

## Activity Projects for WMH Members; Domestic and International

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## Activity Project 1: Development of the Canadian domestic market

The objective of this project is to strengthen interprovincial sales by connecting member manufacturers with new retailers, distributors, and entrepreneurs in underdeveloped provinces.

### Main Actions

#### *Create a centralized platform for member networking;*

To create a centralized digital platform for B2B networking between members, buyers, and distributors across Canada, the first step will be to analyze user needs. This involves identifying essential features such as user profiles (manufacturers, distributors, buyers), a searchable engine with filters by region and sector, secure internal messaging, and a rating system. A consultation with current members would help prioritize expectations and better guide the design process.

Next, an intuitive mock-up would be developed, including a bilingual interface (French and English), a personalized dashboard, and a searchable database. Technical development would be entrusted to a developer or specialized agency, who would integrate key features such as registration, profile management, search filters, and a secure contact system, while ensuring mobile compatibility.

A pilot phase would then be launched with a group of 10 to 20 volunteer members to test the beta version, gather feedback on the user experience, fix any technical issues, and adjust the platform before its official launch. Finally, a communication campaign would be deployed to promote the platform to members, including newsletters, demo webinars, and social media posts. A basic technical support service would also be offered to assist early users and ensure successful adoption.

#### **A summary of steps to follow:**

1. Needs analysis;
  - a. Identify essential features: user profiles, search engine, internal messaging, rating system, filtering by region/sector.
  - b. Survey current members to prioritize expectations.
2. Platform architecture design;
  - a. Develop a user-friendly mock-up.
  - b. Plan for bilingual sections, a personalized dashboard, and a searchable database.
3. Development and integration;
  - a. Hire a developer or a specialized web agency.
  - b. Test key functions: registration, profile creation, search filters, secure contact system.
4. Pilot phase and user feedback;
  - a. Launch a beta version with 10–20 volunteer members.
  - b. Gather feedback and adjust features accordingly.
5. Official launch and communication;
  - a. Promote the platform to members through newsletters, webinars, and social media.
  - b. Provide basic technical support.

### *Organizing targeted interprovincial trade missions;*

To organize targeted interprovincial trade missions, the first step would be to identify priority provincial markets by cross-referencing survey data with regions currently underserved by members. Once the target provinces are defined, a registration form would be created to invite interested businesses to participate. Applications received would then be evaluated based on specific criteria such as production capacity, growth potential, or strategic market interest.

The next phase would involve logistical planning: setting dates, booking venues (meeting rooms, hotels, transportation), and establishing contacts with local chambers of commerce, regional economic partners, and potential retailers. Before departure, a training session would be organized for participating companies to prepare them for their meetings. This training would cover sales pitches, potential cultural differences, and specific expectations of the targeted markets.

Shared presentation materials, such as promotional kits, videos, and product samples, would also be prepared. During the mission, companies would be supported during B2B meetings to maximize their commercial impact. Finally, a structured follow-up would take place within two months of the event to measure tangible outcomes, such as the number of new clients, contracts signed, or ongoing negotiations.

#### **Summary of steps to follow:**

1. Identify priority provincial markets;
  - a. Cross-reference survey data with underserved provinces.
2. Select participants;
  - a. Create a registration form for interested businesses.
  - b. Evaluate applicants based on production capacity, growth ambition, etc.
3. Logistical planning of the mission;
  - a. Set dates; book venues, hotels, and transportation.
  - b. Reach out to chambers of commerce, regional partners, and potential retailers.
4. Prepare participating businesses;
  - a. Organize a training session: sales pitch, cultural differences, market expectations.
  - b. Create shared presentation materials.
5. Execution and follow-up;
  - a. Support companies during B2B meetings.
  - b. Conduct follow-up within 2 months to assess outcomes.

### *Implementing a regulatory assistance program;*

To help manufacturers better navigate the differences between provincial regulations in construction, transportation, and certifications, a structured regulatory assistance program would be established. The first step would involve mapping out regulatory differences by sector, identifying the specific requirements for each province. This would include necessary licenses, applicable technical standards, and certification conditions. A legal expert or specialized firm would be hired to produce a clear and accessible comparative chart.

Based on this, an interactive bilingual guide would be developed, compiling essential information in digital format and enriched with practical case studies by sector to illustrate the necessary procedures. In addition,

a personalized support line would be offered to members, with a regulatory advisor service available on demand, by phone or videoconference. Monthly sessions hosted by invited experts could also be organized to explore complex topics in more depth.

Finally, an information campaign would be launched to widely disseminate these tools: explanatory webinars would be held province by province, along with the distribution of technical sheets tailored to each member's sector and target territory. This program would thus provide concrete and ongoing support for interprovincial market expansion.

**Summary of steps to follow:**

1. Map regulatory differences by sector;
  - a. Identify specific requirements for each province.
  - b. Hire a legal expert or specialized firm to create a comparative chart.
2. Create a simplified interactive guide for manufacturers;
  - a. Compile the information into a bilingual digital document or tool.
  - b. Include practical case studies by sector.
3. Offer personalized support;
  - a. Set up an on-demand regulatory advisor service.
  - b. Provide the option for monthly meetings with guest experts.
4. Launch an information campaign;
  - a. Organize explanatory webinars for each province.
  - b. Send technical fact sheets to members based on their sector and target region.

*Mapping national suppliers;*

To reduce dependence on imports, particularly from Asia, a strategic mapping of national suppliers would be implemented. The first step would involve creating an internal database listing Canadian suppliers, using contacts already established by members as well as regional industrial directories. Suppliers would be categorized by the type of material provided, their production capacity, and delivery times.

A public call would then be issued to expand this database by engaging the networks of Well Made Here, provincial chambers of commerce, and industrial unions to identify new potential partners. Based on this data, an interactive map would be developed: this digital, geolocated tool, accessible to members, would allow users to explore suppliers using filters such as industry sector, certification level, or average price.

To encourage use of this database, virtual speed-networking meetings between manufacturers and suppliers would be organized. Finally, incentives such as subsidized pilot collaborations could be offered to foster the creation of new local partnerships and strengthen the resilience of the domestic supply chain.

**Summary of steps to follow:**

1. Create an internal database of Canadian suppliers;
  - a. Use member contacts and regional industrial directories.
  - b. Categorize by material type, production capacity, delivery times.
2. Launch a call for partner suppliers;

- a. Issue a public call through the Well Made Here network, chambers of commerce, and industrial unions.
3. Create an interactive supplier map;
  - a. Develop a geolocated digital tool accessible to members.
  - b. Add filters by sector, average price, certification level.
4. Facilitate initial contact;
  - a. Organize virtual networking meetings.
  - b. Offer incentives for trial local collaborations.

### *Using our harmonized Well Made Here logo;*

To facilitate interprovincial acceptance of locally made products, a structured strategy would be implemented to strengthen the impact and usage of the harmonized Well Made Here logo. A targeted communication campaign would be deployed in provinces outside Quebec, particularly in trade magazines, industry events, and platforms like LinkedIn, to increase brand awareness among public and private buyers.

Testimonials from retailers and entrepreneurs who have successfully integrated certified products into their offerings would be shared to build the brand's credibility. At the same time, the logo would be linked to a standardized verification process, incorporating criteria related to standards, sustainability, and safety, to establish an official layer of national recognition. An interprovincial equivalency label could also be introduced to help businesses participate more easily in public procurement outside their home province.

Manufacturers would receive specific support to use the logo effectively: a communication kit with usage guidelines would be provided, along with a quick training on how to highlight product labeling to reassure buyers and build trust. Finally, steps would be taken to encourage integration of the logo into provincial procurement platforms by negotiating with public and cooperative organizations to have Well Made Here officially recognized as a mark of quality and national compliance.

### **Summary of steps to follow:**

1. Boost logo awareness among out-of-province buyers;
  - a. Targeted communication campaign outside Quebec: professional journals, trade shows, LinkedIn.
  - b. Share testimonials from retailers and entrepreneurs who trust the brand.
2. Link the logo to a standardized verification process;
  - a. Add an official layer of recognition.
  - b. Develop an interprovincial equivalency label to support participation in public tenders.
3. Train manufacturers to use the logo effectively;
  - a. Provide a communication kit with logo usage guidelines.
  - b. Offer a quick training on how to highlight labeling to reassure buyers.
4. Encourage logo integration into provincial procurement platforms;
  - a. Negotiate with public and cooperative platforms to recognize Well Made Here as a mark of quality.

## Expected Results

### *Increase in out-of-province sales;*

Out-of-province sales could reach approximately 50% within five years, representing a major strategic shift for member manufacturers. Such growth would lead to significant diversification of the customer portfolio, as selling in multiple provinces would reduce dependence on a single local market and help mitigate risks linked to economic slowdowns or industry-specific crises in any one region.

This geographic expansion would also stabilize annual revenues by smoothing out seasonal or regional demand fluctuations. In addition, manufacturers would be encouraged to adapt their products, pricing, and communication strategies to suit diverse markets, strengthening their competitiveness, professionalism, and commercial agility.

A broader presence would increase their national visibility, projecting the image of a solid, well-established company with enhanced credibility in the eyes of commercial partners, investors, and public buyers. Finally, this growth would create a positive scale effect, with increased volumes leading to lower unit costs, better negotiation power with suppliers, and optimized logistics, ultimately improving overall profitability.

### *Reduction of regulatory barriers;*

Regulatory obstacles are expected to be significantly reduced in the coming years, bringing many advantages to member manufacturers. Simplifying interprovincial business processes would make it easier for companies to access new markets without needing to make deep modifications to their products or operations, thanks to harmonized or clarified provincial requirements (licenses, safety standards, certifications).

This harmonization would save time and resources: with fewer administrative complexities, companies would require less legal or compliance staff and could redirect those efforts toward production, innovation, or business development. Fewer regulatory hurdles would also stimulate product innovation, as manufacturers could focus more on continuous improvement instead of repeated adaptation to local rules.

Moreover, more consistent regulations across provinces would support fairer competition, ensuring that all manufacturers, regardless of location, operate under more equitable conditions. Finally, interprovincial recognition of the Well Made Here logo would become a strategic asset: if accepted as a quality marker across multiple jurisdictions, the logo would gain attractiveness among public and private buyers, strengthening the brand's visibility, legitimacy, and unity at the national level.

### *Strengthening of the domestic supply chain;*

The domestic supply chain could be significantly reinforced over the coming years, contributing meaningfully to the resilience of Canadian manufacturers. This shift would reduce dependence on foreign imports, particularly from Asia and the U.S., making companies less vulnerable to tariff increases, shipping delays, or geopolitical tensions.

By relying on consolidated Canadian suppliers, manufacturers would secure delivery times and benefit from shorter, more reliable, and more predictable supply routes, improving both customer satisfaction and operational planning. Furthermore, this renewed focus on local sourcing would stimulate the national economy by supporting the activities of other Canadian small and medium enterprises (SME) and fostering the development of a stronger, more interconnected industrial ecosystem.

A robust domestic supply chain would also enhance adaptability in times of global crisis, whether due to pandemics, trade wars, or port shutdowns. Lastly, using nearby partners would reduce the carbon footprint associated with transportation, aligning with corporate sustainability strategies and meeting the growing expectations of environmentally conscious consumers.

## Activity Project 2: International expansion, prioritizing the European market

The objective of this project is to support manufacturers in entering or consolidating their presence in the European market, by primarily targeting key countries within Europe.

### Main Actions

#### *Launch a joint trade mission;*

As part of the expansion plan toward Europe, a joint trade mission to France, Germany, and Belgium would be organized in partnership with Canadian trade commissioners. The first step would be to develop a strategic plan with [Global Affairs Canada](#), by contacting the trade commissioners at the Canadian embassies in Paris, Berlin, and Brussels.

Clear objectives would be set, including target sectors and the types of meetings planned (B2B meetings, participation in trade fairs, industrial site visits). An optimal timeline would be selected based on the dates of major European trade shows, and a structured mission itinerary would be developed. Logistical preparation would include booking meeting venues, accommodation, and intercity transportation, as well as arranging bilingual staff or interpreters if needed.

A communication campaign would be launched among Well Made Here members to promote the mission and encourage participation. A registration form would be made available, and participating businesses would be selected based on their relevance to the targeted European markets. On-site, B2B meetings would be organized with local distributors and buyers. Each meeting would be documented and followed up in a structured manner to encourage concrete business outcomes after the mission.

#### **Summary of steps to follow:**

1. Strategic planning with “Global Affairs Canada”;
  - a. Contact trade commissioners at Canadian embassies in Paris, Berlin, and Brussels.
  - b. Define clear objectives: targeted sectors, types of meetings.
2. Calendar and city selection;
  - a. Identify dates of major trade fairs.
  - b. Establish a structured mission itinerary.



3. Logistical preparation;
  - a. Book meeting venues, accommodation, and intercity transportation.
  - b. Arrange for interpreters or bilingual staff on site if needed.
4. Invitations and company registration;
  - a. Launch a promotional campaign to Well Made Here members.
  - b. Create a registration form and select companies based on market relevance.
5. Implementation and on-the-ground support;
  - a. Organize B2B meetings with European distributors and buyers.
  - b. Document all exchanges to ensure structured follow-up post-mission.

### *Create a "Well Made Here - Europe" export catalogue;*

As part of the European trade mission, a select group of manufacturers would be chosen to create a "Well Made Here - Europe" export catalogue, specifically tailored to the local market. An open call for applications would first be launched, inviting interested manufacturers to submit their product profiles, including export capacity, certifications, and international logistics capabilities.

Companies would then be evaluated based on predefined criteria such as financial stability, brand image, and production capacity. Once participants are selected, product sheets, high-resolution visuals, technical descriptions, and certifications would be collected. The content would be translated into French, German, and Dutch, depending on the target markets.

A professional layout would be produced in both print format and interactive PDF, featuring the Well Made Here logo, company contact details, and QR codes linking to each company's website or online store. The catalogue would be distributed strategically: handed directly to distributors during the trade mission, and then shared electronically through Canadian embassy networks and at major European trade shows.

### **Summary of steps to follow:**

1. Call for applications;
  - a. Distribute an announcement inviting manufacturers to submit their product profiles.
  - b. Evaluate applicants based on predefined criteria (export readiness, certifications, production capacity, etc.).
2. Creation of the European catalogue;
  - a. Collect product sheets, visuals, descriptions, and certifications from selected companies.
  - b. Translate content into French, German, and Dutch based on target countries.
3. Professional design and layout;
  - a. Design a clear, high-quality catalogue layout.
  - b. Include Well Made Here logos, company contact details, and QR codes linking to websites or e-commerce platforms.
4. Targeted distribution;
  - a. Distribute the catalogue directly to distributors during the trade mission.
  - b. Share electronically through Canadian embassy networks and at major European trade fairs.

### *Collaborate with European distributors;*

To facilitate the integration of Canadian products into the European market, a targeted collaboration strategy would be developed with established distributors in France, Germany, and Belgium. The first step would involve identifying potential partners using the networks of Canadian trade commissioners, specifically focusing on distributors active in construction, renovation, tools, or interior design sectors.

A thorough analysis of their current catalogs and import strategies would help identify those most compatible with the offerings of Well Made Here member manufacturers. Preliminary contact would be made before the mission, accompanied by clear, engaging presentations of the selected manufacturers. During the trade mission, personalized meetings would be scheduled to enable direct discussions and identify concrete opportunities for exclusive distribution or partnerships.

To encourage commitments, collaboration incentives could be proposed, such as introductory pricing, joint marketing support, or simplified logistics. Finally, a structured three-month follow-up plan would be put in place after the mission to maintain engagement, reopen discussions, and help convert contacts into commercial agreements.

#### **Summary of steps to follow:**

1. Identify potential partners;
  - a. Use the networks of Canadian Trade Commissioners to identify relevant distributors.
  - b. Analyze distributors' existing product catalogs and import strategies.
2. Initial contact and manufacturer presentation;
  - a. Organize preliminary video or phone calls before the mission.
  - b. Send engaging, well-designed profiles of selected Canadian manufacturers.
3. Meetings during the trade mission;
  - a. Schedule personalized B2B meetings between distributors and manufacturers.
  - b. Explore potential for exclusive distribution agreements or strategic partnerships.
4. Negotiation and follow-up;
  - a. Offer collaboration incentives: Introductory pricing, joint marketing support, simplified logistics solutions
  - b. Implement a structured follow-up plan over the three months following the mission to nurture leads and convert interest into agreements.

### *Offer international e-commerce preparation workshops;*

To support manufacturers in their online international development, a series of preparation workshops focused on e-commerce would be implemented, with a particular emphasis on logistics, customs, and European platforms. The first step would be to identify members' specific needs by conducting a survey to assess their current level of knowledge on key topics such as cross-border logistics, returns management, and the use of local marketplaces.

Based on this, a modular workshop program would be designed. Module 1 would focus on logistics and customs procedures; Module 2 on online sales platforms such as Amazon; Module 3 on payment systems,

invoicing, after-sales service, and returns; and Module 4 on European digital marketing and marketplace optimization strategies.

To ensure the quality of the training, certified experts and consultants specialized in international trade and e-commerce would be engaged. The workshops would be offered both online (as interactive webinars) and in-person depending on demand, and supported by practical training guides. A post-workshop individual coaching option would also be offered to companies seeking personalized support in implementing their international e-commerce strategy.

**Summary of steps to follow:**

1. Identify members' specific needs;
  - a. Conduct a survey to evaluate current knowledge: cross-border logistics, European platforms, returns management, etc.
2. Design a modular workshop program;
  - a. Module 1: Logistics and Customs
  - b. Module 2: E-commerce Platforms
  - c. Module 3: Payment, Invoicing, Returns, and Customer Service
  - d. Module 4: European Digital Marketing and Marketplace Optimization
3. Engage certified experts and trainers;
  - a. Partner with international trade consultants and e-commerce specialists, offering interactive webinars and in-person sessions
4. Provide accompanying support guides
  - a. Provide post-workshop individual coaching;
  - b. Offer tailored coaching for companies seeking personalized implementation assistance

*Subsidize participation in sector-specific trade fairs;*

To promote the visibility and market entry of Canadian manufacturers in European markets, a subsidy program would be implemented to support participation in sector-specific trade fairs. The first step would be to identify the most relevant professional trade fairs in Europe based on the industries represented by members, such as construction, home improvement, tools, or interior design. A support fund would then be established to partially finance participation costs, including registration, transportation, logistics, and marketing.

Clear eligibility criteria would be defined: only companies with a translated export catalogue, valid certifications, and a structured export plan would be eligible for support. In addition, personalized assistance would be offered to help exhibitors prepare effectively. This would include booth design support, production of promotional materials in local languages (French, German, Dutch), and logistical coordination for samples.

After the event, performance indicators (such as number of contacts made, follow-up meetings, and confirmed orders) would be collected to evaluate the real impact of participation. A follow-up support process could also be introduced to help companies finalize commercial opportunities initiated during the fair and maximize return on investment.

### Summary of steps to follow:

1. Selection of relevant trade fairs;
  - a. Identify major professional trade shows in Europe for the sectors represented by members.
2. Create a support fund for participation;
  - a. Allocate a budget to participating companies.
3. Establish eligibility criteria;

Companies with a translated catalogue, up-to-date certifications, and a structured export plan.
4. Support the preparation of exhibitors;
  - a. Assist with booth design, creation of promotional materials in local languages, and logistics for product samples.
5. Measure post-fair impact;
  - a. Collect data: number of leads generated, post-event meetings, confirmed orders.
  - b. Consider follow-up support to finalize commercial opportunities.

## Expected Results

### *Increase in European sales;*

If European sales were to reach approximately 10% of total revenue within five years, this would represent a major strategic achievement for Canadian manufacturers. Such growth would allow for significant geographical diversification, reducing dependence on North American markets, which are particularly sensitive to political and economic fluctuations, and would help stabilize long-term revenues.

Access to a mature and solvent market such as Western Europe, which includes millions of high-purchasing-power consumers who are sensitive to sustainable products and ethical values, would offer considerable commercial potential. This international positioning would enhance the reputation and prestige of Canadian brands by associating them with quality, innovation, and competitiveness.

Reaching the 10% threshold in European sales would also have a positive leverage effect on overall growth, helping to balance revenue streams and providing valuable support in case of a temporary slowdown in the Canadian or U.S. market. Lastly, an active presence in Europe would open the door to both European and Canadian grants through export, innovation, or sustainability support programs, further strengthening international expansion efforts.

### *Establishment of long-term commercial partnerships;*

Establishing two to three long-term commercial partnerships in Europe would be a key strategic outcome for Canadian manufacturers engaged in the internationalization process. These partnerships would ensure long-term stability by generating consistent revenue, reducing the costs associated with prospecting, and creating a valuable network effect on a continental scale.

Such collaborations would accelerate integration into the European value chain by facilitating logistics, regulatory compliance, local after-sales service, and return management. They would also allow for risk and responsibility sharing, as manufacturers could delegate certain key functions such as marketing, delivery, or customer service, thereby helping to reduce costs and mitigate the risks associated with exporting.

Furthermore, these partnerships would provide direct access to local knowledge by offering an in-depth understanding of buying behaviors, cultural preferences, and market-specific expectations. Once these relationships are established, they could also pave the way for future expansion, serving as a springboard into other European Union countries or into new distribution channels, such as physical retail or B2B e-commerce.

### *Increase in international online sales;*

The development of international online sales would represent a major strategic opportunity for Canadian manufacturers, particularly as an accessible and scalable sales channel. E-commerce would allow products to be marketed globally without the need for costly physical infrastructure, making it an ideal tool for quickly testing new markets.

By selling directly online, manufacturers would reduce the number of intermediaries, allowing them to retain higher margins compared to traditional channels. This distribution model would also align with clear shifts in consumer habits, as more and more customers, both professional and individual, prefer to shop online, especially in sectors like renovation, tools, and home decor. A strong presence on platforms such as Amazon would further boost the visibility of Canadian products abroad, making them more easily discoverable by a wide audience.

Finally, e-commerce would give manufacturers valuable access to detailed customer data, such as conversion rates, average order values, and purchasing behaviors. These insights could then be used to refine marketing strategies, adjust product offerings, and optimize international sales campaigns.