



# **AAFC's Market Development Role**

## **Promoting the Strengths of our Sector to Help Build a Stronger Canada Brand**

**7th Annual CFGA Conference**

**November 17, 2016**

# Purpose



- Provide an overview of the Market Development support offered by Agriculture and Agri-Food Canada (AAFC)
- Explain AAFC's work with industry in building a Canada Brand for the overall sector
- Illustrate how the CFGA can benefit by strengthening its brand and differentiating as Canadian

# Market Development Support



- AAFC, other federal departments, provinces and industry associations provide support for market development
- AAFC is the federal lead for providing support and funding for international market development for food and agriculture sector
- Strong collaboration among all partners is crucial to ensure an optimal level of support the sector

# AAFC's Market Development Role



- AAFC plays an enabling and coordinating role through a number of services and funding:
  - ❑ On-line access to intelligence and analysis
  - ❑ A consistent, cohesive approach to branding the sector
  - ❑ Leading coordination and collaboration among partners
  - ❑ Providing funding through the AgriMarketing Program
  - ❑ International Flagship Trade Shows
  - ❑ Funding and support for 35 Agriculture and Food Trade Commissioners
  - ❑ Expanded “single-window” for market development/access inquiries
  - ❑ Regional Office Support
  - ❑ Ministerial Missions that showcase Canadian food and beverages

# On-line access to intelligence and analysis

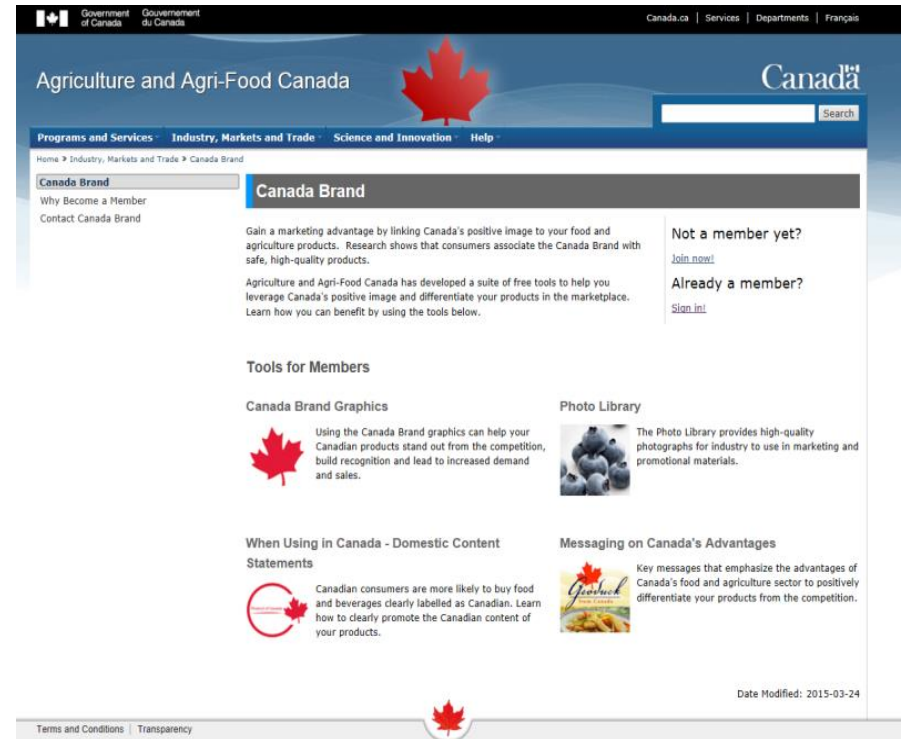


- AAFC is improving industry's on-line access to strong intelligence and analysis for their target markets to inform strategies and decision-making
- AAFC market development on-line presence:
  - ❑ Site is very popular with industry -- 5.5M page views in 2015-16
  - ❑ Provide stats, market reports, export guides, contacts
  - ❑ Incorporates videos, infographics and product bundles
  - ❑ Provides information tools to help companies prepare for preferential access to EU through CETA
- Visit the site at: <http://www.agr.gc.ca/eng/industry-markets-and-trade>
- We welcome your feedback to ensure our on-line presence meets your needs

# Consistent, cohesive approach to branding the sector



- AAFC continues to encourage industry to promote the national advantages of Canada's sector, notably through the Canada Brand
- Graphics, tools, photos, etc. available on-line for industry members to differentiate their products as Canadian
- We are expanding messaging to further highlight advantages of the national food and agriculture sector
- Visit: [www.CanadaBrand.agr.gc.ca](http://www.CanadaBrand.agr.gc.ca)



# Coordination and collaboration



- International Market Engagement Teams (IMETs) established for 5 priority markets (Mexico, US, EU, Greater China, Japan/South Korea) in 2014
- Created to develop collaborative approaches to plan and deliver market development initiatives
  - ❑ Have expanded this coordinated approach to India and GCC
- Outcomes include:
  - ❑ integrated federal/provincial strategies for priority markets
  - ❑ annual work plans based on common goals and pooled resources
  - ❑ in-market initiatives which balance national, regional and sector priorities
  - ❑ IMETs are now investigating options to coordinate strategic direction with industry associations in 2017-2018

# AgriMarketing Program



- Helps the agriculture industry expand markets and seize opportunities by providing contribution funding
- The program supports national and regional associations that represent the majority of production or can deliver a project from a national perspective. Funding is general cost shared with industry on a 50/50 basis.
- Market Development stream has an allocation of \$106M to support market development activities up to 2017-18
- Committed \$20.1 million in contribution funding to the sector for market development activities in 2014/15



# International Flagship Trade Shows



- AAFC coordinates 8 international flagship trade shows
- Results from 4 recent trade shows:
  - 3859 trade leads
  - \$80M on-site sales
  - \$738.8M in anticipated sales over the next 12 months
- Recent exhibitor survey showed that 98% of exhibitors believe the Canadian pavilion represents good value, effectively increases sales and takes advantage of Canada's strong international image.

**Food and Hotel Asia (FHA)**, Singapore (biennial)  
**Seafood Expo Global (SEG)**, Belgium  
**SIAL**, France (biennial)  
**ANUGA**, Germany (biennial)  
**China Fisheries and Seafood Expo (CFSE)**  
**Food Hotel China (FHC)**  
**Gulfood**, UAE  
**Foodex**, Japan



# Agriculture and Food Trade Commissioners



- AAFC funds and supports the work of 35 Trade Commissioners in priority markets
- Trade Commissioners provide:
  - support to industry to help them navigate in-market challenges
  - on-the-ground intelligence
  - practical advice on foreign markets
- Trade Commissioners also provide expertise in the delivery of promotional activities

# Market Development/Access Single-Window



- At Industry's request, a “single window” approach was introduced in early 2013 – accessible through the use of a single email account ([mas-sam@agr.gc.ca](mailto:mas-sam@agr.gc.ca))
  - ❑ Offers a service standard of five business days for formal responses
- Single Window serves a variety of functions:
  - ❑ Incoming requests for information from outside stakeholders
  - ❑ Mechanism to broadcast messages of wide interest to stakeholders
  - ❑ Mechanism to solicit information or feedback from outside stakeholders
- To complement the market access – market development continuum, the single window is expanding -- now the central contact point for market development inquiries:
  - ❑ market intelligence services
  - ❑ Canada Brand program
  - ❑ trade leads, trade show recruitment
- One point of contact means a streamlined approach to communicating and collaborating with the federal Market Access team across the market development – market access continuum

# Regional Office Support



- AAFC Regional Offices continue to play an integral role in supporting the department's market development objectives under GF2:
  - ❑ Provide industry with valuable information on market access and negotiations status
  - ❑ Provide market information to industry
  - ❑ Provide pre-event advice, trade shows and regional exhibitions, as well as recruitment for AAFC flagship shows
  - ❑ Provide intelligence for certain incoming technical missions

# Ministerial Missions



- AAFC leads international Ministerial trade missions that address market access issues, build partnerships, and help industry connect with influential buyers
- The November 2016 China ministerial mission included:
  - ❑ 100 Canadian company representatives accompanied AAFC Minister to three cities
  - ❑ AAFC coordination of several market development events, ensuring industry contact with key with buyers



# Building the Canada Brand



Building a brand for Canada's food and agriculture sector is a three-step process...

- ☐ Define the brand
- ☐ Become the brand
- ☐ Promote the brand

# Define it – AAFC's Canada Brand

Based on market research that showed Canada's strong positive reputation around the world can provide a competitive advantage

Market research showed perceptions of Canada and Canadians:

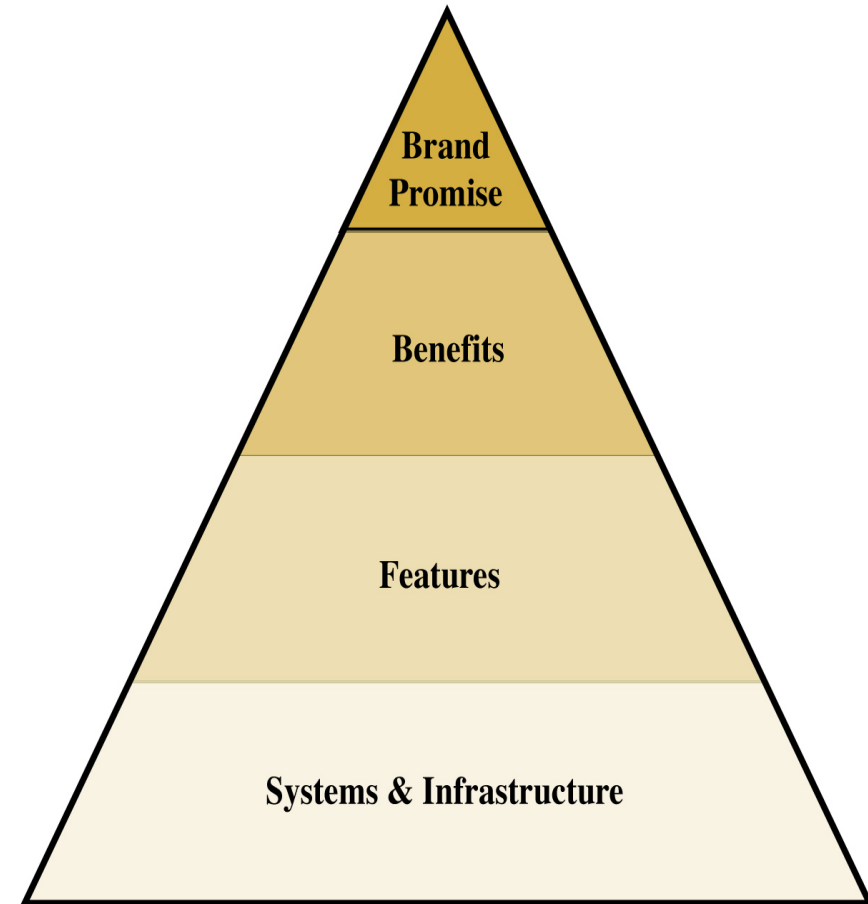
- Trustworthy, friendly and honest
- Competent, credible, reliable
- Natural, pristine environment
- Environmental stewardship
- Safe, high quality products



# Become it

## Brand architecture components

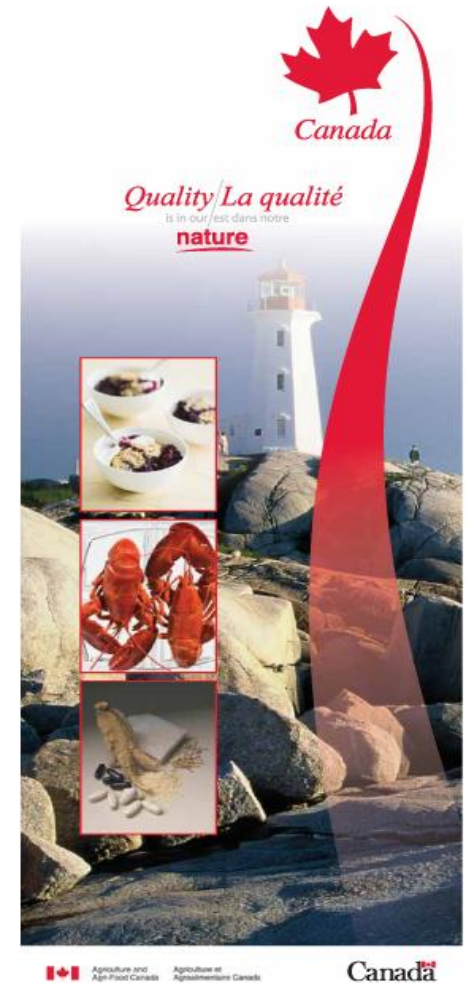
- ❑ **Brand Promise:** the commitment to deliver on the benefits/features customers want
- ❑ **Benefits:** what we want customers to believe they will get
- ❑ **Features:** more detailed customer view of those benefits
- ❑ **Systems & Infrastructure:** means by which we can produce features and benefits





# Promote it

- Design built around **maple leaf**, the most recognizable of Canadian symbols (ribbon optional - suggests progress and pursuit of excellence)
- **Tagline** evokes key elements of the brand
- Canadian **landscapes** + **food** photos
- Plenty of **white space** reminiscent of Canada's wide open spaces
- Focus-tested in key international markets
- “Proof point” messaging to explain benefits/features



# An example of building our brand architecture – Beef Sector



Ontario  
Corn  
Fed Beef



Certified  
Angus Beef



Generic  
Graded  
Canadian  
Beef  
**AAA**

**Customer experiences  
within target market  
segments**



Canadian Beef Advantage



Canada Pork Story



Canadian Food and Agriculture Sector Brand

*Quality*  
is in our **nature**

# An example of building our brand architecture – Beef Sector



## **PRODUCT BRAND**

- Canadian company and heritage
- Care in production and relationship with farmers
- Superior cuts
- Ageing
- Packaging

## **CANADIAN BEEF ADVANTAGE**

- Canada's A, AA, AAA and Prime grades are your assurance of the highest quality beef. Grading of beef carcasses is performed in accordance with strict national standards for attributes such as meat and fat color, carcass muscling, texture (firmness), maturity and fat coverage.
- Grain-finished beef from superior cattle genetics provide an outstanding eating experience.
- Food safety is the most important priority with systems for beef production on farm and at the processing level which are based on the internationally recognized HACCP model.
- Recognized globally for exceptional flavor, tenderness and juiciness

## **CANADA BRAND PROOF POINTS**

- Advanced and integrated food regulatory environment.
- Canadian food safety regulations are enforced by a specialized, integrated agency— the Canadian Food Inspection Agency (CFIA) — a leader in global food safety standards which results in predictable, consistent enforcement of food safety regulations in Canada.
- Canada is a leader in implementing HACCP-based food safety programs.
- Phasing-in a National Agriculture and Food Traceability System (NAFTS), initially focusing on livestock and poultry.
- Natural Geographic and climatic advantages that benefit agri-food products.



# Building the Canadian Forage Brand

- A similar approach can be taken for the forage sector, e.g.:
  - Target market research to identify desired attributes
  - Assess capacity to deliver on attributes
  - Address gaps
  - Optimal positioning and differentiation of forage products in each target market
  - Promotional strategy and leveraging the Canada Brand
- AAFC can assist CFGA in leveraging the Canada Brand to help achieve export goals



# Canada Brand Resources

- Tools developed to help companies/associations to incorporate the Canada Brand into their own marketing strategies:
  - ❑ A comprehensive Branding Guide
  - ❑ Photo bank – all Canadian
  - ❑ Ready-to-print designs for posters, banners and letterhead
  - ❑ Trade show exhibit booth
  - ❑ Expanding messaging on the strengths of Canada's sector





**Thank you – Questions?**