

SURPRISE CASE

HAPPENING MARKETING 2021

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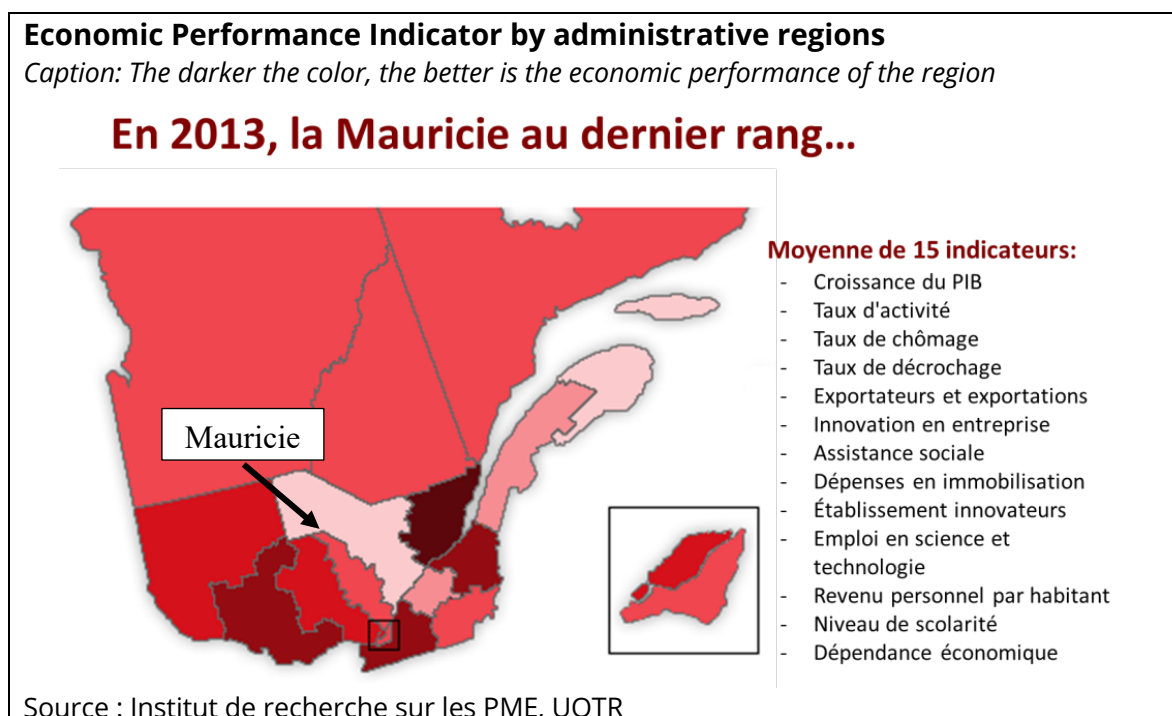
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ABOUT

GROUPÉ Mauricie-Rive-Sud (<http://groupe-pe.org/>) is a group of companies aiming to accelerate the diversification and economic development of La Mauricie and its South Shore regions (the MRCs of Bécancour and Nicolet-Yamaska, on the other side of the St.Lawrence River, linked to La Mauricie by the Laviolette Bridge)¹.

GROUPÉ is an initiative by business people of the region in reaction to the economic devitalization situation that characterized it a few years ago. In fact, in 2013, according to a study by l'Institut de recherche sur les PME (INRPME) de l'UQTR, La Mauricie ranked last among the 17 administrative regions of Quebec in terms of economic performance, tied with La Gaspé (see figure below).



¹ The South Shore, including the MRCs of Bécancour and Nicolet-Yamaska, is considered by entrepreneurs from la Mauricie and the South Shore to be the same business community, sharing a common economic space. The South Shore is also an extension to the industrial structures of La Mauricie. Even though these two MRCs are territories of the Centre-du-Québec administrative regions, GROUPÉ wanted to bring both MRCs entrepreneurs together in order to maximize regional consultations.

Under the supervision of researcher Frédéric Laurin, professor of economics at l'École de gestion de l'UQTR (ÉGUQTR) and researcher at l'INRPME, this study was based on the analysis of about fifteen indicators able to describe the economic performance of a region.

How to explain this weak performance of the region, despite its ideal positioning between Montreal and Quebec (compared to the remoteness geographic of La Gaspésie), its strong industrial base (La Mauricie is historically one of the first industrial regions of North America), the presence of UQTR and numerous research centers, the availability of various development and support funds for small businesses, and so on? Part of the answer is that the region was undergoing strong industrial transformation at the time. The sectors of activity which, historically, were its economic pride before the 1980s and 1990s are traditional industries which are now declining such as: pulp and paper, metal processing, textiles, etc. As a result, La Mauricie experienced in the 80s and 90s, and until 2014, a cascade of closures of large multinationals in these traditional sectors, causing the unemployment rate to explode and weakening a series of sub-contractors and regional suppliers who worked for those large firms.

GROUPÉ was created, in 2014, by entrepreneurs in reaction to this economic decline situation. Indeed, with the disappearance of large multinationals, it is these local SMEs that now have the responsibility of creating new jobs, making investments and ensuring the redevelopment of its regional economy. By becoming directly involved in its regional economic development, proud entrepreneurs wished to contribute to the revival of La Mauricie-Rive-Sud.

Since the beginning, l'ÉGUQTR has been involved in the development of GROUPE, as partner in strategic analysis, economic and sectoral studies, data collection or technical support. Several ÉGUQTR professors and researchers were involved, in different ways, but also students of the bachelor's degree in administration (internships and application projects) and the MBA program (synthesis activities).

In fact, it was researchers from l'ÉGUQTR who proposed, in 2014, the institutional model leading to the creation of GROUPE, with the objective of getting entrepreneurs to work together and implement structuring projects for the region's economy. More specifically, these projects aim to stimulate the growth and development of SME members of GROUPE, to ensure the growth of the eight activity sectors listed below and / or to support the economic development of the entire region.

As soon as a region's economy depends on declining sectors, its recovery requires the development of more promising sectors for its economics' future. A study carried out by l'ÉGUQTR researchers, has identified eight promising sectors on which to base the process of the economic diversification in the region:

1. Information Technologies
2. Green Technologies
3. Food Processing
4. Industrial Services
5. Arts, Culture and Tourism
6. Machine Design and Manufacturing
7. Furniture Manufacturing
8. Transportation, Warehousing and Logistics

This is why GROUPÉ works on the basis of regional sector tables, with one table for each of these activity's sectors². Each table brings together the entrepreneurs of the region in their sector of activity in order to be able to collectively solve common problems or to exploit business opportunities together, always aiming to accelerate the development of the industry, but also of the region. Since 2014, more than sixty (60) structuring projects have been implemented, for example:

- Collective training for the workforce;
- Collective participation in fairs and trade shows;
- Co-development and co-financing between companies;
- The organization of business networking, to forge business relationships between companies in the region and thus develop local rather than foreign small businesses;
- Communication and marketing actions to highlight the strengths of La Mauricie-Rive-Sud in these eight promising sectors, in order to attract labor, investors and entrepreneurs;
- Etc.

"We understood that by working in collaboration and consultation, we were able to develop our companies more quickly, while having a more structuring leverage effect on the entire economy of the region" explains Alexandre Ollive, Managing Director of GROUPÉ.

² The Design and Manufacturing sector has obtained the ACCORD status from the Government of Quebec ("*le statut de créneau d'excellence ACCORD du Gouvernement du Québec*"). Thus, this table has the financial and human resources to operate autonomously, it is therefore not hosted by GROUPÉ. However, GROUPÉ is a partner in this niche of excellence and makes sure to create contacts with other sectoral tables.

GROUPÉ'S TRANSPORTATION, WAREHOUSING AND LOGISTICS

The transportation, warehousing and logistics industry represents one of the main development poles of La Mauricie-Rive-Sud, at the heart of its economic recovery, with a regional GDP of \$ 352 million, the 4th largest sector in the region, and, with around thirty regional and international carriers and handlers³. It is also the fifth largest employer in the region, with 3,800 jobs.

GROUPÉ's transportation, warehousing and logistics table (The "Transportation Table") brings together the main regional companies in this field. Unlike the other growth sectors of GROUPÉ, whose full potential is yet to be developed, the transportation, warehousing and logistics sector in La Mauricie-Rive-Sud is in a relatively mature stage, with well-established companies and existing infrastructures having benefited from significant investments in recent years. Thus, this sector has the potential to generate very quickly, in the short and medium terms, significant economic benefits for the region, not only in terms of jobs and investments, but also in national and international visibility.

The region of La Mauricie has incomparable transport capacities for a region outside a large metropolis:

- The Port of Trois-Rivières, which has just completed major investments to increase its capacity;
- An airport that can accommodate all types of aircrafts, even the Boeing 737 and Airbus A310 thanks to its 2.75 km runway equipped with high-intensity

³ Based pm data compiled by l'ÉGUQTR students..

approach lights with PAPI and ARCAL systems at both ends. The track is accessible 24 hours a day⁴;

- An ideal geographical location between Montreal and Quebec, served by the main highways, namely the QC-40 (East-West) connecting Quebec and Montreal and the QC-55 (North-South) which gives access to highway 20 and to Interstate 91 to Vermont;
- A railway leaving from the Port of Trois-Rivières and providing access to the Class 1 rail networks of Canadian National (CN) and Canadian Pacific (CP). This portion of the railway is managed by the private company Les Chemins de Fer Québec-Gatineau;
- The Parc portuaire de Bécancour. It is an industrial park with its own port, which allows them to serve businesses located in its territory, but it can also be used by other transport providers. The industrial park is one of the most beautiful in Quebec, especially for its heavy industry. It is also the only one to be managed by the Government of Quebec and not by a municipality. It is directly connected by the CN rail network;
- About thirty truck transport companies, six of which are North American;
- The presence of several intermediaries and support companies in the field of transportation;
- Numerous storage spaces. Storage may be required when transporting goods for short or long periods, depending on customer needs and circumstances.
- Nearby industrial parks, equipped with all the necessary infrastructures, for companies wishing to locate in La Mauricie-Rive-Sud in order to benefit from all these nearby transportation facilities.

⁴ <https://www.idetr.com/fr/aeroport-de-trois-rivieres>

All of this makes La Mauricie-Rive-Sud a very competitive multimodal transport platform. A multimodal platform is defined as a space offering several modes of transportation (truck, train, boat and plane), as well as all the services supporting the entire logistics and transportation chain.

The main problem with the sector is its lack of visibility. La Mauricie-Rive-Sud's transportation capacity is largely unknown, both nationally and internationally. Even in the region, the vast majority of businesses and the general public are unaware of the existence of such a complete multimodal platform, nor even of the economic weight of the transportation sector in the region. In addition, it remains under the radar of national and international transport operators. In this regard, the region is perhaps the "best kept secret" in Eastern North America, given the quality of its infrastructure and its businesses. With a little more notoriety and marketing, La Mauricie-Rive-Sud's multimodal platform could quite quickly increase its traffic rate and attract new investments.

MEMBERS OF THE TRANSPORTATION TABLE

The fifteen companies which are members of GROUPE's Transportation Table represent a total turnover of 242 million dollars and 1.216 jobs. They have experienced overall sales growth of 41% in the past five years. The main members of the Transportation Table are:

The Trois-Rivières Port Authority. The Port of Trois-Rivières is the backbone of La Mauricie-Rive-Sud's multimodal platform, being one of the main maritime gateways to Eastern Canada. Consequently, the development of the table is closely linked to that Port, which is the point of departure or arrival of a large part of the volumes passing through the region. The Port annually receives 55,000 trucks, 11,000 railcars and more than 200 merchant and cruise ships from some 100 ports located in more than 40 countries around the world. It handles traffic of more than 3.3 million metric tons. The products handled by the port vary widely, ranging from grain, lumber, forest products, wind turbines, to alumina and much more.

The Port of Trois-Rivières. The Port has invested \$ 130 million over the past 10 years, as part of its strategic plan "On Course for 2020". These investments have enabled the development or improvement of its infrastructure and its transport network, with the aim of increasing freight traffic. A new terminal has been installed, as well as new storage spaces. The quays have been adapted to accommodate any type of vessel. The Port has just announced a second development plan, "Cap on 2030", providing for the construction of a brand new

terminal (which will be one of the most important industrial projects in the region) and investments of 135 million dollars.



Source : Administration portuaire de Trois-Rivières

BELLEMARE

Bellemare group. Bellemare is a 3rd generation family business employing 500 people⁵. Although present in several areas, the group specializes in non-standard transportation and handling throughout North America. Its CEO, Mr. Jean-Luc Bellemare, is one of the initiators of GROUPE, co-president of the grouping and president of the Transportation Table. His company notably provides transportation to North America for wind turbines manufactured by the Marmen, of Trois-Rivières (see photo next page).

⁵ <https://www.groupebellemare.com/>



Bellemare Transport: unloading a 42,500 kg wind turbine base at the Port of Bécancour, to load it onto a boat bound for Buffalo in the United States. Source:

<https://www.groupebellemare.com/produits-services/transport/secteur-eolien/>.

Chaîné Transportation. Transportation Chainé is a specialist in non-standard transport and handling of heavy equipment. These include, for example, the transport of transformers and turbines in the energy sector, oversized equipment for the mining industry (photo at right), and heavy machinery in large construction sites.





Somavrac Group. Groupe Somavrac specializes in stowage, storage, handling, as well as the processing, transport and distribution of chemicals on behalf of various industry sectors⁶. Stowage covers the activities of loading and unloading boats in a port, as well as the reception and shipment of goods. Somavrac also offers part of its services to the Port of Trois-Rivières, as well as that of Bécancour. The group is also present in five other ports in Quebec.

IDE Trois-Rivières and the Trois-Rivières airport. Innovation and Economic Development Trois-Rivières (IDE Trois-Rivières) is an organization with the mandate, given by the city of Trois-Rivières, to "support and coordinate all economic development on the territory of Trois-Rivières"⁷. IDE Trois-Rivières manages the Trois-Rivières airport on behalf of the city that owns it. At the moment, the airport does not host commercial flights, but this is a target desired by the city, in particular to offer flights to sunny destinations. The airport is awaiting the necessary clearances and permits from Transport Canada, as well as the Canadian Air Transport Security Authority (CATSA). IDE Trois-Rivières plans to invest \$ 12 million to build a new terminal capable of accommodating a waiting room for 250 passengers. Despite the absence of commercial flights, the Trois-Rivières airport averages 21,500 aircraft movements per year⁸. It accommodates, among other things, business flights, tourist flights, charter and freight transport⁹. In particular, many planes from major airlines land in Trois-Rivières due to the presence of the AAR company, located at the airport, which provides aircraft

⁶ <https://www.groupesomavrac.com/fr/entreprise/>

⁷ <https://www.idetr.com/>

⁸ <https://www.idetr.com/fr/aeroport-de-trois-rivieres>

⁹ Ibid.

maintenance and repair services. In addition, the airport is home to a charter airline company with more than 40 aircrafts and a helicopter company.

Logistec. Logistec offers terminal operation and cargo handling services in several ports in Quebec, including Trois-Rivières. Unlike the other members of the Transportation Table, the company's head office is not in the region, but its central role in the port operations of the Port of Trois-Rivières justifies its presence on this table. Also, it was originally founded by an entrepreneur from Trois-Rivières in 1950.

AAR. AAR Aircraft Services is a company providing aircraft maintenance and repair services, as well as the supply of aircraft parts. Employing 330 people in 2019, the company notably provides maintenance for Air Canada Airbus A319, A320 and A321¹⁰. It is located at the Trois-Rivières airport.

Les Chemins de Fer Québec-Gatineau. This private company operates the short railway lines that cross La Mauricie. Its network connects to the CP and CN networks. The company belongs to the international group Genesee & Wyoming Inc., but its presence at the Transportation Table is justified by the fact that it is the only rail transport operator from Trois-Rivières.

¹⁰ Le Nouvelliste, Marc Rochette, January 30th 2018.

OBJECTIVES OF THE TRANSPORTATION TABLE

The Transportation Table wishes to develop the region's potential in this area in order to position itself as a multimodal transport hub in Eastern Canada, and even in North America.

Transportation is a service sector that supports businesses in other industries, including manufacturing companies that need to deliver their goods. By offering more adapted and faster transport services, the Transportation Table can therefore contribute to the competitiveness of businesses in La Mauricie-Rive Sud region, thus meeting GROUPE's objectives. The Transportation Table is therefore considering ways to better serve its local customers, in particular by carrying out studies on the transport needs of businesses in the region. The ÉGUQTR was also mobilized in this regard, involving a few bachelor's students as part of their application projects, as well as master's students in management science (M.Sc.).

The Transportation Table also wishes to strengthen its multimodal capacities, by optimizing the transfer of goods from one mode of transport to another, which requires major efforts of consultation and coordination between the companies of the table. It is considering, in particular, how to offer integrated transport solutions, such as a sort of "one-stop-shop" for customers wishing to use La Mauricie-Rive-Sud as a gateway.

COMMUNICATION AND MARKETING STRATEGY

But as explained above, the Transportation Table wants above all to implement a major visibility campaign in order to publicize the capabilities of its multimodal platform, both in the region, in Quebec and internationally. “The geographical position, the rail infrastructure, the access to the river and to the airport as well as the proximity to highways offer an exceptional gateway to North America”, explains Jean-Luc Bellemare, President of the Group. Bellemare and co-president of GROUPE Mauricie-Rive-Sud. Developing the visibility of La Mauricie-Rive-Sud’s multimodal platform is in line with the achievement of the following objectives:

- ensure provincial, national and international visibility for the multimodal platform;
- increase the volumes passing through the Port of Trois-Rivières and the Bécancour Port Park, as well as the volumes and customers of carriers in the region;
- attract businesses and investments to the region, in particular manufacturing companies that have special transport needs and that could benefit from the proximity of a multimodal platform with so many advantages and specialized services;
- attract complementary service providers to companies already present in La Mauricie-Rive Sud in the field of transport, logistics and warehousing, with the aim of improving the overall range of services in the region, but also to create new investments and new jobs in La Mauricie-Rive-Sud;
- position the transport, logistics and warehousing sector as a major development axis for the region and make its potential and its businesses better known, both to the general public and to the business community;

- contribute to the territorial marketing of the region by giving an image of economic vitality, in order to attract investors, entrepreneurs and labor.

These objectives go through the implementation of a marketing, visibility and communication strategy, for example by developing a distinctive brand image, at regional, national and international level. This marketing positioning would allow the development of:

- the quality and capacity of infrastructure;
- access and geographic location of the region;
- intermodality potential;
- the offer of transport service providers in the region, according to their expertise;
- the availability of port space, storage facilities and industrial parks;

“The transportation industry is booming in the region. Not only are La Mauricie and the South Shore very well located geographically, but they have significant infrastructure that allows them to do business on a global scale. Thanks to dynamic entrepreneurs, who position our region on the international scene, our region has all the assets to become a major multimodal platform.”, Emphasizes Alexandre Ollive, CEO of GROUPÉ¹¹.

¹¹ Press release GROUPÉ. <http://groupe-pe.org/news/groupe-port-de-trois-rivieres-rassemblent-leaders-daffaires-transport-de-region/>

COMPETITOR PORTS

Among the main competitors of La Mauricie-Rive-Sud, there is obviously Montreal. However, its port is extremely busy, and the traffic difficulties in the metropolitan area represent a disadvantage for transport by truck. The cost of storage space is also higher there. The Port of Montreal is preparing a major expansion project at Contrecoeur, but this terminal will not see the light of day before 2024. The Port of Quebec is also considering the construction of a new terminal (the Laurentia project), but we hope for a start of construction in 2022 only. The advantage of La Mauricie-Rive-Sud is that it offers an immediately available platform, without traffic constraints, with storage facilities at a lower cost and easily accessible, without traffic.

Note, however, that, unlike the Port of Montreal, La Mauricie-Rive-Sud's multimodal platform does not handle containers, as it does not have the infrastructure required to do so. On the other hand, it specializes in the transport of various so-called "bulk" goods, for example wood, grains, sand, electrical transformers, wind turbines, etc.

Besides Montreal and Quebec, there are five other ports in Quebec that can handle the same type of goods as in Trois-Rivières and Bécancour: the port of Saguenay, the port of Sept-Îles, the port of Rimouski and the port of Salaberry-de-Valleyfield. There are also sea gateways on the east coast of Canada, including the ports of Halifax and Saint John's, Newfoundland and Labrador.

La Mauricie-Rive-Sud has many of the assets it needs to compete with other ports in eastern North America. Trois-Rivières is the last port, before Montreal, which can accommodate large ships in sufficiently deep water. The table below (next

page), taken from a logistics application project of a student of the ÉGUQTR bachelor of administration, describes the main ports in Eastern Canada¹².

Names	Jurisdiction	Nb of terminals	Water Depth (m)	Types of merchandise transited				
				General	Containers	Bulk liquid	Bulk Dry	Other
Baie-Comeau	Private	4	8.5 to 9					x
Bécancour	Provincial	5	10.7	x		x		
Contrecoeur	Private	2	6.1 to 10.7				x	
Côte-Sainte-Catherine	N.D	N.D	N.D					x
Gaspé	Private	2	8 to 10					x
Gros-Cacouna	Federal	2	10.2					x
Matane	Federal	1	10					x
Montréal	Federal and private	18	8.2 to 11	X	X	X	X	X
Port-Cartier	N.D	N.D	N.D	N.D	N.D	N.D	N.D	N.D
Québec-Lévis	Federal	N.D	15			x	x	
Rimouski	Provincial	8	3.5 to 7.3	x		x	x	
Saguenay	Federal	2	13.8	x		x	x	
Salaberry-de-Valleyfield	Municipal	8	8	x		x	x	
Sept-Îles	Federal	5	8 to 14	x		x	x	
Sorel-Tracy	Private	7	7 à 10.7	x			x	
Trois-Rivières	Federal	8	10.7	X		X	X	
	Provinces							
Saint John	New Brunswick	N.D	12.2	x	x	x	x	x
Halifax	Nova Scotia	14	8.8 to 16.8	x	x	x		x
Corner Brook	Newfoundland and Labrador	N.D	10.1	x	x		x	
Belledune	New Brunswick	4	10.4 to 14.6	x		x	x	
St-John's	Newfoundland and Labrador	N.D	11.8	x	x	x	x	x

The data compiled as part of this work shows that the Port of Trois-Rivières is one of the most affordable in Quebec in terms of cost per tonne of goods transited. Also according to this study, the great competitive advantage of the Port of Trois-Rivières lies in the quality of its transport network to get goods out of the port.

¹² Laneuville, François (2017). Logistics application project I (GAE1030-00), supervised by M. Jean-François Audy, professor of logistics to ÉGUQTR.

The quality of port facilities is important but is not necessarily the main competitive issue. Rather, it is access to an efficient rail network and a fluid road network that determine the choice of a maritime gateway. Taken from another study carried out by professors Jean-François Audy and Frédéric Laurin of ÉGUQTR in cooperation with a student, the following table presents the characteristics of several ports in eastern North America¹³. We can see that La Mauricie Rive-Sud has nothing to envy to other regions.

	Mauricie-Rive-Sud	Québec	Montréal	Sept-Îles	Halifax	Saguenay	Salaberry-de-Valleyfield	Rimouski	Saint John (NL)	Corner Brook (NL)	Saint-John (NB)	Belledune (NB)	New-York	Boston
Railway Axis														
Access to a local interest rail	X			X		X				X	X			
Access to a rail class 1 (interconnexion or proximity)	X			X		X				X	X			X
Access to a direct rail of Class 1	X	X	X		X		X	X	X		X	X	X	
Highway														
Number of main roads nearby (Highway)	3	2	5	-	1	-	5	1	-	-	1	1	4	2
Maritime Axis														
Port for the transport of goods	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Aerial Axis														
Less than 50 km from a														
Regional Airport	-	-	-	-	-	-	1	1	-	1	1	2	3	1
International Airport	1	1	1	-	-	-	1	-	-	-	1	-	3	1
Less than a 100 km from a														
International Airport	1	2	1	-	-	-	2	-	-	1	1	-	3	2
Less than 150 km from a														
International Airport	3	2	2	-	-	-	2	-	-	1	1	-	3	2

Also in this same study, the characterization of multimodal platforms in eastern North America made it possible to carry out a benchmarking analysis in order to validate whether information concerning their level of intermodality was present for the different transport platforms. The researchers found that the majority of

¹³ Adapted from: Laneuville, François (2017). Logistic application project I (GAE1030-00), supervised by M. Jean-François Audy, professor of logistic to ÉGUQTR.

the latter do mention it in their advertising material, but few give it great importance or use intermodality as a distinguishing competitive factor. Thus, the fact that the Transportation Table already brings together all the players in the transport sector in the region, working together to improve intermodal capacities and the quality of transport services, is a clear advantage that should be better publicized. The various transport stakeholders in the region therefore benefit from uniting under a common banner or identity.

Of all the platforms analyzed, only one appears to be an association of different transshipment points: the Massport in Boston. It brings together Logan Airport, Worcester Airport, Hanscom Field, Cruiseport and Conley Terminal. This regrouping is a good illustration of the cooperation between the various stakeholders, despite a website where information is unfortunately scattered, difficult to find and organized in a not very intuitive way. We can also mention the Port of Belledune in New Brunswick which does an excellent job of describing its multimodal capabilities and of consolidating information in one place.

TRANSPORTATION OPERATION

When a company has transport needs for shipping or receiving goods, it can call on various specialists to support it in organizing the transit. Sending small or medium packages can obviously be done using delivery services such as Fedex, Purolator and UPS. However, the transport of other types of goods can be very complex, requiring several modes of transport, sometimes across several countries, involving different operators and service providers. This requires tedious work of coordination, gathering information and obtaining quotes from different providers. This is why there are freight forwarders and freight brokers

offering transport optimization services, in order to identify, depending on the goods and the time of delivery, the fastest solutions. and the least expensive. Obviously, these transport specialists represent the main target audience for a La Mauricie-Rive-Sud visibility strategy, so that they consider this multimodal platform and its services in the possibilities offered to their customers.

In some cases, it is the client companies that express preferences for certain platforms, depending on their specific needs. For example, a company that makes road salt for winter street de-icing might prefer a location where it will be easy and inexpensive to store salt throughout the summer and fall. as it is manufactured, in order to deliver it during the winter to municipalities in Quebec. La Mauricie-Rive-Sud's platform, well positioned in central Quebec, with companies specializing in bulk transport (such as salt), with many inexpensive storage spaces, becomes an excellent transport solution for such business. Thus, any business with bulk transport needs becomes a second target audience for a visibility campaign for La Mauricie-Rive-Sud's platform.

THE BREAKBULK OF HOUSTON

Four years ago, the Transportation Table decided to participate, collectively, in Breakbulk America in Houston (Texas), one of the largest professional bulk transport fairs in the world that takes place annually. In 2019, the fair received more than 400 exhibitors and 4,800 visitors.

In partnership with IDE Trois-Rivières, this project aimed to promote the region's strengths in terms of transport capacity internationally and to develop new markets for the delegation of participating companies (Bellemare Group,

Somavrac Group, Transportation Chainé, Logistec, Genesee & Wyoming Inc. and the Trois-Rivières Port Authority).

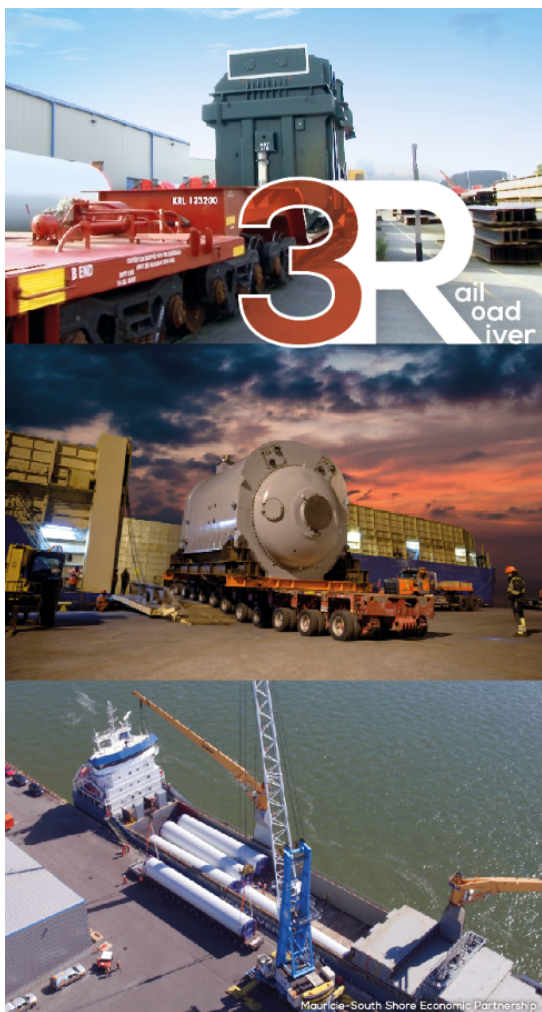
The Bellemare group was already a regular exhibitor at Breakbulk America, with its own booth. On the other hand, the table wanted to bring together all the players from La Mauricie-Rive-Sud under the same common booth. As Jean-Luc Bellemare explained: "Most of the large ports are present there. Even Halifax is there. But not Trois-Rivières. It's time to get on the map!".

This collective participation as an exhibitor in a common booth has several advantages. First, it allows La Mauricie-Rive-Sud region to be sold as a multimodal platform of international level. Second, the common kiosk has the advantage, for visitors passing through the kiosk, of being able to discuss in the same place with the main players of the multimodal platform of La Mauricie-Rive-Sud. According to Jean-Luc Bellemare, no other region or city does this among the exhibitors of the Breakbulk. This gives an image of a platform that can offer integrated and coordinated transport solutions. This spirit of consultation also opens the way to mutual referencing of potential customers during the fair.

Third, it is quite expensive to participate in this type of trade fair. By sharing the costs of participation, this project allows participating companies to be present on site and to develop new business relationships. Otherwise, they would not necessarily have the financial means to go there on their own. In addition to being represented at the booth, each company also has time to browse the fair and visit other exhibitors, in search of customers, suppliers, new trends, etc.

The members of the Transportation Table worked to develop a brand image for the layout of the kiosk. The first year they ran under the name "3R Rail Road River" (see picture aside). The 3R refers to Trois-Rivières, the R being also the first letter, in English, of the three main modes of transport used in La Mauricie-Rive-Sud, namely rail, road and river. However, air transport is missing in this pun. In addition, this appellation has the disadvantage of excluding the other territories of La Mauricie-Rive-Sud, apart from Trois-Rivières.

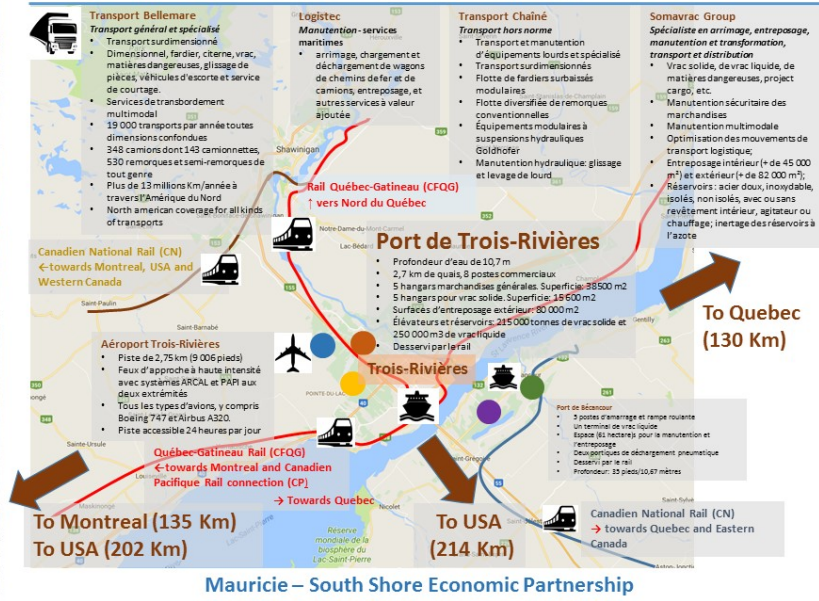
On the basis of this brand image, students in the Bachelor of Administration from ÉGUQTR worked on a small visual showing the region's full transport potential (see next page). However, this type of visual has not yet been adopted by the Transportation Table.





3R The easy gateway

Rail, Road, River: A complete multimodal platform





The second year and the years to follow, the Transportation Table opted for a new, more inclusive image under the name of "Saint-Lawrence Gateway", that is to say, the gateway to the Saint-Laurent. This brand image positions the St. Lawrence River as the gateway between businesses in the region and bulk transport.

These branding images were developed solely for the participation in Breakbulk, explaining the exclusive use of English. But the companies in the Transportation Table do not want to make it a permanent brand image. First, a French appellation would be needed, but it could also be declined in English for performances abroad. In addition, with regard to the "Saint-Lawrence Gateway", there was an advantage in positioning itself in this way at the Breakbulk since no other Quebec port was present there. But, in fact, there are several other gateways to the St. Lawrence River, as we explained previously. Finally, the table wants an image that expresses its collaborative and integrated nature, including having several modes of transport (multimodal aspect), as well as strong cooperation between companies in the region within a business group. It is very rare that this type of territorial image is carried by a business grouping. The Transportation Table finds that there would be an advantage, in terms of business development, but also of territorial attractiveness, of showing the strength of the collective, making it possible to offer integrated multimodal solutions and to illustrate the entrepreneurial dynamism of the region.

YOUR MANDATE

Your mandate is to propose a marketing, visibility and communication campaign for the multimodal platform of La Mauricie-Rive-Sud. This campaign should be available for three types of public in particular:

- **National and international transport specialists:** or freight forwarders, transport companies, freight brokers, etc., so that they consider the multimodal platform of La Mauricie-Rive-Sud in the offers they offer to their customers;
- **Business people in Québec,** so that businesses think about using La Mauricie-Rive-Sud as an entry or exit point for the transportation of goods. This visibility with business people will also help attract investors, entrepreneurs and businesses to the region, by evoking the quality of its infrastructure and transport services;
- **The general public,** in order to show the region's economic dynamism and change its image as a declining region, helping to attract labor and investment to the region.

It would also be interesting to propose a new brand image, by thinking about a catchy name to define this group of transport companies and its multimodal platform.

In Appendix 1, which is below, some media had been identified for the implementation of a media awareness and communication campaign, the ambition of which was to convince journalists to talk about the transport sector in La Mauricie-Rive-Sud. This list also contains specialized transportation magazines in which it would be interesting to buy advertising. But, as Jean-Luc Bellemare, the chairman of the table, explains, we should not only target magazines specializing

in transport. It is also necessary to reach all types of companies with transport needs, for example in industrial or sectorial magazines, as well as in the business media (Journal Les Affaires, economic sections of the mainstream media, etc.).

The table would also like to participate in other professional fairs other than the Breakbulk. It therefore needs a brand image for the visual of the kiosks, and for its promotional material.

Finally, the Transportation Table is wondering if it should not also undertake a visibility campaign on social networks. If so, by what means? Which networks?

APPENDIX 1: LIST OF GENERAL AND SPECIALIZED MEDIA

In Québec

<https://www.transport-magazine.com/>

Journal Les Affaires

Economic section of La Presse

<http://magazinemci.com/>

Example

<http://magazinemci.com/2020/12/09/pole-quebec-logistique-mettra-en-valeur-la-chaine-logistique-de-trois-rivieres-a-gaspe/>

In Canada

<https://www.insidelogistics.ca/>

In the USA

<https://www.logisticsmgmt.com/>

<https://www.supplychainbrain.com/articles/topic/1195-canada>

<https://www.freightwaves.com/american-shipper>

<https://www.bulktransporter.com/>

<http://breakbulk.com/page/subscribe-breakbulk-magazine>

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