

budget to the U.K., France, and Germany, with the balance allocated to secondary and developing markets. The strategy in the U.K. is to:

- target repeat customers and increase awareness of low- and shoulder-season product experiences and products with capacity in the peak period;
- target first-time customers to increase awareness of the full range of travel experiences in Canada;
- enhance efforts with the travel trade to introduce and improve products, particularly city and winter experiences, and increase length of stay; and
- develop the conference and incentive travel segments.

The Tourism Program targets are to increase volume by 10 percent and revenue by 13 percent.

Awareness levels are expected to move up with the introduction of a revitalized image and new advertising efforts in the fall of 1996. All programming will be evaluated and monitored to measure progress towards achieving the strategy.

The Action Plan

The total budget proposed for the marketing program is \$5,665,000; of this amount, \$1,650,000 would be sourced from the Canadian Tourism Commission and the balance would be levered from provincial, territorial, and private sector partners in cash and in kind. Eighty percent of funds will be geared to the consumer, and the balance will be directed to the trade. The program elements will include:

Consumer Advertising

Television Advertising Campaign. A 90-second television commercial will be used to promote Canada to both returning and first-time customers in the U.K. This campaign is proposed for airing from September to November 1997 and both airlines have expressed interest in working together in the infomercial. The ad will feature a 1-800 number for callers and refer to a consumer vacation planning guide.

Newspaper Insert. A newspaper insert is planned with partners, for inclusion in a wide range of

newspapers in the U.K. The insert will reinforce the television campaign and emphasize winter products.

Newspaper Campaign. A tactical campaign in national and major regional newspapers will be initiated in January 1998, featuring product and pricing points. This campaign will include both peak and off-peak season products, and it will be extended to include the Irish market. Operators will be involved in this campaign with a call to action and they will be expected to provide a larger share of the funding.

Travel Trade Advertising. Trade ads will be conducted in selected trade publications to raise awareness of the diverse range of Canadian products available on a four-season basis. The ads will incorporate a response card and a draw or competition to encourage more responses.

Media Tours

Working with a wide range of partners in Canada, approximately 110-115 journalists will be invited for a first-hand opportunity to experience Canada's tourism products. Journalists will be pre-selected, based on target audiences, and itineraries will be developed with partners who are prepared to supply products and services to facilitate the tours. A contractor will be hired to organize the tours and reallocate scarce human resources to other programs. All media tours will be measured to determine the value of media articles and the positive and negative elements of each story.

Canada Awards

A private sector entity will be requested to organize the Canada Awards evening and the event will, for the first time ever, become a self-financing one in 1997. Since no Canadian Tourism Commission funds will be invested in the event, partners will be required to provide the necessary funding, sponsorships and services.

Trade Programs

Canada Specialist Program. The Canada Specialist Program will be expanded to raise agent awareness of Canadian products. A key account system will be adopted to identify agents selling Canada and target those with the best potential customers.

