

strategy

2008-2012

transforming vision into reality

Canadian Tourism Commission



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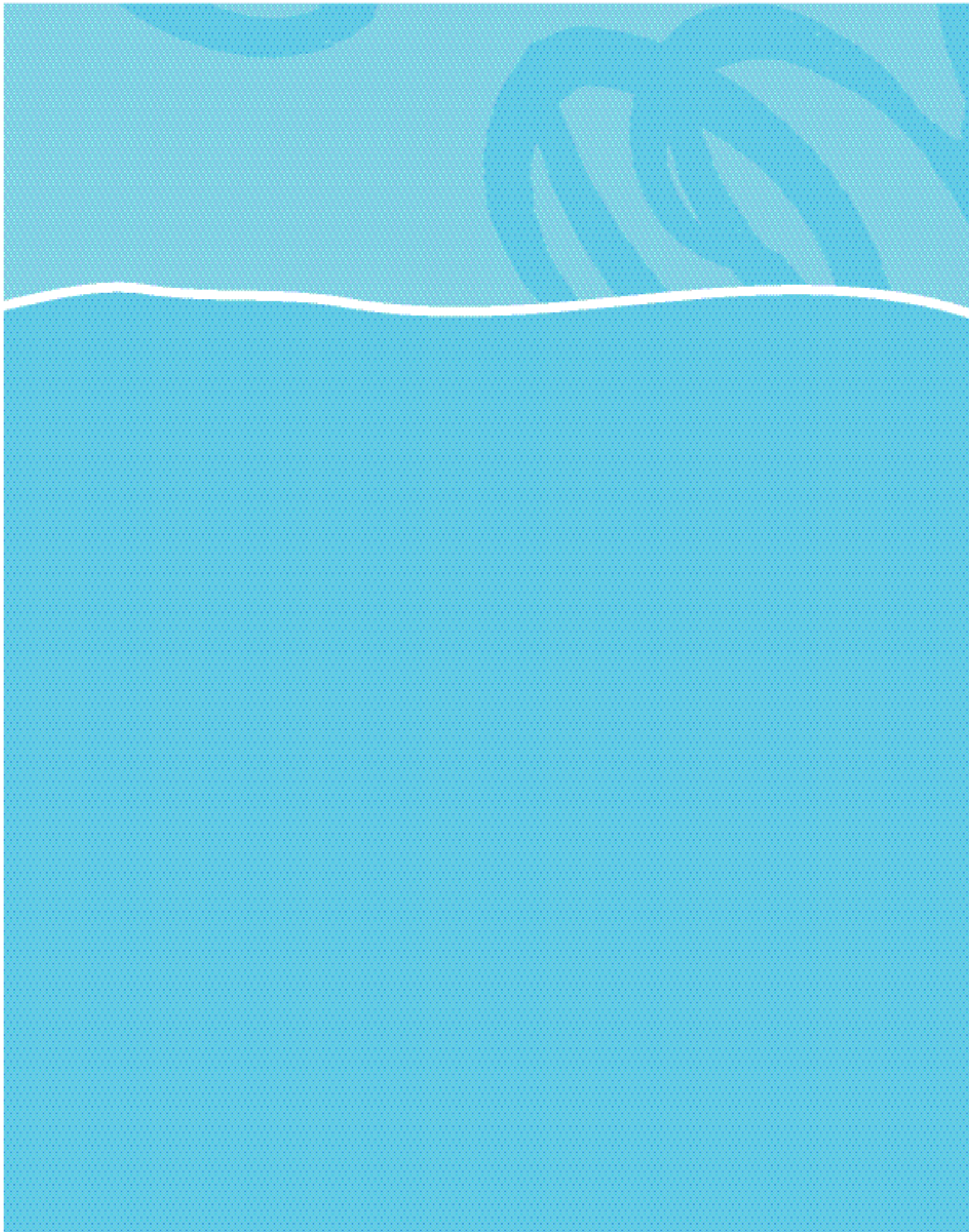
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# message from the President & CEO



I am pleased to present the Canadian Tourism Commission's (CTC) 2008-2012 Strategy. Building on last year's work, we have examined the business environment as well as our strengths and challenges to outline our five-year strategic direction that sets the priorities and objectives for us to compete and succeed globally.

The tourism industry influences both urban and rural communities throughout all regions of the country. In many parts of Canada, small and medium-sized tourism enterprises are the backbone of local economies and foster strong economic, social and cultural benefits. As an organization entirely directed to marketing Canada as a tourism destination, the CTC's goal is to generate export revenues for the Canadian economy.

In recent years, Canada's tourism industry has been undergoing some fundamental challenges. The environment in which Canada competes for international visitors has become more global and competitive. While the number of individuals travelling internationally has grown significantly, new tourism destinations are competing for the same traveller. The result for established destinations, including Canada, has been a loss of market share. This challenges us to redouble our efforts to develop and maintain relevant communication with targeted potential travellers, continue to align market allocations to achieve the highest return on investment, differentiate Canada through our tourism brand, leverage media exposure around the 2010 Olympic Games, and ensure the CTC is a strategy-focused organization.

As a unique Crown corporation founded on the principle of partnership between the public sector and private industry, the CTC is working to ensure its strategic priorities support the right programs and deliver the right results.

As a country, a culture and a people, we invite travellers to share in our belief of the value of a life less ordinary. Canada's tourism brand will be a leading storytelling tourism brand in the world where travellers bring home extra-ordinary stories all their own. The CTC's task is to turn that emotional connection to Canada into action using a tourism brand that captures the imaginations of consumers. Canada's established global appeal, combined with our ongoing efforts to capitalize on the opportunities that the Vancouver 2010 Olympic Winter Games are already generating, gives us an advantage that few other nations can match.

Together with our partners, the CTC is working to ensure the world comes to see Canada as not just a beautiful place with incredible landscapes, but a place that offers travellers an opportunity to create their own stories and experiences: unique stories that are a little unexpected, unusual and out of the ordinary. We are transforming the vision of tourism's success into a reality for all Canadians.

Keep Exploring!

A handwritten signature in black ink, appearing to read 'Richard G.', followed by a vertical line.



# strategy overview

## CTC mandate

The Canadian Tourism Commission (CTC) is Canada's national tourism marketing organization. A federal Crown corporation, the CTC leads the Canadian tourism industry in marketing Canada as a premier four-season tourism destination. The Commission supports the Canadian tourism sector in generating travel export revenues.

Through collaboration and partnerships with the private sector, the Government of Canada, the provinces and the territories, the CTC works with the tourism sector to maintain its competitiveness and reposition Canada as a destination where travellers can create extra-ordinary personal experiences.

CTC VISION  
compel the world  
to explore Canada

CTC MISSION  
harness canada's  
collective voice  
to grow revenues

## Marketing canadian tourism globally

The CTC's approach focuses on those global markets or consumer market segments where there is the highest potential for return on investment. The CTC leads international tourism marketing efforts leveraging Canada's tourism brand in the United States, United Kingdom, Germany, France, Mexico, Japan, China, South Korea and Australia.

The 2008-2012 Plan builds on the foundation set in 2007-2011 and takes further action to promote Canada's tourism brand Canada. Keep Exploring. By implementing a targeted, focused approach to marketing, the CTC will develop and implement marketing strategies that are relevant to customers' individual needs and the personal experiences that they are seeking in their travel destinations.

CTC CORE VALUES  
Innovation  
Collaboration  
Respect

## CTC partnership philosophy

The CTC is a unique organization founded on the principle of partnership between the public sector and private industry.

Through these partnerships, the CTC achieves the maximum return on investment for its financial resources by matching its funding contributions for marketing initiatives.

In 2006, partnership investments totaled 103.1 million – resulting in an overall 1.2:1.0 ratio to the CTC's annual budget.

## Canada's tourism brand

The world is coming to see Canada as not just a beautiful place, with incredible landscapes, but a place that offers travellers an opportunity to create their own stories and experiences, unique stories that are a little unexpected, unusual and extra-ordinary. The CTC will continue to work closely with the tourism industry to develop a strong tourism brand.

Promoting brand consistency is central to marketing Canada as a desirable tourism destination. Over the 2008-2012 planning period, the CTC worked closely with industry to communicate the advantage of a strong global brand Canada and work collaboratively to leverage the brand.

## CTC priorities

As part of the CTC's 2008-2012 strategic planning process, research regarding the external and internal CTC environments was conducted, perspectives of the tourism sector were considered, and the Commission's performance in its core function areas was reviewed. As a result, five priorities have been identified for the 2008-2012 period:

1. Consumer relevancy;
2. Align market allocations to achieve highest return on investment;
3. Differentiate Canada;
4. Leverage media exposure of the Vancouver 2010 Winter Olympic Games; and,
5. Organizational excellence.

## CTC strategic issues

In addition to the five priorities above, the CTC has highlighted a number of strategic issues with potentially significant implications for Canada's tourism industry. The CTC will continue to monitor the development of these issues, conduct research and trend analysis, and report annually to the Board through the Environmental Scan:

- Sustainable Tourism;
- Major Events;
- Revenue Generation;
- Air Access;
- Aboriginal Tourism; and,
- Global Meetings, Convention & Incentive Travel (MC&IT).

# strategy

## context

The 2008-2012 Strategy sets out the CTC's objectives and priorities for the next five years and reaffirms the strategic goal of growing tourism export revenues for Canada. The 2008-2012 Strategy builds on the foundation set in 2007-2011 and reflects the work that has been underway throughout the last year with Canada's tourism industry to promote Canada's tourism brand Canada. Keep Exploring. By adopting a targeted, focused approach to marketing, the CTC will develop and implement marketing strategies to reposition Canada as a destination where travellers can create extra-ordinary personal experiences.

### Canada. Keep Exploring

Brand Canada will be a leading storytelling tourism brand in the world where travellers bring home extraordinary stories of their own.

As a country, a culture and a people, we will invite travellers to share in our belief of the value of a life less ordinary. Our imagery will build on people's love of the Canadian landscape but portray it on a more personal and interactive level (e.g. people with/in nature).

The world will come to see Canada as not just a beautiful place, with incredible landscapes, but a place that offers travellers an opportunity to create their own stories and experiences: unique stories that are a little unexpected, unusual and out of the ordinary.

## the strategy

### Goal

The CTC's goal is to grow tourism export revenues for Canada.

### Objectives

Four objectives have been identified for 2008-2012:

1. convert high yield customers;
2. focus on markets of highest return on investment;
3. maintain brand consistency; and
4. research new market opportunities.

The CTC's approach to growing export revenues is based on deepening the relationship with high-yield consumers in an effort to influence their travel decisions and establish them as a travel purchaser. Second, the CTC's approach focuses on those global markets or consumer market segments where it is felt there is the highest potential for return on investment.

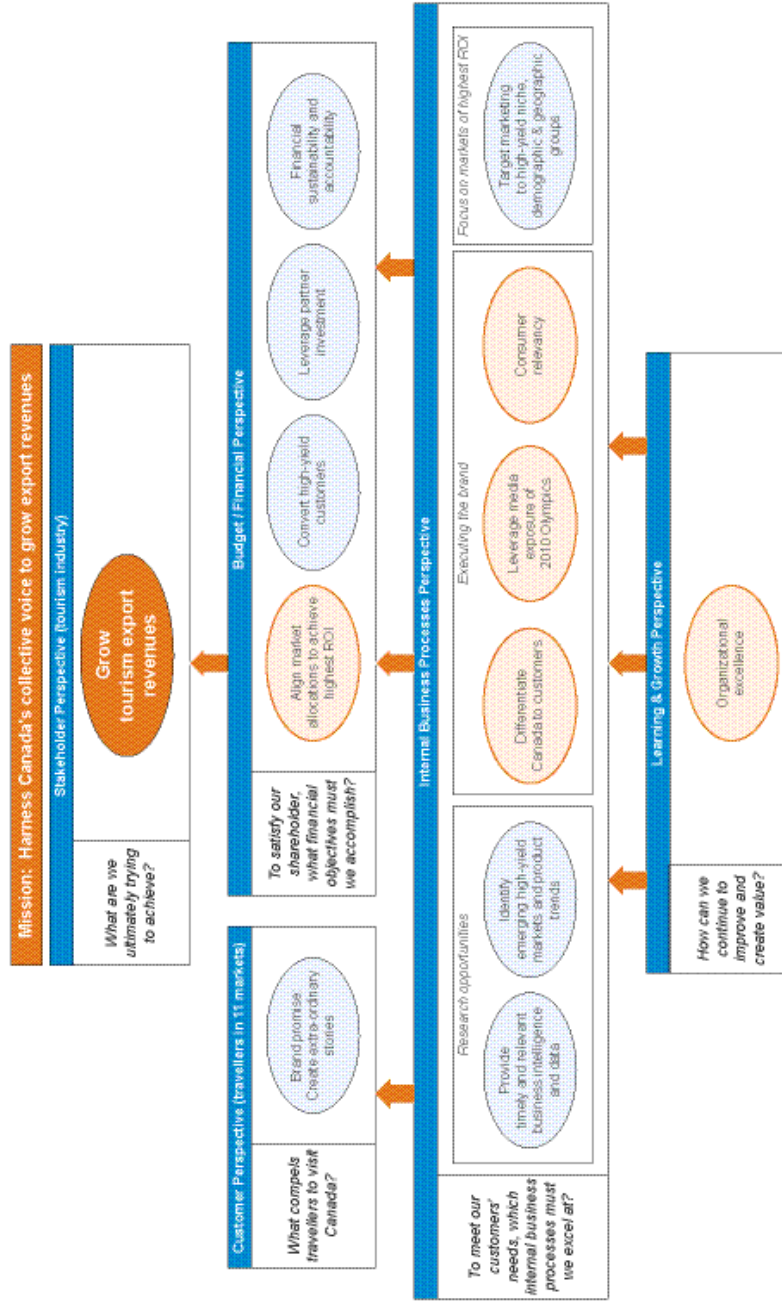
Promoting brand consistency is central to marketing Canada as a desirable tourism destination. Over the 2008-2012 planning period, the CTC will work closely with industry to communicate the advantage of a strong global brand for Canada and work collaboratively to leverage the brand. Finally, the Commission's strategy will focus on identifying new niche market opportunities within its core markets and positioning Canada to diversify its marketing strategy.

### Strategy Map

The CTC has developed an enterprise-level Strategy Map, which visually represents the Commission's five-year strategy. The Strategy Map, found in Figure 3, illustrates how the CTC's five key business perspectives are integrated and how the CTC intends to meet its ultimate goal of growing tourism export revenues:

- The Stakeholder perspective focuses on growing tourism export revenues for Canada together with the rest of the tourism industry.
- The Budget/Financial perspective indicates whether the strategy, implementation and execution are resulting in the desired financial returns.
- The Customer perspective identifies the CTC's targeted customers and market segments. It requires the organization to view the business from the customer's point of view, and strives to compel travellers to visit Canada.
- The Internal Business Processes perspective focuses on those day-to-day operations that are critical to delivering on the organization's value proposition and achieving the desired financial results. These key business processes are research, executing the brand and focusing marketing efforts on markets of highest return.
- Lastly, the Learning & Growth perspective identifies the infrastructure and human resources needed to drive performance and create long-term growth and improvement.

Figure 3: Strategy Map

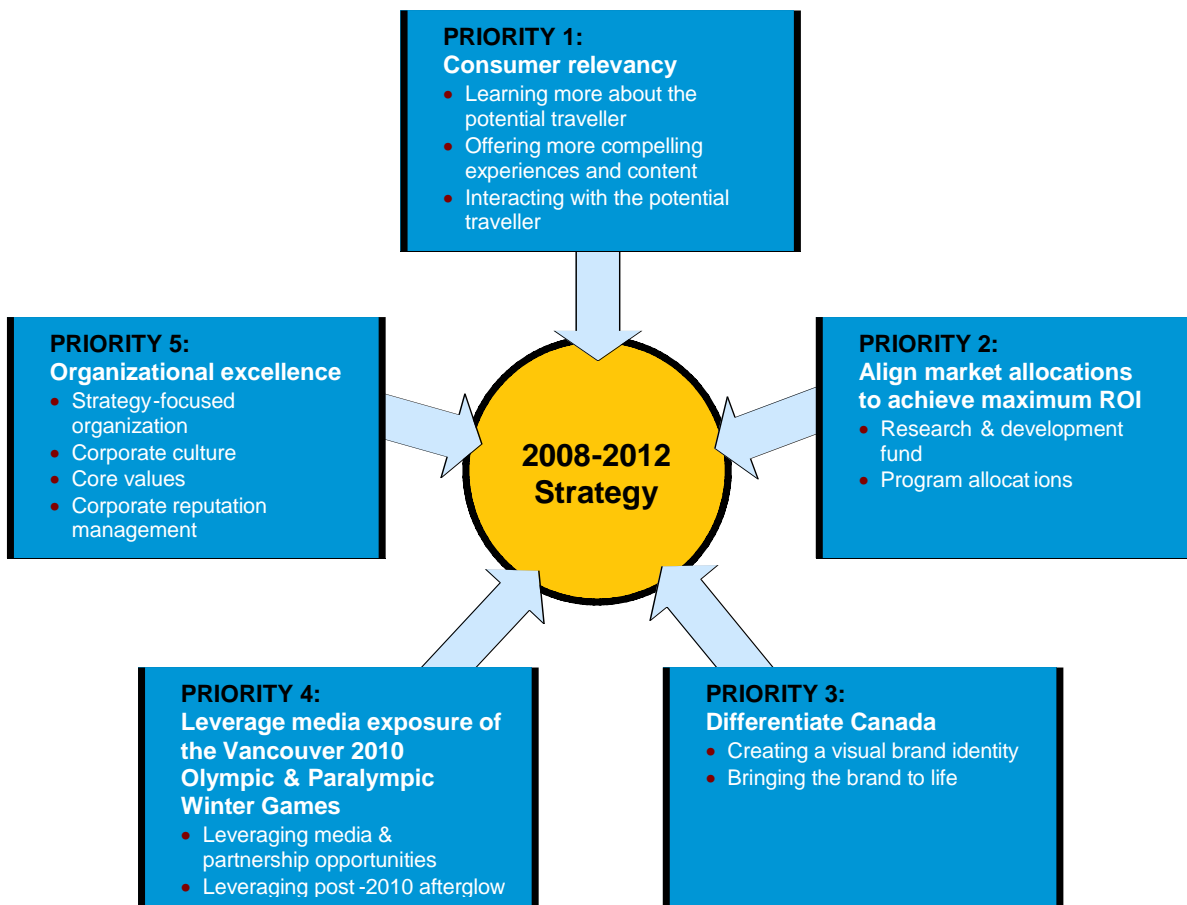


## priorities

The CTC's 2007-2011 strategic planning process highlighted seven priorities that worked to provide a solid foundation on which to build and expand the CTC's strategy for 2008. Although the CTC's 2007-2011 planning process identified "leveraging partner investment" and "creating increased demand for air access" as priorities, this year's planning process identified the former as integral to all CTC activities, and found the latter to be a core element of the CTC's business and inherent in its marketing approach. Therefore, these two issues were removed as specific priorities in the 2008-2012 strategy.

The CTC's 2008-2012 planning process included research regarding the CTC's external and internal environments, the tourism industry's perspectives, and the Commission's performance in its core function areas. Together, the following five integrated priorities identified for the 2008-2012 period will work in unison to achieve the CTC's main goal of growing Canada's tourism export revenues.

Figure 4: 2008-2012 Strategy



## Priority 1: Consumer relevancy

The CTC seeks to develop and maintain relevant communication with targeted potential travellers and ensure that the marketing messaging they receive is relevant and addresses their interests and expectations as consumers. In order to accomplish this objective, the CTC needs to reach the right people, at the right time, with the right experience, presented in the right way.

### Learning more about the potential traveller

Ensuring consumer relevancy begins with the process of identifying who potential consumers are and learning more about their travel preferences. This increased knowledge will enable the CTC and industry to build relationships based on matching consumer travel needs with products and services.

As a research-based organization, the CTC conducts consumer research to identify travel experience preferences, attitudes and motivations toward international travel, preferred travel experiences, and travel vacation planning. This research supports the identification of travel market segments. Using the Explorer Quotient (EQ) - a unique global traveller segmentation tool based on a consumer's social and travel values rather than traditional demographic segmenting - the CTC will be better able to understand global types of potential travellers and build and maintain relevant communication with them. The research behind the EQ profiles provides the CTC with key insights into traveller behaviours, values and motivators.

Over the next five years, the EQ will drive the Commission's marketing decision-making, providing Canada with a competitive advantage. As the EQ is implemented in each of the CTC's core markets (the U.S. and the U.K. in 2008, followed by the other core markets in 2009), the Commission will be able to more effectively target marketing campaigns that resonate with the consumer's heart and mind.

### Offering more compelling experiences and content

The more the CTC knows about its key market segments, the better it can engage in personal and relevant relationships with the potential traveller and match the experiential needs and desires of travellers with the right products and services.

In 2008 and beyond, the Product Innovation and Enhancement (PIE) team will focus on building a repository of products and experiences. In order to expand Canada's lure beyond big nature and geography, PIE will work with industry partners to identify experiences around Canadian food and wine, festivals, major cities, outdoor adventure, and francophone and Aboriginal cultures. The objective is to identify those experiences that are out of the ordinary, differentiate Canada, and create an urgency to visit Canada now. Over the coming years, PIE will work to identify experiences that respond to the consumer preferences of each EQ type.

Offering more compelling experiences that are relevant to the consumer will help define Canada's core strengths and differentiate it from the rest of the world. A greater level of awareness and knowledge of what Canada has to offer will change a potential traveller's perception of the nation and compel them to book a trip to explore Canada.

## Interacting with the potential traveller

The CTC has made significant investments in the area of e-marketing and customer relationship management over the last couple of years. The strategy for 2008-2012 is to continue to support these investments by creating a valuable online experience that will ultimately convert interested visitors into customers.

Internet technology allows the CTC and its partners to develop unique communications strategies for every region, culture, country and language. In addition, a centralized system - with consistent brand content - maximizes impact with low-cost efficiency. Above all, this strategy will ensure brand content is relevant to local needs and cultures, and that customers enjoy the same, consistent brand experience wherever they may be.

By moving forward on its e-marketing strategy, the CTC will differentiate itself from competing nations and destinations by making it easier for consumers to research and buy Canadian travel experiences using the internet. Increased emphasis on using the Web as a primary communication tool will enable the CTC to move Web activity from the periphery of its marketing activities to the centre of a fully integrated marketing solution.

Over the next five years, the CTC will continue to develop its Customer Relationship Management (CRM) system to collect and analyse consumer data related to travel preferences and spending patterns. The CRM system enables the CTC and its industry partners to target their best customers, manage marketing campaigns with clear goals and objectives, and generate quality leads for the sales team.

## Priority 2: Align market allocations to achieve highest return on investment

In 2008, the CTC will focus its investments in the U.S. (including Leisure and MC&IT markets), Mexico, France, Germany, the U.K., Japan, China, South Korea and Australia. Compared to 2007, some budget reallocation will be implemented to take advantage of growth markets. Specifically, the allocations for U.S. Leisure, the U.K., France, and Germany will increase in 2008.

In determining the budget allocations for 2008, a number of elements were taken into consideration to provide the CTC with the best return on investment for its program funding. The following elements were considered:

- Market Investment Model (MIM) overall weighted scores by market;
- trend in average trip spend;
- exchange rates shifts;
- impact of increases/decreases in investments;
- return on investment results based on conversion studies; and
- U.S. Leisure market opportunities and trends in pleasure travel.

In addition, budget allocations factor in the total revenue contributed by each market and the historical performance of marketing campaigns in the major markets. Budget allocations for growth markets are supported by the high correlation between market performance and economic growth.

## Research and development fund

The CTC's Research and Development (R&D) program will now focus its resources on identifying and assessing new market opportunities and niche experiences within the CTC's core markets that may warrant additional investment. The framework developed to guide the assessment of emerging markets will be adapted to guide the research and assessment of market opportunities and niche experiences to ensure an objective and consistent process. This process will ensure opportunities are assessed on their ability to meet the following criteria:

- yield - supported with demonstrated demand to ensure volume;
- brand consistency;
- Canada's experience offering is believable and can compete in the world market;
- the experience is sustainable and not just a passing fad; and
- global market potential (these opportunities will be given preference).

The R&D program will also oversee the development of new analytical tools and models to inform business and marketing investment decisions to maximize return on investment, as well as advertising and marketing effectiveness. These new initiatives will complement the Market Portfolio Analysis (MPA) model and the MIM.

## Canada program allocations

As part of the 2008-2012 strategic planning process, the CTC will reprofile its investment in the Canada marketing program to focus on international markets. The CTC will retain approximately \$500,000 to maintain a limited domestic role in Media & Public Relations and PIE in support of Canada's tourism brand; the remaining funds will be distributed across the CTC's international marketing programs based on maximizing return on investment. Canada program staff will be reassigned in support of the CTC's strategic priorities.

The decision to eliminate the Canada program was based on the fact that increased investment by partners in domestic marketing has been instrumental in driving growth in inter-provincial travel. In 2006, total domestic tourism revenue increased by 10 percent from 2005 to \$49.7 billion.

## U.S. Leisure allocation

The increase in allocation for the U.S. Leisure market in 2008 is based on the Board's decision to focus on pure leisure performance for the U.S. traveller over visiting friends and relatives and "other" categories. Given that the U.S. represents the largest market for Canada, an increase in Canada's tourism brand exposure is valuable.

## Allocations for the U.K., France and Germany

MIM recommendations that draw from past, current and future market conditions suggest increasing the core investment levels of the U.K., France and Germany markets to capitalize on return on investment opportunities.

## Japan allocation

MIM recommendations for the Japan market suggested decreasing the core investment level. As MIM recommendations are considered only one part in the calculation of budget allocations, it was deemed necessary to support market re-engineering efforts to capitalize on return on investment opportunities in Japan. Therefore, while the program allocation for Japan in 2008 will decrease relative to the 2007 level, it will not decrease to the extent suggested by MIM.

## Priority 3: Differentiate Canada

Many destinations are competing for the tourist's dollar. Canada needs to stand out from its competitors. The CTC has had enormous success in launching Canada's tourism brand Canada. Keep Exploring on the world stage. In collaboration with Canada's tourism sector, the CTC has created a platform capable of differentiating the Canadian travel experience.

### Brand Essence:

- As a young nation with progressive values, vast geography and diverse cultures, we are very much a nation on a journey.
- We share in our visitor's joy of personal, cultural and geographic exploration and we value the individual's unique contribution to creating a tourism experience.
- In encouraging the world to Keep Exploring, we attach ourselves to the hopes and dreams of every traveller - to find oneself in a place where one is free to pursue one's own idea of the perfect vacation.
- Consumer research and trade customer perceptions of Canada. Keep Exploring tell us that people from around the world have a very positive attitude toward Canada.
- Canada. Keep Exploring is a powerful brand. However, the perception of Canada is primarily nature-based and the public is unsure of whether Canada will be a rewarding and interesting vacation beyond the "sights" and the vast natural geography.
- Success lies not in compelling our audience to want to buy our product, but in inspiring them to want to discover for themselves, on their own terms, an experience as unique and memorable as the ones they see portrayed in our communications.
- Canada's tourism brand is designed to create urgency and to compel the world to visit Canada NOW.
- The Canada. Keep Exploring promise is:  
"Come to Canada. Create extra-ordinary stories all your own."

Consumer research and trade perceptions of Brand Canada tell us that people from around the world have a very positive attitude toward Canada. According to the Nation Brand Index, Canada ranks #3 in the world for a country brand, excelling on dimensions such as its people and employment, health and social values, but still lagging on important tourism-driving factors including personality and differentiation. The author of the Nation Brand Index, Simon Anholt, notes: "Canada is the best largely unexploited Brand in the world, almost universally admired..."

The challenge is to take Canada's positive brand association and present consumers with compelling reasons to visit Canada. Over the next five years, the CTC will work with its partners to create or refresh products that extend Canada's tourism brand and respond to the consumer's expectation. The CTC seeks to position Canada's tourism brand as a leading storytelling brand in the world where travellers bring home extra-ordinary stories of their own.

#### Creating a visual brand identity

The CTC will continue to create a global brand presence around the world and explore opportunities for integrated marketing and sales initiatives. Coordinated and consistent global brand marketing will clearly define for customers the experiences that Canada offers and move Canada from a destination of consideration to one of choice, with a sense of urgency to visit NOW.

The CTC will leverage events such as the Vancouver 2010 Olympic and Paralympic Winter Games and the 400-Year Anniversary of Quebec City in order to strengthen the brand position and distribute more content about Canadian tourism experiences. Efforts will also focus on the exploration of non-traditional partners, stronger relations with provincial destination marketing organizations and the media to increase distribution of brand stories and content.

#### Bringing the brand to life

While 2007 was focused on establishing a visual identity for Canada's tourism brand, activities in 2008 and beyond are centred on building the intellectual property and assets to market Canada effectively. Through aligning communications, media & public relations and marketing activities to strengthen and expand Canada's tourism brand, the CTC will differentiate Canada by proactively seeking out opportunities to expose Global Travel Media and potential travellers to Canada's new experiential brand. While the CTC's in-market promotional programs play an important role, marketing activities are only one of many factors that contribute to shaping consumer perceptions and driving consumer awareness and consideration. In this way, advancing Canada's tourism brand is clearly linked with the CTC priority of developing and maintaining relevant communication with targeted potential travellers and ensuring that the marketing messaging they receive responds to their interests and expectations as consumers. Success relies upon extending the brand into the hands of empowered brand ambassadors and partners, and understanding the unique expectations of each consumer market and how best to articulate Canada. Keep Exploring.

## Priority 4: Leverage media exposure of the Vancouver 2010 Olympic and Paralympic Winter Games

The Vancouver 2010 Olympic and Paralympic Winter Games provide unprecedented opportunities to showcase Canada to the world. By leveraging the media exposure afforded by the 2010 Games, the CTC will work with its partners to differentiate Canada's tourism brand and compel the world to explore Canada.

### Leveraging media and partnership opportunities

The media focus surrounding the Vancouver 2010 Olympic and Paralympic Winter Games has the potential to accelerate global awareness of Canada's tourism brand and works in support of the CTC's priority to differentiate Canada.

The CTC will continue to support the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) in its goal to promote the 2010 Winter Games as "Canada's Games" and will begin to execute media, public relations and marketing activities in partnership with key Olympic sponsors in each of its core markets. The Commission will also focus on building the visual imagery and stories needed to market Canada during the Olympic Games, including the creation of a promotional video.

Led by the CTC, a National Tourism Marketing Working Group (NTMWG) will engage all provincial and territorial partners in realizing 2010 opportunities and play a key role in planning the Torch Relay, Cultural Olympiad and Opening and Closing ceremonies in order to offer worldwide media exposure to Canada that will be leveraged through relationships with broadcasters. In addition, the CTC will play a leadership role in engaging its partners and tourism industry representatives through the Tourism Partnership with Tourism Vancouver, Tourism Whistler, Tourism Richmond and Tourism BC.

In the years leading up to, during and after the Games, the CTC will work closely with both the accredited and unaccredited media to provide them with the images and stories to showcase Canada, its people, its geography, its culture and the experiences it offers potential travellers. During the Beijing 2008 Olympic and Paralympic Summer Games, the CTC will work with its partners to develop relationships with key media and leverage media exposure to host tourism-related events. Canada will also have opportunities to leverage its association with the "Olympic family" to benefit its marketing activities internationally.

### Leveraging the post-2010 afterglow

The CTC will extend the Olympic afterglow by leveraging the connection with the London 2012 Summer Olympic and Paralympic Games. The U.K. in-market team is well positioned and has begun to build a solid foundation to realize this opportunity.

## Priority 5: Organizational excellence

The CTC's two main assets are its people and Canada's tourism brand. Over the next five years, the CTC will continue to strive for organizational excellence through the promotion of these two assets.

For the CTC, organizational excellence is defined as being an organization that is focused on implementing its strategy with the right tools, people and resources in place to deliver. The Commission is also engaged

in ensuring an efficient, effective and productive work environment. In this way, the CTC is working to become a "strategy-focused organization" where strategy is at the heart of the management system and is the foundation for organizational alignment.

### Strategy-focused organization

Adopting the following five principles of Balanced Scorecard (BSC) methodology will enable the CTC to execute its strategy rapidly and effectively, and create alignment between its corporate strategy and its strategies for Human Resources (HR) and Finance.

- 1. Mobilize change through executive leadership**  
The CTC will actively engage its leadership team as agents of change to foster organizational excellence. Over the coming years, the CTC will raise awareness amongst the leadership team of the benefits of being a strategy-focused organization and will integrate strategy management into its core business practices.
- 2. Translate strategy into operational terms**  
The ability to understand and articulate the organizational strategy is a key step in placing strategy at the centre of the management system. In 2007, the CTC developed its Strategy Map, a tool used to visually represent the organization's strategy, and its enterprise BSC, containing the key measures and targets used to assess progress fulfilling the strategy. Over the coming years, the CTC will use these two powerful tools to clearly communicate to its employees and stakeholders the organization's desired goal and its approach to achieving this goal.
- 3. Align the organization with the strategy**  
In 2008, the CTC will continue to ensure that individual business unit strategies are linked to and integrated with the organizational strategy. Each business unit's operational strategy will define performance measures that are linked to the corporate scorecard measures.
- 4. Make strategy everyone's job**  
A prerequisite for implementing strategy is that all employees understand the strategy. Ongoing communication and education is essential in creating a foundation for organizational alignment, and in generating buy-in and commitment to the strategy at all levels of the organization.  
The CTC will use its internal communications, its performance management plans (PMPs) and its HR strategy to ensure that employees understand the corporate strategy, and that their workplans are aligned. Through its HR initiatives, the organization will seek to motivate its employees and acknowledge their contributions.
- 5. Make formulating strategy a continual process**  
Beginning in 2009, the CTC will further refine the link between its strategy and the budgeting process. The organization will also introduce the monitoring of organizational performance against the short-term target for each BSC measure into its management meetings. Based on the analysis of its performance, the Commission will establish an ongoing process for learning and adapting the strategy.  
The CTC will apply to the BSC Hall of Fame assessment process to evaluate its progress at becoming a strategy-focused organization, and to benchmark itself against other organizations that have adopted this approach.

## Corporate culture

Canada. Keep Exploring is more than a tag line to market the country; it defines the CTC as an organization - its commitment to Canada and its commitment to continually seek best practices. The roll out of Brand Canada globally provides an opportunity for the CTC to articulate its global ethic and discuss with employees the goal and objectives of the organization and their roles within it.

In support of organizational excellence, the CTC will focus on learning and leadership development to ensure that the CTC has the right talent in the right positions. The Commission is committed to fostering a work environment that promotes and celebrates excellence. Through its human resources strategy, the CTC will continue to implement and develop the structure and tools needed to support the organization in the delivery of its strategic priorities.

## Core values

Values are important to an organization because they remind employees of what they stand for as members of the team, and articulate a code of conduct and behaviour for all. The CTC has established three core values for the organization: innovation, collaboration and respect. These values were developed in consultation with CTC employees and reflect the organizational culture of the Commission.

The CTC's employees believe in the work they do and feel strongly about their commitment to Canada. They are committed to finding new and creative ways to market Canada, to working together as a team and to respecting each other's differences.

Figure 5: Organizational Excellence



## Corporate reputation management

Leveraging Canada's tourism brand Canada. Keep Exploring is a clear priority for the CTC. Directly linked with this objective is the goal of enhancing the CTC's leadership role in coordinating marketing activities within Canada's tourism industry.

The tourism sector, in its broadest sense, includes much of what makes up a nation, including infrastructure, government and private services, the environment, arts and culture and community engagement. As Canada's national tourism marketing organization, the CTC seeks to leverage Canada's tourism brand in support of broader national objectives.

## strategic issues

In addition to outlining five priorities for the 2008-2012 Strategy in May 2007, the CTC Board of Directors also highlighted a number of strategic issues. The CTC will continue to monitor the development of these issues and their implications, conduct research and trend analysis, and report annually to the Board through the Environmental Scan.

### Sustainable Tourism

There is increasing evidence that international travellers are changing their travel habits in response to climate change. Many travellers, including young travellers and tourists from European markets, are becoming more interested in "green destinations" and pressure is increasing for Canada's tourism industry to meet this rising demand. For example, a recent survey of more than 1,000 travellers worldwide found that 40 percent take environmentally-friendly tourism into consideration when making travel plans. The survey also revealed that nearly 25 percent believe that air travel should be avoided, whenever possible, to help preserve the environment, while 38 percent said they would pay more to take an eco-friendly flight and 26 percent would pay a five to 10 percent premium.<sup>1</sup> Travellers are increasingly seeking sustainable tourism destinations and looking to minimize their travel footprint.

Through its market segmentation research and Global Tourism Watch, the CTC will analyze and assess the potential impact of the growing concern regarding sustainable tourism, as well as the overall perception of Canada as a "green destination." The CTC will also gather information regarding the level of Canadian product available that is consistent with sustainable tourism. In addition, the CTC will identify opportunities for new, non-traditional partnerships, as well as ways to leverage 2010 Olympic partnerships to promote Canada as a sustainable tourism destination.

With the eyes of the world on Canada and Vancouver, the Vancouver 2010 Olympic and Paralympic Winter Games will be a significant opportunity to showcase Canada as a "green destination." VANOC is the first Organizing Committee to commit to applying sustainability principles and practices - such as integrated delivery of social, economic and environmental outcomes and benefits - to the planning, convening and legacy of the Games.

<sup>1</sup> Survey conducted by TripAdvisor® and released April 17, 2007.  
[http://www.tripadvisor.com/PressCenter-i134-c1-Press\\_Releases.html](http://www.tripadvisor.com/PressCenter-i134-c1-Press_Releases.html)

Finally, the CTC will support a Travel Industry Association of Canada (TIAC)-led initiative, the Sustainable Tourism Toolkit Project, to provide a set of concrete, practicable and cost-efficient measures to tourism-based businesses, especially SMEs, wishing to "green" their operations by integrating sustainability into their products and operations.

## Major Events

The Commission is committed to exploring new major event opportunities to leverage and strengthen the position of Canada's tourism brand and distribute more content about Canadian tourism experiences. In this context, major events are described as unique events that attract an international audience and provide opportunities to accelerate Canada's tourism brand image internationally.

Major events such as the Vancouver 2010 Olympic Winter and Paralympic Games present key windows of opportunity to accelerate the CTC's marketing efforts and show the world what Canada has to offer as a travel destination.

The 400th Anniversary of Quebec City in 2008 is another example of an approaching major event where the CTC will play a leadership role in establishing and promoting coalitions to leverage long-term opportunities to showcase Canada. GoMedia, the CTC's annual global media and public relations trade show, will be held in Quebec City during the 400th Anniversary celebration, July 2-5, 2008.

Opportunities to leverage major events will continue to remain on the CTC's strategic horizon. Efforts will focus on the exploration of non-traditional partners, and enhancing relationships with provincial, territorial and destination marketing organizations and the media to increase distribution of brand stories and content.

## Revenue Generation

The CTC is considering the possibility of adopting a commercialization model in order to generate additional sources of revenue.

Currently, the CTC is pursuing limited revenue generation with the sale of branded merchandise and the management of an E-conference. Consideration of further adoption will require in-depth analysis of both revenue opportunities and inherent risks. Management will continue to weigh the potential for revenues against the cost of generation.

This issue will remain on the CTC's radar screen in the medium-term, with further implications to be presented to the Board. Nonetheless, the issue of sustainable long-term funding for the CTC to achieve its mandate will remain.

## Air Access

Global demand for air travel is rising steadily and International Air Transport Association forecasts the air travel industry will continue to grow at an average rate of five to six percent per year. Presently, 4.4 billion passengers fly annually.

In the 2007 Travel and Tourism Competitiveness Index by the World Economic Forum, air access was identified as one of the key evaluation factors in a country's competitiveness ranking. Although Canada averaged second overall in this sector, it is important to highlight that out of 124 countries Canada ranked 117th in ticket taxes and airport charges, and 100th in purchasing power parity. According to the Index, competitive disadvantages for Canada's tourism industry include departures per 1,000 population, air transport infrastructure and the international air transport network.

The CTC will continue to conduct research and analysis on air access and report back to the Board as part of the annual Environmental Scan. This will enable the CTC to make marketing decisions in response to air access opportunities.

## Aboriginal Tourism

Aboriginal Tourism in Canada has been identified as a government priority. As such, the CTC has taken a leadership role in working to advance opportunities to strengthen Aboriginal Tourism in Canada.

The CTC has established a partnership with Aboriginal Tourism Canada (ATC) to implement two initiatives to inform how best to promote Aboriginal Tourism in the CTC's core tourism markets. First, the CTC and ATC are engaging in a project to update market research regarding consumer interest in Aboriginal Tourism. Second, the ATC, supported by the CTC, is leading a project to work with Aboriginal communities across Canada to identify and create an inventory of 25 significant, export-ready Aboriginal cultural tourism experiences that can be used in future marketing and communications applications.

Once these initiatives have returned relevant data, the CTC will evaluate how best to proceed with the opportunity to grow Aboriginal Tourism. The Commission will report back to the Board in the annual Environmental Scan, outlining potential implications and discussing marketing options.

## Global MC&IT

The CTC will conduct further research to develop a plan to implement MC&IT marketing activities in countries with the highest potential return on investment, and where the CTC's ability to execute an expansion of activities is feasible from a logistical standpoint. Currently, four markets (the U.K., Germany, Mexico and China) appear to have the most potential to execute a successful strategy and generate a return on investment in the MC&IT market.

Additional research will be conducted to assess potential benefits of CTC expansion into MC&IT sales and marketing in countries outside the U.S. While the CTC's primary focus for MC&IT programming will continue to be the U.S. market, research will inform the development of an implementation plan of MC&IT activities in other markets.

# specific deliverables 2008-2012

Priority 1: Consumer relevancy					
Key Activity & Initiative	2008	2009	2010	2011	2012
Continue to implement the Explorer Quotient (EQ) tool	<p>Develop internal &amp; external communications strategy</p> <p>Identify EQ types and tag consumer profiles with EQ profiles</p> <p>Complete EQ strategy in Canada, U.S. &amp; U.K</p>	Complete implementation of EQ strategy in other markets (Australia, China, South Korea, Mexico, Japan, France, Germany)	Follow-up to assess best practices for EQ-type targeting in markets to leverage future EQ strategies		
Conduct consumer research on travel preferences, attitudes and motivations	Conduct consumer research to identify travel experience preferences, attitudes and motivations toward international travel, preferred travel experiences, and travel vacation planning and decision-making	Use research results to support further identification of travel market segments	<p>Review research results and assess information gaps where further research is required</p> <p>Conduct further research as required to update and fill-in information gaps</p>		
Continue to develop CRM system	Update CRM system for marketing campaigns	Review CRM system & assess information gaps			
Create a valuable online experience using the e-marketing strategy	<p>Implement Web-content strategy to articulate more brand content</p> <p>New front-end design to support brand articulation</p> <p>Change back-end to deliver strategy more effectively</p>	Follow-up to assess best practices for Web-content strategy and effectiveness of e-marketing campaigns			

Priority 2: Align market allocations for maximum return on investment (ROI)					
Key Activity & Initiative	2008	2009	2010	2011	2012
Align market allocations for maximum ROI	Annual assessment to establish alignment for maximum ROI				

Priority 3: Differentiate Canada					
Key Activity & Initiative	2008	2009	2010	2011	2012
Expand the Brand Canada Toolkit	<p>"Year of the Stories" Use stories as tools to leverage Canada as tourism destination</p> <p>Use new media (Yahoo) to assess effectiveness of peer-to-peer strategies to bring Canada's tourism brand to life</p> <p>Develop PIE toolkit in Canada's brand toolkit (image brief, b-roll brief, experiential brief)</p>	Begin annual activity of amending and evolving toolkit pending global market demand, customer needs & changing media/technology (e.g. industry survey)	Build, evaluate and evolve brand strategies	Assess brand strategies to date and develop best practices	
Development and population of the Content Library	Develop content library (stories and images)	<p>Incorporate content library elements into brand toolkit</p> <p>Begin annual activity of refreshing &amp; expanding imagery, b-roll and stories to support global needs</p>	<p>Launch "story-telling" awards program</p> <p>Build, evaluate and evolve brand strategies</p>		
Globalization of key brand messaging for efficiency and strengthened brand positioning world-wide		<p>Improve online access of toolkit for stakeholders and globally integrate key publications. (e.g. inside guide, meeting planners guide)</p> <p>Begin annual activity of measuring adoption rate of brand Canada and toolkit elements (Qualitative &amp; Quantitative research)</p>	<p>Begin annual activity of brand integration communication</p> <p>Lead Global TV campaign pre-Olympic Games</p>	<p>Lead Global TV campaign during and post-Olympic Games</p> <p>Leverage Olympic Games to position Canada as a leading MC&amp;IT destination</p>	<p>Leverage Olympic halo to align with major global brands</p> <p>Continue the Global Brand Canada marketing momentum (global initiatives)</p>
Awareness and training of brand Canada		<p>Create brand Canada "shared" asset strategy and communicate the strategy</p> <p>Begin annual activity of ongoing industry feedback</p>	<p>Begin annual activity of conducting Joint brand/PIE industry "story telling" training workshops</p> <p>Develop the story telling portal on CTC website for industry partners</p> <p>Begin annual "Canada recognition" program and Global Brand Speaker series</p>		

Priority 4: Leverage media exposure of the Vancouver 2010 Winter Olympic Games					
Key Activity & Initiative	2008	2009	2010	2011	2012
Lead National Tourism Marketing Working Group	<p>Develop Canada promotional video and inventory of stories</p> <p>Plan Torch Relay route with VANOC</p> <p>Use Olympic brand in international marketing campaigns</p>	Use Olympic brand in international marketing campaigns	<p>Leverage MC&amp;IT opportunities in U.S./U.K./Germany by highlighting Canada's ability to host large events</p> <p>Use Olympic events to provide messaging for building on current marketing campaigns</p>	Global marketing campaign based on strong MC&IT potential following exposure provided by Olympic Games	
Leverage media exposure	<p>Develop partnership agreements with domestic and international media</p> <p>Develop b-roll and provide to media</p>	<p>Host major media event in Vancouver; host travel media throughout Canada</p> <p>Develop strategy to work with broadcasters and unaccredited media and add to b-roll, image and story inventory</p>	Throughout Olympic Games, maintain presence at accredited and unaccredited media centres and provide b-roll and stories	<p>Work with broadcasters to leverage post-Olympic Games opportunity</p> <p>Organize media familiarization trips</p>	Work with partners to support activities in Canada/BC Pavilion in London and maintain presence during lead-up to London 2012 Olympics
Leverage opportunity of Beijing 2008 Olympic Games	Work with partners to support activities in Canada/BC Pavilion in Beijing and maintain presence during lead-up to Beijing Olympics	Follow-up to assess best practices for 2010 leveraging opportunities			
Develop partnership agreements	Develop partnership agreements with sponsors (e.g. RBC)		Host partnership and events programming at CTC HQ during Games		
Leverage opportunity of post-Olympic afterglow		Begin development of post-Olympic Games strategy to continue leveraging Games after 2010	Update post-Olympic Games strategy based on experiences	Development of post-Olympic Games promotional video	Engage top sponsors leading up to London 2012 Olympic Games to leverage residual opportunities and maintain strong presence in the U.K.

Priority 5: Organizational excellence					
Key Activity & Initiative	2008	2009	2010	2011	2012
Staff survey assessment	Annual staff survey assessment to measure staff engagement and work environment				
Development, implementation and monitoring of robust human resources plans, policies, systems and practices	Develop and implement policies and practices that are similar to private sector best practices				
Leadership development to ensure that CTC leaders possess required skills, competencies and attitudes	Offer coaching development opportunities to leadership team members				
Development of a strategy and processes to grow and retain talent and great leaders	Focus on managing talent by developing and implementing a strategy and processes to acquire and retain talent				
Emphasize strategy-focused organization	<p>Raise awareness amongst leadership team of benefits of being a strategy-focused organization and integrate strategy management into core business practices</p> <p>Use Strategy Map and Balanced Scorecard (BSC) framework to communicate CTC's goal and approach to employees and stakeholders</p> <p>Ensure business unit strategies are linked to and integrated with organizational strategy by defining performance measures linked to corporate scorecard measures</p> <p>Generate buy-in and commitment to strategy at all levels of CTC using communication and education</p>	<p>Introduce monitoring of organizational performance against short-term target for each BSC measure into management meetings</p> <p>Establish ongoing process for learning and adapting the strategy based on analysis of performance</p>	Refine link between strategy and budgeting process	Apply to BSC Hall of Fame assessment process to evaluate progress at becoming a strategy-focused organization, and to benchmark against other organizations that have adopted this approach	

