

Service of the Department of External Affairs and International Trade Canada can play an important role in monitoring developments in foreign markets and providing timely market information and intelligence to Canadian industry.

- Full acceptance by industry of the need for generic marketing initiatives which can accomplish greater returns for individuals in terms of investment than is possible acting alone is necessary. So too, commitment to a longer term marketing approach is essential to secure results. Generic promotional materials developed can also be useful in other less important (not targeted) markets which exporters might wish to pursue independently. (In this regard, a national export trade association is in the process of applying for PEMD funding to produce a range of specie fact sheets, in several languages. Salmon, especially Pinks, is likely to be featured). The major Canadian salmon associations have already made substantial progress in launching generic marketing programs. Governments should foster and support existing and planned efforts by industry to pursue generic marketing programs with self-financing mechanisms such as levies or check-offs.

- It is an open question whether salmon interests in the East and West coasts could or should consider combining their export efforts. Given the importance and proximity of the US market, a joint cooperative marketing approach built on the particular strengths of the industry segments (both wild and farmed) might be explored for that market, leaving exporters free to pursue opportunities in other offshore markets separately. Governments and industry should support initiatives such as the multi-nation generic farmed salmon promotion in the U.S. undertaken by the International Salmon Farmers Association (ISFA) with funding from British Columbia, Chile, New Brunswick and Washington State.

- Continued focus on the implementation of Quality Management Programs (QMP) encompassing all phases of production, processing and delivery to market together with common standards for grading is an essential element to successful future marketing efforts.

- There is a need for positioning to exploit windows of opportunity. It is necessary to set objectives and pursue them rigorously rather than merely focusing on isolated activities. "Vision objectives" should be developed and pursued on a longer term basis. Development of the "International Trade Business Plan" and ancillary export marketing strategies should contribute in this regard.

- A combination of push and pull marketing techniques should be considered, moving over time more to the latter. Clearly, strategies should emphasize Canadian strengths and address areas of recognized weakness.