

A number of strategic measures will address the competitive challenges facing the Canadian tourism industry. These include:

Focusing on specific markets and market niches by:

- concentrating on Canada's primary international markets: United States, United Kingdom, France, Germany and Japan;
- developing a select number of secondary markets: Australia, the Netherlands, Italy, Spain and Switzerland, and consider the emerging markets of South Korea, Taiwan, Singapore, Hong Kong, Brazil and Argentina;
- focusing marketing resources on specific high-yield affluent customer segments, which have been identified through market research and segmentation;
- developing creative and innovative approaches to reach target audiences more effectively and efficiently than the competition;
- gradually shifting the marketing emphasis from the 3 per cent of U.S. international travel to the 97 per cent of domestic travel; and
- increasing Canada's share of the huge \$36 billion domestic U.S. meetings, conventions and incentive travel market by promoting Canada as an extension of this market.

Working more closely with industry to:

- integrate public and private sector efforts that target specific customer segments;
- share risk and undertake strategic marketing and market development activities with organizations that have common goals and values;
- develop and work with a system of "key accounts," which are companies or organizations that have been evaluated and selected on the basis of their proven ability or forecasted potential for generating maximum incremental tourism revenue for Canada;
- continue upgrading the skills base, and increase the use of technology to improve effectiveness and efficiency;
- improve business planning skills, while examining, with other governments, ways of reducing the cost of doing business in Canada; and
- protect and upgrade Canada's environment.

Maintaining the high ratio of repeat visitors through continuous product innovation and value-added packaging.

Increasing the number of first-time visitors to this country through:

- greater product differentiation and better product positioning; and
- capitalizing on Canada's French and English heritage, unique native culture and multiculturalism, and clean, safe cities as well as its reputation for spectacular scenery, and great outdoors.

Improving market access for tourists by focusing on transportation, especially air service, so that Canada has the greatest possible access to world markets.