



Request for Information
For
Brand Love Research and Measurement

Request for Information No.: **DC-2023-CD-06**

Issued: **June 1, 2023**

Submission Deadline: **June 26, 2023**

1. Introduction

This Request for Information (“RFI”) is issued by the Canadian Tourism Commission, doing business as Destination Canada (the “CTC”), in partnership with Destination Marketing Organizations (Team Canada), for the purposes of gathering information about the marketplace in order to assist in the determination of future purchasing options or requirements. Respondents are asked to respond to the CTC and provide the information requested below.

The Canadian Tourism Commission, doing business as Destination Canada (DC), is Canada’s national tourism organization and a Crown Corporation of the federal government. DC supports the Canadian tourism industry by:

- sustaining a vibrant and profitable Canadian tourism industry;
- marketing Canada as a desirable tourist destination;
- supporting a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and
- providing information about Canadian tourism to the private sector and to the governments of Canada, the provinces and the territories.

At Destination Canada we believe in the power of tourism.

Our aspiration is to enhance the wealth and wellbeing of Canadians and enrich the lives of visitors.

Our mission is to influence supply and build demand for the benefit of locals, communities and visitors through leading research, alignment with public and private sectors, and marketing Canada nationally and abroad. In collaboration with our partners, we promote Canada as a premier four-season leisure and business tourism destination around the country and world.

Destination Canada’s approach focuses on markets where Canada’s tourism brand leads and yields the highest return on investment. We use research to drive our evidence-based marketing in nine key geographic leisure source markets: Australia, Canada, China, France, Germany, Japan, Mexico, United Kingdom and the United States. In addition, our Business Events team leverages in-depth global market analysis to target international clusters aligned with Canada’s priority economic sectors.

We believe that Canada’s diversity, its greatest asset, is also what touches travellers’ hearts most deeply. To that end, we are committed to inclusive leadership within our workforce, workplace, and interactions with partners and travellers alike.

For further information, visit <http://www.destinationcanada.com>.

2. RFI Timetable

The RFI timetable is tentative. It may be changed by the CTC at any time, and the CTC may choose to waive or extend the Live Respondent Information Session and/or the Submission Deadline.

Issue Date of RFI	June 1, 2023
Live Respondent Information Session - open to all respondents	June 13, 2023, from 9:00 am - 11:00 am Pacific Time (PT)
Submission Deadline	June 26, 2023, 2:00 pm PT

3. Background

The problem to solve

Destination Canada and Team Canada Destination Marketing Organization (DMO) partners have a knowledge gap when it comes to understanding the power of brand love on travel to and within Canada. In an effort to know our audience better, build a cohesive Canadian story and differentiate our country in the hearts and minds of travellers, we want to know how to measure brand love in a way that currently does not exist. We currently have traditional brand equity measurement processes in place; what we are seeking is to fully understand the causal impact of brand love on travel and wish to know the degree of brand love for Canada.

Why brand love

According to the work of Sarah Khan, Strategy and Insights Lead at Google, Destination brand love is an emotional bond characterized by self-identification and attachment towards a destination. It is empirically proven that brand love positively impacts tourism destinations, both on emotions and consequently, behaviour.

The emotional impact of love:

- Positive attitude and attitudinal loyalty
- Interest in wellbeing of the destination
- Resistance to negative experiences
- Longing and memories
- Anticipated separation distress

The behavioural impact of love:

- Word of mouth
- Declaration of love
- Willingness to re-visit
- Price insensitivity

Types of destination brand love

According to Kevin Hartman, Google's Chief Evangelist, destination brand love falls under four categories, depending on the level of loyalty and passion. Destination Canada and Team Canada (DMO) partners are looking to measure and learn where we sit on the matrix below, compared to competitors, and how we can move our best travellers toward *Enduring love*.

High ↑	Friendship Love that is freely chosen with a strong sense of familiarity and comfort with the destination and an appreciation of the experience it affords.	Enduring love “Love at first sight”, often with a lack of logic. We are “hooked” on the destination and fall in love instantly. Visits tend to be intense, filled with indulgence	
<u>Loyalty</u> ↓	Acquaintance Places that we have heard of and perhaps even know a little bit about. But there is no spark and no perceived fit with our needs or interests.	Affection A natural love, like having a relationship with a destination for reasons beyond our control (e.g. being born there, having family who live there).	
Low ←	<u>Passion</u>		→ High

Brand health versus brand love

Brand health and brand love are both important indicators of a brand's overall performance, but they represent different aspects of brand perception. A brand can have good brand health without having strong brand love, but it is more challenging to build a sustainable and meaningful relationship with consumers without it.

Brand health is a broad term that encompasses various metrics such as brand awareness, brand loyalty, and brand equity. It measures the overall strength and vitality of a brand in the marketplace.

Destination Canada measures brand health through brand awareness, brand consideration and brand attribution. We also measure domestic host sentiment toward travellers.

Brand love is a more specific concept that focuses on the emotional connection consumers have with a brand. It measures the degree of affection, attachment, and loyalty that consumers have towards a brand. This is different from simply liking or enjoying a destination.

While brand health provides a more comprehensive view of a brand's performance, brand love is a more powerful indicator of brand success because it reflects the deep emotional bonds that can drive long-term loyalty and advocacy.

Destination Canada and Team Canada (DMO) partners are looking for a way to measure brand love as we do not currently have a measure in place for brand love.

Consumer journey

Love for a destination can blossom throughout the customer journey, before, during and after travel. Our recent traveller journey mapping research uncovered the critical journey steps that have a disproportionate impact on leisure trip decisions, experience, or satisfaction. The six (6) moments that matter the most are:

Moment that matters	Influence
Initial trip discussion and criteria alignment	Best travellers select Canada as a destination for leisure travel.
Confirming shortlisted destination choice	
Completion of all intended pre-booking	Best travellers experience when in Canada for leisure travel
Arrival at destination and at accommodations	
Near end of trip experience & expectations reflection	Best travellers potential to repeat & refer travel back to Canada
Sharing trip experience	

Additional information from external sources

We know that there is an art and science to asking our travellers why they love us at different times throughout the traveller journey. Asking the question can increase the emotional attachment to a brand, purchase behaviour, and advocacy for the brand. In the book [Converted](#) by Neil Hoyne Chapter 3 *The Art of Asking Questions*:

“WHAT DO YOU LIKE MOST ABOUT US?”

Questions you ask can influence not just the answers you get but the customer’s behavior too. Ask a neutral question (“How was your experience?”) or a negative one (“Was there anything we could do better?”) and you’ll get more information; ask a positive question (“What do you like most about . . .”) and you’ll get more sales. In one test of retail customers, when the first question asked was positive, their spending went up 8 percent over the next twelve months.[*] The researchers also looked at B2B customers on a free trial. When a survey halfway through the trial led with “What do you like about your product experience so far?” they saw a 32 percent increase in sales of the paid product later on. Another study looked at financial services and found that positive questions led to more purchases and more engaged, more profitable relationships with customers—benefits that persisted even a year later.

Measuring a feeling as a real-world application

[The Happiness Institute](#) has demonstrated how to measure happiness in various applications. They have been able to measure happiness to better understand the elements, environment and triggers that contribute to short-term and long-term happiness, and have helped to shape city building and future planning.

We are looking to do something similar with love as we believe that if happiness can be measured, we can measure love and associate practical applications to our best travellers’ journey.

4. Information Requested

While Destination Canada has a way to measure brand health, we do not have a way to quantify and measure brand love.

Respondents are asked to provide their cost estimate, in Canadian dollars, along with their response.

Define brand love

The traditional measurement of brand love/equity isn’t what we are after. We are coming to you to bring to life our aspiration to use emotional brand love in an emotional way.

We are looking for a definition of love that goes beyond brand equity, we want to understand and influence the emotional component of love.

Measure and monitor brand love

We believe we can measure brand love and derive insights for measuring it on an ongoing basis. We are looking for a brand love measurement framework that will **equip us with ways to use love as a driving force behind our marketing strategies and campaigns.**

Segments

We are looking for the ability to understand brand love by population segments (i.e. best travellers versus general population, etc.). Specifically, we would like to understand brand love for the High

Value Guest (HVG). HVGs are the travellers who tend to immerse themselves in a destination, embrace heritage and culture, and genuinely seek to leave the destination better than they found it. They tend to be more affluent and educated than the average traveller. They share a curiosity for deeper, richer experiences.

Understand how to impact love along the journey

We are looking to understand the impact of this work on marketing campaigns.

Consumer journey integration:

- Consider feedback and opportunities at key points in the consumer journey to help inform brand love.
- Innovative way to ask questions at the right time in the consumer journey so we uncover why travellers love us.

Our purpose: what we want to accomplish

We understand why our best travellers uniquely love us in order to drive the right demand (marketing) and influence supply (destination management).

The importance of this project: why we are pursuing brand love

- We are able to quantify and measure love, so we understand how to influence it.
- Love gives us a competitive advantage; we understand where we stack up in the competitive set.
- We have a complementary framework to understand love in every jurisdiction.
- We reach the hearts and minds of the right travellers.
- We increase loyalty, advocacy and lifetime value for Canada.
- We close the gap between love for Canada and travel bookings for Canada.

Our ideal outcome once the project is completed

A consistent framework to measure love that provides actionable direction, based on why people love us nationally and regionally and how we stack up in the competitive set. The framework identifies and segments travellers who are passionately in love with Canada and leads to recommendations that influence our marketing decisions and competitiveness.

What this will inform

This work will inform our brand strategy and our marketing strategy.

Who this will inform

Our primary stakeholders are marketing decision makers at Destination Canada and Team Canada (DMO) partner organizations such as: Chief Marketing Officers and Marketing Directors/Managers.

Our secondary stakeholders are: Chief Executive Officers and Chief Information Officers at Destination Canada and Team Canada (DMO) partner organizations.

Our success criteria: what has to be true for the project to be complete:

- We know how to generate more love. We know why people love us.
- We know who our best travellers are and how to reach them.
- We have a measurement framework for love.
- Stakeholders understand why we are making marketing decisions, based on research.
- We understand the role of love along the customer journey.
- We are able to map Canada and its regions versus competition in the brand love matrix

- over time.
- Our understanding of love drives future thinking (e.g.: destination development, marketing tactics, etc.).
- Partners trust, adopt and use this research.

5. Live Respondent Information Session and Submission Instructions

Information Session

Respondents are invited to a live information session with Destination Canada and Team Canada to address questions respondents may have, please note that Destination Canada's budget will not be discussed.

The session will occur via Zoom:

June 13, 2023, from 9:00 am to 11:00 am PT

Join Zoom Meeting

<https://us02web.zoom.us/j/86193571746?pwd=S2VLeDcyckF1akovdnBxT2JrZWZOUT09>

Meeting ID: 861 9357 1746

Passcode: 778872

One tap mobile

+17789072071,86193571746# Canada

+17806660144,86193571746# Canada

Find your local number: <https://us02web.zoom.us/u/kbq4TmkTyA>

Submission Instructions

Respondents are asked to submit their information and signed Respondent Submission Form by **2:00 pm PT, June 26, 2023** to the following address and to the attention of the following RFI

Contact:

Christine Duguay

Procurement Advisor

E : procurement@destinationcanada.com

Submissions are to be in PDF format and the email subject line should reference the RFI title and number (see RFI cover). Electronic submissions must not exceed twenty megabytes (20 MB) including email signature. Respondents should divide their responses into appropriately sized (smaller than 20 MB) numbered files. In the email the respondent should provide the details of each attachment and how many emails they will send.

Submissions should include a completed and signed Respondent Submission Form (Appendix A) that acknowledges, among other things, that this RFI and any respondent submissions will not create a legal relationship or obligation regarding the procurement of any good or service.

Respondents should direct any questions on this RFI process to the RFI Contact identified above.

APPENDIX A – RESPONDENT SUBMISSION FORM

1. Respondent Information

Please fill out the following form, naming one (1) person to be the respondent’s contact for the RFI process and for any clarifications or communication that might be necessary.	
Full Legal Name of Respondent:	
Any Other Relevant Name under which Respondent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Company Website (if any):	
Respondent Contact Name and Title:	
Respondent Contact Phone:	
Respondent Contact Email:	

2. Terms of Reference

In responding to this RFI, the respondent acknowledges its acceptance of the following RFI Terms of Reference:

a. Request for Information Not a Formal Competitive Bidding Process

This RFI is issued for information-gathering purposes and is not intended to be a formal legally binding “Contract A” bidding process. Without limiting the generality of the foregoing, this RFI will not necessarily result in any subsequent negotiations, direct contract award, invitational tendering process or open tendering process, and does not constitute a commitment by the CTC to procure any goods or services.

b. RFI Not to Limit the CTC’s Pre-existing Rights

This RFI will not limit any of the CTC’s pre-existing rights. Without limiting the generality of the foregoing, the CTC expressly reserves the right, at its discretion, to:

- (i) seek subsequent information or initiate discussions with any potential supplier, including potentials suppliers that did not respond to this RFI;
- (ii) initiate direct negotiations for the procurement of any good or service with any potential supplier or suppliers, regardless of whether the potential supplier or suppliers responded to this RFI;
- (iii) contact a limited number of potential suppliers, which may include only those that

responded to this RFI or may include potential suppliers that did not respond to this RFI, for the purpose of a competitive process for the procurement of any good or service;

- (iv) elect to proceed by way of open tender call where all potential respondents, including those that did not respond to this RFI, are eligible to compete for the award of a contract for the supply of any good or service; and
- (v) elect not to procure the good or service that is the subject of this RFI.

These expressly reserved rights are in addition to any and all other rights of the CTC that existed prior to the issuance of this RFI.

c. Pricing Information for General Information Purposes Only

Any pricing information provided by respondents is for general information purposes and is not intended to be binding on respondents. Any legally binding pricing or purchasing commitments will be established only where specified by the express terms of a subsequent tender call process or where established through the execution of a written agreement.

d. Information in RFI Only an Estimate

The CTC and its advisers make no representation, warranty or guarantee as to the accuracy of the information contained in the RFI or issued by way of addenda. Any quantities shown or data contained in this RFI, or provided by way of addenda, are estimates provided only as general background information.

e. Parties to Bear Their Own Costs

The CTC will not be liable for any expenses incurred by a respondent, including the expenses associated with the cost of preparing responses to this RFI. The parties will bear their own costs associated with or incurred through this RFI process, including any costs arising out of, or incurred in, (i) the preparation and issuance of this RFI; (ii) the preparation and making of a submission; or (iii) any other activities related to this RFI process.

f. Accuracy of Responses

The respondent acknowledges that the information provided is, to the best of its knowledge, complete and accurate.

g. Submissions Will Not Be Returned

Except where set out to the contrary in this RFI or expressly requested in the respondent's submission, the submission and any accompanying documentation provided by a respondent will not be returned.

h. Confidential Information of the CTC

All information provided by or obtained from the CTC in any form in connection with this RFI either before or after the issuance of this RFI (i) is the sole property of the CTC and must be treated as confidential; (ii) is not to be used for any purpose other than replying to this RFI; (iii) must not be disclosed without prior written authorization from the CTC; and (iv) must be returned by the respondent to the CTC immediately upon the request of the CTC.

The respondent may not at any time directly or indirectly communicate with the media in relation to this RFI without first obtaining the written permission of the CTC.

i. Confidential Information of Respondent

Respondents are advised that the CTC is governed by the *Federal Access to Information Act* and *Privacy Act* and information submitted to the CTC in response to this RFQ may be subject to disclosure. Respondents should not include information in their submission that is proprietary or confidential and the respondent hereby acknowledges that any information provided in this submission, even if it is identified as being supplied in confidence, may be disclosed by the CTC. Respondents are advised that their submissions will, as necessary, be disclosed, on a confidential basis, to advisers retained by the CTC to advise or assist with the RFI process, including the review of submissions. Respondents are further advised that the CTC may make public the names of any or all respondents.

j. Governing Law

This RFI process will be governed by and construed in accordance with the laws of the province of British Columbia and the federal laws of Canada applicable therein.

Signature of Witness

Signature of Respondent Representative

Name of Witness

Name of Respondent Representative

Title of Respondent Representative

Date