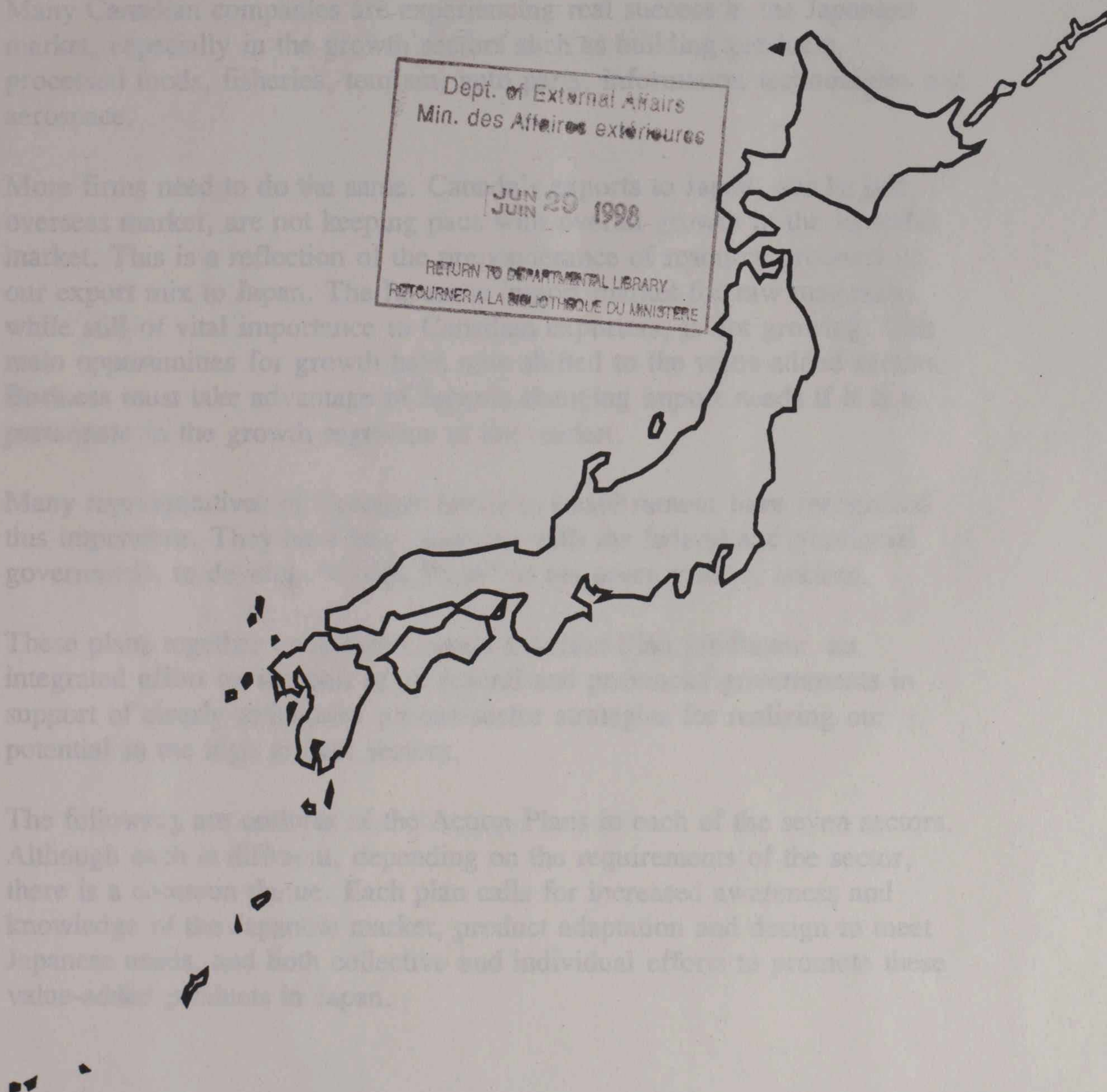
CANADA'S ACTION PLAN FOR JAPAN

JANUARY 1994

CANADA'S ACTION PLAN FOR JAPAN



JANUARY 1994

There are growing opportunities for Canadian business in the Japanese market.

Many Canadian companies are experiencing real success in the Japanese market, especially in the growth sectors such as building products, processed foods, fisheries, tourism, auto parts, information technologies and aerospace.

More firms need to do the same. Canada's exports to Japan, our largest overseas market, are not keeping pace with overall growth in the Japanese market. This is a reflection of the preponderance of resource products in our export mix to Japan. The Japanese import market for raw materials, while still of vital importance to Canadian exporters, is not growing. The main opportunities for growth have now shifted to the value-added sectors. Business must take advantage of Japan's changing import needs if it is to participate in the growth segments of the market.

Many representatives of Canada's business establishment have recognized this imperative. They have been working with the federal and provincial governments to develop "Action Plans" in the seven priority sectors.

These plans together constitute Canada's Action Plan for Japan: an integrated effort on the part of all federal and provincial governments in support of clearly articulated private-sector strategies for realizing our potential in the high growth sectors.

The following are outlines of the Action Plans in each of the seven sectors. Although each is different, depending on the requirements of the sector, there is a common theme. Each plan calls for increased awareness and knowledge of the Japanese market, product adaptation and design to meet Japanese needs, and both collective and individual efforts to promote these value-added products in Japan.

TABLE OF CONTENTS

BUILDING PRODUCTS

Japan is Canada's leading overseas market for forest products (dimension lumber, logs, plywood, pulp and paper); in 1992, Canadian exports of these products to Japan exceeded $2.3 billion. With respect to housing, the Japanese housing market is the largest in the world, with 1.4 million starts in 1992. To date, Canadian value-added building products and construction materials are not well known in Japan and have captured only a small, albeit increasing, share of the Japanese market. There are exciting but largely untapped opportunities for Canadian manufacturers and exporters of doors, windows, flooring, staircases, system kitchens, prefabricated panels and house packages (pre-engineered and manufactured). Acute labour shortages and high costs in the Japanese housing construction sector are fuelling the demand for cost-effective, imported building products (called "imported housing" in Japan) as substitutes for Japanese-manufactured products. Canadian products are highly competitive.

The successful conclusion of the Uruguay Round should result in the reduction or elimination of Japanese tariffs on softwood lumber (SPF), plywood, particle board, wood moldings, doors, windows and some other building products. These changes, when effected, will make Canadian products even more price-competitive vis-a-vis Japanese building products. Furthermore, the Japanese government has just developed a program to promote imports of manufactured housing through initiatives such as model home sites. The Action Plan, which is aimed at increasing our share of the Japanese market, will benefit from these developments, which will have an overall synergistic effect in terms of encouraging the importation of manufactured building products.

I. Market Opportunities

Japan is importing increasing volumes of value-added building products, primarily because of their cost advantage but also to satisfy consumer demand for modern, Western-style housing and related components and fixtures. To date, imports have been sourced mainly from the United States and Europe, with Canada supplying only a very small portion (log homes, kitchen cabinets, doors and windows).

With the number of construction workers projected to decline by 45 percent by the year 2000, it is estimated that new homes will then take 2 1/2 years to complete once an order is received, versus 6 to 12 months at present. Labour- and cost-saving components from Canada, including manufactured housing kits, are finding a ready market in Japan, particularly if the products are custom-designed to suit the particular needs of the Japanese market.

Market potential varies regionally in Japan, with the greatest potential for Canadian building products to be in the 2x4 and prefabricated housing sectors in Hokkaido, Tohoku, Kanto, Kansai, Chubu and Kyushu areas.

The 2x4 (platform frame) construction industry was initiated in Japan by Canada about 20 years ago, and accounts for over 50,000 housing starts annually. The Japan 2x4 Home Builders Association consists of over 800 leading-edge builders who are receptive to new products and techniques, particularly if they represent cost savings. The Association is broken down into regional bodies that offer an opportunity to market value-added building products directly to end-users, thus bypassing the complex and costly distribution system.

In recent years, a number of Japanese buyers missions have visited Canadian building product manufacturers and made some direct purchases. However, there continues to be a pressing need to increase Japanese awareness of and exposure to Canadian building products. Canadian companies tend to lag behind their European and American competitors in pursuing the Japanese market.

There are a number of specific opportunities for Canadian companies, related to:

- the demand for Western-style housing and related amenities;
- the increasing shortage of Japanese construction workers;
- the desire to import building products directly, thus avoiding "middlemen";
- the potential matching of medium-sized Canadian manufacturers/exporters with medium-sized Japanese building consortia;
- possible investment/joint venture opportunities;
- the recent approval of 3-storey wooden apartment construction;
- a Japanese preference for "natural" wood and stone products, and;
- the Japanese ability/willingness to pay premium prices for high-quality products.

II. The Action Plan

Canadian industry needs to be made *aware* of the dynamic changes taking place in the Japanese housing market, so that they can *adapt* their products to suit Japanese requirements and proceed to *promote* their products in Japan.

There are a number of federal and provincial government agencies to assist and support private sector efforts to penetrate export markets which are also committed to focusing on an Action Plan for Japan. The Canadian value-added building products industry is similarly organized by national, provincial and regional associations, such as the Manufactured Housing Association of Canada (an umbrella organization whose members are from the pre-engineered, panelized, log home and timber-frame housing sectors). Such organizations are actively involved in the implementation of Canada's Action Plan for Japan in the building products sector.

1. Building *Awareness* and Market Knowledge

Activities will include:

Workshops in various regions of Canada, to apprise companies of the opportunity in Japan.

Presentations during annual meetings of industry associations to outline the potential of the Japanese building products market, featuring successful Canadian exporters who can provide advice on the market.

One-on-one counselling of export-ready companies to assist them in developing a marketing plan, as well as providing information on accessing government programs, utilizing trade offices in Japan, and tapping other government information and personnel resources.

A regular newsletter of market opportunities, produced by trade offices in Japan for distribution through International Trade Centres across Canada.

2. *Adapting* the Products for the Marketplace

Companies will be encouraged to:

participate in trade shows in Japan, to become familiar with the very specific and particular requirements of the Japanese market;

work with Japanese architects, designers and builders, to adapt Canadian products for Japan, and;

make regular visits to Japan, to assess changes in the market situation and update their sales strategy or products accordingly.

3. *Promoting* the Product in the Marketplace

Companies and associations will be encouraged to:

participate actively in (and personally attend) trade shows in Japan;

select an aggressive agent and fully engage the agent in product promotion activity;

utilize expertise available in federal/provincial trade offices in Japan;

transfer skills and technology as needed to facilitate use of Canadian products;

share information with other Canadian companies in "how-to" seminars during association meetings;

advertise in appropriate trade journals, giving the Japanese agent's name, address and telephone and fax numbers.

Trade Promotion Opportunities in 1994 and 1995

Companies will participate in the following events with the support of the Department of Foreign Affairs and International Trade (DFAIT) or Industry Canada (IC).

West Japan Total Living Show, Kitakyushu, March 1994

Housing Mission/Seminar Series in Japan

Incoming Building Products Buyers Mission to Canada

Incoming Housing Investors/Buyers Mission to Canada

Tokai Building Products Mission to Canada

Japan Home Show 94, Tokyo, November 1994

Building Products Solo Shows, Osaka/Nagoya/Fukuoka

Sapporo/Sendai Building Products Shows

Japan Stone Show

Wooden Apartment Seminar Series in Japan

Canada Days in the Kansai

Kobe Interhome Fair

Kansai Building Products Mission to Canada

There will be several self-funded incoming buyers missions to Canada to visit pre-selected Canadian manufacturers and to attend Home Shows.

Japanese buyers will also visit U.S. shows where Canadian manufacturers will be exhibiting their products. When feasible, Canadian stands at these events will have staff and facilities to welcome Japanese buyers and facilitate their interaction with Canadian companies.

The B.C. Trade Development Corporation and B.C. Wood Specialities Group have organized a Canadian Building Products Exhibit for display at eight or more trade shows in Japan, starting with the Japan Home Show, November 24-27, 1993 in Tokyo. Some 20 companies will participate in this unique travelling exhibit. In addition, B.C. Trade publishes the Canadian Building Products and Services Directory, in Japanese, with a distribution of 13,000 copies annually. Listing in this directory is open to any Canadian company. These activities complement B.C. Trade's "Canada Comfort Direct" (CCD) concept aimed at establishing product demand and facilitating distribution in Japan. CCD calls for buyers missions to Canada, a manufacturers' directory and an electronic hotline in Japan, the travelling exhibit, and one-stop shopping by means of a proposed show-room/distribution centre in the Vancouver area, where buyers can assess products and place orders for immediate shipment to Japan.

Additional activities will be incorporated as they are developed during 1994/95.

III. Government Contacts

In Ottawa:

Wayne M. House
Trade Commissioner
Japan Trade Development Division (PNJ)
Department of Foreign Affairs and International Trade
Lester B. Pearson Bldg.
125 Sussex Dr.
Ottawa, Ontario
K1A 0G2
tel 613-995-1678
fax 613-943-8286

Murray S. Hardie
Senior Commerce Officer
Sector Strategy and Value-Added Products Division
Forest Industries Branch
Industry Canada
235 Queen Street
Ottawa ONT K1A 0H5
tel: 613-954-3037
fax: 613-954-3079

Robert H. Wilson
Fabricated Materials and Construction Products Directorate
Materials Branch
Industry Canada
235 Queen Street
Ottawa ONT K1A 0H5
tel: 613-954-3126
fax: 613-954-3079

Rocco Delvecchio
Director General
Forest Industries Branch
Industry Canada
235 Queen Street
9th Floor East
Ottawa ONT K1A 0H5
tel: 613-954-3082
fax: 613-954-3079

In New Brunswick:

Kerry Bingham
Project Executive
Economic Development and Tourism
Government of New Brunswick
P.O. Box 6000
Fredericton, New Brunswick
E3B 5H1
tel 506-453-2876
fax 506-453-3783

In Quebec:

William B. Horowitz
Trade Commissioner
International Trade Centre
Stock Exchange Tower
800 Victoria Square, Suite 3800
P.O. Box 247
Montreal, Quebec H4Z 1E6
tel: 514-283-8792
fax: 514-283-8794

Pierre Coljon
Ministère des Affaires Internationales
360, rue Saint-Antoine Ouest
Montréal (Québec) H2Y 3X7
tel: 514-499-2190
fax: 514-873-2364

In Ontario:

Pamela Kanter
Senior Consultant
Trade and International Relations Division
Ministry of Industry, Trade and Technology
Government of Ontario
900 Bay Street
3rd Floor, Hearst Block
Toronto, Ontario
M7A 2E1
tel 416-325-6783
fax 416-325-6794

Yolande Baldachin
Trade Commissioner
International Trade Centre
Dominion Public Building
4th Floor
One Front Street West
Toronto ONT M5J 1A4
tel: 514-973-5054
fax: 514-973-8161

Peter D. Levitt
Senior Industry Development Officer
Surface Transportation
Machinery and Resource Industries Division
Industry Canada
tel: 416-973-5031
fax: 416-973-8714

In Manitoba:

Ronald Laing
Trade Commissioner
International Trade Centre
P.O. Box 981
330 Portage Avenue, 8th Floor
Winnipeg, MAN R3C 2V2
tel: 204-983-2594
fax: 204-983-2187

Doug Taylor
Trade Development Officer
Minisrty of Industry, Trade and Tourism
400-155 Carlton St.
Winnipeg, Manitoba
R3C 3H8
tel 204-945-1125
fax 204-957-1793

In Saskatchewan:

Paul Lafleur
Trade Commissioner
International Trade Centre
Suite 401, 119-4th Avenue South
Saskatoon, SASK 57K 5X2
tel 306-974-5318
fax: 306-975-5334

David Easton
Trade Development Officer
Economic Development
Government of Saskatchewan
6th Floor.
1919 Saskatchewan Dr.
Regina, Saskatchewan
F4P 3V7
tel 306-787-2194
fax 306-787-3989

In Alberta:

Douglas M. Caston
Trade Commissioner
Industry Canada
11th Floor, 510-5th Street S.W.
Calgary, ALTA T2P 3S2
tel: 403-292-6660
fax: 403-292-4578

Barry Salter
Director, Asia/Pacific Region
Tourism, Trade and Investment
Division
Ministry of Economic Develop-
ment and Tourism
Government of Alberta
3rd Floor, City Centre
10155-102 Street
Edmonton ALTA T5J 4L6
tel: 403-427-4809
fax: 403-427-1700

In British Columbia:

Shun Ishiguro
Trade Commissioner
International Trade Centre
P.O. Box 11610
900-650 West Georgia Street
Vancouver, BC V6B 5H8
tel: 604-666-1412
fax: 604-666-8330

Richard Poliquin, P. Eng.
Director, Natural Resources
British Columbia Trade Develop-
ment Corporation
Suite 730
999 Canada Place
Vancouver BC V6C 3E1
tel: 604-844-1940
fax: 604-844-1925

In Alberta:

Douglas M. Cassar
Trade Commissioner
Industry Canada
11th Floor, 510-5th Street S.W.
Calgary, Alberta T2P 3S2
tel: [illegible]
fax: 403-292-4578

Barry Sable
Director, Asia-Pacific Region
Tourism, Trade and Investment Division
Ministry of Economic Development and Tourism
Government of Alberta
3rd Floor, 10155-102 Street
Edmonton, Alberta T5J 4L6
tel: 403-[illegible]
fax: 403-[illegible]

In British Columbia:

Brian Oddgard
Trade Commissioner
International Trade Centre
P.O. Box 11610
900-650 West Georgia Street
Vancouver, BC V6B 5H8
tel: 604-666-[illegible]
fax: 604-666-8330

Richard Pelletier
Director, Natural Resources
British Columbia Trade Development Corporation
Suite 730, 999 Canada Place
Vancouver, BC V6C 3E1
tel: [illegible]
fax: [illegible]

FISH PRODUCTS

Japan is the world's largest market for fish products, absorbing more than one third of total world exports. Japan imported US$13.2 billion worth of fish products in 1992, an increase of almost 6% in dollar terms from 1991. Canadian exports of fish products totalled more than C$650 million in 1992, leaving us with roughly a 4.3% share in 1992 and making us the eighth largest supplier (Russia moved into seventh place in 1992, ahead of Canada).

While the current economic slowdown in Japan has led to lower prices for fish products and decreased consumption of higher priced products, market growth remains positive, in the range of 1-1.5%. As the Japanese domestic catch has steadily declined, and as Japanese consumption of fish products will remain constant, the opportunities for increased imports are good. The current strong yen should make Canadian fish products more attractive to Japanese buyers as well. However, competition is also among the stiffest in the world.

I. Market Opportunities

Japanese imports of fisheries products continue to grow, rising from just more than 1 million metric tonnes in 1980 to more than 2.9 million metric tonnes in 1992. This is largely due to declining Japanese domestic catches, as a result of smaller resources and reduced access to supplies in international waters. Imports are becoming a more important part of the Japanese domestic supply situation for fish products, having risen from 25% of supply in 1987 to more than 35% in 1991.

While the general trend is upward, Canada's share of the Japanese market for fisheries products has dropped. In part, this is due to the growth in imports of products that we do not produce, eg. warm water shrimp, most tuna and eel. However, we have also not been able to take part in the large expansion of Japanese imports of fish products such as salmon, mackerel, and surimi. Nevertheless, Canadian surimi operations are in the early stages, and we should be able to take more of the market in the coming years.

Japanese domestic consumption of fisheries products remains relatively steady at a level of approximately 72 kg. per person per year (in Canada it is about 7 kg. per person).

As a result of the declining domestic supply and steady domestic demand, Japanese imports of fisheries products are expected to at least remain constant. In the short term, most growth is expected to be in low and medium priced products, as Japanese consumers reduce their consumption of expensive fish products. This change is a result of the economic slowdown, which has reduced both consumers' disposable income and corporate entertainment expense accounts, which had been used to purchase expensive meals, including a large number of fish products. However, sales of more expensive Canadian products such as lobster still have growth opportunities as market penetration is still fairly limited. Other Canadian fisheries products such as **surf clams**, **sea urchin roe**, **crab**, **halibut** and **shrimp**, to name only a few, offer good prospects for increased exports, as well.

Consumer tastes are changing with wider exposure to Western-style foods, more working women, and rising incomes. However, the fish products sector is changing more slowly than other parts of the food market, largely as a result of the traditional nature of seafood in the Japanese diet. In Japanese consumers' eyes, **the most highly valued seafood is live** (largely consumed as sashimi), followed by chilled, then frozen, and finally processed foods. Seafood comprises less than 10% of the rapidly growing market for frozen foods, despite its importance in total food consumption. Consumers are becoming more health conscious, and this has affected sales of some products. For example, more lightly salted salmon is growing in popularity. As well, consumers are looking for convenience. For instance, Pacific herring roe requires soaking for up to 48 hours before consumption, whereas Atlantic herring roe can be consumed at once. As a result, sales of Pacific roe have declined, except for the high end gift market, while demand for Atlantic roe has grown.

Tastes vary in Japan with regard to fisheries products. Certain regions have historical preferences for certain products. Exporters interested in the various regions of Japan should plan on visiting these areas to learn more about regional preferences.

The proportion of male marine fishery workers 40 years of age and over has risen from 74% in 1987 to 79% in 1991 (figures are not available for female workers). This is having an effect both on the volume of fish products caught, and on the cost of labour in fish processing firms, and this has led to greater Japanese investment in overseas processing facilities. While most of the money has gone to countries such as China, Vietnam, and Thailand, where labour costs are low and distances from Japan small, there has also been some **investment in Canada**. As well, Canadian exporters with experience in the Japanese market are finding that their regular importers are inquiring about products processed to a further degree, eg. fillets rather than whole fish. This is a slow change, and strong relationships between importers and exporters are an essential ingredient to most agreements.

II. The Action Plan

The processing of seafood products is very specialized in Japan. Tastes and product preferences have evolved over many years and there are countless methods and technologies in use. During recent decades, Japanese fish processors have dispatched technicians to many countries to secure suitable raw fish supplies for processing in Japan. There is now a move by these same companies to process final products in countries that formerly supplied raw materials. This will require a transfer of processing technology and knowledge of methods from Japan to Canada.

It is essential to protect our current market share of raw products. However, more fully processed retail and foodservices packs will be in strong demand in Japan.

The objective of the Action Plan for Japan for the fisheries sector is to assure further development of our exports to Japan, including the development of value-added fishery products in Canada for the Japanese market. The traditional approaches towards export market development support need to be re-thought to address the goal of increasing Canadian seafood exports to Japan.

Clearly, the determining factor in successfully exporting to Japan is relationship building. This supports the notion that if Canada is to increase its seafood exports to Japan in the short term, especially for more highly processed products, then the focus of activities under the Action Plan for Japan for the fisheries sector should be on existing exporters who have the relationship in place to build upon.

As every firm's products and marketing arrangements are different, there is a need to discuss individually with the Canadian seafood processors active in the Japanese market their current involvement there, how they plan to further develop it, and what federal and provincial governments can do to assist them.

The following presents specific activities for 1994-1995:

1. Building *Awareness* and Market Knowledge

Extensive descriptive report on the Japanese seafood market, written by the Department of Fisheries and Oceans in 1992 and now being reviewed and updated by the Canadian Embassy in Tokyo. (publication and distribution in early 1994);

Examination of the whole issue of tariffs and import quotas imposed by the Japanese government on value-added fisheries products and the raising of concerns in the context of the MTN, the Canada\Japan Bilateral Fisheries Consultations and the Canada\Japan Joint Economic Committee (FANDO, DFAIT);

CAFE Seafood Market Report and **CAFE Global Species Outlooks** (Undertaken by the Canadian Association of Fish Exporters in partnership with FANDO. Available by subscription)

Japan Fisheries Market Report (Canadian Embassy, Fall 1993 and Winter 1994);

Quarterly Seafood Trends Newsletter (Canadian Embassy);

Description and analysis of our competitors' strategy in the Japanese market (Norway, Chile, Iceland, Russia, U.S.A.) (Canadian Embassy);

Publication and distribution of a Canadian Exporters's Guide on Doing Business in the Japanese Food, Beverage and Seafood Markets (DFAIT, winter 1993);

British Columbia Trade Development Corporation is planning the first phase of an anticipated two-phase project to identify appropriate regional markets in Japan for sustained future market development initiatives for British Columbia and Canadian food products. Markets will be evaluated on appropriateness in size, demographics and receptiveness to imported products, among other factors (BC Trade, 1994)

In conjunction with the provincial wild salmon industry, B. C. Trade will develop a guide for salmon suppliers wishing to access the Japanese market (B.C. Trade, 1994)

The federal government will sponsor intelligence gathering missions to Japan to identify the most promising opportunities and to advise on the best ways of exploiting these opportunities. Two types of missions have been identified:

Strategic alliance (fact finding) missions: Two missions will take place early 1994 and will examine the Japanese seafood market to develop an understanding of how Canadian fish and semi-processed items could be further processed and presented to Japanese consumers and to identify future trends. This project will be coordinated under the leadership of the **Seafood and Marine Products Branch** (AGRCAN) and the **Fisheries Council of British Columbia** for the west coast and the **Fisheries Council of Canada** for the east coast. (See next section: Adapting the Product for the Marketplace)

Atlantic Herring mission : As a result of the drop off in demand for these products from Canada in 1993, this mission has been planned for March 1994. The objectives of the mission will be:

a) investigating the current status of markets for Atlantic herring products;
b) assessing Canada's position in the market in the future, taking into consideration competition from countries such as Ireland, Russia, and Pacific North America;
c) determining ways to make market conditions for Canadian products more stable in terms of price and volume;
d) investigating the feasibility and potential benefits of market promotion activities in Japan for seasoned roe, identifying types of promotion activities that should be considered and determining the feasibility and potential benefits of creating a Canadian identity (or brand) for seasoned herring roe;
e) investigating the degree of interest on the part of Japanese companies in a partnership to promote Canadian seasoned herring roe in Japan;
f) determining the feasibility and, if feasible, ways to increase value added processing of herring for the Japanese market; and,
g) investigating tariff and non-tariff barriers to trade in herring products and making recommendations for their removal.

This project is coordinated under the leadership of the FANDO **Industry Development Branch**. It will consist of one Government officer and three prominent Atlantic herring processors. Industry participants will be selected from nominations made by the Fisheries Council of Canada and the Canadian Association of Fish Exporters. One individual will be selected from the Bay of Fundy Region, one from the Gulf of St. Lawrence Region and one from Newfoundland.

2. *Adapting* the Product for the Marketplace

As the processing of seafood products is very specialized in Japan, there is a need to transfer knowledge and processing technology from Japan to Canada. Initially, a close inventory of the present situation will be taken, as only a limited number of species, whose supply is reliable and consistent, can economically be considered for value-added production in Canada.

Similar efforts in the past failed because of lack of thorough preparation. Prior to undertaking a fact-finding mission, research and planning must be done in Canada. Two fisheries associations, The **Fisheries Council of Canada** (FCC) for the east coast and the **Fisheries Council of British Columbia** (FCBC) for the west coast, will take the lead in analyzing previous efforts and in making an inventory of

Canadian companies presently exporting to Japan, and those willing to seek strategic alliances.

At the same time, the Embassy\Consulates' staff will identify, together with the **Japan Marine Products Importers Association** (JMPIA), on a product form basis,

1) what level of the Japanese industry (importing, processing, distribution) a Canadian company should interface with and;
2) which Japanese companies are willing to work with Canadian companies. Progress must be made in identifying serious candidates in Japan prior to the fact-finding mission of Canadian processors.

Industry representatives identified by FCBC and FCC will visit Japan to meet with fisheries organizations and private companies as initially identified by the Embassy\Consulates-JMPIA to specify new products and target specific technologies that could be applied profitably in Canada. These well-targeted fact-finding missions should be composed of a few members - **not a large group** - who will examine the Japanese seafood market to develop an understanding of how Canadian fish and semi-processed items can be further processed and presented to Japanese consumers, and to identify future trends. They will analyze what Japanese technology can be exploited in Canada, what value-added products can be produced, and determine market sectors where Canada can be cost competitive.

Through one-to-one counselling with Canadian companies, the information gathered will be disseminated and the Canadian industry alerted to opportunities identified during the fact-finding trip, and one-on-one corporate initiatives will be encouraged. CAFE, FCC, FCBC in collaboration with other fisheries associations will lead this key step and the Government of Canada will take steps to help companies to form alliances. (1994-1995)

Over the past few years, British Columbia Trade Corporation has been active in assisting industry associations to develop long term business export plans. With some 10 such plans completed, now is the time to move cross sectorally in the formation of exports alliances. These alliances will be the vehicle for a coordinated long term program to identify markets to obtain sustained sales for the participating companies. (B. C. Trade, 1994-1995)

Using current programs, individual company initiatives to start producing value-added products for the Japanese market will be supported.

3. *Promoting* the Product in the Marketplace

Canadian pavilion at the Tokyo International Seafood Show (June 1994): The Canadian Embassy in Tokyo is prepared to organize a Canadian pavilion at the June 1994 Tokyo International Seafood Show. However, this will be realized only if the Canadian industry wants to participate. In January 1994, a survey will be conducted by the Department of Foreign Affairs and International Trade to assess the industry's interest;

Solo Seafood Shows in Osaka and Fukuoka, following the Tokyo International Seafood Show: Individual companies, CAFE, CALPA, BCSMC, ... (DFAIT, June 1994 or in the fall) This project will be further defined following the January 1994 survey;

Translation into Japanese of selected fact sheets on underutilized species (By the Canadian Association of Fish Exporters) (1993-1995);

Translation into Japanese, publication and distribution of the FANDO fish booklets (DFAIT, Winter 1994);

Publication of **Seafood Canada** (quarterly published by CAFE. A summary is translated into Japanese by the Canadian Embassy and inserted in **Seafood Canada**);

B. C. Trade Corporation has been a member of CBEF (Canada Beef Exporters Federation) for several years, as the opportunity for CBEF to work with the seafood industry on joint promotion in Japan and other markets has become evident. Over the last two years, strong salmon marketing organizations have developed and are now in the position to work with CBEF in Japan. B.C. Trade will evaluate the current and future marketing plans of these two organizations and suggests ways of working together;

Incoming mission of food/seafood journalists and chefs to British Columbia (DFAIT with BC Trade Corp.);

The Canadian Hokkigai Exporters' Association promotional campaign (1993-1995). An evaluation of the hokkigai promotion campaign is required and more activities may be considered. In addition, a promotional campaign for seasoned or flavoured herring roe may be considered depending on the findings of the proposed mission (see previous section: Building awareness and market knowledge (FANDO, 1994);

Publication of a generic lobster promotional insert in a Japanese trade publication (CALPA, 1994);

Newfoundland Premier Wells' visit to Japan with Minister Furey of NFLD Industry, Trade and Technology to promote investment, joint ventures, trade, and tourism (including a visit to Tsukiji Fish Market, business meetings and lunch) (NFLD Government, January 13-17, 1994);

Canadian seafood promotion at the official opening of the new International Osaka Airport (DFAIT, 1994).

III. The Industry Lead Group: Fisheries

Jane Barnett, Canadian Association of Fish Exporters

Christina Burrige, BC Salmon Marketing Council

Ron Bulmer, Fisheries Council of Canada

Blair Janes, Newfoundland Seafood Marketing Association,

Jean-Paul Gagné, Association québécoise de l'industrie de la pêche

Mike Hunter, Fisheries Council of British Columbia

Allen Baker, The Canadian Atlantic Lobster Promotion Association

Liseanne Forand, The Canadian Association of Prawn Producers

Ian G. Bruce, The Canadian Hokkigai Exporters Association

Valmont Chiasson, Produits Belle-Baie Limitée

Marcel Comeau, Comeau's Sea Foods Ltd.

Sandy Roche, Fishery Products International Limited

Garth Jenkins, Abegweit Seafoods Inc.

Gérard Chouinard, Fruits de Mer Côte-Nord Inc.

Paul Bourke, Ucluelet Seafood Processors Ltd

Billy McMillan, J. S. McMillan Fisheries Ltd.

Gabriel Elbaz, Sogelco International

IV. Government Contacts

In Ottawa:

Gordon Snow
Seafood and Marine Products
Agriculture Canada
235 Queen Street
Ottawa ONT K1A 0H5
tel: 613-954-2927
fax: 613-954-3107

Alex Fekete
Commercial and Market Development
Department of Fisheries and Oceans
200 Kent Street
Ottawa ONT K1A 0E6
tel: 613-993-2540
fax: 990-9574

Bob Steinbock
International Directorate
Department of Fisheries and Oceans
200 Kent Street
Ottawa ONT K1A 0E6
tel: 613-993-1836
fax: 613-993-5995

Martin Foubert
Sectorial Liaison Secretariat (TOS)
Foreign Affairs and International Trade Canada
125 Sussex Drive
Ottawa ONT K1A 0G2
tel: 613-995-1713
fax: 613-943-8820

G. Daniel Caron
Japan Trade Development Division (PNJ)
Foreign Affairs and International Trade Canada
125 Sussex Drive
Ottawa ONT K1A 0G2
tel: 613-995-1677
fax: 613-943-8286

In Newfoundland:

Mike Handrigan
Market Services Division
Government of Newfoundland and Labrador
Department of Fisheries
5 th Floor West Block
P.O. Box 8700
St. John's NFLD A1B 4J6
tel: 709-729-3390
fax: 709-576-6082

Paul Rose
Trade Commissioner
International Trade Centre
P.O. Box 8950
Atlantic Place
215 Water St., Suite 504
St. John's, Newfoundland
A1B 3R9
tel (709) 772-4864
fax (709) 772-2373

On Prince Edward Island:

Shelly Clark
Marketing Agency
Government of Prince Edward Island
West Royalty Industrial Park
Charlottetown, P.E.I. C1E 1B0
tel: 902-368-6300
fax: 902-368-6301

Fraser Dickson
Senior Trade Commissioner
International Trade Centre
P.O. Box 1115
Confederation Court Mall
134 Kent St., Suite 400
Charlottetown, P.E.I.
C1A 7M8
tel (902) 566-7443
fax (902) 566-7450

In Nova Scotia:

Janis Raymond
Government of Nova Scotia
Department of Fisheries
PO Box 2223
Halifax NS B3J 3C4
tel: 902-424-4560
fax: 902-424-4671

Kirsten Tisdale
Trade Commissioner
International Trade Centre
P.O. Box 940
Station M
1801 Hollis St.
Halifax, Nova Scotia
B3J 2V9
tel (902) 426-9957
fax (902) 426-2624

In New Brunswick:

Jean-Paul Richard
Government of New Brunswick
Department of Fisheries and Aquaculture
Box 6000
Fredericton NB E3B 5H1
tel: 506-453-2766
fax: 506-453-5210

John Richard
Trade Commissioner
International Trade Centre
P.O. Box 1210
Assumption Place
770 Main St.
Moncton, New Brunswick
E1C 8P9
tel (506) 851-6459
fax (506) 851-6429

In Québec:

Gérald Coté
Gouvernement du Québec
Ministère de l'Agriculture, des Pêcheries et de l'Alimentation
201 boul. Crémazie Est (4e)
Montréal QC H2M 1L4
tel: 514-873-4410
fax: 514-873-2364

Bill Horowitz
Trade Commissioner
International Trade Centre
Stock Exchange Tower
800 Victoria Square, Suite 3800
P.O. Box 247
Montreal, Quebec
H4Z 1E6
tel (514) 283-8792
fax (514) 283-8794

In British Columbia:

Brenda Lennox
British Columbia Trade Development Corporation
999 Canada Place
Vancouver, B.C.
V6C 3E1
tel (604) 844-1959
fax (604) 660 2457

Shun Ishiguro
Trade Commissioner
International Trade Centre
P.O. Box 11610
900 - 650 West Georgia Street
Vancouver, British Columbia
V6B 5H8
tel (604) 666-1412
fax (604) 666-8330

PROCESSED FOOD PRODUCTS

Japan is the world's largest net importer of agriculture and food products. Agri-food imports totalled $45 billion in 1992, a 6 percent increase over 1991. This reflects the underlying strength of the food and agriculture import sector that, despite the recent economic downturn, continues to grow.

With a 5-per-cent share of the market, Canada is Japan's sixth-largest supplier of agriculture and processed food products. Japan is Canada's second-largest single market. In 1992, our agri-food exports to Japan totalled $1.48 billion, an 8.5 percent increase over 1991. The leading sectors included oilseeds, $584 million (40 percent); grains, $437 million (30 percent); meat, $183 million (12 percent); processed food and beverage products, $108 million (7 percent); feeds, $96 million (6 percent); and other products, $57 million (4 percent).

I. Market Opportunities

Agri-food imports will continue to grow as consumption rises faster than domestic production. The strength of the Japanese economy as reflected in the value of the yen, the above-average growth rate, and low inflation coupled with market liberalization will expand opportunities for Canadian exporters. Opportunities for semi-processed and processed foods in particular will grow as a result of the following trends.

Labour shortages, land-use policies, and price-support programs have driven up domestic production costs, making imports more competitive and have lead to greater interest in establishing offshore production facilities.

Demographic trends such as the growth of two-income families are also having an impact. Family size is shrinking with the nuclear family and single households replacing the traditional extended family. The sharp decline of the birth rate has lead to a "greying" of Japanese society. The affluence of seniors (55+) as well as the affluence of 20 to 35 year-olds is another key trend. The changes brought about by these trends are being felt throughout the food industry. They affect everything from package sizes to the distribution system as they determine how consumers spend their yen.

As a result of these demographic changes there has been an increased market for convenience foods as consumers have less time to devote to shopping and food preparation. This has also lead to an expansion of the food-service sector as restaurants cater to greater numbers of clients. The recent downturn in the economy has increased competition for clients and restaurateurs are open to new ideas to maintain and expand their clientele.

The economic downturn has also reordered consumer priorities. Brand loyalty is giving way to price and quality. Discount stores, buying co-operatives, and other alternatives have sprung up to challenge the established retail distribution system. The food-service distribution system is also under pressure to reduce costs and direct buying is becoming more common.

Consumers are showing greater concern over food quality and purity. This is due in part to the increasing share of imported foods on the market but it also reflects the increasing health consciousness of an aging population. Food additives and chemical residues, for example, are as much a concern in Japan as elsewhere, and consumers are demanding nutritious, wholesome and natural food products. This trend is particularly important for Canada as we enjoy a good reputation for the quality of our food products and a clean pristine image.

The Japanese gift market, consisting traditionally of food items, continues to offer new opportunities. Of the ¥10 trillion spent annually on gifts, 80 per cent is for the purchase of food items. With the economic downturn, the gift market is shifting away from expensive, prestigious corporate gifts to less expensive personal gifts. The souvenir gift market continues to expand with the growth of international travel. In 1992, 11.7 million Japanese travelled abroad; visits to Canada increased 3 per cent to 495 000.

The regional markets of Japan often neglected by exporters are evolving. These markets, many of which have the purchasing power equal to some national economies, are establishing direct business linkages with overseas suppliers.

Trade partners continue to press Japan bilaterally, as well as multilaterally in the recently completed Uruguay Round of General Agreement on Tariffs and Trade (GATT) negotiations, to open its domestic market. Efforts to reduce tariffs, to eliminate non-tariff barriers, and to simplify importation procedures and distribution channels are beginning to show results as the markets for beef, dairy products and fruit juices have shown. The elimination of import quotas and barriers have led to a rapid expansion of the market despite, in some cases, extremely high initial tariffs.

The successful outcome of the Uruguay Round is expected to result in a major realignment of world agriculture trade. The export subsidy war between the United States and the European Community has distorted primary agriculture, leading to world over-production and depressed prices for many commodities. The successful outcome will have a beneficial impact on Canada's agri-food sector. Opportunities in Japan will expand, particularly for value-added products, as Japan's import regime is brought into conformity with GATT rules.

II. The Action Plan

To optimize Canadian participation in this growth market, Canada will need to develop a supply capability that meets the needs of the market. To do this, Canadians need to be ***aware*** of what is going on in the market, to ***adapt*** products to Japanese tastes and lifestyle, and to ***promote*** their products effectively in Japan.

The various trade and industrial development agencies of the federal and provincial governments will support the private sector in the implementation of a comprehensive, integrated plan to improve supply capability and performance in Japan. Leading the industry is the Sub-Committee of the Agriculture, Food and Beverage SAGIT (Sectoral Advisory Council on International Trade), which advises the Ministers of Agriculture and International Trade on the implementation of the Trade Opportunities Strategy.

1. Building *Awareness* and Market Knowledge

Seminars on the food gift market have been sponsored by the B.C. Trade Development Corporation (BCTDC), Alberta Agriculture, and the Ontario Ministry of Agriculture and Food (OMAF). The OMAF seminar was co-sponsored by the Japan External Trade Relations Organization (JETRO).

A series of cross Canada workshops on the processed food market is being undertaken. The Department of Foreign Affairs and International Trade (DFAIT) and BCTDC sponsored a workshop May 27 1993 in Vancouver. Other workshops are planned for Alberta, Saskatchewan, Manitoba, Ontario, Québec and the Atlantic provinces.

Rapid dissemination of market information and market intelligence through automated services will be explored. In addition to ***Trends***, a quarterly publication on the agri-food and fisheries market, DFAIT now has a monograph series of

31 market study reports available under the heading ***Japanese Market Information Service***. These include:

- Meat products (processed, tinned)	- Pork cutlets	- Sausages (various)
- Ham (various)	- Cut vegetables	- Fried potatoes
- Frozen pizza	- Soup (chilled)	- Cheese
- Ovenready foods	- Cooking oil	- Cereals
- Microwave foods	- Ice cream	- Spices
- Juice-based drinks	- Biscuits	- Chocolate
- Cake (frozen)	- Candy	- Jams
- Tomato drink	- Wine	- Whiskey
- Cola flavoured beverages	- Dry beer	- Canned tuna
- Functional "Healthy" drinks	- Smoked salmon	- Dog food
- Lobster (Thermidor, frozen)		

A ***Canadian Exporters' Handbook*** prepared for DFAIT on doing business in the Japanese food, beverage and seafood markets was published in September 1993.

2. *Adapting* Products for the Marketplace

"Getting Ready to Go Global" (GRTGG), the food and beverage sector campaign of Agriculture and Agri-food Canada , assists industry organizations and alliances through a series of initiatives. Immediate goals are to increase the competitiveness of the sector through collaboration in the development of strategies and follow-up actions, and to advance the level of management capability within the private sector.

The Agri-food Industry Market Strategies (AIMS) of the various industry associations assists members through progressive promotional strategies for target countries. AIMS also co-ordinates the financial assistance needed to carry out the strategies.

The Trade Opportunities Strategy of Agriculture Canada and the Department of Foreign Affairs and International Trade involves a number of initiatives to enhance the export performance of the agri-food and beverage sector.

Through the Japan Science and Technology Fund of the Pacific 2000 Program, collaborative research is being carried out to facilitate exports to Japan (e.g., wheat breeding, bovine oocytes, therapeutic commercial yogurt cultures) .

The network of federal and provincial research and development centres across Canada assists industry to adapt and develop products for the Japanese market. Some of the centres involved in this work include the Alberta Agriculture Food Processing Development Centre in Leduc, the POS Plant in Saskatoon, Saskatchewan, the National Agri-food Technology Centre in Portage la Prairie, Manitoba, and the Food Technology Service which is co-located with the Food Research and Development Centre in St. Hyacinthe, Quebec. The latter is one of a network of Agriculture Canada research stations which are also involved in development work.

Agriculture Canada conducted a study of selected industries to investigate the possibility of developing and strengthening business linkages between Canadian and Japanese firms. Investment Canada, in co-operation with Agriculture Canada, is following up the study.

"Workshop on Canadian Cuisine" was a major co-sponsored initiative between Alberta Agriculture, The Southern Alberta Institute of Technology, Agriculture and Agri-Food Canada, and DFAIT held October 18-25, 1993. The Objective was to orient and expose key Japanese Chefs from the Hotel, Restaurant and Institutional (HRI) sector in priority regional markets to Canadian food products and their preparation. These opinion leaders will form an improved basis upon which to build future Canadian food promotions in Japan.

3. *Promoting* Product in the Marketplace

To take full advantage of the opportunities in the Japanese market, promotions will focus on the food service and retail markets. In 1994, Canadian companies will have the opportunity to participate in Foodex '94 (March 7-11) and the Spring Solo Food Shows in Osaka (March 14-15) and Fukuoka (March 17), which will be held in conjunction with Foodex '94.

A joint project between DFAIT (Tokyo) and the Japan Cooks Association will see the staging of the first annual "Canadian Culinary Cup" competition (Nov 20, 1993). This competition is open to Japan's senior (10^{+} years experience) professional chefs, features Canadian food products, and represents a new/ innovative tie-in with the HRI trade in an effort to further promote the use of Canadian food products in the Japanese market.

With the opening of new trade offices in Fukuoka and Nagoya, a full program of activities aimed at the regional markets is planned. In addition to solo shows in key regional markets, food fairs at retail stores and hotels involving Canadian chefs are also planned.

Missions will be invited to Canada from Osaka and Fukuoka, as well as from two national buying groups, super chain stores and co-op stores. Canadian chefs will travel to Japan to demonstrate Canadian cuisine and Japanese chefs will be invited to Canada to learn about Canadian cuisine.

A number of promotions will be held in conjunction with the Canada Beef Export Federation and Canada Pork International.

Provincial Initiatives

Alberta is focusing on strengthening existing alliances with Japanese firms and developing more export ready companies. The Province is assisting industry associations to take the lead in trade development.

British Columbia is planning to focus greater attention on Japan's regional markets. As well the Province is considering an outgoing mission in the fall and is interested in having B.C. companies participate in the solo shows planned for the spring.

New Brunswick is interested in attracting companies wishing to establish offshore production facilities. The Province is contemplating a booth at Foodex '94 and would like to participate in the food fairs in stores and hotels DFAIT is planning. New Brunswick has received incoming buyers from JETRO in the past and hopes to receive more through the federal programs as well. If numbers do not warrant travelling to New Brunswick, with prior notice food companies could travel to other centres to meet incoming buyers.

Ontario is focusing on developing new products for the Japanese market. One example is the development of new varieties of food soybeans.

The Quebec Ministry of Agriculture, Fisheries and Food is planning a number of initiatives including incoming and outgoing missions and a solo food show. It is assisting the Quebec Agri-Food Export Club to launch its Agri-Food Export Platform Japan.

Saskatchewan foresees developing closer ties with regional markets through both incoming and outgoing missions, and is placing special emphasis on the food gift market.

III. The Industry Lead Group: Processed Foods

This Industry Lead Group is represented by the Sub-Committee on Agriculture Food and Beverage of the SAGIT. Members include:

Ted Bilyea (Chair), Vice-President and General Manager, Maple Leaf Foods International

David Ganong, President, Ganong Bros.

Jean Bienvenue, President, OLYMEL

Milt Fair, Chief Executive Officer, Saskatchewan Wheat Pool

David Coe, President and CEO, Dairyworld Ltd.

Dennis Laycraft, Executive Vice-President, Canadian Cattlemen's Association

Paul King, President, New Agri Ventures Inc.

John Buhler, President, John Buhler & Co.

Jady Grad, General Manager, Semex Canada

Peter Cuddy, Director, Corporate and Industrial Affairs, Cuddy Farms

Shelley Fisher, President, Les Marques FBI Ltee.

Jean-Paul Barré, President & Director General, A. Lassonde et Fils Inc.

Bill Vaags, Director, Canadian Pork Council

Timothy A. Chisholm, President, Ronald A. Chisholm Limited

Marika Havraniak, Director, Corporate Development, Culinar Foods Inc.

Percy Mockler, General Manager, Agritek 2000

IV. Government Contacts

In Ottawa:

Lorraine Elworthy
Japan Trade Development Division (PNJ)
Department of Foreign Affairs and International Trade
125 Sussex Dr.,
Ottawa, Ontario
K1A 0G2
tel (613) 992-6185
fax (613) 943-8286

Stuart B. McDowall
Senior Advisor
Agri-Food, Fisheries and Resources Division (TOS)
Department of Foreign Affairs and International Trade Canada
125 Sussex Drive
Ottawa, Ontario
K1A 0G2
tel (613)996-3537
fax (613)943-1103

Sally Jorgensen
Deputy Director, Asia Pacific
International Markets Services Division (IMSD)
235 Queen St., 1st Floor West
Ottawa , Ontario
K1A 0C5
tel (613) 993-6671
fax (613) 995-0949

Katherine McKinley
Senior Policy Analyst
International Trade Policy Division (ITPD)
Agriculture and Agri-Food Canada
Sir John Carling Building
930 Carling Ave
Ottawa, Ontario
K1A 0C5
tel (613) 995-7586
fax (613) 996-7621

Eric W. Moore
Executive Secretary
Federal/Provincial Market Development Council
Bayswater Square, Third Floor
1066 Somerset Street West
Ottawa, Ontario
K1A 0C5
tel (613) 993-6671
fax (613) 954-5589

In Newfoundland:

Derek Banfield
Market and Industry Services Branch
Agriculture and Agri-Food Canada
P.O. Box 1878
St. John's, Newfoundland
A1C 5R4
tel (709) 772-4063
fax (709) 772-4803

Keith M. Warren
Trade Commissioner
International Trade Centre
P.O. Box 8950
Atlantic Place
215 Water St., Suite 504
St. John's, Newfoundland
A1B 3R9
tel (709) 772-6600
fax (709) 772-2373

Sean Barry
Marketing Specialist
Department of Forestry and Agriculture
Provincial Agriculture Building
Brookfield Road, P.O. Box 8700
St. John's, Newfoundland
A1B 4J6
tel (709) 729-6769
fax (709) 729-6046

On Prince Edward Island:

Joy Bell-McKenzie/Brenda Simmons
Market and Industry Services Branch
Agriculture and Agri-Food Canada
P.O. Box 2949
Charlottetown, P.E.I.
C1A 8C5
tel (902) 566-7300
fax (902) 566-7316

Fraser Dickson
Senior Trade Commissioner
International Trade Centre
P.O. Box 1115
Confederation Court Mall
134 Kent St., Suite 400

Charlottetown, P.E.I.
C1A 7M8
tel (902) 566-7443
fax (902) 566-7450

Gordon A. MacEachern
Deputy Minister
P.E.I. Department of Agriculture
P.O. Box 2000, 11 Kent Street
Charlottetown, P.E.I.
C1A 7N8
tel (902) 368-4830
fax (902) 368-4846

Allan Sorflaten
Market and Industry Services Branch
Agriculture and Agri-Food Canada
P.O. Box 698
Truro, Nova Scotia
B2N 5E5
tel (902) 893-0068
fax (902) 893-6777

Kirsten Tisdale
Trade Commissioner
International Trade Centre
P.O. Box 940
Station M
1801 Hollis St.
Halifax, Nova Scotia
B3J 2V9
tel (902) 426-9957
fax (902) 426-2624

G. Brian Smith
Director
Marketing Services Branch
N.S. Department of Agriculture
and Marketing
P.O. Box 550
160 College Road
Truro, Nova Scotia
B2N 5E3
tel (902) 893-6388
fax (902) 895-9403

In New Brunswick:

Mike McCormack
Market and Industry Services Branch
Agriculture and Agri-Food Canada
Room 209, 633 Queen St.,
Fredericton, New Brunswick
tel (506) 452-3706
fax(506) 452-3509

Ben Hong
Trade Commissioner
International Trade Centre
P.O. Box 1210
Assumption Place
770 Main St.
Moncton, New Brunswick
E1C 8P9
tel (506) 851-6669
fax (506) 851-6429

Brian Dykeman
Director
Marketing and Food Industry Branch
N.B. Department of Agriculture
P.O. Box 6000
Fredericton, New Brunswick
E3B 5H1
tel (506) 457-7268
fax (506) 453-7170

In Quebec:

Marc Chenier
Market and Industry Services Branch
Agriculture and Agri-Food Canada
2001 University
7th Floor
Montréal, Quebec
H3A 2N2
tel (514) 283-8888
fax (514) 283-3143

William B. Horowitz
Trade Commissioner
International Trade Centre
Stock Exchange Tower
800 Victoria Square, Suite 3800
P.O. Box 247
Montreal, Quebec
H4Z 1E6
tel (514) 283-8792
fax (514) 283-8794

Zénon Bergeron
Directeur intérimaire
Direction du développement des marchés
Ministère de l'Agriculture, des Pécheries et de l'Alimentation
201, rue Crémazie est, 4th Etage
Montréal (Québec)
H2M 1L4
tel (514) 873-4410
fax (514) 873-2364

Gérald Coté
Gouvernement du Québec
Ministère de l'Agriculture, des Pêcheries et de l'Alimentation
201 boul. Crémazie Est (4e)
Montréal QC H2M 1L4
tel: 514-873-4410
fax: 514-873-2364

In Ontario:

Frank Webster
Market and Industry Services Branch
Agriculture and Agri-Food Canada
174 Stone Road West,
Guelph, Ontario
N1G 4S9
tel (519) 837-9400
fax (519) 837-9782

Anne Donohoe
Director
Market Development Branch
Ontario Ministry of Agriculture & Food
33 Yonge Street, Suite 800
Toronto, ON
M5E 1X2
tel (416) 326-3510
fax (416) 326-7630

In Manitoba:

Dave Wasylyshen
Market and Industry Services Branch
Agriculture and Agri-Food Canada
Room 402
303 Main St.
Winnipeg, Manitoba
R3C 3G7
tel (204) 983-3032
fax (204) 983-4583

Ronald Laing
Trade Commissioner
International Trade Centre
P.O. Box 981
330 Portage Avenue, 8th Floor
Winnipeg, Manitoba
R3C 2V2
tel (204) 983-2594
fax (204) 983-2187

Lasby Lowes
Acting Director
Marketing Branch
Manitoba Agriculture
916 - 401 York Avenue
Winnipeg, MB
R3C 0P8
tel (204) 945-4492
fax (204) 945-6134

In Saskatchewan:

Al Choquer
Manager of Implementation
Market and Industry Services Branch
Agriculture and Agri-Food Canada
P.O. Box 8035
Regina, Saskatchewan
S4P 4C7
tel (306) 780-5545
fax (306) 780-7360

Lynne Tait
Trade Commissioner
International Trade Centre
6th Floor
1919 Saskatchewan Drive
Regina, Saskatchewan
S4P 3V7
tel (306) 780-6325
fax (306) 780-6679

Gerry Adamson
Director
Trade Development
Saskatchewan Economic Development
1919 Saskatchewan Drive, 6th Floor
Regina, SK
S4P 3V7
tel (306) 787-2222
fax (306) 787-3989

Ken Evans
Market Specialist
Agriculture Development and Diversification Secretariat
Saskatchewan Agriculture and Food
Walter Scott Building
Albert Street 3085
Regina, SK
S4S 0B1
tel (306) 787-8537
fax (306) 787-0271

In Alberta:

Rodney Dlugos
Market and Industry Services Branch
Agriculture and Agri-Food Canada
Room 810, Canada Place
9700 Jasper Ave.
Edmonton, Alberta
T5J 4G5
tel (403) 495-4141
fax (403) 495-3324

William Roberts
Director and Senior Trade Commissioner
International Trade Centre
Room 540
Canada Place
9700 Jasper Avenue
Edmonton, Alberta
T5J 4C3
tel (403) 495-4415
fax (403) 495-4507

Jeff Kucharski
Team Leader
Marketing Services Division
Alberta Agriculture
7000 - 113 Street, 3rd Floor
Edmonton, AB
T6H 5T6
tel (403) 427-4241
fax (403) 422-9746

In British Columbia:

Gretchen Bozak
Market and Industry Services Branch
Agriculture and Agri-Food Canada
P.O. Box 2522
New Westminster, B.C.
V3L 5A4
tel (604) 666-6344
fax (604) 666-7235

Shun Ishiguro
Trade Commissioner
International Trade Centre
P.O. Box 11610
900 - 650 West Georgia Street
Vancouver, British Columbia
V6B 5H8
tel (604) 666-1412
fax (604) 666-8330

Gordon Macatee
Director
Agriculture, Fisheries & Food Branch
B.C. Trade Development Corporation
Suite 730, 999 Canada Place
Vancouver, BC
V6C 3E1
tel (604) 844-1944
fax (604) 660-2457

AUTO PARTS

Canada has striven to maintain an internationally competitive automotive sector with unimpeded access to the U.S. market. This strategy complements the current relationship between the Canadian and Japanese auto industry.

Efforts over the last decade or more have resulted in $1.5 billion worth of Japanese auto assembly investment in Canada by Toyota, Honda and Suzuki, as well as some 26 additional Japanese investments in auto parts, tooling and material.

Present strategies seek to increase parts sourcing, parts investment and drive train investment, and to promote technology acquisition and joint venture activities, along with R&D expenditure in Canada.

Internationally, the automotive sector is characterized by production over-capacity and soft demand. These conditions have resulted in a very competitive market environment, particularly in North America and the European Community, and, to a lesser extent, in Japan.

Canada has experienced an ongoing trade deficit with Japan in the automotive sector; in 1992, this deficit was $5.0 billion. Domestic sales of Japanese-brand light vehicles (including vehicles imported from Japan, as well as those assembled in North America but excluding captive imports by the "Big Three" companies, i.e. GM, Ford, Chrysler) accounted for 25% of the Canadian market in 1992.

The successful conclusion of the Uruguay Round should result in the elimination of Japanese tariffs on auto parts, thereby assuring duty-free access to the Japanese market for Canadian auto parts for the OEM and after-market sectors.

I. Market Opportunities

Market opportunities for Canadian auto parts manufacturers are two-fold:

- supply a larger share of the parts required by the Japanese-owned assembly plants in North America, and

- export Canadian-made parts and components to Japan.

Exports of Canadian-made parts to Japan are presently limited to aluminum wheels, windshields, tires and some minor components, worth approximately $65 to $70 million annually.

The ***major challenge*** for Canadian parts manufacturers continues to be convincing Japanese assemblers to source more parts in Canada, as they presently import a large volume of parts from Japan for their operations in Canada and elsewhere in North America. In recent years, Canadian manufacturers have been able to become suppliers to Japanese transplant operations in North America. Some 30 to 35 Canadian companies are accredited suppliers, out of a total of about 400 Canadian auto parts manufacturers.

To become suppliers to Japanese assemblers, Canadian auto parts manufacturers must accomplish the following:

- develop the product to buyer's specifications;
- improve and maintain quality;
- achieve just-in-time delivery;
- implement quality-circle (QC) activities which engage all employees in productivity and efficiency improvement; and
- implement *kaizen* activities such as waste elimination and the reduction of costs, defects and inefficiencies in processing, transportation and inventory.

Increasing numbers of Canadian companies are taking steps to improve their production efficiency to become competitive and suitable suppliers to the Japanese assembly operations in both North America and Japan.

II. The Action Plan

To optimize the use of Canadian auto parts by Japanese-owned assembly plants in North America, it is necessary to increase the level of domestic auto parts sourcing, increase parts and major components manufacturing investment, and facilitate and encourage technology acquisition and joint venture activities.

To do this, Canadian parts manufacturers must be made ***aware*** of the market opportunities offered by Japanese assemblers in North America and Japan, then they must ***adapt*** (or develop) their products to suit Japanese requirements and, finally, they must ***promote*** their products (sell their capability) effectively to Japanese buyers.

Building *Awareness* and Market Knowledge

A number of federal and provincial government agencies can support the efforts of Canadian companies to become parts suppliers to Japanese buyers. In addition, the Automotive Parts Manufacturers Association (APMA), which has 400 members, is well-positioned to help Canadian industry secure an increased market share by conducting "how-to" business seminars, leading trade missions to Japan, conducting high-level business conferences and meetings with Japanese industry and government officials, and participating in trade shows and technical seminars.

On the Japanese side, Pacific Automotive Co-operation Inc. (PAC) is financed and supported by the Japanese assemblers. PAC, which maintains an office in Toronto, works closely with the APMA and the Japan External Trade Organization (JETRO) toward greater co-operation and information exchange. PAC and JETRO assist with the "awareness" activities of the Action Plan for Japan.

In recent years, seminars organized by the APMA and PAC, with the full support of the federal and provincial governments, have provided practical advice to Canadian companies interested in supplying Japanese assemblers, and have complemented the "awareness" aspect of the Action Plan activities.

2. *Adapting* the Product for the Marketplace

Product design or adaptation is one of the key elements for success in achieving supplier status. Canadian companies are taking the necessary steps to convince Japanese buyers that design activities can be done in Canada but there is a continuing need to educate both sides. APMA/PAC seminars have proven successful in this process, and should be continued.

3. *Promoting* the Product in the Marketplace

One of the APMA's leading roles is to *promote* the attributes of the Canadian auto parts industry, specifically its ability to design/develop new products, to achieve and maintain very high standards of quality control, to become "just-in-time" suppliers, to introduce QC concepts and the *kaizen* methodology.

The federal government organized a major promotion of the Canadian auto parts industry capabilities at the Tokyo Motor Show in October/November 1993. Activities included a Canada Stand (displaying Chrysler's LH automobile and a number of parts suppliers), an APMA-led mission to the Show and related technical seminars and press briefings, all intended to portray the Canadian auto parts industry as "A Full Service Supplier".

The federal government has seconded an automotive sector expert from Industry Canada for two years to the APMA office in Toronto, to strengthen co-operation between Canadian and Japanese industry. The officer will be working closely with APMA's newly formed Japan Committee, which will help Canadian manufacturers succeed in exporting to Japan and in supplying Japanese assemblers in North America.

III. The Industry Lead Group: Auto Parts

The Japan Committee will be the "lead group" for the Action Plan for Japan's automotive-related activities. Its purpose will be to develop a strategic plan to improve the level of Canadian auto parts business with the Japanese auto industry located both in North America and in Japan. The Committee members are:

Dennis Bausch, Vice-President, Marketing, Magna International

Bill Nusbaum, President and Chief Executive Officer, Long Manufacturing

Bruce Dolson, President and Chief Executive Officer, SKD Company

Hugh Duffy, Vice-President, Marketing, ABC Group

Bob Fitzhenry, Vice Chairman, The Woodbridge Group

Myron Garron, President, Progressive Moulded Products

Wayne Olson, Vice-President and General Manager, Fleetwood Metal Industries

Jim Robinson, President, B.M.G. North America

John Rodzik, President, NARMCO Group

Mike Spencley, President, Hudson Bay Diecasting

Doug Court, Executive Vice-President, Court Industries

Don Warren, Vice-President, Autosystems Manufacturing

Bill Whiting, Director, Industry Canada , Automotive Branch

Neil De Koker, President, APMA

IV. Government Contacts

In Ottawa:

Wayne M. House
Trade Commissioner
Japan Trade Development Division (PNJ)
Department of Foreign Affairs and International Trade
Lester B. Pearson Bldg.
125 Sussex Dr.
Ottawa, Ontario
K1A 0G2
tel 613-995-1678
fax 613-943-8286

William G. Whiting
Director
Light Vehicles Directorate
Automotive, Urban Transit and Rail
Industry Canada
235 Queen Street
Ottawa ONT K1A 0H5
tel: 613-954-3707
fax: 613-952-8088

Erech Morrison
Senior Project Officer
Light Vehicles Directorate
Industry Canada
235 Queen Street
Ottawa ONT K1A 0H5
tel: 613-954-3445
fax: 613-952-8088

In Ontario:

Penny Dutton
Director
International Planning and Operational Services Branch
Ontario Ministry of Economic Development and Trade
900 Bay Street
Toronto ONT M7A 2E1
tel: 416-325-6849
fax: 416-325-6814

Fred Bourgase
Industry Development Officer
Industry Canada
One Front Street West, 4th Floor
Toronto ONT M5J 1A4
tel: 416-973-5169
fax: 416-973-8714

In Quebec:

M. Jean-Pierre Coljon
Government of Quebec
360 St.-Antoine Street West
Fourth Floor
Montreal, Quebec
H2Y 3X7
Tel: 514/499-2190
Fax: 514/873-4200

In British Columbia:

Allan Collier
Director
Manufacturing, Technology and Service Industries Branch
Ministry of Economic Development, Small Business and Trade
712 Yates St., 5th Floor
Victoria, B.C.
V8V 1X4
tel 604-387-0230
fax 604-387-7969

AEROSPACE INDUSTRIES

Japan's aerospace industry dates from the 1950s, when the remnants of the pre-war industry were resurrected to provide a domestic capability to supply Japan's military. Despite occasional forays into commercial aviation, the focus of Japan's aerospace industry has remained the military, to the extent that it constitutes 70 to 80 per cent of production. Consequently, Japan's capability to supply the commercial aviation market is weak compared to its strength in other fields of advanced technology. Secondly, Japan's reliance upon the military market and its inability, for political and constitutional reasons, to amortize through export sales the cost of products for this market, have made Japan a high-cost producer of a limited range of aerospace products. As a result, extensive linkages have been established with the U.S. aerospace industry, which is now a major source of the basic technology being used in Japan.

I. Market Opportunities

As noted above, although Japanese industry is generally perceived as being large, powerful, and highly competitive, the aerospace component is relatively small. Despite its size, the industry's advanced manufacturing skills, as well as its reputation as an excellent subcontractor and supplier, have resulted in exceptional growth in output climbing from less than $1 billion in 1979 to nearly $8 billion in 1992. This phenomenal growth rate is not expected to continue at the same pace throughout the second half of the decade. Some indicators point to an overall decline in the growth rate as the market restructures.

The extensive airport development and expansion that is scheduled throughout Japan over the next few years, including the new 24-hour-per-day Chubu International Airport in the Nagoya region and the massive Kitakyushu project in the Fukuoka region, will create numerous opportunities in the Japanese marketplace. For example, the additional traffic load will generate greater demand for air traffic control systems. To date, Canadian firms have generally not taken full advantage of the developing potential.

While the capabilities of Japan's aerospace industry are far from those of the European or U.S. industries, it does possess leading technologies in selected areas. In the long run, the demonstrated Japanese ability to direct co-operative R&D in its industry, combined with technology acquisition and strategic partnering, could potentially produce more efficient technology to manufacture aircraft. However, the direction that the Japanese aerospace industry is likely to follow is still unknown. In the meantime, Canadian companies that have succeeded in forging relations with Japanese companies and that have participated in technology development with these Japanese firms, could see their competitive positions improve.

II. The Action Plan

To optimize Canadian participation in this growth market, Canada must develop a supply capability that meets the needs of the market. To do this, the Canadian aerospace industry must be ***aware*** of the dynamic changes that are taking place within the market, ***adapt*** their products to meet Japanese requirements, and ***promote*** their capabilities effectively within the marketplace.

The various trade and technology agencies of the federal and provincial governments will support the private sector in the implementation of a comprehensive, integrated plan to improve supply capabilities in Canada and trade performance in Japan. Leading Canadian industry is the Aerospace Industries Association of Canada (AIAC). A preliminary plan, outlined below, has been developed by the AIAC, in concert with others, to assist the Canadian aerospace industry.

1. Building *Awareness* and Market Knowledge

Distribution of The Department of Foreign Affairs and International Trade (DFAIT) **Export Opportunities in Japan: The Aviation Market** guide.

Professor Samuels' presentation, **"How to Succeed Without Really Flying: The Japanese Aircraft Industry and Japan's Technology Ideology,"** at the AIAC Semi-Annual General Meeting in April 1993.

AIAC intra-committee **Task Force on Japanese Aerospace Industry: Market Information and Intelligence**. The AIAC Secretariat is coordinating this task force consisting of representation of the AIAC Marketing, International Trade, Electronics Systems and Space Committees. The task force will examine: the effect of Japan's evolving market and intent to establish centres of excellence on Canadian aerospace exports to Japan; whether Japanese companies will become aerospace prime contractors or remain as sub-contractors, and the impact this would have upon potential aerospace exports to Japan; whether (and how) current methods of gathering market intelligence need refining; and whether current trade strategies for the aerospace sector are adequate or need updating.

AIAC Fall 1993 **Survey for Canada's Action Plan for Japan Task Force** in order to address the "Awareness" level of Canadian companies with respect to the Japanese market, and to assess the opportunities and challenges in this market. The results of the survey suggest that companies that have experienced success in Japan have done so on the basis of the high quality of their products and the perseverance of their marketing teams. Barriers to doing business in Japan are often overcome through the use of in-country resources, such as agents or trading companies. The survey highlights the need for government to focus efforts on increasing the overall understanding of how to do business with the Japanese, where key aerospece opportunities exist, and who the most appropriate contacts are.

Society of Japanese Aerospace Companies (SJAC) Space Industry Mission to Canada in conjunction with Industry, Science and Technology Canada, to coincide with Airshow Canada '93 in August 1993.

Production of a series of **Japanese Aviation Market Sub-Sector Profiles** throughout 1994.

Organization of a **Japanese Aerospace Breakfast Workshop in Montreal** in November 1993 in order to increase the awareness of the Canadian aerospace industry of opportunities in the Japanese marketplace.

In conjunction with the Aerospace Industry Association of British Columbia and BC Trade, staging by the International Trade Centre in Vancouver of a **Workshop on Business Opportunities in the Japanese Aerospace Industry** in 1994. The Workshop may include company "testimonials", and representation from other areas of Western Canada, such as Manitoba.

2. *Adapting* the Product for the Marketplace

Assistance to incoming SJAC members and the Kansai International Airport Corporation to participate in **Airshow Canada '93** in British Columbia August 1993.

3. *Promoting* the Product in the Marketplace

Distribution in Japanese of DFAIT's **Canadian Aerospace Capability Guide**.

Follow-up to the July 1992 **Japanese Aerospace Media Mission** across Canada.

Organization of a February 1995 **AIAC Mission of Canadian Aerospace Companies to Japan.**

Canadian aerospace industry participation with the AIAC in the **Japan International Aerospace Exhibition '95 (JA '95)** in Tokyo in February 1995, as well as a mission to the show organized by the Quebec Department of International Affairs.

III. The Industry Lead Group: Aerospace

This Industry Lead Group is represented by the Aerospace Industries Association of Canada (AIAC), the federal association of a cross-section of companies and organizations across Canada involved in the Canadian aerospace industry. The AIAC coordinates are as follows:

Bryan Smith
Vice President, Operations
Aerospace Industries Association of Canada (AIAC)
Suite 1200
60 Queen Street
Ottawa, Ontario
K1P 5Y7
Tel: (613) 232-4297
Fax: (613) 232-1142

IV. Government Contacts

In Ottawa:

John Schofield
Trade Commissioner
Japan Trade Development Division
Department of Foreign Affairs and International Trade (PNJ)
125 Sussex Drive
Ottawa, Ontario
K1A 0G2
Tel: (613) 995-8596
Fax: (613) 943-8286

Ray Koski
Industry Canada
Space, Marine and Defence Branch
Project Officer
235 Queen Street
Ottawa, Ontario
K1A 0H5
Tel: (613) 954-3334
Fax: (613) 954-4246

Rick Thomas
Industry Canada
Aeronautics Branch
Director of Aeronautics Industrial Benefits
235 Queen Street
Ottawa, Ontario
K1A 0H5
Tel: (613) 954-3748
Fax: (613) 954-3375

Al Hamelin
National Defence
Director International Armaments Cooperation (DIAC)
MGen George R. Pearkes Bldg
101 Colonel By Drive
Ottawa, Ontario
K1A 0K2
Tel: (613) 992-3867
Fax: (613) 995-2305

In Newfoundland & Labrador:

Brian McShane
Investment and Technology Officer
Industry Canada
P.O. Box 8950

St.John's, Newfoundland
A1B 3R9
Tel: (709) 772-6602
Fax: (709) 772-5093

Bob Robinson
Industry, Trade & Technology
Manager-Industrial Technology
and Information Industries
P.O. Box 8700
Government of Newfoundland
and Labrador
St. John's, Newfoundland
A1B 4J6
Tel: (709) 729-5652
Fax: (709) 729-5936

On Prince Edward Island:

Fraser Dickson
Senior Trade Commissioner
Industry Canada
International Trade Centre
Confederation Court Mall
134 Kent Street
Suite 400
P.O. Box 1115
Charlottetown, Prince Edward
Island
C1A 7M8
Tel: (902) 566-7443
Fax: (902) 566-7450

Sandy Stewart
Policy Analyst
Executive Council Office
Government of PEI
5th Floor
Shaw Building
P.O. Box 2000
Charlottetown, Prince Edward
Island
C1A 7N8
Tel: (902) 368-4504
Fax: (902) 368-6118

In Nova Scotia:

Geoff Lewis
Trade Commissioner
Industry Canada
International Trade Centre
P.O. Box 940
Station M
Halifax, Nova Scotia
B3J 2V9
Tel: (902) 426-9475
Fax: (902) 426-2624

Marilyn Hutchings
Senior Manager-Supplier Dev.
Economic Development
Government of Nova Scotia
P.O. Box 519
Halifax, Nova Scotia
B3J 2R7
Tel: (902) 424-6044
Fax: (902) 424-5739

In New Brunswick:

Ben Hong
Trade Commissioner
Industry Canada
International Trade Centre
P.O. Box 1210
Moncton, New Brunswick
E1C 8P9
Tel: (506) 851-6669
Fax: (506) 851-6429

Kerry Bingham
Project Executive-Japan
Trade & Investment
Economic Development and
Tourism
Government of New Brunswick
P.O. Box 6000
Fredericton, New Brunswick
E3B 5H1
Tel: (506) 453-2876
Fax: (506) 453-3783

In Quebec:

Francois Archambault
Directeur
Industry Canada
800 Place Victoria
Suite 3800
P.O. Box 247
Montreal, Quebec
H4Z 1E8
Tel: (514) 283-4262
Fax: (514) 283-8794

Charles Dieudé
Ministere de l'industrie du Commerce et de la Technologie
Direction Aerospatiale et
Defence
Gouvernement du Québec
770, rue Sherbrooke Ouest
6e étage
Montréal, Québec
H3A 1G1
Tel: (514) 982-3014
Fax: (514) 864-3755

In Ontario:

Yolande Baldachin
Trade Commissioner
Industry Canada
International Trade Centre
Fourth Floor
Dominion Public Building
1 Front Street West
Tel: (416) 973-5054
Tel: (416) 973-8161

Douglas McArthur
Senior Consultant
Aviation and Space
Ministry of Industry, Trade
and Technology
Government of Ontario
900 Bay Street
7th Floor
Hearst Block
Toronto, Ontario
M7A 2E1
Tel: (416) 325-6889
Fax: (416) 325-6885

In Manitoba:

Ron Laing
Trade Commissioner
Industry Canada
International Trade Centre
330 Portage
8th Floor
Winnipeg, Manitoba
R3C 2V2
Tel: (204) 983-2594
Fax: (204) 983-2187

Dennis Cleve
Managing Partner
Industry, Trade and Tourism
Manitoba Aerospace Initiative
Government of Manitoba
430-155 Carlton Street
Winnipeg, Manitoba
R3C 3H8
Tel: (204) 945-2455
Fax: (204) 945-7592

In Saskatchewan:

Tom Rogers
Trade Commissioner
Industry Canada
International Trade Centre
401-119 4th Avenue South
Saskatoon, Saskatchewan
S7K 5X2
Tel: (306) 975-4365
Fax: (306) 975-5334

David Easton
Trade Development Officer
Economic Development
Government of Saskatchewan
6th Floor
1919 Saskatchewan Drive
Regina, Saskatchewan
F4P 3V7
Tel: (306) 787-2194
Fax: (306) 787-3989

In Alberta:

Doug Caston
Trade Commissioner
Industry Canada
International Trade Centre
Suite 1100
510-5th Street S.W.
Calgary, Alberta
T2P 3S2
Tel: (403) 292-6642
Fax: (403) 292-4578

Barry Salter
Director, Asia Pacific Region
Economic Development and Tourism
Government of Alberta
10155-1-2 Street
3rd Floor
City Centre
Edmonton, Alberta
T5J 4L6
Tel: (403) 427-4809
Fax: (403) 427-1700

In British Columbia:

Shun Ishiguro
Trade Commissioner
Industry Canada
International Trade Centre
P.O. Box 11610
900-650 West Georgia Street
Vancouver, British Columbia
V6B 5H8
Tel: (604) 666-1412
Fax: (604) 666-8330

Scott Morrison
Trade Manager
BC Trade Development Corporation
Government of British Columbia
Suite 730
999 Canada Place
Vancouver, British Columbia
V6C 3E1
Tel: (604) 844-1946
Fax: (604) 660-2457

In the Yukon Territory:

Larry Bagnall
Director, Yukon Operations
Industry Canada
108 Lambert Street
Suite 301
Whitehorse, Yukon
Y1A 1Z2
Tel: (403) 668-4655
Fax: (403) 668-5003

Bob Snyder
Director of Industrial Programs
Economic Development
Government of the Yukon Territory
P.O. Box 2703
Whitehorse, Yukon
Y1A 2C6
Tel: (403)667-3014
Fax: (403) 667-8601

In the Northwest Territories:

Jeff Titterington
Business Services Officer
Industry Canada
10th Floor
Precambrian Building
4922-52nd Street
P.O. Bag 6100
Yellowknife, Northwest Territories
X1A 2R3
Tel: (403) 920-8575
Fax: (403) 873-6229

Peter Neugebauer
Director of Development and Marketing
Economic Development and Tourism
Government of the NWT
Northern United Place
2nd Floor
Yellowknife, Northwest Territories
X1A 2L9
Tel: (403) 873-7690
Fax: (403) 873-0294

TOURISM

Japanese outbound travel has grown at an exceptional rate over the past 25 years, from 128,000 visits abroad in 1964 to 11.8 million in 1992. Some incentives to travel include a substantial appreciation of the yen against foreign currencies, a recent five-year program that actually encourages outbound travel, changes in Japanese lifestyle, and extremely competitive promotional efforts by the travel industry. Despite the slowing of economic growth, industry observers predict that by the year 2000, over 20 million Japanese will travel overseas annually. To expand and enhance bi-directional tourism, the Japanese Ministry of Transport recently announced a program called "Two-Way Tourism 21" to promote broad-based international tourism now and into the twenty-first century.

Japan now ranks as Canada's most important overseas market in terms of visitor revenues, generating approximately $435 million in 1992, excluding international airfares. As Japanese visitors generate the highest yield per day of any of our major markets ($174 in 1992), potential incremental revenue is significant, provided Canada can maintain or increase its market share. Long-term Japanese visits (over 24 hours) declined .2 percent in 1992 to reach 392,300; total visits from Japan to Canada increased 3.2 per cent to 495,823.

I. Market Opportunities

The market profile of Japanese pleasure travellers to Canada clearly defines distinct customer segments ("Office Ladies" - highest priority, "Silver Agers" and "Skiers"). Research is being done to identify additional market segments, e.g., "Middle-Aged", "Business Travellers", and "Fullmooners"- married couples 45 years+ on their second honeymoon. Partly because of Canada's very high positive image, there is a high level of Japanese consumer interest in this country. While the inventory of Canadian travel packages available in Japan is large, opportunities exist to further expand the variety of product, destination, and seasonality of tours.

Japan is a sophisticated market of growing importance that is undergoing considerable changes in consumer travel purchase behaviour as a result of the "bubble burst"economy: a wiser consumer seeking value rather than "brand", an increase in small groups as well as Foreign Independent Travel (FIT), and "off-peak" purchases. All these changes will require a long-term commitment to address. Competition for a greater share of this shifting yet lucrative market has become very intense. For instance, Australia has allocated a budget of approximately $27 million to promote tourism from Japan. This competition will certainly increase with completion of the Narita Airport facility expansion, and with the opening of the Kansai International Airport in September 1994. The completion of this latter airport is expected to create another wave of strong growth in traffic. To maintain and build our share through to the turn of the millennium, Canada must achieve a strong market presence now, and position itself with tourism partners to meet the competition head-on in 1994.

In September 1993, a high-level Japanese Ministry of Transport (MOT) Tourism Mission visited Canada. As part of the Mission's program, a Canada-Japan Tourism Conference was held in Montreal. As the main action item, the head of the Japanese delegation, the Japanese MOT Parliamentary Vice-Minister, challenged the Canadian and Japanese industries to triple the number of Japanese visiting Canada annually from approximately 500,000 to 1.5 million. This will impose significant implications on the Canadian tourism product, including considerations such as the need for increased air capacity and access, customs and immigration, and the availability of sufficient Japanese-speaking guides.

II. The Action Plan

To optimize Canadian participation in this growth market, supply capabilities must be developed to meet the needs of the market. To do this, the Canadian tourism industry must be ***aware*** of the changes that are taking place within the market, ***adapt*** their products and services to Japanese tastes and interests, and ***promote*** their product effectively in this intensely competitive marketplace.

The various tourism agencies of the federal and provincial governments will support the private sector in the implementation of a comprehensive, integrated plan to improve supply capability in Canada and performance in Japan. Leading the Canadian industry is the Asia-Pacific Partnership Committee (APPC), a consortium of Canadian tourism representatives with demonstrated interest in Japan. A preliminary plan, outlined below, has been formulated by the APPC, in concert with others.

1. Building *Awareness* and Market Knowledge

The **1992-95 Business Plan for the Japanese Travel Market.** Prepared by Tourism Canada, it describes the status of the Japanese travel market, identifies opportunities and constraints, and describes the marketing approach to be adopted until 1995.

The **1995-2000 Business Plan for the Japanese Travel Market.** Work is underway to design this plan that will be used to develop a medium term strategy.

Tourism Workshops across Canada, including:

> A Tourism Canada Seminar Blitz, begun in March 1993 in Charlottetown, Halifax and Moncton. With Tourism Canada's companion guide **Meeting Japanese Service Expectations, A Handbook for Canadian Tourism Operations,** this seminar series was for Canadian tourism representatives interested in marketing to and servicing the Japanese market, and outlined the definitions of Japanese-style quality in service and accommodation; and
>
> In March 1994, a series of **Tourism Canada Workshops.** They will take place in select provinces across Canada, e.g. Newfoundland, PEI, Alberta, and BC, highlighting the key points of the above-noted guide, as well as those of the Japan Exit Survey.

Japan Market Information. Prepared by Tourism Canada's Asia-Pacific Directorate, key information e.g., market statistics, trends, will be distributed annually to members of the APPC and other key travel industry representatives.

2. *Adapting* the Product for the Marketplace

A Japan Tourism Market Guide. This has been developed by the Canadian Embassy in Tokyo to help the Canadian tourism industry evaluate emerging opportunities in Japan and plan marketing strategies.

A Japan Tourism Strategy Workshop, held by the Canadian Embassy in Tokyo in March 1993. Representatives of the Japanese travel trade discussed short-and long-term marketing strategies for Canada in the Japanese market during this two-day "think tank." A follow-up session is being planned for Spring 1994 regarding follow-up to the MOT Mission (see below) and the regional pilots (also below), and results will be incorporated into future tourism marketing strategies for Japan.

Development of **Regional Clusters** across Canada. As a result of the 1993 Japan Tourism Strategy Workshop, three regions of Canada i.e., Atlantic Canada, Ontario and Quebec, and Alberta and British Columbia, are piloting a regional cluster approach in marketing to Japan.

A Japan Exit Survey, conducted in Fall 1992 and released in May 1993. Using Canadian Airlines aircraft, the analysis of this in-flight survey of over 3000

Japanese tourists returning to Japan from Canada assists partners to identify opportunities to improve upon existing products and to develop new packages to better meet the needs of the changing market. For example, the survey suggests that younger (18 to 29-year-old) travellers are promising candidates for return visits, and that tour packages could be expanded to move beyond the popular and well-marketed sites, especially to attract repeat visitors and the more adventurous travellers. This survey will be conducted every two years i.e., the next survey will be implemented in Fall 1994.

Rendezvous Canada 1994. Canada's internationally recognized travel trade marketplace will host buyer organizations from Japan in Toronto to meet and conduct business with over 400 seller organizations from across Canada in May 1994. The Tokyo Post will participate in media and Canadian travel trade briefings.

Canada's West Marketplace. Having taken place in Whistler and Edmonton in December 1993, this was the first time that the Marketplace has included Japanese buyers (six).

Japanese Ministry of Transport Tourism Mission to Canada in September 1993. This was a direct response to a recommendation made in the Canada-Japan Forum 2000 report for broadly based, government-led tourism missions. The group consisted of approximately 20 senior government officials and private sector executives. The primary purpose of such missions is developmental, exposing participants to products and regions with which the Japanese trade is unfamiliar.

Canada-Japan Tourism Conference in Montreal in September 1993. The Conference has served to facilitate the development of a sound, long-term strategy to maintain and build upon our traditional market strengths, while developing packages and products to meet the needs of a changing Japanese travel market. One of the agreements to come out of this conference was that it be repeated annually, alternately in Canada and Japan. It will be attended by high-level officials of the Canadian and Japanese government and industry who will address key issues/barriers to increased travel between Japan and Canada, and report on progress at the annual Conference.

Japan Market Working Group. This group will undertake analysis on behalf of the Canadian officials attending the Canada-Japan Tourism Conference, and report findings and recommend strategic direction to these officials.

St. Andrew's by the Sea, New Brunswick "Task Force" to ensure the town can deliver Japanese service and product expectations.

Tailored packaging and marketing of the **Beaver Kaido**, or the "beaver route" from Vancouver to Jasper.

A curriculum of key travel experiences for Japanese students who come to Manitoba for the English Language Program. Developed in conjunction with Dakota Collegiate, Industry Canada - Manitoba Region intends that these visitors will become Canada's "travel ambassadors" upon their return to Japan.

Ministerial participation in the **World Tourism Forum** in Osaka in November 1994.

3. *Promoting* the Product in the Marketplace

The APPC integrated **Operational Plan for Japan 1994/95**. The plan will document a number of cooperative marketing activities in Japan, including advertising, public relations, promotions and travel trade development. In response to the changing market needs (including the FIT trend, Family Travel, and Business Travel), the recommendation to develop regional product clusters was adopted.

KANATA '94 Marketplace. The KANATA '94 Marketplace is designed to assist the Canadian travel trade to sell Canadian product, to develop business networks and to improve market knowledge. It will be staged in Fall 1994 in the Kansai region of Japan, in preparation for the growing potential demand as a result of the September 1994 opening of the Kansai International Airport.

Preparation of a **Canadian Incentive Travel Promotion Guide and Seminar Series** in Spring 1994 in Japan.

Preparation and distribution of new **Canadian tourism brochures and publications in Japanese** e.g. the Canada's West Travel Trade Manual, and the international version of the Manitoba group tour manual for the travel trade.

Participation in the **Kansai Retail Travel Trade Show** in Fall 1994 in Osaka.

III. The Industry Lead Group: Tourism

This Industry Lead Group is represented by the Asia-Pacific Partnership Committee that is comprised of public-and-private sector organizations that have indicated an intention to invest funds and/or in-kind services in support of a jointly conducted 1994/95 Integrated Market Plan to develop increased tourism from Asia-Pacific markets. Members include:

Barry Salter, Director of Japan, Tourism and Investment Branch, Alberta Economic Development & Tourism

Donna Brinkhaus, Manager, International Marketing, B.C. Ministry of Tourism & Ministry Responsible for Culture

Barbara Hladysh, Manager, Tourism Marketing Branch,Ontario Ministry of Culture, Tourism & Recreation

Réjean Lafleur, Chef de service, Direction développement des marchés, Ministère du Tourisme du Québec

Sheri Coles, Director, Advertising & Promotions, P.E.I. Marketing Agency

Barry Biggar, Director of Sales, Calgary Convention & Visitors Bureau

Patrick Bird, Sales Manager, Asia Pacific, Tourism Vancouver

David H. Thomson, President, Whistler Resort Association

Marilyne Desrochers Benson, Sales Manager, Tour and Travel, Greater Montreal Convention & Tourism Bureau

Richard Innis, Vice President, Marketing, Metropolitan Toronto Convention & Visitors Association

David Morrison, President & Chief Executive Officer, Brewster Transportation & Tours

Martin Littlejohn, Supervisor, Planning, JTB International (Canada) Ltd.

James Willis, Director of Sales and Marketing, Transpacific Tours (TPT) Canada Ltd.

Bill Knowlton, Vice President, Marketing, The Jonik Hospitality Group

David Beilhartz, General Manager, Sales, B.C. and Pacific Rim, Air Canada

Geoff Dickson, Director, Sales Development, Canadian Airlines International Ltd.

Murray Atherton, Vice President, Marketing & Sales, Rocky Mountaineer Railtours, Great Canadian Railtour Company Ltd.

Brian Richardson, Vice-President, Marketing, Canadian Pacific Hotels & Resorts

Joel Rosen, Vice President, Marketing and Sales, Travel Industry Marketing, Delta Hotels & Resorts

Louise Beauchamp, Directeur du développement du marché, VIA Rail Canada Inc.

Katherine Morgan, Regional Sales Manager, Greyhound Lines of Canada Ltd.

Al Scornaienchi, Account Executive, Axmith, MacIntyre & Wicht Limited

Mark Goozee, Management Supervisor, Inter-Image Inc. Advertising

Greg McKnight, Executive Director, Banff/Lake Louise Tourism Bureau

Peter Campbell, Director, Japan Trade Development Division (PNJ), Department of Foreign Affairs & International Trade

Colin Russel, Director, East Asia Trade Division (PNC), Department of Foreign Affairs & International Trade

Louise Fortin, Director, Asia-Pacific South Trade Development Division (PST), Department of Foreign Affairs & International Trade

Denis Thibault, Director, Mexico and Central America, Latin America and Caribbean Trade Division (LGT), Department of Foreign Affairs & International Trade

Celine Gaulin, Strategic Policy & Program Affairs, Program Management Directorate, Parks Canada

IV. Government Contacts

In Ottawa:

John Schofield
Trade Commissioner
Japan Trade Development Division
Department of Foreign Affairs andInternational Trade Canada (PNJ)
125 Sussex Drive
Ottawa, Ontario
K1A 0G2
Tel: (613) 995-8596
Fax: (613) 943-8286

Monique Laurin
Manager, Customer Segments
Marketing - Asia/Pacific Directorate
Tourism Canada
235 Queen Street
Ottawa, Ontario
K1A 0H6
Tel: (613) 954-3967
Fax: (613) 952-7906

Nancy Graham
Senior Policy Advisor
Policy
Tourism Canada
235 Queen Street
Ottawa, Ontario
K1A 0H6
Tel: (613) 954-3897
Fax: (613) 954-1894

In Newfoundland & Labrador:

Kay Sorrenson
Investment & Technology Officer
Industry Canada
P.O. Box 8950
St. John's, Newfoundland
A1B 3R9
Tel: (709) 772-4330
Fax: (709) 772-5093

Andrea Peddle
Manager, Market Development
Department of Tourism and Culture
Government of Newfoundland and Labrador
P.O. Box 8700
St. John's, Newfoundland
A1B 4J6
Tel: (709) 729-2808
Fax: (709) 729-0057

On Prince Edward Island:

Richard Young
Manager, Tourism
Industry Canada
Confederation Court Mall
134 Kent Street
Suite 400
P.O.Box 1115
Charlottetown, Prince Edward Island
C1A 7M8
Tel: (902) 566-7445
Fax: (902) 566-7450

Leslie Miller
Tourism Marketing Specialist
Tourism Marketing/Research
Enterprise PEI - Annex 2
West Royalty Industrial Park
Charlottetown, Prince Edward Island
C1E 1B0
Tel: (902) 368-6323
Fax: (902) 368-6301

In Nova Scotia:

Bill Linley
Tourism Development Officer
Industry Canada
P.O. Box 940
Station M
Halifax, Nova Scotia
B3J 2V9
Tel: (902) 426-9905
Fax: (902) 426-2624

Dan Brennan
Director of Marketing
Tourism Nova Scotia
P.O.Box 456
Halifax, Nova Scotia
B3J 2R5
Tel: (902) 424-4554
Fax: (902) 424-2668

In New Brunswick:

Andre Lord
Tourism Officer
Industry Canada
P.O. Box 1210
Moncton, New Brunswick
E1C 8P9
Tel: (506) 851-6463
Fax: (506) 851-6429

Kerry Bingham
Project Executive - Japan
Trade and Investment
Economic Development and Tourism
P.O. Box 6000
Fredericton, New Brunswick
E3B 5H1
Tel: (506) 453-2876
Fax: (506) 453-3783

In Quebec:

Antoine Samuelli
Director-General - Tourism
Industry Canada
800 Place Victoria
Suite 3800
P.O. Box 247
Montreal, Quebec
H4Z 1E8
Tel: (514) 283-4002
Fax: (514) 283-3315

Rejean Lafleur
International Desk
Market Development Division
Ministry of Tourism
Tour de la Bourse, 800 Place Victoria
P.O.Box 125
Montreal, Quebec
H4Z 1C3
Tel: (514) 873-7977
Fax: (514) 873-2762

In Ontario:

Wayne St. John
Director of Tourism and Consumer Goods
Industry Canada
1 Front Street West
Fourth Floor
Toronto, Ontario
M5J 1A4
Tel: (416) 973-5076
Fax: (416) 973-8714

Barbara Hladysh
Manager - Tourism Market Section
Ontario Ministry of Culture, Tourism and Recreation
77 Bloor Street West
9th Floor
Toronto, Ontario
M7A 2R9
Tel: (416) 314-7553
Fax: (416) 314-7563

In Manitoba:

Charles Hatzipanyis
Manager of Tourism
Industry Canada
330 Portage
8th Floor
Winnipeg, Manitoba
R3C 2V2
Tel: (204) 983-2396
Fax: (204) 983-2187

Dennis Maksymetz
Marketing Consultant
Travel Manitoba
7th Floor
155 Carlton Street
Winnipeg, Manitoba
R3C 3H8
Tel: (204) 945-2272
Fax: (204) 945-2302

In Saskatchewan:

Mona Taylor
Manager, Tourism
Saskatchewan Region
Industry Canada
1955 Smith Street
4th Floor
Regina, Saskatchewan
S4P 2N8
Tel: (306) 780-6124
Fax: (306) 780-6679

Wendy Gold
Acting Director
Tourism Marketing Branch
Saskatchewan Economic Development
4th Floor
1919 Saskatchewan Drive
Regina, Saskatchewan
S4P 2N8P
Tel: (306) 787-9575
Fax: (306) 787-0715

In Alberta:

Georgine Ulmer
Manager, Tourism
Industry Canada
11th Floor
510-5th Street S.W.
Calgary, Alberta
T2P 3S2
Tel: (403) 292-4576
Fax: (403) 292-4578

Barry Salter
Director, Asia Pacific Region
Tourism, Trade and Investment
Travel Alberta
10155-102 Street
3rd Floor
City Centre
Edmonton, Alberta
T5J 4L6
Tel: (403) 427-4809
Fax: (403) 422-5123

In British Columbia:

John O'Neill
Manager, Tourism
Industry Canada
Scotia Tower
650 West Georgia Street
Suite 900
P.O. Box 11610
Vancouver, British Columbia
V6B 5H8
Tel: (604) 666-1429
Fax: (604) 666-8330

Donna Brinkhaus
Manager, Overseas Marketing
Tourism British Columbia
#802
865 Hornby Street
Vancouver, British Columbia
V6Z 2G3
Tel: (604) 660-3234
Fax: (604) 660-3383

In the Yukon Territory:

Larry Bagnall
Director, Yukon Operations
Industry Canada
108 Lambert Street
Suite 301
Whitehorse, Yukon
Y1A 1Z2
Tel: (403) 668-4655
Fax: (403) 668-5003

Klaus Roth
Director of Marketing
Tourism Yukon
P.O. 2703
Whitehorse, Yukon
Y1A 2C6
Tel: (403) 667-5390
Fax: (403) 667-2634

In the Northwest Territories:

Chester Spry
Manager, Tourism and Business Development
Industry Canada
10th Floor
Precambrian Building
4922-52nd Street
P.O. Bag 6100
Yellowknife, Northwest Territories
X1A 2R3
Tel: (403) 990-8572
Fax: (403) 873-6228

Peter Neugebauer
Director of Tourism Development and Marketing
Economic Development and Tourism
Government of the Northwest Territories
Northern United Place

2nd Floor
Yellowknife, Northwest Territories
X1A 2L9
Tel: (403) 873-7690
Fax: (403) 873-0294

INFORMATION TECHNOLOGIES

The information technologies industry encompasses several subsectors. Telecommunications dominates, but the software, processing and professional services area is quickly growing (approximately 8 per cent annually).

The telecommunications equipment and services industry in Canada employs some 45,000 people in about 500 companies. The domestic market is small and Canadian telecommunications companies export about 30 per cent of their products. Our trade surplus of $700 million in 1984 has steadily declined to a trade deficit of around $320 million in 1989.

Although only 200 companies make more than $2 million in sales a year, Canada's software, processing and professional services market was $3.9 billion dollars in 1992. There are more than 4000 software product companies in Canada, with the majority showing sales of under $200,000 annually. The majority are small to medium sized companies, with particular strength in niche products. Approximately 80 per cent of Canadian software companies are actively exporting.

I. Market Opportunities

Japan is the world's second largest software market, (the software, processing and professional services market is estimated to be US$37 billion in 1992). About US$2.23 billion worth of software products were sold in Japan in 1991, with imports just under $US400 million. With the predicted explosive growth of 15 per cent to 20 per cent per annum in the software market, Japan represents a major market opportunity for Canadian software developers. Much of this growth will be in packaged software. Approximately 90 per cent of the packaged software imported into Japan is currently from the United States.

The Japanese market is fragmented because of a variety of incompatible hardware platforms and operating systems. In the 1980's, Japanese manufacturers created incompatible, proprietary systems, with NEC's 6 million PC units dominating the market. NEC also worked closely with software manufacturers, giving NEC a huge software base of approximately 15,000 titles which dominated the domestic market. This is changing, as five of the ten best selling software packages in Japan are foreign-developed, although English-based software must be modified to process Japanese double-byte Kanji characters. Custom-built software applications dominate the Japanese market, representing about 80 per cent of sales, but as consumers become more comfortable with software packages, this is expected to shift to proportions more similar to North America and Europe (30 to 35 per cent). This trend will benefit Canadian software companies, which specialize in niche products.

In telecommunications, Japan represents an opportunity for Canadian products and services as the limited participation of foreign carriers in Japan increases, and Nippon Telephone and Telegraph (NTT), the national telephone company, moves to complete the digitization of its switching facilities. Growing trends toward the provision of seamless international services between carriers is another opportunity for Canadian equipment suppliers, systems integrators and service providers.

II. The Action Plan for Telecommunications

1. Building *Awareness* and Market Knowledge

Exports of Canadian telecommunications products are not keeping pace with the expansion of world markets. The Canadian Telecommunications Action Committee (CTAC), an advisory group to the Department of Industry, set a long-term goal for the industry to achieve shipments of $20 billion by the year 2000, through an annual growth rate 25 per cent greater than that of world markets. In the Japanese market, expanding exports of telecommunications products and services will require detailed market intelligence and close monitoring of changes to the regulatory environment in Japan.

2. *Adapting* the Product for the Marketplace

Canadian telecommunications products have been well-received in the Japanese market. Emerging markets for telecommunications services and consulting services require that Canadian companies become aware of regional markets in Japan, as market size, market mix and business practices in these regions are generally more suitable to the smaller Canadian companies.

Canadian companies can offer systems integration support for Japanese products aimed at the North American market, developing strategic alliances that will enhance Canadian abilities to participate in major projects in Japan.

3. *Promoting* the Product in the Marketplace

The Canada-Japan Telecommunications Exchange held in November 1993, provided an opportunity for Canadian companies to discuss and demonstrate Canadian technology with Japanese business and industry association representatives, with the emphasis on introducing SMEs to the Japanese, and strengthening institutional ties. The Canadian Telecommunications Action Committee (CTAC), with representatives from industry and other associations, is actively involved in developing a strategy in the telecommunications sector in Japan. A major element of this strategy is enhancing relationships at the industry to industry level, and pursuing projects which are mutually advantageous. To this end, CTAC and the Communications Industry Association of Japan (CIAJ) have agreed to join together as associate members of each other's groups. Furthermore, National Wireless Foundation (NWF), based in Vancouver but with linkages to other Canadian groups through complementary alliances, has invited the Communications Industry Association of Japan (CIAJ) to be an associate member of NWF. CTAC, NWF and CIAJ are exploring ways to follow up on the Telecommunications Exchange.

III. The Action Plan for Software

1. Building *Awareness* and Market Knowledge

A pilot seminar "Developing Technology Partnerships in Japan", organized by Ottawa Carleton Economic Development Corporation, is scheduled late March 1994. Emphasis is on providing the tools for companies to use in building strategic alliances with Japanese software companies.

2. *Adapting* the Product for the Marketplace

Japan uses several incompatible software platforms and operating systems, including MS/DOS, UNIX, and NEC, resulting in fragmentation of the market. Approximately 58 per cent of the computers in Japan run on the NEC system. The market is shifting as consumers increase purchases of lower-cost imports, but in the short to medium term, Canadian software companies may need to consider conversion to the NEC standard to be successful in the Japanese market.

3. *Promoting* the Product in the Marketplace

Profiles of the top 170 software companies in Canada have been developed by Industry Canada. An edited version and a poster, translated into Japanese and distributed to leading Japanese companies and organizations, will increase awareness of Canadian capabilities and encourage strategic partnering in this growing market.

Selected software companies from Ontario that are targeting the Japanese market will visit Japan on a partnering mission in early 1994.

Profiles of selected New Brunswick software companies, prepared for an investment promotion kit, are being translated into Japanese to assist in strategic partnering activities.

The Information Technology Association of Canada (ITAC) is a co-sponsoring organization for the World Computing Services Industry Congress. The ninth Congress is scheduled for June 12-15 in Yokohama, Japan, and ITAC is organizing a mission of Canadian companies to this event.

An interactive multimedia product focussing on Canadian software companies will be adapted for use as a promotional tool in Japan to be used in several events.

IV. The Industry Lead Groups: Telecommunications

John Mele, President, National Wireless Telecommunications Research Foundation

John Beddoes, Chairman, Canadian Telecommunications Advisory Committee

Leo Lax, Chairman, Telecommunications Consortium of Canada

V. The Industry Lead Groups: Software

Janice Moyer, President, The Information Technology Association of Canada (ITAC)

John Reid, President, Canadian Advanced Technology Association (CATA)

VI. Government Contacts

In Ottawa:

Patricia Cronin
Japan Trade Development Division
Department of Foreign Affairs and International Trade (PNJ)
125 Sussex Drive
Ottawa, Ontario
K1A 0G2
Tel: 613/996-2460
Fax: 613/943-8286

Keith Parsonage
Director, Software Products and Informatic Services
Information Technologies Industry Branch
Industry Canada
235 Queen Street
K1A 0H5
Tel: 613/954-3287
Fax: 613/952-8419

Guy Lebrum
Director, Telecommunications and Microelectronics
Information Technologies Industry Branch
Industry Canada
235 Queen St.
Ottawa, Ontario
K1A 0H5
Tel: 613/954-0599
Fax: 613/952-8419

Paul Knarr
Procurement and Industrial Benefits Officer
Atlantic Canada Opportunities Agency
60 Queen Street, 4th Floor
P.O. Box 1667, Station B
Ottawa, Ontario
K1P 5R5
Tel: 613/954-0435
Fax: 613/954-0429

In Newfoundland:

Jeff Howard
Industry Canada
Newfoundland Regional Office
Suite 504, Atlantic Place
215 Water Street
St. John's, Newfoundland
A1B 3R9
Tel: 709/772-4782
Fax: 709/772-5093

Linda Clark
Director, Industrial Technology and Information Industries
Department of Industry, Trade and Technology
Government of Newfoundland and Labrador
Confederation Building, West Block
P.O. Box 8700
St. John's, Newfoundland
A1B 4J6
Tel: 709/729-2208
Fax: 709/729-5926

In New Brunswick:

Kerry Bingham
Project Executive - Japan Trade and Investment
Department of Economic Development and Tourism
Government of New Brunswick
P.O. Box 6000
Fredericton, New Brunswick
E3B 5H1
Tel: 506/453-2876
Fax: 506/453-3783

Sadie Perron
Special Projects Officer
Atlantic Canada Opportunities Agency
570 Queen Street
P.O. Box 578
Fredericton, New Brunswick
E3B 5A6
Tel: 506/452-2413
Fax: 506/452-3285

Ben Hong
Trade Commissioner
International Trade Centre
Industry Canada Regional Office
P.O. Box 1210
Assumption Place, 770 Main Street
Moncton, New Brunswick
E1C 8P9
Tel: 506/851-6669
Fax: 506/851-6429

In Nova Scotia:

Kirsten Tisdale
Trade Commissioner
International Trade Centre
P.O. Box 940, Station M
1801 Hollis Street
Halifax, Nova Scotia
B3J 2V9
Tel: 902/426-9957
Fax: 902/426-2624

Maurice Larkin
Manager, Trade Development Centre
World Trade Centre
1800 Argyle Street, Suite 520
Box 519
Halifax, Nova Scotia
B3J 2R7
Tel: 902/424-5448
Fax: 902/424-5739

On Prince Edward Island:

Fraser Dickson
Senior Trade Commissioner
International Trade Centre
P.O. Box 1115
Confederation Court Mall
134 Kent Street, Suite 400
Charlottetown, P.E.I.
C1A 7M8
Tel: 902/566-7443
Fax: 902/566-7450

In Quebec:

William Horowitz
Trade Commissioner
International Trade Centre
Tour de la bourse
800, place Victoria
Suite 3800
P.O. Box 247
Montreal, Quebec
H4Z 1E6
Tel: 514/283-8792
Fax: 514/283-8794

Jean-Pierre Coljon
Ministry of International Trade
Government of Quebec
360 St.-Antoine Street West
Fourth Floor
Montreal, Quebec
H2Y 3X7
Tel: 514/499-2190
Fax: 514/873-4200

Jeffrey MacHan
Coordinateur
Direction des industries des technologies de l'information
Ministre de l'Industrie, du commerce and de la technology
Gouvernment de Quebec
710, Place d'Youville, 5e etage
Quebec City, Quebec
G1R 4Y4
Tel: 418/691-5802
Fax: 418/643-0221

In Ontario:

Yolande Baldachin
Trade Commissioner
International Trade Centre
4th Floor, Dominion Public Building
One Front Street West
Toronto, Ontario
M5J 1A4
Tel: 416/973-5054
Fax: 416/973-8714

Robin Braithwaite
Senior Industry Officer
Industry Canada Regional Office
Dominion Public Building
One Front Street West, 4th Floor
Toronto, Ontario
M5J 1A4
Tel: 416/973-5156
Fax: 416/973-8714

Pamela Kanter
Senior Consultant - Japan
Trade and International Relations Division

Ministry of Economic Development and Trade
Government of Ontario
900 Bay Street
Third Floor, Hearst Block
Toronto, Canada
M7A 2E1
Tel: 416/325-6783
Fax: 416/325-6794

Lyle Bunn
Consultant,
Information Technologies
Ontario Ministry of Economic Development and Trade
Room 737, Hearst Block
900 Bay Street
Toronto,Canada
M7A 2E1
Tel: 416/325-6892
Fax: 416/314-8224

In Manitoba:

Garry R.S. Hastings
Manager, Asia-Pacific Business Relations
Industry, Trade and Tourism
Government of Manitoba
410-155 Carlton Street
Winnipeg, Manitoba
R3C 3H8
Tel: 204/945-1454
Fax: 204/957-1793

Ronald L. Laing
Trade Commissioner
International Trade Centre
330 Portage Avenue
P.O. Box 981
Winnipeg, Manitoba
R3C 2V2
Tel: 204/983-2594
Fax: 204/983-2187

Emilee Pedruchny
Industry Canada Regional Office
330 Portage Avenue, Room 608
Winnipeg, Manitoba
R3C 2V2
Tel: 204/983-4090
Fax: 204-983-2187

In Saskatchewan:

Dalton Tamney
Industry Canada Regional Office
105-21st St. West
6th Floor
Saskatoon, Saskatchewan
S7K 0B3
Tel: 306/975-4423
Fax: 306/975-5334

Lynne Tait
Trade Commissioner
International Trade Centre
6th Floor
1919 Saskatchewan Drive
Regina, Saskatchewan
S4P 3V7
Tel: 306/780-6325
Fax: 306/780-6679

In Alberta:

Barry Salter
Director, Asia Pacific Region
Tourism, Trade and Investment Division
Economic Development and Tourism
Government of Alberta
3rd Floor, City Centre
10155-102 Street
Edmonton, Alberta
T5J 4L6
Tel: 403/427-4809
Fax: 403/427-1700

Bill Roberts
Director and Senior Trade Commissioner
Room 540
Canada Place
9700 Jasper Avenue
Edmonton, Alberta
T5J 4C3
Tel: 403/495-4415
Fax: 403/495-4507

C.M. (Greg) Whyte
Director, Japan and Korea
Ministry of Economic Development and Trade
11 Floor, Sterling Place,
9940-106 St.
Edmonton, Alberta
T5K 2P6
Tel: 403/427-4809
Fax: 403/422-9127

In British Columbia:

Paul Lau
Senior Trade Commissioner
International Trade Centre
P.O. 11610
900-650 West Georgia Street
Vancouver, B.C.
V6B 5H8
Tel: 604/666-1412
Fax: 604/666-8330

Alan Collier
Telecommunications Sector
Ministry of Employment and Investment
712 Yates Street
Government of British Columbia
Victoria, B.C.
V8V 1X4
Tel: 604/356-8287
Fax: 604/387-7969

Richard Higgins
High Technology Sector
B.C. Trade Development Corporation
999 Canada Place, Suite 730
Vancouver, B.C.
V6C 3E1
Tel: 604/844-1900
Fax: 604/844-1925