

of setting of priorities and targeting. Provincial governments are involved with promotion programs and the development of consortia while a number of federal agencies are involved in various assistance of specie marketing councils. This situation has not resulted in the most efficient and effective use of funding and export market development.

#### (7) ELEMENTS OF AN EXPORT MARKET STRATEGY

To become more competitive, the Canadian fishing industry will have to find new market niches, capitalize on emerging opportunities through new product development, create demand for non-traditional species and develop more cost effective means of maintaining existing market shares of traditional species in established markets and make better use of current marketing techniques. Globalization will result in new prospects that require innovation, diversification, differentiation and aggressive marketing. The Canadian fish and seafood industry is increasingly sourcing raw material globally to offset any declines in domestic resource availability.

Trade liberalization flowing from the Free Trade Agreement (FTA), implementation of the North American Free Trade Agreement (NAFTA) and a successful conclusion to the General Agreement on Tariffs and Trade (MTN) will provide continuing opportunities as long as market research and positioning accompany marketing into the world marketplace. There is an increasing emphasis being placed on food safety and environmental considerations. Canadian industry in its handling and processing of seafood products will need to position itself to meet more rigorous inspections and comply with more detailed and exacting regulations in international markets.

There is a need for better positioning to exploit windows of opportunity. Challenges must be identified and objectives set and pursued vigorously before focusing on activities. Coordinated one stop shopping for export market opportunities is required. Commitment to a longer term approach to marketing is required.

More coordination with respect to market research and development activities of federal and provincial governments and the fishing industry is indicated.

The establishment of defined objectives will assist in determining the activities to be undertaken by both industry and government and result in better overall coordination of Canadian promotional efforts. A move towards generic marketing approaches can provide a useful adjunct to individual company efforts. Also companies acting together in networks can accomplish greater returns collectively than is possible acting alone. Generic promotional materials developed would also be useful in other less important (not targeted) markets which exporters might wish to pursue independently. Greater efforts should be made to distinguish Canadian fishery products such as salmon and lobster from those of competing nations.