

quickly and locally-based officers could not represent Canada as well as the Canadian-based personnel they had replaced, in addition to the obvious limitations in personnel and financial resources.

To respond to this concern, the Review Team *recommends* that EAITC and Tourism Canada develop means to ensure the highest possible level of professional service delivery consistent with the availability of resources. This could include the standardization of post services and the role of clear performance standards in helping to inform the industry on post services and the level of support the industry should expect from the posts.

#### 4. EVENTS

There was a general feeling among the majority of industry representatives that Canada's product launches and trade show activities were not adapting to new needs and priorities as well as they could. The declining participation of highly qualified leads at product launches was cited by many that these events had to be redefined in some way. Similarly, the attendance of "the same old crowd" at trade shows such as Rendez-Vous Canada meant that the posts were missing the opportunity to use them to develop new business opportunities.

At the same time, the American industry preoccupation with the need to educate the travel industry is not being addressed in any coherent manner through post-sponsored events.

To ensure that post-sponsored promotional and sales events achieve the goals established by the industry, the Review Team *recommends* a review and realignment of these activities so that the right people can be attracted to the right events.

#### 5. POST OPERATIONS

While it was clear to everyone that staff and program resources were much more limited than ever before, there are a number of other problems endemic to the posts that even with the support of post senior management and headquarters have not yet been resolved. For example, post tourism officers cover extremely large territories with travel budgets that are

not only inadequate but also decreasing. Posts have no up-to-date sales tools and very little collateral support for their sales or promotional efforts. Implementation of database technology, in the form of the WIN system, has been beset with software, input and data manipulation problems from the outset.

To increase the efficiency of post operations, the Review Team *recommends* that sales tools be developed and provided to the posts on a priority basis and that incremental resources be provided where they can achieve the greatest increment to post activities. To this end, it is also important that the industry accept its responsibility to inform and educate post officials on its new products and services. Industry associations could be used as clearinghouses to disseminate such information to those posts in the major markets targeted by these new products and services.

#### 6. THE COMPETITION

The differences between how competitive tourism bureaux functioned were evident though not strikingly so, except in four areas. For example, while Canada's posts have not communicated effectively the established strategic direction, officers from Great Britain, Australia and New York State function to a clearly-defined 3-5-year strategy to which all planned activities must relate. In addition, virtually all ventures must be co-op ventures with the direct support and backing of the industry. Events stress travel trade education and value-added rather than simple product promotion; most of these are designed to be self-financing. Finally, consumers are serviced directly through a combination of walk-in centres, 1-800 numbers and telemarketing.