

Trade shows made profitable seminar set

ISTC's International Trade Centre will be offering a one-day workshop called International Trade Shows Made Profitable on May 27 in Moncton, N.B.

The workshop will be carried out by the Barry Siskin International Training and Management Company of Toronto.

Subjects to be covered include pre-show planning, setting objectives, creating a show budget, creating an exhibit, promotion, preparing booth staff, training and selling. The latter part of the workshop will include follow-up on post-show evaluation and debriefing.

For more information, contact Ben Hong at ISTC's International Trade Centre, (506) 851-6669; Ron Gaudet, Greater Moncton Economic Commission, (506) 858-9550, or Ed Pelger, Economic Development and Tourism, (506) 453-3018.

Show designed for building material sector

Canadian building materials manufacturers wishing to tap into or enhance their presence in the Greater New England market should circle Sept. 9-10 on their calendar of upcoming trade shows.

Billed as CANada BUILT '92, this first-ever all-Canadian building materials show will introduce Canadian manufacturers of building materials to potential agents, representatives and distribution outlets in the Greater New England area.

The show will take place at the Royal Plaza Hotel and Trade Centre in Fitchburg, Massachusetts, about an hour's drive northwest of Boston.

If you are a manufacturer of one of the following products, you belong in the

(See Building page 3)

ISTC

New Brunswick Prince Edward Island



April 1992

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Vol 5 No. 2

Conference encourages pursuit of math and science

While Industry, Science and Technology Canada delivers a number of programs aimed at helping industry maintain or enhance its competitive edge, the youth of the country are also benefitting from ISTC's help in assessing career options.

One such program is Women Do Math and Science, an annual conference for grade eight girls thinking about their school subject choices, and female professionals who've pursued successful careers thanks to backgrounds in math and science.

P.E.I. will host one such conference on April 25 at the University of Prince Edward in the Duffy Science Building and the Atlantic Veterinary College.

Laurie Murphy, one of the organizers for this year's conference, says 175 junior high school girls and their parents will take part in the conference, which features keynote speaker Laura Suzuki.

"Laura is an author and illustrator for children's science books," says Murphy. Suzuki has collaborated with Peter Cooke on a four-book series by her father entitled 'David Suzuki asks... Did You Know About...?'.
"She was also our keynote speaker last year," says Murphy.

"She brings her own personal experience to the conference and is a very down to earth person.

"The participants will receive a few tips on how to be assertive, they'll learn about science and math and how not to be afraid to pursue those areas, along with how much fun she's had in doing that."

Murphy and the steering committee have put together 12 workshops that will be held throughout the day, each staffed by a career woman with a math and science background.



John Watson photo

Atlantic Veterinary College's Dr. Patricia Sharko: Conference participant encourages scientific careers.

Each grade eight girl will attend three workshops.

"The 12 workshop leaders have math and science in their field of work," says Murphy.

"We have accountants, engineers, marine botanists, veterinarians, dentists, etc." The girls will also be invited to tour the UPEI campus.

The parents will also be invited to attend three workshops, including financial planning for post-secondary careers, a realistic look at future job opportunities and a session moderated by a

professional guidance counsellor.

It is a generally accepted fact that women are under-represented in math and science fields, and the Women Do Math and Science conference is one way of letting young women make informed choices.

Funding for the conference is provided by:

- Science Culture Canada (ISTC),
- Atlantic Canada Opportunities Agency,
- Prince Edward Island Department of Industry,
- University of Prince Edward Island,
- Prince Edward Island Advisory Council on the Status of Women
- ISTC.

For more information, contact Bernard Postma, ISTC, Charlottetown, P.E.I. at (902) 566-7426.

Government forestry policy aims for diversification

The forest sector policy of the government of Canada is not to interfere with money to block or skew changes in the industry," said J. C. Mackay, senior assistant deputy minister, Industry, Science and Technology Canada, in an address to Sylvicon '92.

However, stressed Mackay, the federal government does have money available to help forest sector industries develop new technologies, markets and value-added products. Considered risk capital for new innovations, such assistance is aimed at helping industry establish a more competitive footing in the world market.

Mackay was one of a series of speakers at the Fredericton conference who

underscored the urgent need for action by addressing the theme, The forest sector in crisis - a climate for change.

Mackay reminded delegates of government policy in the early 1980s, when a half-billion dollar federal forest product modernization program pushed many companies through economic downturn, but kept afloat some firms that would otherwise have been rationalized-out. While these plants managed during the good years that followed, the current recession appears more than they can handle. The amount of intervention necessary to keep non-competitive mills in operation today would be four to five billion dollars, suggested Mackay.

As the country's single largest export industry, forestry is not important, it is

critical," he said, adding exports are huge and diversified with the largest markets in the United States, and with Asian and Pacific markets getting larger each year.

Current trade policies and negotiations are challenging the sector, said Mackay, referring to the Canada/Mexico/U.S. talks. Europe '92 adds to the complexity of the trading environment, but holds opportunities to create world-wide trading partnerships, he continued.

While the whole world is tending toward a more open trading environment, "Canada cannot be a nation in favour of protectionism, it will bankrupt us. We need open markets for our products. If we are more competitive and have a reasonable shot at markets, we will

(See Forestry page 2)



Canada at the Crossroads

Competitive strategies crucial gameplan for business

In his 1991 study, *Canada at the Crossroads, The Reality of a New Competitive Environment*, Prof. Michael Porter has a clear message for Canadian business: Set strategies designed to create and maintain competitive advantage. Rather than waiting for government to intervene, business should move now to re-examine strategies, implementing changes that better reflect the global, open and fast-changing business environment of the nineties.

Porter's recommendations include:

● **Assess.** Firms must take stock of their competitive position, considering product areas as well as the advantages and disadvantages of Canadian headquarters. Key reference points should include a firm's most formidable international competition, the benchmark against which Canadian firms can assess themselves.

This means understanding:

"Firms, not governments, are on the front lines of international competition."

- the firm's geographical boundaries
- the sustainability of Canadian advantages in raw materials, electricity or other natural endowments
- the quality of human resources
- the accessibility of related technological research
- the accessibility of infrastructure
- the level of Canadian and international demand for the firm's product
- accessibility of suppliers
- related industries influencing competition
- significant foreign competitors
- potential entrants to the firm's playing field
- the need to be innovative
- **Innovate.** Under increasing pres-

sure from foreign rivals with more efficient processes or cheaper basic factors, Canadian firms must find ways to compete in more sophisticated ways. This means a broader, more dynamic view of costs, channeling investments into efficient, innovated productivity processes and possibly reorienting strategies to produce more highly processed and differentiated products.

● **Rationalize.** Canadian firms must focus on product lines, market segments and businesses which offer sustainable advantages.

"Often, this will call for a rationalization of product lines and a concentration on lines that draw on unique competitive strengths....In a world of more open trade and tougher competition, a greater focus on core business will make sense for most firms."

● **Upgrade.** This is essential in several areas, such as:

- increasing investment in specialized human resource development
- forging closer ties with educational institutions
- improving technology development and adoption
- transforming trade associations into organizations that actively initiate and participate in training and research
- nurturing Canadian suppliers so more products may be sourced at home rather than internationally
- striving to service the most demand-

ing of Canadian firms, thus strengthening the ability to compete internationally

— developing links with related industries as a means to increasing technical information exchanges

— developing labor/management strategies centred on productivity

— moving towards performance-related remuneration

● **Globalize.** "More than 70 per cent of Canadian manufacturers do not serve any export markets and the majority of those that do export sell solely to the United States." Canadian firms need new strategies which reflect the determination to penetrate global markets, both through trade and foreign investment.

● **Centralize.** Canadian subsidiaries of foreign-owned companies must strive to become the North American headquarters for a particular product line or business segment.

Developing an important niche within the international corporation, offers the subsidiary a degree of protection against downsizing.

● **Re-evaluate.** Firms must re-evaluate their expectations of government by insisting government activity not substitute for business initiative. Business must stop looking to government for traditional forms of assistance (subsidies, artificial cost structures, lax regulations, guaranteed procurement).

Instead, government should be pressured to contribute to competitiveness through provision of high quality infrastructure and appropriate incentives.

Calendar of Events

- April 8-10, **Partnerships '92**; Moncton, N.B.; Sponsors: New Brunswick Chamber of Commerce, Maine Chamber of Commerce and Industry; Contact: E. Anderson, (506) 851-6460
- April 27-29, **Flexible Packaging Technology**; Chicago, Illinois; Sponsor: The Centre for Professional Advancement; Contact: R. Léger, (506) 851-6461
- April 29, **Europe 1992 Value-Added Wood Products Workshop**; Fredericton, N.B.; Sponsors: ISTC, EA, Economic Development and Tourism, N.B. Forest Products Association; Contacts: S. Perron, (506) 851-6445; B. Long, (506) 453-2875
- May, **Selling Software Successfully to the United States**; Fredericton, N.B.; Sponsors: ISTC, EA; Contact: S. Mills, (506) 851-6479
- May 5-8, **Stuttgart Joint Trade Fair CAT/QUALITY/IDENT VISION '92**; Germany; Sponsors: ISTC, Economic Development and Tourism; Contact: Paul LeBlanc, (506) 851-6450
- May 6-15, **Thermal Processing (Principles & Practices In Food Preservation)**; Halifax, N.S.; Sponsor: Technical University of Nova Scotia (TUNS); Contact: R. Léger, (506) 851-6461
- May 21-25, **Aquaculture '92**; Orlando, Florida; Sponsor: World Aquaculture Society; Contact: R. Léger, (506) 851-6461
- May 27, **Trade Shows Made Profitable**; Moncton, N.B.; Sponsor: ISTC, The Greater Moncton Economic Commission Inc.; Contact: B. Hong, (506) 851-6669
- June, **Technology Transfer Mission - Technology Partners' Forum**; New Jersey; Sponsor: ISTC; Contact: V. Landry, (506) 851-6421
- June 14-17, **Fourth International Atlantic Salmon Symposium**; St. Andrews, N.B.; Sponsors: Atlantic Salmon Federation, Atlantic Salmon Trust, DFO; Contact: R. Léger, (506) 851-6461

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.

- The Competitive Enterprise: An Executive's Guide to Investing in Advanced Manufacturing and Processing Technology
- Growing Together: Exploring the Joint Venture Option in Canada
- Technology Networking Guide: Canada
- Technology Networking Guide: International
- Industry and the Environment: Directory of Canadian Environmental Services Firms
- A Guide for Canadian Business in Korea

The ISTC 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 ISTC'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.

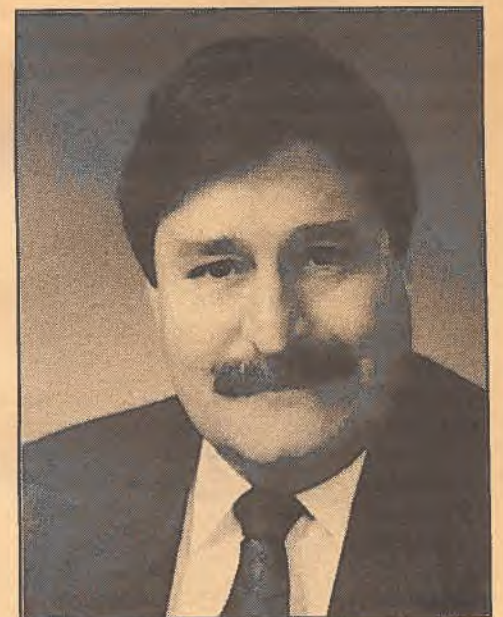
Forestry companies facing tough choices in bleak marketplace

(Cont'd from page 1)

survive." The pulp and paper sector is being particularly hard-hit by the current recession and prospects are not good for a speedy recovery, said Mackay, noting supply and demand is out of whack and short term projections are very bleak. Demand will increase marginally in the next year, he said, but will not catch up with supply, and there is not much hope the price will improve. Reduced advertising and enormous pressure from recycling, the cost of supply and the number of inefficient mills is taking a high toll.

While agreeing with the need for improved environmental protection, Mackay said the pace of implementation of new pulp and paper effluent regulations poses problems to the industry. He hopes his department will be able to influence the pace of implementation in order to ensure it is carried out in a business-like fashion.

Federal policy will allow economic and market driven adjustments to take place in forestry, and will moderate the impact through manpower programs. "The major closures have been very dramatic, but not all companies are



J.C. Mackay

downsizing. Some companies have been sold or are on the market, this represents new investment," said Mackay. "So while there is significant restructuring, most companies are moving toward reconfiguration, not closing down and walking away. They are making tough choices, but they are not walking away."

Made in P.E.I. &
New Brunswick



Electro Atlantic Inc.



Dieppe, N.B. – Elektro Atlantic Inc. was incorporated in 1988 in a move to diversify the product line of a sister company, Atlantic Mini-Fridge, by adding the Patio-Fridge, a compact refrigerator that uses either 110 volts AC, 12 volts DC or propane gas. In 1989, a new 14,000 square foot production facility opened in Dieppe with ACOA assistance.

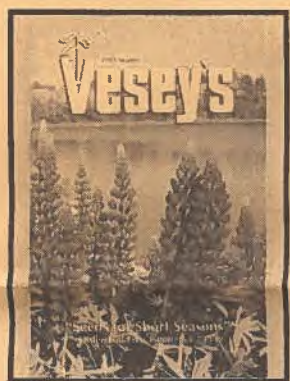
While sheet metal pieces and components were being built for Atlantic Mini-Fridge, the Patio-Fridge was being developed and going through its approval stages. Today, the Patio-Fridge is approved by the Canadian Gas Association and the Canadian Standards Association. The new product is ready for market and the company is

looking for distribution channels.

Elektro Atlantic Inc. has another product in the development stages: a home wine keeper with a capacity of approximately 160 bottles benefitting from a silent absorption cooling unit that offers zero-vibration in a one-piece insulated armoire.

Contact: Dollard Landry, Pres., Elektro Atlantic Inc.
688 Thibodeau St. Dieppe, N.B. E1A 5M1
Tel: (506) 858-9130 Fax: (506) 858-9920

Vesey's Seeds Ltd.



York, P.E.I. – Spring is a busy time for this P.E.I. company, founded in 1939 by Arthur Vesey, and family-owned-and-operated by Mr. B.E. (Bev) Simpson since the late '70s.

Vesey's Seeds Ltd. is well-known for its mail order flower and vegetable seeds and related gardening supplies, along with a complete line of outdoor power equipment at its retail store in York, P.E.I. The company employs up to 30 people during peak season and markets its products to all of Canada and the United States, either through a network of distributors in the Maritimes, or through its 180,000 catalogs mailed annually and its 1-800-363-SEED toll-free order desk line which runs from

Jan. 2 to June 15.

Vesey's extensive trial grounds allow them to test hundreds of new varieties before they're offered in their catalog. This, along with their own strict selection standards, ensures the newest and best varieties from around the world.

Contact: Allen R. Perry, Marketing Mgr.
Vesey's Seeds Ltd., York, P.E.I., COA 1P0
Tel: (902) 368-7333 / Fax: (902) 566-1620

Padinox Inc.



Charlottetown, P.E.I. – A P.E.I. manufacturer of stainless steel cookware is making a name for itself in Canada, the United States and abroad.

Padinox Inc., founded in 1978, manufactures cookware under the Paderno name for consumer use and the Chaudier brand name for professional use. The 27,000 square foot modern plant in West Royalty employs 30 people.

The company was the first in North America to introduce the bonding of aluminum to stainless steel for superior heat distribution and is the only manufacturer of food service quality professional stainless bonded cookware that is drawn and spun.

Its retail lines are sold across Canada at Eatons, Home Hardware, Woolco and specialty stores. Atlantic retailers are Bass River Chairs and the Co-op.

The company's reputation for quality has earned its professional products a spot with major hotel chains, including Hilton, Westin, Marriott, Delta and CP Hotels, and cooking schools such as the Culinary Institute of Canada, the Culinary Institute of America, George Brown College, the West Point Military Academy. The cookware is even on the U.S. presidential plane, Air Force One.

Contact: Jim Casey, president Padinox Inc.
West Royalty Industrial Park Charlottetown, P.E.I. C1E 1B0
Tel: (902) 892-0389 Fax: (902) 892-8684
Effective May 18, 1992: Tel: (902) 629-1500 Fax: (902) 629-1502

New Brunswick's ADI wins international recognition

World Business, Canada's International Business Newsletter, has recently awarded it's Best Service Company Award to ADI Limited of Fredericton, N.B.

"This company has an outstanding reputation throughout Atlantic Canada and in international business locations from the Caribbean to Asia," says World Business. "In addition to civil and other core engineering activities, the company has a strong international reputation in industrial pollution control and other environmental technology areas."



John R. Dean, ADI president

The award was announced in the January issue of World Business. In addition to ADI Limited, other winners included Connaught Laboratories Limited (technology exporter), The Canadian Manufacturers Association (association), MacMillan Bloedel (resource industry), and CAE Industries Ltd. (top exporter). ADI was the lone Atlantic Canadian firm among the fourteen winners.

In its citation for ADI, World Business noted that the consulting engineering firm "is very much world class in its category." In particular, the citation stressed ADI's strengths in civil engineering, industrial pollution control and other core engineering activities.

John Dean, president of the ADI Limited, was pleased and honored by the award.

"It came as a complete surprise," he says. "We are very pleased to be included

with such prestigious and well-known organizations as MacMillan Bloedel, CAE

Industries and the Canadian Manufacturers Association."

Dean noted that the firm has worked hard to develop export markets especially in the areas of transportation planning and infrastructure, biomass energy, pollution abatement and technical information services such as GIS (geographic information services), facilities management

and CADD (computer-aided design and drafting).

"At present, ADI staff are working on projects in Jamaica, the United States and to Canada's west coast," says Dean. "As well, we have ongoing relationships with firms in India, Australia and Western Europe and interesting prospects in the Caribbean, Eastern Europe and Mexico. This is the future of engineering in the Maritimes. We have to develop areas of excellence and then compete worldwide."

ADI Limited is part of the ADI Group of companies, an organization of 150 employees providing consulting engineering, management consulting, planning, and construction management services. Founded in 1946, the company is employee-owned with offices in Fredericton, Saint John, Moncton, Charlottetown, Ottawa and Salem, New Hampshire.

Building materials show set for New England

(Cont'd from page 1)

show: awnings, banisters, bricks, cabinets, cabinet hardware, caulking, cedar and cedar products, ceiling panels, cement boards, ceramic tiles, clapboards, coatings, concrete blocks and bricks, deck kits, decking accessories, doors, flooring, garden supplies, gypsum boards, handrails, insulation materials, melamine panels, modular wall systems, mouldings, nails, paints, paint brushes, plywood, posts, rafter ties, saw mills, shelving, shingles, shutters, skylights, stair treads, tile boards, vanity tops, wallboard, and more.

New England has a population of 12.1 million, roughly half of Canada's. The region can easily be split up into a number of smaller markets, i.e. the State of Maine, Western Massachusetts, Boston and Eastern Massachusetts, the States of Vermont and New Hampshire.

The show is coordinated by the Canadian Consulate General in Boston, and

Industry, Science and Technology Canada's International Trade Centre.

Interested companies are asked to contact Sadie Perron, Trade Commissioner with the International Trade Centre in Moncton, at (506) 851-6445, as soon as possible.

Export awards

The Canada Export Award Program, celebrating its 10th anniversary, is seeking successful Canadian exporters to enter this year's competition. The award, sponsored by External Affairs and International Trade Canada, is a symbol of success in the highly competitive world of export trade.

For information call External Affairs and International Trade Canada's toll-free InfoExport Trade Hotline: 1-800-267-8376.

Quality and value hallmarks of top tourism operations

A recent study of Canada's tourism industry commissioned by ISTC resulted in five main recommendations aimed at ensuring this country's competitive position in the growing industry. The study, which looked at national and international reactions to tourism in Canada, also paints a clearer picture of tourists' perceptions vis-a-vis price and value for tourism products.

Although prices were perceived to be high in Canada, so were the corresponding ratings. To a great extent, these high-quality ratings buffer the effects of the high prices. The vast majority of U.S. visitors considered the quality in Canada to be the same or better than the U.S. Canadians, however, were harsher in their assessments.

On the industry's side, the study recommends that operators:

- Focus on quality, value and service – these three components are the hallmarks for the '90s and have to be ingrained in every aspect of tourism operations. The operators will have to ensure they continue to provide services that offer the highest price/value ratio;

- Know what makes their product different – Canadians' major drawing cards include the experiences, the cultural flavor and flair that make tourism experiences "Canadian" and unique. We must emphasize our distinctiveness;

- Watch for early warning signs – The study shows that tourists coming from the U.S. in their own vehicles are becoming more price sensitive and value conscious. It's important to determine what constitutes value for money for these customers and deliver on those expectations.

- Be price smart – The "older air traveller" from the U.S. is less price sensitive and prefers more luxurious services. This is an indication that more expensive value-added elements can be added to their travel packages with associated price premiums.

- Know that the picture is not rosy at home – Canadians were the most price sensitive of the groups studied. Canadians are expecting to pay less for local products and tourism is not different. This is an area where prices could be used as incentives.

Canada's home market is more interested in good quality at a reasonable price. Inclusive deals which offer, for example, breakfast, parking or attractions along with accommodations for one price are particularly attractive to Canadians. The challenge will be in developing more value-added features and delivering quality and service at the price point they are expected to pay.

The study pointed out that the majority of international visitors were satisfied with their trip to Canada. And while Americans were satisfied with the quality of travel products and services in Canada, Canadians expressed lower levels of satisfaction.

One key to improving Canada's competitive position is through enhancing the quality and value of Canadian travel products, which in turn could make higher prices more acceptable. Other solutions include developing marketing strategies that capitalize on the differences in product and price sensitivity between American air and car travellers, and bundling value-added components for air travellers and developing them into commercial packages (i.e. one price includes airfare, accommodations, meals, entertainment, etc.).

Says André Lord, tourism officer with ISTC in Moncton: "In a general sense, the study says 'yes, our prices are a little higher, but there are ways that we can make our products even more attractive'."

The key to preserving Canada's competitive position is likely through quality enhancements. If prices continue to escalate, quality must be preserved, or more importantly, enhanced. In addition, creative travel packages could help tap the potential U.S. market.

Competitive course charted for future

Campaign casts line for new seafood products

A seafood and marine products sector campaign has been launched by ISTC, says Roger Léger, Senior Industry and Technology Officer with ISTC in Moncton.

The ultimate goal of the industry and government-collaborated program is to assist the Canadian seafood industry in becoming internationally competitive, says Léger. The fish processing sector is a traditional export-oriented, resource-based industry that is facing global competition and increased technological change, complicated by its cyclical nature, supply constraints, changing consumer tastes, exchange rate volatility and evolving trade relations.

The three-phase campaign flows directly from the mandate of ISTC:

- to strengthen scientific and technological excellence and assist industry in identifying, acquiring and applying technology;

- to strengthen and obtain more productive use and adaptability of the human resource base in industry and the scientific community;

- to encourage entrepreneurial participation and strengthened management in industry by promoting innovation, focusing on technology, productivity and risk-taking to seize emerging opportunities.

Phase I

In Phase I of the campaign, ISTC developed a sector framework which contained an in-depth profile of the industry, including the identification of some constraints to long-term competitiveness. Those constraints included a lack of strategic planning; a poor utilization of technology and a need to upgrade human resources at worker and management

levels; uncertainty of supply; a resource-driven (instead of market-driven) philosophy; and a lack of attention to consumer concerns (especially product safety and environmental impact).

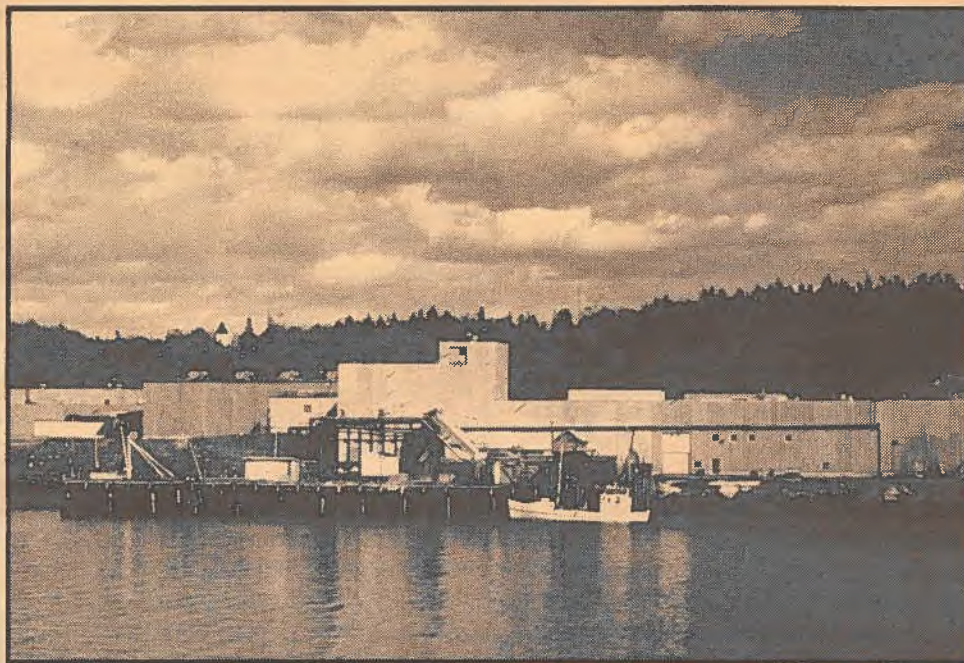
Phase II

Phase II centered on four research areas: human resources, technology,

and the process for the campaign implementation," says Léger. "This phase is concentrating the four areas mentioned in the three programs."

They include:

- Human Resources Initiative
- Technology Initiative
- Competitiveness Initiative.



Seafood processing plants dot the New Brunswick and P.E.I. coasts.

aquaculture and marketing. During this phase, ISTC commissioned some 45 research projects and other initiatives, undertaken principally by both regional and national industry associations. The industry-led research identified many productivity, diversification and market opportunities for all segments of the Canadian seafood and marine products industry from coast to coast.

Phase III

"As we are now into Phase III, there is an emerging consensus on the priorities

"Phase III, which is the real sector campaign, requires that industry move forward by offering its support, commitment and involvement in a Competitiveness Action Plan that will chart a course for the future," says Léger.

To obtain more information on this important initiative and/or to obtain a list of those studies completed under Phase II of the campaign, contact Roger Léger, Senior Industry and Technology Officer at (506) 851-6461.

Academic excellence encouraged by ISTC

ISTC is once again sponsoring the Canada Scholarships Program to reward academic excellence and to encourage more of Canada's most promising young students to choose careers in science and engineering.

Each year since 1988, the Government of Canada grants a minimum of 2,500 Canada Scholarships to first-year university undergraduates entering natural sciences or engineering studies.

The Canada Scholarships Program represents an \$80 million, five-year investment by the federal government in the education of highly qualified scientists and engineers.

The Canada Scholarships are worth \$2,000 annually and renewable for up to three times, or a potential \$8,000 over four years.

In the last year, Canadian industry has become a strong supporter of the Canada Scholarships Program. A number of corporations are funding special scholarships, totalling over \$320,000 to Canada Scholars in specific fields of study.

In addition to the special scholarships, organizations have contributed in excess of \$100,000 in funding for Canada Scholarships Program initiatives, such as Mentor Clubs, Frontrunners, and Innovators in the Schools.

There are a variety of ways for industry to participate in addition to funding the program.

The Canada Scholarships Program is administered by the Association of Universities and Colleges of Canada, on behalf of ISTC.

For more information, please call Richard Jones at (506) 851-6480.