

BRITISH COLUMBIA CANADA



B.C. AGRIFOOD

AND SEAFOOD



**INTERNATIONAL MARKET
DEVELOPMENT STRATEGY**



British Columbia's world-class agrifood and seafood sector includes over 200 agriculture products, about 100 different species of fish, shellfish and marine plants, and nearly 2,500 food and beverage processing businesses. This abundance and diversity has resulted in significant domestic and international market growth.



British Columbia's Agrifood and Seafood Strategic Growth Plan set a goal to increase total sector revenue to \$15 billion by 2020 which includes increasing export revenues by \$800 million or 29 per cent over the same period. The global demand for B.C.'s agrifood and seafood has positioned sector exports as an important contributor to the B.C. economy. In 2015, B.C. exported \$3.5 billion worth of agrifood and seafood products to more than 150 markets, with 91 per cent of the province's exports destined for B.C.'s top five markets – the United States, China, Japan, Hong Kong and South Korea.

The International Market Development Strategy was formed after extensive research and consultation with industry, and federal and provincial government counterparts.

The Strategy focuses on:

- **Research-directed growth** – identifying strong market opportunities by evaluating existing and new market intelligence.
- **Increasing “people – product” experiences** - hosting buyers and participating in international tradeshows to expand awareness and appreciation for the quality of B.C. agrifood and seafood products.
- **Expanding priority markets and connecting to new opportunities** – addressing new and diversifying consumer demand.
- **Growing the network** – connecting to industry, trade and investment expertise in B.C. and internationally to provide precise and timely advice.



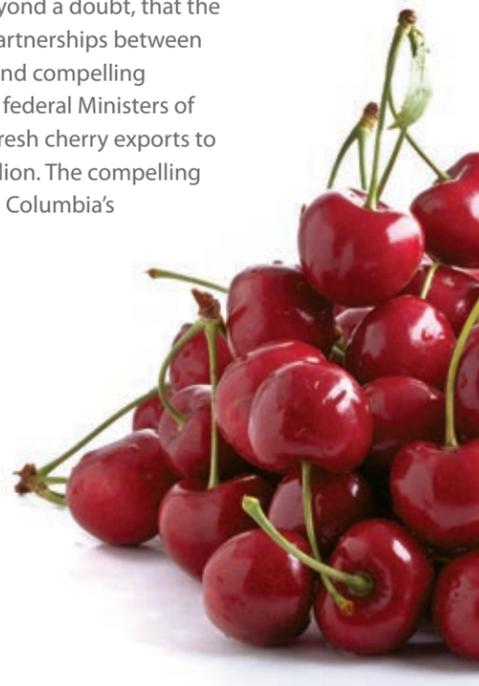
Objectives, Measures and Targets

OBJECTIVE	PERFORMANCE MEASURE	TARGET (by 2020)
Achieve Export Growth	Value of B.C. agrifood and seafood exports to all markets	\$3.8 billion in total agrifood and seafood exports, an increase of \$0.8 billion over 2014
Diversify Export Markets	Per cent of B.C. agrifood and seafood exports to markets outside of the United States	34 per cent of total agrifood and seafood exports, an increase of three percent over 2014
Develop Export Capacity, Knowledge and Skills	Number of B.C. agrifood and seafood companies exporting to new markets due to support provided through B.C. Government programs and services	25 companies
Open New Markets for B.C.	Number of new markets opened for B.C. agrifood and seafood products by removing market access barriers	3 new markets

Persistence Pays

Opening markets to expanded trade may seem pretty straightforward as British Columbia has an enviable reputation for quality produce and among the highest standards for food safety. B.C. cherries are a great study in how to systematically and successfully establish market presence. In 2007, cherry producers requested access to ship fresh product to China. That request kick-started a seven-year process to demonstrate beyond a doubt, that the B.C. product did not pose a risk to Chinese crops. Market access was created through strong partnerships between the B.C. Cherry Association, B.C. cherry suppliers and government representatives. Persistent and compelling cases were made through successive trade missions led by the Premier and the provincial and federal Ministers of Agriculture. In 2014, shipments to mainland China began and they continue to expand. B.C.'s fresh cherry exports to China increased by 145 percent between 2014 and 2015, growing from \$9.8 million to \$24 million. The compelling combination of knowledge, investment and networking has created another success in British Columbia's international market expansion.

8 Years, many steps, one goal › \$24 Million





Knowledge + Investment + Networks = Market Success

British Columbia's agrifood and seafood products represent the highest standard for food quality, safety and sustainability and B.C. brands continue to respond to market demand for nutritious, healthy products. Our network of growers, producers, processors and the entire system of support is recognized for responding to current opportunities while maintaining a focus on emerging trends. Markets are always adjusting to new opportunities and new conditions. Our priority markets build the brand and expand trade, while over time; secondary and emerging markets achieve greater returns and become established as priorities. That cycle of growth and change continues to be founded on British Columbia's commitment to food quality, safety and sustainability.

To expand on B.C.'s success, our international market development strategy sets priorities, and applies knowledge and experience to drive and manage growth. The B.C. strategy is supported by strong research informing the right investment opportunities and connecting to a vital network of buyers, producers, trade officials, regulatory agents and many others who continue to identify the right places to do business. B.C. considers the alignment between *knowledge, investment and networks* critical to growing our opportunities for sector success.

Knowledge

Research is the first step when considering international market development. Our efforts focus on creating customized market profiles, cost-competitive analysis and research-guided innovation to help define where and how B.C. producers can achieve the highest return. The B.C. Agrifood and Seafood Market Development Preparedness Program is a key research tool used by the B.C. agrifood and seafood sector to determine if a product is ready for the international marketplace. Hosted market-readiness events, based on input from industry, expand market opportunities and the connections between priority, secondary and emerging markets.

Program elements include:

- B.C. Agrifood and Seafood Market Development Preparedness Program
- B.C. Agrifood and Seafood Market Readiness Seminars and Workshops
- Market Profiles and Analysis
- Advisory Services
- How To Guides

Investment

It takes many kinds of investment to grow opportunity. Whether that investment is calculated on the basis of time, money or expertise, it is all part of the success calculation. Government demonstrates its continued commitment to international marketing by offering a spectrum of programs and services. An example is the investment of \$4.3 million through the B.C. Agrifood and Seafood Export Program. That investment encourages producer and industry participation at international tradeshows and events to deepen relationships and connections with buyers. At the end of the day, nothing surpasses the person-to-person commitment of connecting product to market.

Program elements include:

- B.C. Agrifood and Seafood Export Program
- Canada-B.C. Agri-Innovation Program
- Food Safety and Traceability Programs



Networks

The International Market Development Strategy supports connections and collaboration. Research demonstrates that producers working as teams and connected to the right supports can achieve greater long-term success by leveraging the knowledge offered through B.C.'s Trade and Investment Representatives and the Canadian Trade Commissioner Service. Accessing one-on-one advisory services and understanding "in-market" trade developments on the ground, is invaluable in calculating margins of success and determining when to adjust or pivot. Timely access to reliable information from credible sources is what the International Market Development Strategy offers.

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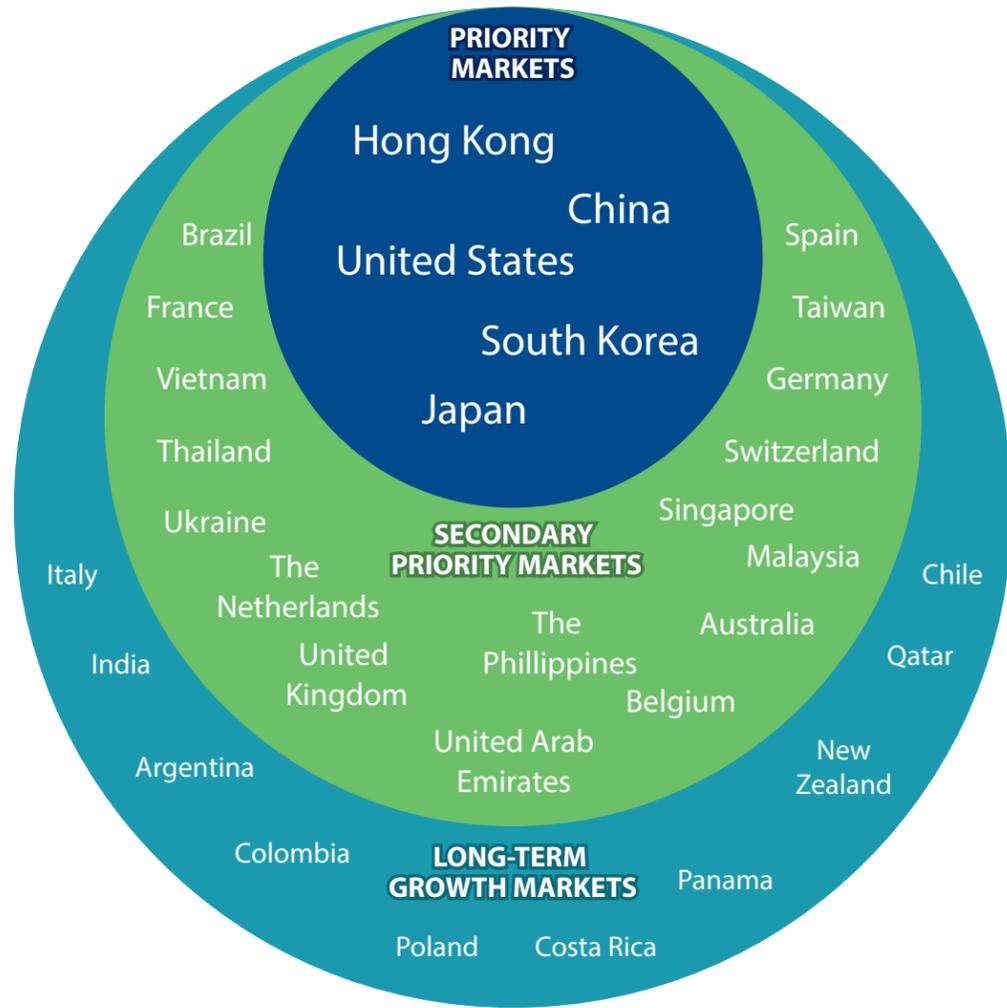
- B.C. Trade and Investment Representatives
- Canadian Trade Commissioner Service
- Tradeshows and Promotional Events
- Incoming and Outgoing Trade Missions

It's About Values

In international marketing, like fishing, many people talk about landing the "big one". B.C. companies have an advantage, as it is their core values that hook the big catch, and that's the story of Organic Ocean. Building on generations of fishing experience, partners Steve Johansen and Dane Chauvel recognized that when in discussion with buyers, nothing replaces face-to-face conversations. Organic Ocean's values, their commitment to sustainable harvesting and supplying B.C.'s best ocean produce to customers who care about quality and a renewable resource, is core to the company's success. Johansen builds the reputation of Organic Ocean by spending as much time in restaurant kitchens talking to chefs as he does tending lines and traps from the deck of his boat. It is that personal commitment that earned Ocean Organic the "Producer/Supplier of the Year" award voted on by The Chefs' Table Society of British Columbia. Organic Ocean's market reach is now expanding, having recently established two US distribution partnerships, each of which should represent upwards of USD \$1 million in annual revenue.

“This is significant” said Chauvel, “as our average order size is about CAD \$650. We're obviously excited about the prospects for U.S. distribution which would not have been possible without the support of the B.C. Agrifood and Seafood Export Program.”





The continued success of these objectives further establishes British Columbia as a preferred supplier among our international customer base and creates more pathways into new opportunities. The Government of British Columbia is working with B.C.'s diverse agrifood and seafood sectors to increase opportunity in a select number of identified markets. Every approach is designed to address the unique attributes connected to priority, secondary priority and emerging markets.

Priority Markets

We are a trusted trading partner in priority markets where B.C. products and the quality they represent, are established and embraced. The US and select Asian markets present unique opportunities for B.C. producers. Through active research, strong relationship development, and deliberate investment in these markets, B.C. producers reap the rewards of increased market share. Nowhere is this more evident than with our largest trading partner, the United States - export to the US increased by 12.1% from \$1.8 to \$2.0 billion in 2014. That growing record of success is foundational to our establishment as a trusted market leader across a number commodity and product lines and has also supported entry into key markets such as China, Hong Kong, Japan, and South Korea.

Secondary Priority Markets

We are engaged and exploring the opportunities for even greater success. The tools of the trade – knowledge, investment and network – all in the right measure, help to test new opportunities to further establish B.C.'s leadership role in agrifood and seafood. The B.C. Agrifood and Seafood Export Program in combination with other programs and services support the ability of B.C.'s agrifood and seafood industry to engage with these markets.

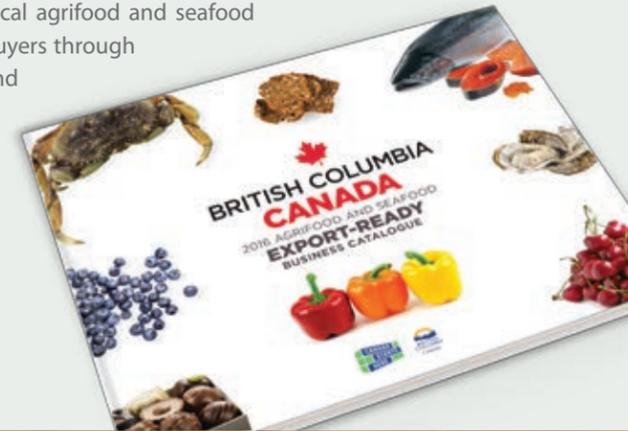
International Best Sellers

As books go – it's a page turner. The B.C. Agrifood and Seafood Export-Ready Business Catalogue captures the rich diversity of export-ready products – the best of B.C.'s brand.

This catalogue will be used by B.C. Trade and Investment Representatives (located in B.C. offices across the United States, Asia, Southeast Asia and Europe) and the Canadian Trade Commissioner Service (located in embassies, consulates and High Commissions around the world) to introduce foreign buyers to a sampling of the many products available from B.C.

The B.C. Government delivers a continuum of market development programs and services to assist primary producers, processors, exporters and associations across B.C. These include assisting businesses with their efforts to conduct targeted market research, develop effective marketing plans and enhance their marketing skills capacity through workshops, seminars and the B.C. Agrifood and Seafood Market Development Preparedness Program. The investment supports local agrifood and seafood promotions through the B.C. Buy Local Program and connects with international buyers through the B.C. Agrifood and Seafood Export Program. The strategy showcases the quality and diversity of what B.C. has to offer the world through the B.C. Agrifood and Seafood Export-Ready Business Catalogue.

If you're interested in profiling your product contact: foodsbc@gov.bc.ca



Long-term Growth Markets

We are committed to long term growth and that means connecting today's successes to tomorrow's potential. Opportunities will be explored through the B.C. Market Development Preparedness Program and B.C. Trade and Investment Representative Offices, with funding available through the B.C. Agrifood and Seafood Export Program, for industry-led activities in these markets. Long-term growth markets present growing opportunities for B.C. agrifood and seafood exporters. Success in these markets depends on early research, investment and network creation to ensure B.C. can build a strong foundation for future growth.





In Summary

British Columbia grows and harvests some of the world's finest agrifood and seafood products. Clean air and water, bright sun, and good soil all combine, resulting in flavour rich, nutritious, safe and healthy food. The B.C. agrifood and seafood sector is ideally positioned to respond to increasing product demand. The International Market Development Strategy ensures expanding opportunities result from the best knowledge combined with the right investment, channeled through a robust network of support to bring more of B.C.'s natural wealth to the world.

BC TRADE AND INVESTMENT OFFICES

