



Canadian Tourism
Commission

Commission canadien
du tourisme

Global Communications Strategy 2011

Capturing travellers' imaginations



Canada

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Cover photo: Ye Qiao Bo, speed skater from China, tests out the trails in Osoyoos, BC while participating in the 2010 Olympic Torch Relay International Media Program.

Communicating what matters

A message from
the Executive Director
of Global Communications

Whether it's tasting a local ice-wine, heli-skiing in world class resorts or connecting with the locals at a music festival, the Canadian Tourism Commission's (CTC) Global Communications team captures travelers' imaginations by sharing compelling Canadian experiences like these through targeted media channels – from column inches to the blogosphere, from paper to screens.

It is our passion to influence people's perceptions of this great country of ours and increase their desire to travel to Canada - coast to coast to coast. And as we go about our work, we're mindful that behind these experiences are Canadian business owners - and sometimes a whole community - that need us to be great at our jobs.

By remembering these business owners, it makes us even more committed to ensuring our strategy is not just a set of words. Our strategy must become actions, and our actions must translate into results. This is not an individual effort. It will take the efforts of our entire global communications team working with our valued partners to get strategy working for us on a day-to-day basis. So read on, and then reach out.

Tweet, ping or just plain call - we'd love to hear from you.



Gloria Loree, Executive Director, Global Communications

See our team page for complete contact details.



Yang Yang, speed skater from China, enjoys Prince Edward Island while participating in the 2010 Olympic Torch Relay International Media Program



CTC Corporate Plan Overview

Our Goal

Grow tourism export revenues for Canada.

Our Vision

Inspire the world to explore Canada.

Our Mission

Harness Canada's collective voice to grow tourism export revenues.

Our Values

Innovation, collaboration, respect.

CTC 2011-2015 Corporate Plan 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 economy by generating tourism export revenues.

Through collaboration and partnerships with the private sector, the Government of Canada, plus the provinces and territories, the CTC works with the tourism sector to maintain our competitiveness and re-position Canada as a destination where travellers can create extraordinary personal experiences.

Marketing Canadian tourism globally

The CTC's approach focuses on those global markets where Canada's tourism brand leads and yields the highest return on investment. The CTC is active in 11 key geographic markets: the new and emerging markets of Brazil, China, India, Japan, Mexico and South Korea, as well as the core markets of Australia, France, Germany, United Kingdom and United States.

By implementing a targeted, focused approach to marketing, the CTC develops and executes marketing strategies that are relevant to customers' individual needs and the personal experiences they seek in their travel destinations.

Corporate objectives & strategic priorities

The 2011-2015 Corporate Plan lays out objectives and priorities for the next five years and reaffirms the strategic goal of growing tourism export revenues for Canada. By concentrating efforts on the following objectives, CTC will be in the best position possible to achieve our mandate for the benefit of Canada's tourism industry.

Objectives

1. Increase demand for Canada's visitor economy.

- Generate wealth for Canadians by focusing on both short- and long-term potential for maximizing return on investment as markets mature and evolve.
- Engage in effective tourism marketing, promotions and market development activities supported by market research, with an aim to helping Canada achieve its national tourism revenue goal of \$100 billion by 2015.

2. Focus on markets where Canada's tourism brand leads and yields the highest return on investment.

- Concentrate on those geographic markets or consumer market segments where marketing at the national level leads to the highest potential for return on investment.
- Convert high-yield customers by investing in appropriate communication channels based on insights from customer segmentation research and the path-to-purchase model.

Priorities

The following key priorities for action form the framework for how the CTC will achieve our objectives in the 2011-2015 period.

1. Ensure customer relevancy and differentiate Canada.

- Develop and maintain communication with targeted potential travellers and ensure that the marketing messaging they receive is relevant and addresses their interests and expectations.
- Position Canada's tourism brand as a leading experiential brand in the world, where travellers create extraordinary stories all their own.

2. Harvest the afterglow of the Vancouver 2010 Olympic and Paralympic Winter Games.

- Engage with industry partners and international travel intermediaries to target consumers with the aim of converting their interest in Canada from media coverage of the 2010 Winter Games into travel intentions with a focus on closing the sale.

3. Lead the tourism industry in international brand alignment and consistency.

- Harness Canada's collective voice and work closely with the tourism industry to communicate the advantage of a strong, consistent international tourism brand for Canada.
- Engage export-ready small and medium-size enterprises (SMEs) in CTC communications platforms to align supply with consumer demand in international markets and to strengthen the value of Canada's tourism brand by showcasing compelling product experiences.
- Lead industry and government in tourism marketing.
- Drive brand alignment and relevancy.

4. Foster organizational excellence.

- Be a strategy-focused organization with the right tools, people and resources in place to deliver.
- Maintain a positive and collaborative relationship with the shareholder.
- Focus on overhead management and implement cost containment measures.



Peter Schlickenrieder, cross country skier from Germany, skating with wife Andrea in Quebec City while participating in the 2010 Olympic Torch Relay International Media Program

CTC's Strategic Shift 2011–2015

CTC is setting new directions to reclaim growth for tourism in Canada. The primary business shift is to focus meaningfully in high-value international markets. The secondary shift is operational, delivering a scalable structure with leaner operations at our headquarters in Vancouver as well as a change in the international footprint to a regional office model.

These shifts have meant CTC has freed up substantial funds to invest in more marketing programs within high-yield international source markets—an additional \$16 million dollars by 2012. Additional international investment will contribute to the Canada tourism brand gaining strength and inspiring more travellers to visit Canada. Further, the organization will have a more scalable operation and be better positioned to adjust rapidly to compete for tourism business under its regional model.

With a base budget of \$71.8 million for 2011, we need to adapt to new financial realities and position investment to drive maximum results in support of the stated goal to grow tourism export revenues for Canada.

Canada needs to stimulate international visitation. Over the past decade, there has been a dramatic shift in the profile of travellers. Right now, 80% of tourism revenue comes from domestic travellers. This percentage has increased from 65% in 2000; it is clear that relying on more than 80% of revenue from the domestic market is not sustainable for Canada's tourism industry.

Two key shifts that will influence the CTC's operations over the next five years:

1. Shift to a focus on roles.

Beginning in 2011, the CTC will adapt its investment parameters to focus on markets where the "Canada. Keep exploring" brand leads. CTC will maximize investment in international markets where our brand has a leadership position in both mature and emerging source markets. CTC will cease investment in the Locals Know domestic market campaign of 2009-2010, which was funded under a two-year federal stimulus program. Finally, CTC will cede leadership in the US leisure arena to Canadian partners, but will remain invested in US marketing activities through meetings, convention & incentive travel (MCIT), media and public relations and social media.

2. Shift to a leaner, more scalable operation.

The CTC's operational footprint, both at headquarters and internationally, will be leaner and more scalable. By the end of 2010, our wholly owned offices in Paris, Dusseldorf and Sydney will have been converted to general sales agency-appointed offices. Moreover, the CTC will seek partnerships in the form of co-location with provincial marketing organizations in our international markets to reduce redundant overheads. By creating efficiencies and investing increased program dollars and marketing resources into international markets where the CTC brand leads and drives a higher return on investment, CTC expects to generate an additional \$5.4 billion in attributable tourism export revenues to support Canada's national tourism revenue target of \$100 billion by 2015.



Chun Lee Kyung, speed skater from South Korea, enjoys Victoria's harbour with her guest while participating in the 2010 Olympic Torch Relay International Media Program

Global Marketing and Sales Plan

Introduction

The Canadian tourism industry faces both opportunities and challenges for 2011. The CTC has embarked on a global approach that will ensure world-class marketing and sales practices are aligned with corporate priorities. By taking a global approach to strategic and communications planning, and maintaining marketing relevance in each of the countries served, the organization will continue to be efficient, flexible and innovative. The CTC will focus on those markets and consumer segments where there is the highest potential for return on investment, promoting Canada's tourism brand in the emerging markets of Brazil, China, India, Japan, Mexico and South Korea as well as the mature and traditional markets of Australia, France, Germany, United Kingdom and United States.

Situation analysis

With cautious optimism for a renewed economic environment and excitement following the 2010 Winter Games, the CTC, along with the Canadian tourism industry, is poised to capitalize on opportunities, resulting in more tourists to Canada this year. To date, positive results have been seen from most markets, although the impact of the global recession has made the recovery more subdued.

In 2009, international visitors made 15.6 million trips to Canada, down 22% from 2002, Canada's peak year in international arrivals. At the same time, global tourist arrivals to all countries have increased. In other words, Canada continues to lose market share in an era when more global tourists are travelling.

Factors leading to decreased market share include:

- Economic uncertainties
- Strength of the Canadian dollar
- Security concerns
- Low-cost air carriers leading to a greater demand for short-haul travel
- Fierce competition
- A more discriminating consumer who readily shares critiques and reviews via extensive online channels
- New visa policy implementation in Mexico.

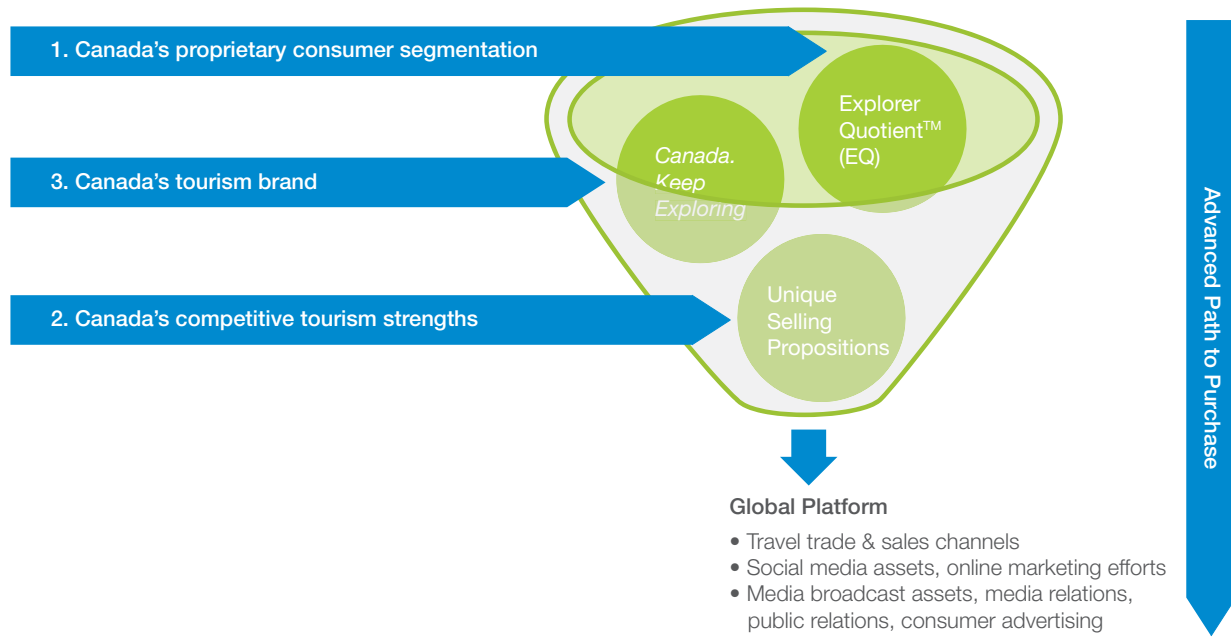
One of Canada's greatest challenges over the next few years will be to improve its competitive positioning. Canada is a maturing travel destination; visitation from primary markets has moved beyond the peak growth phase into a period of slower growth. Canada is not alone in this situation; many other mature tourism destinations such as Japan, the UK and Germany also face declining market share. Improved air access and interest in exotic new experiences have led to growth for destinations such as Southeast Asia, Africa, Eastern Europe, Turkey and Dubai.

That being said, Canada emerged in 2010 with new opportunities for increased tourism demand by recently gaining Approved Destination Status in China and hosting the Vancouver 2010 Olympic and Paralympic Winter Games.

Strategy foundation

To achieve our marketing and sales objectives, the global strategy has at its foundation three key elements:

Exhibit A: strategy foundation

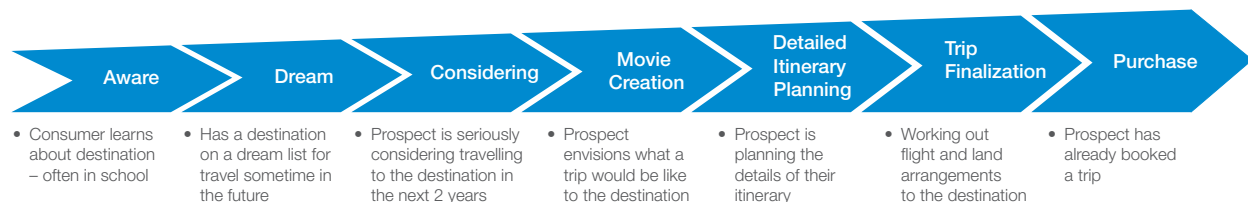


Through these three elements, the CTC facilitates the sales process by engaging consumers using the channel and messaging appropriate to their stage in the trip planning and purchasing process. To better understand where prospective Canada consumers are in this process and how best to influence their purchase decisions, the CTC employs an Advanced Path to Purchase Framework in our research efforts and strategy.

The advanced path to purchase framework

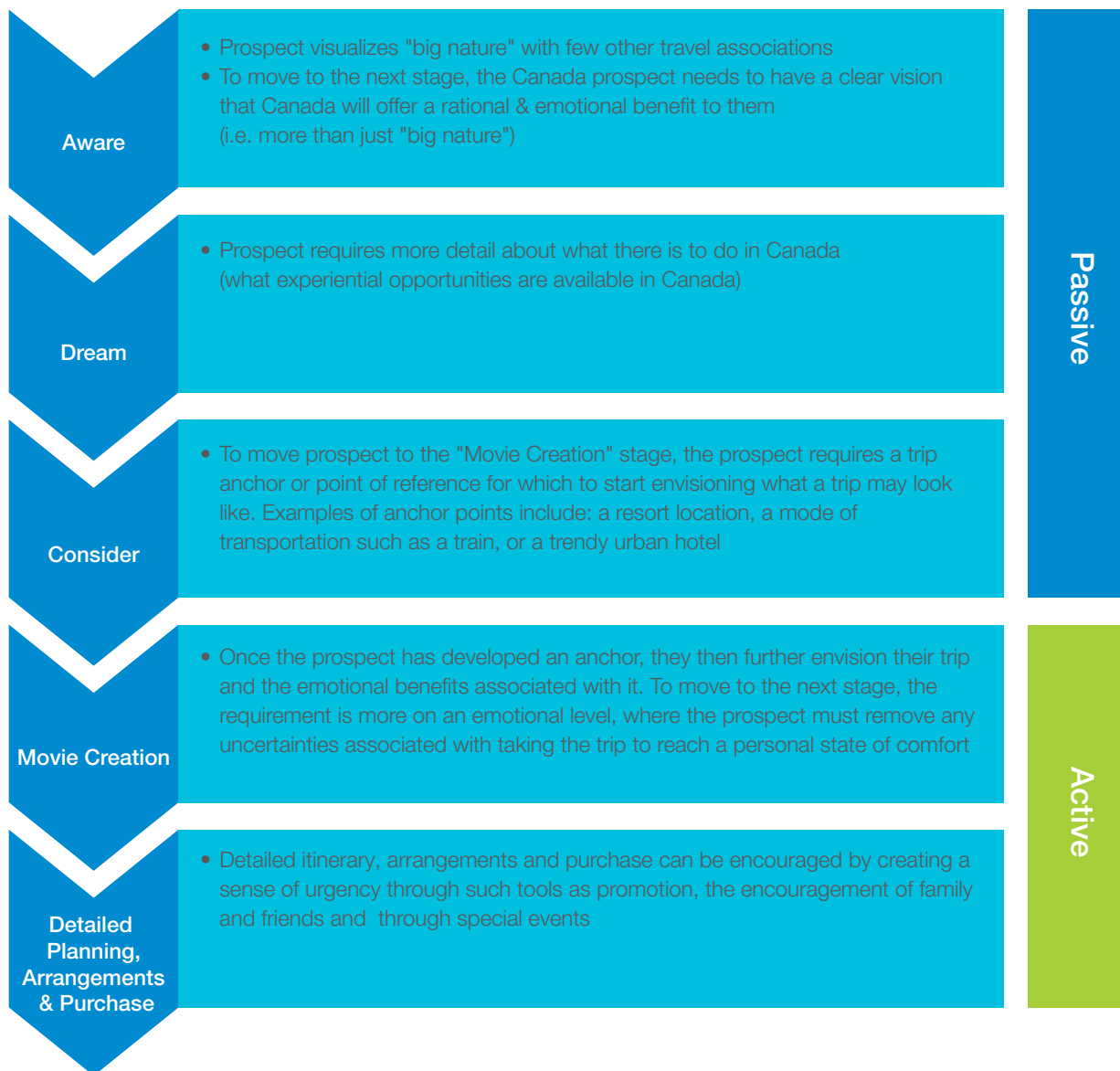
This framework aims to better understand and distinguish between prospective and non-prospective travellers and where they are along the path, as well as to provide the ability to better anticipate a prospective consumer's needs, perceptions and behaviours at each stage.

Exhibit B: advanced path to purchase framework



Incorporated into major CTC studies, this path provides a clear representation of the consumer's journey in making travel decisions and ultimately purchasing travel to Canada.

Exhibit C: influences and barriers along the path to purchase



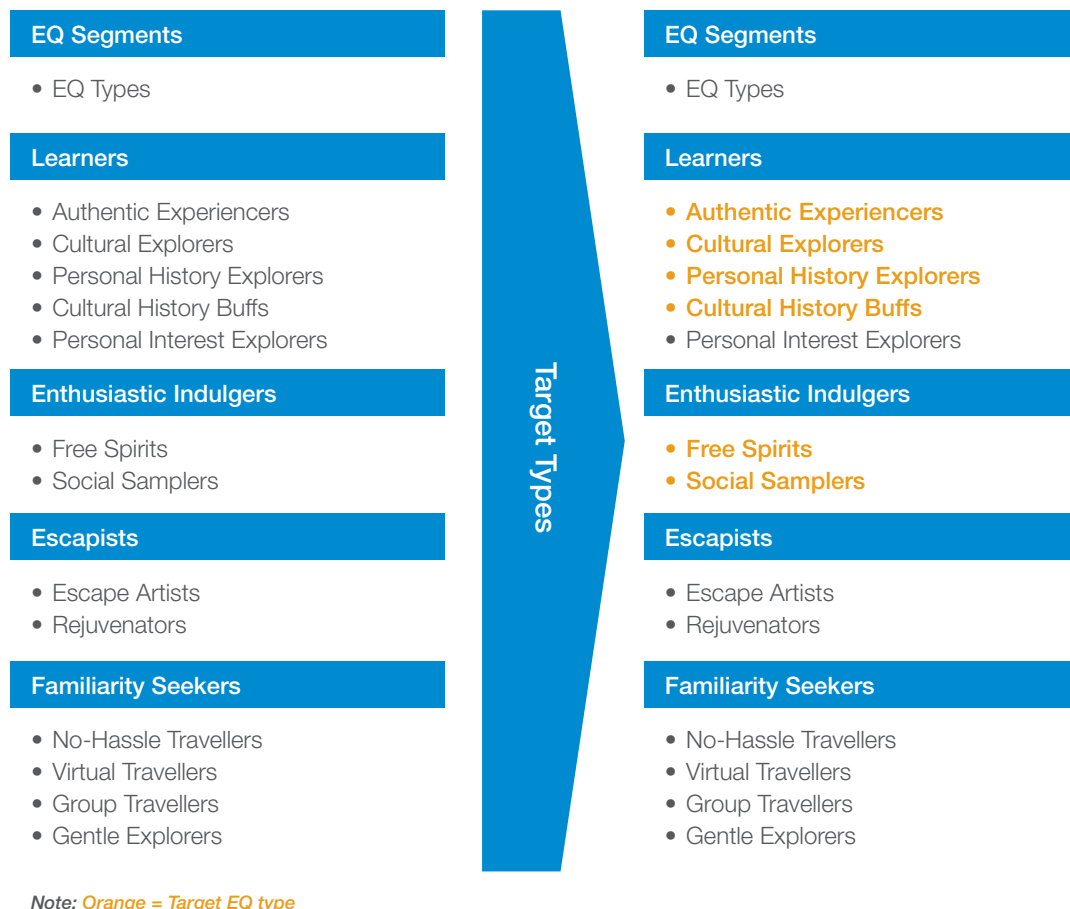
The CTC's proprietary consumer segmentation system, Explorer Quotient™

Much as the Advanced Path to Purchase allows the CTC to better understand the prospect's journey in purchasing travel to Canada, CTC's unique and propriety consumer segmentation system provides a lens to better understand the values, motivators and needs of Canada's most promising and valuable prospects.

EQ serves as a way of targeting consumers beyond traditional demographics, using a set of values specific to travel to categorize consumers into meaningful groups. From there, the CTC can understand the social attitudes, demographic and travel characteristics intrinsic to each EQ type.

The CTC has chosen to focus its efforts on selected EQ types by international market.

Exhibit D: EQ segments and types of focus



EQ targets falling into the Learners segment aim to be immersed in their travel experience and get to know about the culture, people and environment. They are constant travellers and place a great importance on experiencing authenticity.

Enthusiastic Indulgents share enthusiasm for the culture, people and environment; however, they are more inclined to seek out opportunities for fun and excitement along the way and tend to place a great importance on a shared experience and escapism while they travel.

For a more detailed understanding of CTC's EQ types, visit our corporate website:
www.corporate.canada.travel

The tourism brand: Canada. Keep Exploring.

Canada's tourism brand continues to establish itself as a leader in the sector. In 2009, Marketing magazine named the Canadian Tourism Commission "Canada's Marketer of the Year," an honour that validates the CTC's marketing approach. As well, the Country Brand Index ranks the Canada Brand at number two (behind US and in front of Australia). During the Vancouver 2010 Olympic and Paralympic Winter Games, Canada's tourism brand was exposed to the world via an extensive airport "Welcome to Canada" display program. Over the course of 2009, CTC's Brand Experiences unit partnered with provinces and territories to produce over 300 short travel documentaries for social media that are now being actively distributed by both CTC and partners. At the same time, the Brand Canada Library was augmented by 1,800 still images, which are shared at various social sites.

CTC's social-media content has achieved over a million views and over 25,000 hours of online engagement via sites such as Facebook, Twitter, YouTube and Flickr, which CTC has now established in several international markets.

Selling experiences: Canada's Unique Selling Propositions

The CTC has identified five competitive strengths that resonate with the target customer from a tourism experience standpoint.

1. Vibrant cities (on the edge of nature)

Our cities are alive and inviting with experiences that engage all the senses filling you with a sense of exploration, discovery and inspiration; nature is often the backdrop. The vibe and pace of Canadian city centres can also stand alone as competitive strengths.

2. Personal journeys by land, sea, air, rail

In Canada, the journey can be just as rewarding as the experience at the final destination.

3. Connecting with Canadians

This is where Canada's brand personality comes to life; witty, fun, approachable and authentic. Travellers will understand where Canada comes from and where it's going.

4. Award-winning local cuisine

Canadian cuisine acts as an introduction to the geography, people and culture that shape the country.

5. Active adventure among awe-inspiring natural wonders

Visitors don't have to sacrifice comfort to be engaged in natural wonders, regardless of skill or experience in the outdoors.

By focusing on product in these five areas, the CTC can effectively communicate experiences that are most relevant to the target customer and that can compete on a global stage. While these propositions may be found elsewhere, it is the unique experience to be had in Canada that will form the focus of the global communications platform for upcoming marketing programs.



Philippe Caneloro, figure skater from France, enjoys a horse drawn carriage ride in Saskatoon, Saskatchewan while participating in the 2010 Olympic Torch Relay International Media Program.

Global Communications' Guiding Lessons from the 2010 Winter Games

The Canadian tourism industry spent years preparing for the Vancouver 2010 Olympic and Paralympic Winter Games, an incredible event that turned global media attention to Canada. Our country proudly stepped onto the world stage and “brand Canada” achieved unprecedented reach as images of Canada were beamed and streamed around the world.

With the infusion of \$26 million from the federal government starting in 2008, the Canadian Tourism Commission invested in resources that improved our ability to work with international media. The lead-up to the Games was the perfect opportunity for the CTC’s Global Communications team to develop, execute and then evaluate a global communications strategy with our priority markets.

Our team learned the following key lessons from the Olympic experience that we now apply to our 2011 strategy and actions.

Focused media relations efforts improves return on investment

- Prioritize media in each market based on set criteria and align resources to the priorities
- Know and anticipate these prioritized media’s needs and interests
- Develop and nurture personal relationships — they are critical
- Create content, assets and stories that specifically meets those media needs and interests (including specific technology needs)

It is more important for a story to be relevant than to be unique

- Anticipate what story angles will be relevant in each market and prepare them in advance
- Look for localized connections within stories to increase the value to in-market media
- Use brand filters such as our unique selling propositions (USPs) and EQ types to create content that better meets both industry supply and media demand.

Good content is needed more than ever

- Leverage the opportunities that are being created as media outlets have to do more with less
- Identify departments within each outlet that are more able to accept assistance (eg. sports and lifestyle)
- Develop content that can be integrated across the media outlet’s platforms

Traditional and social media are interdependent

- Leverage traditional media use of social media channels to gather information and gauge public interest in stories
- Ensure our communications strategies integrate the way that online and traditional channels feed each other, from a viewer and a journalist perspective

Clarity of roles improves efficiency and effectiveness

- Work closely with our agencies and our industry partners to clarify our roles so our resources are well used and our customers are well served
- Integrate our media and social media relations work with key CTC departments
- Be confident to take risks and try new things as the media landscape evolves
- Measure our work so that we can make informed business decisions and show value



CTC production crew poses with ice road trucker **Alex Debogorski** after an interview near Yellowknife, NWT.

Global Communications Strategy

Introduction

Strategy keeps us all moving in the same direction, towards the same goals. Working on strategy is hard work. And, just like fitness training for a sport, it paves the way for success. With strategy in place, we understand what our department's purpose is and what we need to do to make a difference. It feels good and allows us to be innovative. Our strategic planning process helps us focus on what's most important and what we must improve on to reach our corporate and departmental goals.

In order to set the direction for a new team with a new mandate, we committed to a strategic planning process in the Fall of 2010. The Global Communications team included our agencies, the Global Marketing department, and the Office of Strategy Management in the process.

We were fortunate to have the quality corporate work (detailed in the preceding pages) as our foundation and direction. We focused on translating the high-level corporate strategy into action and ensured its alignment with the corporate priorities.

Our purpose

In support of the CTC's mission, the Global Communications department's purpose is clear. We increase demand for travel to Canada by working with prioritized media and influencers to amplify exposure of Canada's travel experiences in our key international markets. We focus on moving the CTC's target consumers down the path to purchase by using relevant content to influence consumers' travel decisions.

Our services

- Media relations support in the CTC's 11 markets
- Global social media strategy development and execution for all markets
- US communications plan and program, including Canada Media Marketplace
- Asset development (B-roll, photographs, story ideas and packages)
- Public relations support for in-market events
- International visiting journalist program including GoMedia Canada Marketplace
- Market intelligence for traditional and social media trends

Our priority audiences

In supporting the CTC's corporate strategy of focusing our efforts on key consumers (as defined by EQ types), we target the media outlets and consumer influencers that have the greatest ability to move these consumers along the path to purchase.

Media and Influencers

Media and influencers, both traditional and social, are our priority audience because they govern our unit's ability to reach our targeted consumer. In order to move our target consumers down the path to purchase from "awareness" to "movie creation"; we focus on getting our stories broadcasted and published. If consumers see and read about signature experiences, they can start to build the travel movie of Canada in their minds.

To influence this group, we must provide them with something of value. In our case, they value easy access to relevant, timely, reliable, and inspirational content to share with their audiences. Ideally, they will then amplify our messages by becoming advocates for visiting Canada and sharing Canadian travel experiences.



Ye Qiao Bo, speed skater from China, has some fun with **Nancy Greene Raine** at Sun Peaks resort in BC while participating in the 2010 Olympic Torch Relay International Media Program

We also have to understand and consider:

- Our influencers' time, space and budget restrictions
- Our capacity to produce content for each influencer's specific needs
- Our capacity to host them in Canada
- Our competition's tactics for approaching the same influencers
- The perception of dealing with a government agency as a story source.

Industry partners

The Global Communications team works extensively with many stakeholders within the tourism industry; however, there is one group that has the most significant impact on our unit's success.

Provincial tourism marketing organizations (PMOs)

Provincial Tourism Marketing Organizations are our unit's primary industry stakeholder because they have the largest influence on the thousands of small and medium-size businesses in their regions. Together, we can deliver an aligned travel message to our priority media and consumer influencers.

To be successful with PMOs, we must discuss role clarity, effectively communicate our strategy, incorporate their feedback and deliver on our promises. We will move towards more aligned strategies resulting in more effective and efficient action plans. Together, we can deliver on our defined roles and move international consumers along the path to purchase.

Internal partners

The Global Communications team touches every department within the CTC as we conduct our work; however, the Global Marketing department and the Regional Directors (and the markets within their regional hubs) are our unit's primary internal partners. They have the largest influence on our ability to effectively execute a communications plan that is integrated with the marketing and sales plans.

To improve our working partnership within the CTC, we need to discuss role clarity between us and become more accessible as we execute our work. By addressing our internal partnership needs, we will be in a better position to collaborate and plan together, provide timely market intelligence and be aligned in our program delivery.

Global Communications and the US market

As the CTC's strategic shift within the US market begins, the CTC's Global Communications will take on increased responsibilities for media relations and social media activities in the US.

Our approach will integrate traditional and social media activities that highlight Canada's competitive strengths, tapping into top-selling products and relevant travel stories. We will focus on working with a prioritized network of media and influencers to increase exposure of Canada's travel experiences. We are also committed to working closely with our PMO partners to create efficiencies and improve results.

Borders do not define communications work in today's media landscape. So, although past work focused on priority US markets including New York (Tri-state), Boston (New England), Chicago, Los Angeles and San Francisco, we are aware that our success can have national presence and influence.



Hannah Teter, snowboarder from the United States, enjoys a surfing lesson from local up and coming professional surfer **Noah Cohen** in Tofino, BC, while participating in the Connecting with Canadians International Media Program

Our Objectives

The 2011-2015 corporate plan lays out two objectives and reaffirms the goal of growing tourism export revenue for Canada. To strategically support these high-level objectives, the Global Communications team developed unit objectives that articulate what we must excel at in order for our department to assist the CTC in reaching its objectives and top goal.

Global Communications objective 1:

Increase the amount of relevant content that reaches our priority consumers

For the Global Communications team to increase demand for Canada's visitor economy, we must inspire consumers to move along the path to purchase from consideration to movie creation. The word "content" is used broadly to encapsulate all the assets we develop and promote including stories, B-roll, and images. The two important words that help us focus and evaluate our work are "relevant" and "priority". "Relevant" means the content will be aligned to our brand as well as to the needs of our customers. "Priority" means we focus our efforts on media and consumer influencers who are most likely to have CTC's targeted consumers in their audiences.

Objective 1 measures:

- Measure amount of content published by prioritized media and influencers (as defined by key account strategy)
- Measure "relevancy" by:
 - % of content aligned with USPs
 - % of content aligned with EQ types

Global Communications objective 2:

Leverage the global communications platform in priority markets

The 2010 Winter Games gave us the opportunity to accelerate the creation of a global communications platform for our communications and marketing plans. In order to capitalize on this momentum and success, we must improve the integration of CTC's marketing/communications planning and program delivery in all priority markets with a particular focus on the US.

Objective 2 measures:

- Measure amount of earned media that is published in publications that align with Global Marketing's paid media campaigns
- Measure ratio of partner agreements (by spend or initiatives)
- Measure the percentage of project accountability frameworks that reflect partner contributions
- Measure the percentage of RACI in project accountability frameworks that include Global Marketing employees



Alisa Camplin, Aerials skier Australia, carries the flame
in Dawson City, Yukon, while participating in the
2010 Olympic Torch Relay International Media Program

Priorities for Action

Introduction

The CTC developed four priorities that set criteria and direction when units translate the corporate strategy into action. The Global Communications team worked collaboratively to develop the following key strategic initiatives for each priority.

Priority 1: Ensure consumer relevancy and differentiate Canada

Initiative: Conduct a communications needs analysis in each priority market

In order to leverage the global communications platform in each priority market, we will work with CTC's research department and the in-market teams to understand the individual needs of each market, the status of the media and consumer influencers, and where priority consumers currently sit on the path to purchase.

Initiative: Adapt the global communications plan for in-market activation

Once needs and current situations are understood from a traditional and social media relations perspective, the department will work with in-market teams to adapt plans that translate global strategy into action, taking into account the unit circumstances in each market. This initiative will include the development of a consistent process for incorporating trend analysis and feedback loops throughout program execution and ensure we are responding to market dynamics.

Initiative: Develop a key account strategy for media and consumer influencers in priority markets

To effectively increase the amount of relevant content that reaches our priority consumers, the Global Communications team must develop a program that guides our team's use of resources and increases our return on investment. A key account strategy allows our team to set criteria that will prioritize media and influencers, evaluate our success by contact and continue to nurture the most productive relationships. We will integrate, where possible, the criteria from the markets' existing key account approaches.

Priority 1 expected outcomes:

- Consistent strategy to inform the execution of communications across markets
- Improved adaptation of strategy to specific market needs
- Improved measures that are used consistently across markets
- Increased amount of relevant content reaching priority consumers

Priority 2: Harvest the afterglow of the Vancouver 2010 Olympic and Paralympic Winter Games

Initiative: Develop a media relations program that leverages the 2010 Winter Games personalities, stars, stories, etc. in the current context

The federal government funding to leverage the 2010 Winter Games continues through to March 2012. To maximize the awareness garnered in 2010, the Global Communications team will develop and execute a media relations program that creatively develops story ideas with Olympic connections such as the one-year anniversary of the Games. The plan will also look at continuing to encourage Olympic Rights Holding Broadcasters to use our HD and 3D video assets.



Zodiaks depart from Cresswell Bay during a cruise broadcast shoot in Nunavut.

We will also apply our expertise and relationships acquired during the 2010 Winter Games to gain international media attention in our priority markets for key 2011 events hosted in Canada. Examples of events include Formula One racing in Montreal, the PanAm Games in Toronto and the upcoming 100th anniversary of the Calgary Stampede (2012).

Priority 2 expected outcomes:

- Relationships created during the 2010 Winter Games are renewed and nurtured
- Coverage of Canadian travel stories leading up to London 2012.
- Amplified coverage of designated Canadian events taking place in 2011 and 2012
- Continued integrated media relations programs with PMOs
- Usage of existing CTC media relations assets developed for the Games

Priority 3: Lead the tourism industry in international brand alignment and consistency

Initiative: Develop a partner engagement plan

Canadian PMOs and DMOs conduct their own international media relations and social media initiatives, which creates a complex environment for leading alignment and consistency. However, during the 2010 Winter Games, the Global Communications team and PMOs worked in unprecedented partnership and realized the benefits of doing so. We will build on this momentum by creating an engagement plan that encourages PMOs' communications teams to work with the CTC's Global Communications team to clarify roles, build on our strengths, mitigate our weaknesses and share common objectives and measures. The Global Communications team will continue to use GoMedia Canada Marketplace as an anchor event for connecting our team, industry partners and qualified media.

Initiative: Develop an internal communications plan for board, committees and other departments

Communicating the work of Global Communications will ensure appropriate internal stakeholders are informed and engaged. It will support the work of our Corporate Communications and Internal Communications (People Development) Units.

Audiences will be reached through existing organization-wide channels in consultation with Director, Internal and Board Communications (Janet Miller) and ED, Government Relations (Catherine Beauchamp). Audiences include:

- CTC staff
- CTC Board, its committees and the tourism industry by extension
- CTC Government Relations and Industry Canada by extension

Priority 3 expected outcomes:

- United Canadian message
- Aligned Canadian travel message being delivered to international media and influencers
- Improved social media and online experience for consumers when researching Canadian experiences
- Improved working relationships between CTC Global Communications and PMOs
- Increased understanding of and support for the team's role and contributions towards growing tourism demand for Canada



Eddie "The Eagle" Edwards, former 1988 British Olympian in the ski jump, lights Jennine Thaddeus' torch relay at the end of his run with the Vancouver 2010 Olympic torch in Winnipeg

Priority 4: Foster organizational excellence

Initiative: Conduct a training needs assessment

The Global Communications unit underwent significant changes in 2010, gaining more responsibilities and more resources. Our ability to achieve our objectives is dependant on the people and tools we have in place, so we will undertake a training needs assessment to determine where skills and knowledge gaps exist within our team. From this assessment, we will develop a training plan and critical path linked to personal balanced scorecards and job descriptions. Global Communications team members, other CTC team members, or experts outside the organization may address knowledge gaps and provide training.

Initiative: Develop programs that underscore the importance of shared workplace values

Global Communications is committed to being innovative, respectful and collaborative in our work. To be successful, we will foster an environment that embraces these values and makes them part of everyday actions. We will continue to ask ourselves: What does it look like to treat each other, our partners and our customers with respect? How do we foster innovation? How does each team member have to act to foster collaboration with other team members, departments, our partners and our customers?

Initiative: Develop a collaborative planning process with Office of Strategy Management, Global Marketing and the Regional Directors

Communications is only one aspect of marketing. So we will be most successful in supporting corporate objectives if we work in an integrated manner with other CTC marketing channels. To achieve integration and alignment, we will foster a collaborative planning process with our priority internal partners, starting in early stages of planning and continuing all the way through to evaluation.

Initiative: Conduct a measurement audit and establish a framework for measuring the work of Global Communications

With a more focused approach to measuring our work, we can establish and use metrics that not only show its value, but also inform our ongoing business decisions.

Initiative: Implement a strategic and accountable client-agency working relationship

Our agencies are an extension of our team and we must empower them to act this way. As Global Communications becomes more strategic across all markets and expands its responsibilities in the US, we rely on our agencies to execute our strategy exceptionally. To develop excellent client-agency relationships, we will improve our processes so that we not only work efficiently, but also creatively and nimbly.

Priority 4 expected outcomes:

- A team that understands the corporate strategy and applies it to daily work
- Team members with the skills and knowledge they need to execute their work effectively and confidently
- Individual team members live the CTC values in the everyday office environment
- Improved planning and budget accountability
- Integrated marketing plans, project delivery and project evaluation
- Better and more strategic results from our agency-executed programs



Michele Mckenzie, CTC President and CEO, is interviewed by SBS TV from South Korea on the occasion of the Four Host First Nations flame blessing ceremony in Vancouver.

Our Accountability

To ensure that the Global Communications team is contributing to the CTC's overall objectives and is accountable to the shareholder for our use of resources, the unit has adopted key corporate methods of performance measurement.

Balanced Scorecard

In 2008, the CTC adopted the Balanced Scorecard (BSC) as a performance management framework at the enterprise level, and, in 2009, began to cascade this system to the individual unit levels and then to the employee level. Global Communications has completed its balanced scorecard measures in accordance with corporate guidelines as well as developed a personal BSC for each employee.

Project accountability frameworks

Project accountability frameworks (PAFs) capture the planning and resource allocations for all major initiatives. The PAFs ensure that staff assign responsibilities using RACI (see definition below) and consider key strategic elements when planning project execution and spending, as well as aligning with the BSC and corporate priorities.

Global Communications completed project accountability frameworks for its programs to ensure corporate alignment, measurable outcomes and financial stewardship.

RACI – a project management analysis tool

The RACI approach to project management assists in the clarification of roles and responsibilities both internally and externally. The RACI analysis describes the tasks and roles stakeholders and team members take in delivering a project or operating a process. Team members invest time and energy at the beginning of a project to clarify roles and responsibilities to save time and effort throughout the execution of the project.

Global Communications used RACI for the strategic initiatives identified in our plan. We discussed roles and responsibilities collaboratively and developed a RACI for each initiative as a group during our October 2010 strategy sessions.

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“Effective communication is 20% what you know and 80% how you feel about what you know.”

— John Rohn

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Corporate Communications and Government Relations

The Global Communications team works closely with the CTC's Corporate Communications and Government Relations team. Corporate Communications is responsible for the organization's corporate messaging, corporate news releases, government relations, federal communications, and crisis communications.

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