

## THE GREEN BOOK:

### *Canada's U.S. Marketing Plan*

By Marie A. Stamp

*...an interview with Allan Stewart, Director General UTD*

The office of the Director General of UTD (US Trade, Tourism and Investment Development) commands an impressive view to the west and over the frozen Ottawa River glistening in the morning sun. It's the start of another busy day, as Allan Stewart sits down to explain the "Green Book" for us.

The "Green Book", says Allan, is a tool providing a detailed blueprint of the year's marketing strategy, objectives and proposed promotional activities in the U.S., for 39 sectors. It becomes the U.S. portion of the International Trade Business Plan. As a descriptive document, it also feeds into the Annual Report.

The "Green Book" has been prepared for the past three years by UTD marketing officers through consultations with private sector partners, DFAIT T-branch staff, Industry Canada specialists, ITCs, as well as provincial and territorial Trade Departments. The 93-94 marketing program accounts for the entire TID program in the U.S. Bureau management continues to improve on trade development planning, and will alter the system to "management by results" next year to show "what happened" as a result of the plan.

Of course, "maximum impact" for our resources is what the plan is all about. A key goal in its production is "coordination: elimination of duplication and overlap". "We want to provide aggressive action and leadership," says Stewart, "but we don't necessarily want to do everything."

Stewart also has other strategies in mind to achieve maximum impact, including optimal use of new technologies for disseminating information (to SMEs in particular), building on the Canadian success stories to come out of the recession, and focusing on important new markets in the US. He is also keen about the increased emphasis on market intelligence activities, and believes the Trade Commissioner Service is well-placed to deliver information to help Canadians do business in the vast US market. This is, after all, a re-focus of our traditional activity. The challenge is to be as adaptable and as innovative as Canadian producers themselves.

*Allan has been a Trade Commissioner for 27 years, having served in Australia, Sweden, Seattle and Mexico. This is his 4th year as UTD.*

## CONGRATULATIONS ON ISSUE #2!

*Just a short note to Congratulate you on issue # 2 of "Trade Commissioner".*

*As a new member of the Service (Interchange), I think that the initiative you have taken will be appreciated by all, especially in this 100th year.*

*I particularly acknowledge the sensitivity that you have shown with regard to issue # 1, and I am sure that those who were involved at that time will be equally grateful for the recognition of their efforts.*

*With regard to the History of the Service, which I am sure you will understand, is very interesting to me, it is a matter of some coincidence that we should be co-locating with Australia here in Bridgetown in this particular year. I am not sure if John Larke envisaged that the cooperation between our two great Countries would ever extend to actually living together in certain locations throughout the world, but there should be substantial advantages to both of us as a result.*

*Once again, congratulations, and I will look forward to future issues!*

**Peter Hermant**