence as the priority activities to which the posts should direct their attention over any other services now being provided. The American-based industry identified retail-level education as the most important service to be provided in addition to support for new product development.

The Review Team *recommends* that EAITC and Tourism Canada, in concert with post tourism officers, undertake a redefinition of the role of the posts so that it is fully compatible with the priority activities identified by the industry.

In response to the Canadian industry's requirement for increased commercial intelligence and qualified leads, EAITC and Tourism Canada will undertake the following:

- ▶ EAITC will instruct posts to place a high priority on the functions of market intelligence and qualified business leads generation;
- ▶ EAITC's Planning and Tracking system will reflect a more substantive requirement for market intelligence and narrative reporting;
- ▶ EAITC will finalize the implementation of the WIN Tourism system in support of the business leads generation function;
- ▶ EAITC and Tourism Canada will assist posts to disseminate commercial intelligence through industry association publications and the Tourism Canada Commercial intelligence bulletin;
- ▶ EAITC will provide posts with incremental resources to support the regular publication of a local tourism industry liaison bulletin; and
- ▶ Tourism Canada will provide posts with information on new Canadian product development.

In response to the priorities outlined by the United States-based operators, EAITC will undertake the following:

- ▶ EAITC will develop more workshop and classroom-type activities emphasizing the educational and product knowledge content; and
- ▶ EAITC will develop programs promoting product knowledge of Canada to local chapters of U.S. industry associations.

►► *Strategic Direction and Post Activity Plans Must be Communicated*

By and large, the industry in both Canada and the United States is unaware of the strategic directions governing the activities of the posts or of the research, commercial intelligence and other reports being developed by Tourism Canada. Strong concerns were also expressed that the industry was not being consulted in a timely fashion in terms of the development of the annual workplans of the posts so they could undertake their marketing planning in accordance with those plans.

The Review Team *recommends* that more structured means be developed to communicate with the industry on a continuing and timely basis.

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

- ▶ EAITC and Tourism Canada will ensure that regional coordination and planning meetings with the posts' major partners continues;
- ▶ EAITC will consider the opportunity, as appropriate, to have selected posts participate in certain travel industry meetings in Canada;
- ▶ EAITC will finalize the integration of Tourism into the Departmental computerized system for planning and tracking of trade promotion activities;
- ▶ EAITC will distribute, through the posts, Tourism Canada's Commercial Intelligence Bulletin to the posts' prime local contacts.