

Globe '92: Environmental solutions

Globe '92, an International Conference and Trade Fair which advances sustainable development by encouraging practical solutions to environmental challenges and promoting related business opportunities and responsibilities, will be held March 16-20, 1992 in Vancouver, B.C.

The conference will bring together over 3000 key participants from more

than 80 countries. It will be an important milestone in promoting an across-the-board integration of business and the environment, focusing on innovative solutions, strategies and approaches for environmental problem solving. A strong emphasis will be placed on practical examples and case studies of sustainable development in

(See Globe '92 page 4)

Forum addresses technology transfer

The ninth meeting of the Technology Partners forum was held at the ISTC office in Moncton Nov. 20, bringing together forum members and special guests.

Among them, Barbara Giacomini, Consulate and Commercial Delegate at the Canadian Commercial office in Princeton, New Jersey, and Cindy Delage, senior development officer, interna-

tional affairs directorate, with ISTC-Ottawa; discussed technological opportunities in New Jersey.

The New Brunswick Technology Partners is composed of 15 groups working to further the advancement, the transfer and the acquisition of technology. The members are from the federal and provincial governments,

(See Forum page 4)

ISTC

New Brunswick Prince Edward Island



December 1991

A publication of Industry, Science and Technology Canada

Vol 3
No. 2

Atlantic Fish Specialties wins Canada Award for Business Excellence

Employee dedication worth its weight in gold

Dedication from his employees and belief in the future of the company they work for was the key to winning a Canada Award for Business Excellence, says Thomas J. Hayes, president of Atlantic Fish Specialties Ltd. of Charlottetown, P.E.I.

The awards program, sponsored by Industry, Science and Technology Canada, was presented Oct. 30 in Ottawa by the Honourable Michael H. Wilson, Minister for Industry, Science and Technology and Minister for International Trade; and the Honourable Tom Hockin, Minister of State (Small Businesses and Tourism).

"Atlantic Fish Specialties and the other CABA winners are outstanding examples of the ability to compete against the best, and win," said Wilson. "The Canada Awards for Business Excellence is our way of recognizing their achievements and of encouraging Canadian businesses to learn and draw inspiration from their successes."

Hayes says winning the award in the small business category has had positive effects on the company and its employees.

"Internally, it's already had an amazing effect on the employees," says Hayes. "They were quite excited when they found out we were nominated, and very, very happy when they found out we won. A lot of them stuck with the company in tough times."

Hayes says it's too early to gauge the effects winning the award will have on sales, but he's hoping it will bring new customers to the company.

"Externally, we're hoping it will trans-

late into more sales and generate new business," he says. "It's certainly raised our profile."

Why they won the award is a question Hayes likes to answer.

"The company was on the verge of bankruptcy," he says, "but it turned itself around. We're now more export oriented in terms of strategy, focusing on strong niche marketing of a high-value product to airlines and cruise operators."

But the biggest satisfaction for Hayes comes from the fact the nominees are judged by a jury from private sector businesses like his.

"That's the biggest turn on for me," he says. "We were judged by companies across Canada and against other small businesses across Canada."

Atlantic Fish Specialties is a producer and marketer of a wide range of high-quality smoked seafood products including Pacific and Atlantic salmon, rainbow trout, mackerel, scallops and herring. Its markets include retail outlets, the food service industry and corporate clients



Tom Hayes (left) raises his award as ISTC Minister Michael Wilson looks on.

ity and small business.

Winners are granted exclusive use of the Canada Awards for Business Excellence logo, a well-known symbol of excellence and achievement, for use on their products, publications and letter-head, as well as advertising.

Each entrant receives a complimentary copy of the Conference Board of Canada case study, Total Quality Management - A Competitive Imperative, tracing the performance of past winners, success stories that are a valuable source of practical business advice. There is no registration fee for entering.

Two N.B. companies received recognition last year. A Certificate of Merit in the Small

Business category went to Environment Air Ltd., Cocagne, owned by Alvin Brun. Utopia Fabricating Ltd., owned by Ed Shurtleff, Lake Utopia, won a Certificate of Merit in the Invention category.

The 1992 Canada Awards for Business Excellence will be launched in January 1992. Entry Guides will be available at that time. For more information about the program, call the Business Service Centre at (506) 857-ISTC or (902) 566-7400.



Mexico markets opening up to Maritime firms

New Brunswick firms are playing a significant role in enhancing the already excellent relationship Canada enjoys with Mexico and Caribbean nations, says Michael H. Wilson, Minister for Industry, Science and Technology, and Minister for International Trade.

But there is still room for more exports to those regions.

Wilson, who was addressing a seminar on Trade Opportunities in Mexico and the Caribbean Nov. 22 in Moncton, says the impending North American Free Trade Agreement (NAFTA) would open up further the Mexican market of 85 million consumers to Canadian goods and services.

"Mexican imports," he says, "are expected to grow by over 30 per cent, making Mexico one of the fastest growing export markets for Canada in the world, and the fastest in the region."

Exports to Mexico totalled \$600 million in 1990, with agricultural products, mineral commodities and manufactured goods featuring prominently in this country's sales. Canadian imports from Mexico, which consist mainly of manufactured products, have also grown, exceeding \$1.7 billion last year.

"To take advantage of this expanding Mexican economy, Canadian firms must act now to position themselves in Mexico," says Wilson, "to ensure the maximum benefit is derived from economic reform policies and the North American Free Trade Agreement."

One of the best ways to do this, says Wilson, is to establish strategic partnerships with Mexican private sector associates.

"Mexican businesses see us as a source of the products, technologies and services needed to upgrade their productive capacity and improve their competitiveness in both the domestic and international markets."

Key future growth areas for Canadian manufactured products in Mexico include automotive, machine tool and metal working, plastics production technology, telecommunications, computer software and process control and instrumentation. Agricultural and food products also offer substantive growth opportunities, as well as processed foods for Mexico's growing consumer market. The environment, in particular the protection of coastal regions, is another area where Maritime firms could play an active role in Mexico.

One of the Maritime's advantages is proximity - Mexico City is closer to Moncton, N.B. than is Vancouver, B.C.

To help promote Mexico as a market for Canadian exports, the government is organizing over 15 trade promotion events in Mexico during the coming year, including *Canada Expo '92 - Monterrey*, the country's largest ever exhibition in Latin America. Regional International Trade Centres have details of all these events.

"In addition to Mexico, the Caribbean is also in our own backyard and hungry for Canadian goods and services," says Wilson. "The level of two-way trade between Canada and the 28 countries and territories of the Caribbean totalled \$1.8 billion in 1990, representing an increase of seven per cent in one year. The volumes and diversity of our trading relationship have increased to over 800 product ranges."

Wilson says approximately 100 New Brunswick exporting firms are reporting significant sales activity to the Caribbean region and that some \$200 million worth of engineering and construction services are exported annually by firms throughout Canada to develop major Caribbean projects. New Brunswick firms, for example, are exporting drilling services, environmental consulting, management consulting and digital mapping services.

Again, information on a number of trade-related events that are planned for

the Caribbean can be obtained by contacting the regional International Trade Centres.

"These are but a few of the government's trade efforts," says Wilson. "Trade built Canada. Trade has helped build the high standard of living we enjoy. A failure to trade is a failure to compete. And the inability to compete means failure in trade. It's a circle that cannot be broken; a reality we cannot ignore."

"For Canada to become truly competitive, we must all get our act together: governments, the private sector and all segments of society," he concludes. "This is

why we have launched the Prosperity Through Competitiveness Initiative. I am convinced that, together, Canadians can develop new and essential competitive tools. I hope that the process of consultations will provide Canadians with the means to reach a consensus both on the nature of the issues facing us and on a plan of action to address them. At stake is our competitiveness, our standard of living and our way of life."

Calendar of Events

- Jan. 22; **P.E.I. Seafood Processing Convention Lecture**; Charlottetown, P.E.I.; Sponsor: ITC; Contact: F. Dickson, (902)566-7443
- Jan. 23; **"How to Profit from Trade Shows" seminar**; Charlottetown, P.E.I.; Sponsor: ITC; Contact: F. Dickson, (902)566-7443
- Feb. 7; **U.S. Nutritional Labelling Seminar**; Moncton, N.B.; Sponsors: EAITC/ITC-N.B./P.E.I.; Contact: John Richard, (506) 851-6459
- March 16-20, **Globe '92**, Vancouver, B.C. Contact: B. Postma; (902) 566-7426;

Porter study

Questions of competition

Harvard Business School professor Michael E. Porter, in cooperation with Toronto's Monitor Company, last Oct. 24 presented the results of a major study on Canadian Competitiveness entitled *Canada at the Crossroads: The Reality of a New Competitive Environment*, to government and the Business Council on National Issues.

In his introduction, Prof. Porter explains that: "The research undertaken for this study was carried out under three major phases. The first consisted of completely analyzing Canada's economic profile and the evolution of its competitiveness over time."

The second phase consisted of a detailed analysis of the past and present performance in 25 sectors which represented around 37 per cent of Canada's exports in 1985. The third research phase, studied the institutional framework and the context of politics in Canada, and their repercussions on the competitiveness of Canadian businesses."

The analysis is divided into four parts. The first explains why Canadians should be concerned about the competitiveness of their economy, examines Canada's evolving position in international competition, and outlines the framework for analyzing the determinants of national competitive advantage.

Part II analyzes the evolution and in-

ternational competitive performance of 25 Canadian industries.

Part III examines the sources of Canada's competitive advantage, using the analytical framework originally developed in Porter's book, *The Competitive Advantage of Nations* (The Free Press, 1990).

Finally, Part IV of the study assembles the results of the research on Canadian competitiveness and identifies the key implications for firms, governments, and other important constituencies in Canadian society.

According to Porter, Canadians must now ask themselves "what allows a country to maintain high and increasing productivity in different sectors, how can a country ensure a dynamic context for its businesses, and do different countries differ from one another in the competitive context offered to their businesses?"

The goal of the study was to diagnose the state of Canadian industry's competitiveness and outline changes in priorities. Porter explains that the study doesn't try to make particular recommendations.

"It is up to the politicians and sector leaders in Canada, to offer precise policies and measures," he says.

You may obtain a copy of the study's findings by contacting the Business Service Centre at (506) 857-ISTC; 1-800-332-3801 from within New Brunswick. In P.E.I. please call (902) 566-7400.

Advertised visits schedule

- Jan. 6-7, 1992, **Fundy Region Development Commission Inc.**, Contacts: S. Perron, R. Jones, J.-G. Bernard
- Jan. 13-14, 1992, **Capital Region Development Commission Inc.**, Contacts: S. Perron, S. Mills, W. Boardman
- Jan. 20-21, 1992, **Northwest Industrial Commission Inc.**, Contacts: C. MacArthur, B. Hong
- Jan. 22-23, 1992, **Grand Falls Region Development Commission Inc.**, Contacts: A. Boardman, A. Lord, B. Hong
- Feb. 1-2, 1992, **Carleton Regional Development Commission Inc.**, Contacts: R. Jones, E. Anderson, B. Hong
- Feb. 8-9, 1992, **Chaleur Regional Development Commission Inc.**, Contacts: V. Landry, W. Boardman, B. Hong
- Feb. 10-11, 1992, **Restigouche Industrial Commission Inc.**, Contacts: C. MacArthur, S. Perron
- Feb. 15-16, 1992, **Economic Expansion Commission of the Peninsula Inc.**, Contacts: A. Lord, J.-G. Bernard, J. Richard
- Feb. 22-23, 1992, **Miramichi Region Development Corporation Inc.**, Contacts: S. Mills, W. Boardman, S. Perron
- Mar. 1-2, 1992, **Kent Economic Commission Inc.**, Contacts: R. Léger, J. Richard
- Mar. 8-9, 1992, **South East Economic Commission Inc.**, Contacts: R. Léger, J. Richard

For more information call: (506) 857-ISTC or 1-800-332-3801

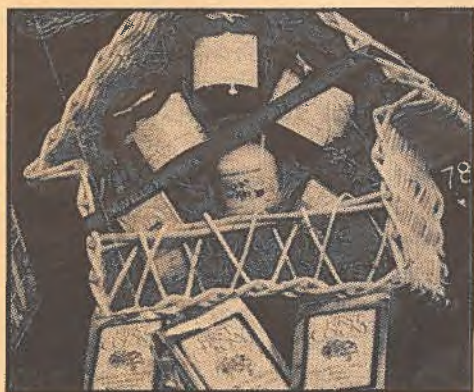
The ITC New Brunswick/Prince Edward Island newsletter is a publication of Industry, Science and Technology Canada, produced five times a year by the Brunswick Business Journal. Second class Reg. No. 6464.

Address inquiries to ITC's Regional Office, 770 Main Street, P.O. Box 1210, Moncton, N.B., E1C 8P9; Telephone: (506)857-ISTC or 1-800-332-3801/Facsimile: (506) 851-6429.

Made in P.E.I. &
New Brunswick



P.E.I. Preserve Company



New Glasgow, P.E.I. - Bruce MacNaughton's vision and determination are what led to the birth of the Prince Edward Island Preserve Company in 1985.

Today, the company and its products

are recognized by specialty food shops as one of the best producers of fine quality foods anywhere, with markets in Canada, the U.S.A. and Japan.

The company's 5,000 square foot production facility and head office in New Glasgow, along with the company-owned store at the Prince Edward Hotel in Charlottetown, attract upwards of 150,000 visitors from May to October each year - an important asset to the Island's tourism industry and a continual source of clientele for the company's mail-order business.

Contact: Bruce MacNaughton
P.O. Box 1868
Charlottetown, P.E.I.
C1A 7N5
Tel: (902) 964-2524
Fax: (902) 566-5565

Aqua Health Ltd.



Charlottetown, P.E.I. - Founded in 1984, Aqua Health Ltd. is dedicated to the development, production and marketing of fish vaccines for aquaculture, including Vibrogen and Vibrogen-2, Furogen and Furogen-b, Ermogen and Gaffogen.

Markets include New Brunswick, Nova Scotia, Quebec, Ontario and British Columbia, the United States, Denmark,

Norway, Sweden, Finland and the United Kingdom.

Its research and production facility, which employs 10 people in P.E.I., has received international approval for the manufacture of veterinary biologics.

Aqua Health Ltd. has just received approval for the unlimited distribution of its new orally-applied fish vaccine in Norway, the largest producer of farm-raised salmon. The oral delivery system is the first technology of its kind for the aquaculture industry and is opening new markets for the company in the southeast Asian prawn business and the U.S. catfish aquaculture industry.

Contact: Walter Parker
West Royalty Industrial Park
Charlottetown, P.E.I.
C1E 1B0
Tel: (902) 566-4966
Fax: (902) 566-3573

Claude Acadian Fricot



St-Antoine-de-Kent, N.B. - Claude Acadian Fricot Ltd. has helped bring the flavor of Acadian cooking to the Atlantic provinces and the New England states since 1969.

Based in St-Antoine-de-Kent, N.B., Claude food products include poutine

râpées, chicken fricot and beef fricot for the retail and institutional markets.

It's 8000 square foot processing facility is approved by Agriculture Canada, which staffs on-site inspectors. The firm employs from 20 to 25 people and buys most of its ingredients from local producers.

Not content to rest on its laurels, Claude Acadian Fricot Ltd. has just launched an Acadian-style chicken soup that can be served as an entrée or main dish. It is aimed at institutional buyers.

Contact: Serge Lajoie
P.O., Box 102
St-Antoine, N.B.
E0A 2X0
Tel: (506) 525-2016
Fax: (506) 525-9527

Co-operation Agreement injects \$9 million into Island's tourism industry

The province of Prince Edward Island and the federal government have signed a \$9 million Cooperation Agreement on Tourism Development to further the growth of that industry for the next five years.

The agreement was signed in Charlottetown Oct. 30 by federal and provincial government representatives.

Based on the foundation laid by the earlier ERDA Tourism Agreement which expired in 1989, the new Agreement will cover the 1991-95 period on the basis of a federal contribution of \$5.22 million and a provincial contribution of \$3.78 million.

The Agreement recognizes the strategic importance of long-term planning for tourism development and the need to develop a quality tourism product, both essential to the industry's success.

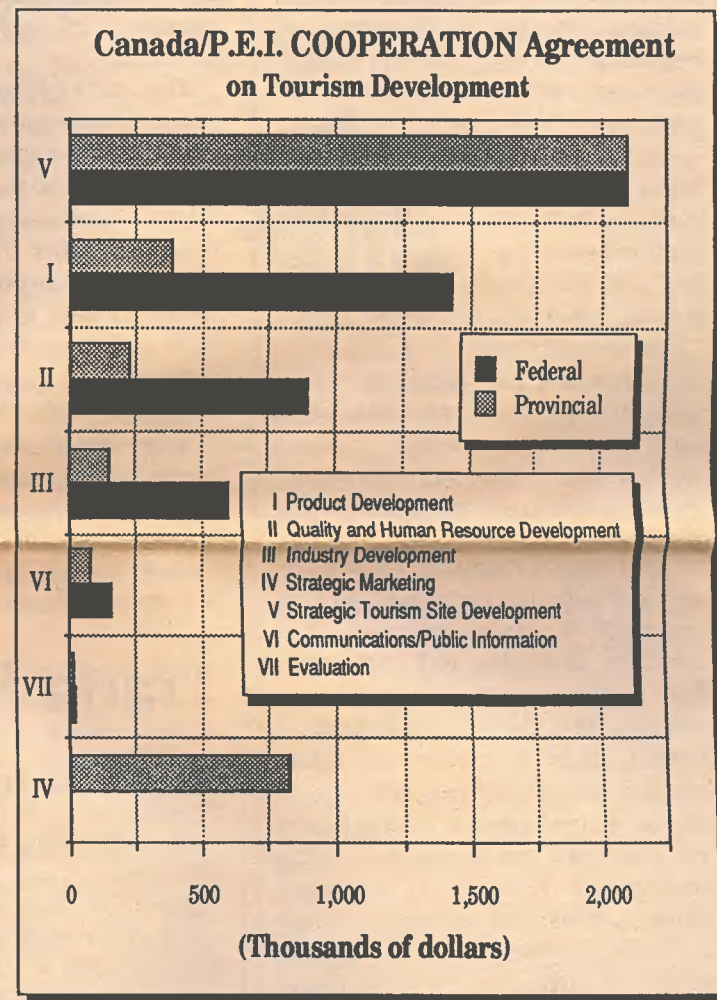
Delivery of programs and sub-programs will be handled by Industry, Science and Technology Canada, and the Island's Department of Tourism and Parks.

The Agreement emphasizes five objectives, all geared towards the continued development and expanded promotion of tourism products, and the improved quality of service to tourists. They include:

- promoting entrepreneurship by creating an environment which responds to consumer-driven product and market trends
- building on the Island's competitive strengths by developing and repositioning tourism products
- supporting the competitiveness of the industry through human resource development, enhanced quality and effective organizational development
- developing and implementing marketing activities to package and promote P.E.I. as a destination in high-yield and diverse markets
- and enhancing sustainable development and providing economic diversification of the tourism resort trade, enabling P.E.I. to serve the critical demands now evident in the overall tourist industry.

Three important areas of impact will receive special attention under the agreement; namely the development of products which will be nationally and internationally competitive, the provision for increased quality in both Island products and services, and the research necessary to improve its competitive position.

The Agreement provides funding for product development, including Rails to Trails, regional festivals and events and scenic tours; quality and human resource



development, including product grading and visitor services; industry development, including the strengthening of regional tourism associations and research conducted to provide the industry with information on new products and trends.

Also included are: financing and technological innovations; strategic marketing to position P.E.I. as a preferred tourism destination with emphasis on attracting high-yield and diverse markets at regional, national and international levels; and strategic tourism site development, focusing on expansion of the Brudenell facility in Kings County.

Tourism is the second largest industry in P.E.I., accounting for 10.5 per cent of the Island's gross domestic product and employing 11,000 persons in peak season. In 1990, 720,000 person-trips resulted in the infusion of \$84 million into the provincial economy.

Strategies for Success spans nation

More than 1,500 business people were linked together across the country last May in a 21-site satellite conference that spanned the country and brought together local and national business expertise in four key subject areas - markets, money, technology and people.

Strategies for Success, a first-time event, promoted business people talking to business people, and connected national panelists in Toronto to 20 venues across the country, including Charlottetown, P.E.I., and Sussex, N.B.

"Each local site had a workshop beforehand that covered the four topics," says Paul Patterson, of ISTC.

"The participants pulled together key questions for consideration by the central site. Then, each local site was patched in to the central site for a wrap-up session and the questions were discussed nationally."

Discussions ranged from identifying and targeting customers, gaining competitive advantage in existing markets, designing and implementing a customer-driven marketing strategy, planning cash flow, finding extra cash in your business, determining the right amount and type of financing, making your financial proposal as attractive as possible, using technology to support business growth, improving customer service through technology, integrating technological change in the workplace, choosing the appropriate level of technology to meet your needs, attracting and retaining top employees, developing effective management teams, shifting compensation from fixed to variable costs and involving employees without losing control.

A subsequent evaluation of the process and its results was carried out with the participants, says Patterson.

"Each participant received a workbook and a video of the day's activities," he says. "The workbook itself was very well received and overall I think the feeling was very strong - people would like to see it again, it was a successful format."

Major sponsors included the Bank of Montreal and Industry, Science and Technology Canada, along with 28 private and public sector sponsors including ACOA, the FBDB, and provincial governments.



Seminar teaches manufacturers how to target U.S. government

"You have to pay several thousand dollars to attend a slick, high-priced seminar in the U.S. to get the same information that these companies got for free here in Moncton on Sept. 17," says Richard Jones, Industry and Technology Officer for ISTC.

The presidents and marketing directors of a dozen N.B. and P.E.I. firms, mostly metal and microelectronics manufacturers, attended a one-day workshop at ISTC's Moncton office to hear about and question opportunities in the huge, lucrative U.S. defence and aerospace industry.

The cast of speakers included Kevin Murray, External Affairs, Ottawa, who provided an overview of this fast-changing industry and the opportunities available to Canadian suppliers. He was followed by Alex Papadakis, Canadian Commercial Corporation, Ottawa, who described how to get registered to the right government buying agencies in order to be on appropriate bidders' lists.

For companies that need help in scanning opportunities and correctly responding to tenders, there exists a variety of private sector agents and service firms. One such firm is SSI Inc., Winnipeg, whose president, Gene Spiece, described how he helps his clients in Western Canada.

His service was launched last year with the help of ISTC's Manitoba office. "It's a prototype that could be cloned here in Atlantic Canada," says Jones, the workshop organizer.

A fourth speaker, Michael Piersdorff of the ISTC Ottawa headquarters, described the department's major funding program to help companies pursue this market. "The Defence Industry Productivity Program (DIPP), has benefitted five companies in N.B. and P.E.I. so far, and there is potential for more," insists Jones.

David Arenburg, of Atlantic Canada House, the Supplier Development Services' office in Ottawa, described his lobbying effort on behalf of his clients, and speculated on how SDS could be expanded to deliver foreign procurement opportunities through its computer service.

Finally, Terry King, a long-time N.B. provincial government advocate of breaking into this market, focused on his department's action in this arena.

During the two days following the workshop, three of the speakers toured the facilities of eight of the participating firms in Moncton, Saint John, Oromocto and Fredericton.

"Not only were these specialists given

a real appreciation of the capabilities of a cross section of fine firms in this region," says Jones, "but they were also able to provide specific advice on site."

As a result of this workshop and subsequent visits, some of the intimidating mystery surrounding this tough market was dispelled.

Direct links with key gate-keepers and support services were forged. At least one company plans to apply for DIPP funding. Several firms have expressed interest in the type of service being offered by Winnipeg's SSI Inc.

"And we plan to follow-up CCC with a more detailed training session tailored to specific requirements of participating firms," concludes Jones.

Technological advance encouraged by forum

(Cont'd from page 1)

research centres, universities and the private sector. The Partners are presided by Victor Landry of ISTC-Moncton.

Their objectives are to promote closer links between various government levels, universities, research and development organizations and industry. Their goals include better coordination for the delivery of programs and services aimed at technology, and the sharing of information and experience among forum members. The Partners also work towards closer ties with other groups involved with increasing the efficiency of technology-based development, along with providing a forum to identify opportunities to increase the competitiveness of the region.

Members of the Technology Partners updated results of an April '91 mission to Europe and a June '91 mission to Massachusetts. The Technology Partners also anticipate missions to New Jersey and Europe during the next fiscal year.

Globe '92 expected to attract 15,000 visitors

(Cont'd from page 1)

action. The Trade Fair will attract international exhibitors from the environmental industry which supplies the new products, technology and services being developed to help deal with environmental problems and prevent pollution. The Trade Fair also provides technology transfer opportunities to developing countries. It will consist of some 700 exhibits and as many as 20 national pavilions and over 15,000 visitors from around the world.

Should you want more information on this unique biennial trade fair and conference on business and the environment, please call Bernard Postma, the ISTC Environment Officer for the N.B./P.E.I. Region, at (902) 566-7426.

Trade Missions



- Jan. 9-11: **Northeast Retail Lumberman Show/Exhibit**; Boston: Economic Development and Tourism (EDT)
- Jan. 22-25: **New Brunswick (Atlantic) Trade Mission**; Martinique/Guadeloupe; International Trade Centre (ITC)/EDT; Guy-André Gélinas; (506) 851-6440
- Jan. 27-30: **Pulp and Paper Show/Exhibit**; Montréal; EDT
- Jan. 27-31: **New Brunswick Trade Mission**; Mexico; ITC/EDT; Guy-André Gélinas; (506) 851-6440
- Feb. 9-12: **Salon Rendezvous - Mission/Exhibit**; Montréal; EDT and Fisheries and Aquaculture
- Feb. 16 - 18: **Food and Beverage Show - Mission/Exhibit**; Toronto; EDT with Fisheries and Aquaculture
- Feb. 22-28: **Northeast Home Show**; Boston; EDT
- March 17-19: **Seafood Show - Exhibit**; Boston; EDT with Fisheries and Aquaculture

New Publications

The following publications are available from the ISTC Business Service Centre in Moncton. Drop in or call 1-506-857-ISTC or 1-902-566-7400.

- Trade Events Calendar
- So You Want to Export?
- Transportation Services Between Canada and Mexico
- A Profile of the Canadian Specialty Food Industry
- Small Business in Canada: From Best Practice to Competitiveness 1991
- Prosperity Through Competitiveness Initiative
- Executive Summary - Porter Study