



Canadian Tourism  
Commission

Commission canadienne  
du tourisme

## **REQUEST FOR INFORMATION ADDENDUM #2**

---

### **RFI #DC-2023-CD-06 Brand Love Research and Measurement**

#### **Close Date/Time:**

July 4, 2023  
14:00 hours  
Pacific Time

<b><u>Issue Date:</u></b>	June 22, 2023	<b><u>From:</u></b>	CTC Procurement
<b><u>To:</u></b>	All Vendors	<b><u>E-mail:</u></b>	procurement@destinationcanada.com

---

#### **Below is the transcript from the live Information Session held via Zoom on June 13, 2023.**

Destination Canada introduction:

Attendees from Destination Canada (DC) and Team Canada included:

- Executive Director, Global Marketing Insights and Analytics (DC)
- Manager, Marketing Performance & Insights (DC)
- Executive Director, Insights (DC)
- Senior Director, Global Procurement and Environmental Programs (DC)
- Procurement Advisor (DC)
- Vice President of Marketing with Travel Alberta (Team Canada and 10X\* committee ambassador)

Who we are. You probably know Destination Canada as the national tourism body, destination management or marketing organization. Our goal is really to advance the tourism industry in Canada. But this is a project that affects all of Team Canada and this is a 10X\* project, but we have select destination management marketing organizations across the country that come together to just really become better marketers, work together, become more integrated as Team Canada in order to gain a competitive advantage on the global scale. This is the context that we want to share with you in order to understand what this project is about and who will be using the outcome, the product that comes with it. With that, I will hand it over to Cody to talk about love.

So when our 10X group met, what we really wanted to do was try to solve something that we otherwise previously hadn't solved in the past. So when we talk about destination brand love, I think what we really want to stress and hopefully make clear is that there have been studies in the past to measure things like brand resonance or sentiment, and this is something that's inherently extremely different. What we're really looking to do is kind of unlock this destination brand love, which is that, you know, emotional connection to a destination that is somebody who is just absolutely in love with this destination with Canada, that they are going to speak highly of this destination. We more importantly really want to try to understand who those individuals are and then, of course, why they love us and ultimately be able to measure that on a scale.

*\*10X: a working group of Canadian tourism marketers dedicated to helping the industry better compete globally by being smarter and more integrated. Uniting 11 organizations under a shared purpose, 10X challenges the status quo to foster tighter collaboration across Team Canada.*

This is obviously a vast project and it has a lot of scale attached to it. We wanted to try and drill this down into three (3) main basic core groups. We want to really understand the full impact of brand love and what it does to travel and measure the emotional brand love specifically for Canada. Across the board, folks that love us, folks that don't, and why, and then ideally be able to leverage these insights into actions as it relates to Destination Canada's marketing. Really harnessing that power and potential to create more emotional brand love and a better connection in our marketing. What we are also hoping is that what this is going to be able to do is to help us understand better why our best guests love us, that goes beyond just assets, right? It's not just about mountains or a ski resort or the prairies. It's really understanding that emotive piece and will help us make better choices. We want to use that to drive the right type of demand, not just more demand, but more of those high value guests, and also help us inform destination management. Inform that supply side, which is the two (2) pronged approach. That's pretty much the crux of it. We know it's a lot more complex than that. We're really excited to start to go into this space and looking forward to seeing what we can find out and how we can solve this problem.

**Q.** So who would you say the competitors are? Are you talking about other countries or other like travel agencies or what not, or are they your clients?

**A.** It would be other countries. Biggest competitors I would say are for sure the United States and typically states themselves.

Biggest competitors:

1. Visit California (US only)
2. New York City (US only)
3. Visit Florida (US only)
4. Tourism Mexico City (US only)
5. Italy (all DC markets)
6. Visit Britain (all DC markets)
7. Visit France (all DC markets)
8. Spain (US and Mexico only)
9. Brand USA (all markets except US)
10. Tourism Australia (Asia-Pacific)
11. Tourism New Zealand (Asia-Pacific)

**Q.** Talking about competitors, so you mentioned US, Great Britain, Australia. Are they competitors in the sense of they are attracting more of the share of people that are travelling to other destinations or are they performing better from a brand love and emotional connection?

**A.** Well the brand love emotional connection, it isn't something that is measured today. What we have found when we did a competitive review is we look across things like search for destinations, across like Google searches or OTA searches, looking into our own consumer and research database. We took about three (3) or four (4) different data points to understand who was continuously sitting at the top of the list of competitors. So we do have a strong sense of who we are competing against in the traveler's mind as a destination.

I will build on that as well to say that we have also looked at competitors in terms of niche stakes as well as types of travelers that they tend to target, that their brand tends to target, so those would be in addition to some of the metrics just mentioned.

**Q.** I was reading about the High Value Guests and I saw that you guys added information about the demographics but, you guys have more information about it, so we know that like for Amsterdam they were looking for the same so the guy that are not just going for the party but actually has this kind of meaningful travel. Do you guys have anymore data on it that we can use for the RFI?

**A.** So great question, it's something we're constantly evaluating on our end as we further sharpen our understanding of our target guest. I would say there are two (2) key buckets of information when defining our guests, one is the demographic information and primarily based frankly on having the financial means to travel to and within Canada, and that financial means would very based on country. Something like the US as an example we tend to look at top ten percent (10%) based on household income and/or household net worth. That's one (1) body of information we'll look in to. The second body we'll look at are some of those more values and purpose-based definitions of the high value guest. So people who travel with purpose, people who want to leave places better than they found them, people who truly want to explore and engage with local stories and local communities, have

experiences beyond the marble counters and white glove luxury service, so there is kind of a qualitative soft definition of them as well as the pseudo firm demographic income based definitions.

- Q.** Based on the RFI, there's a mention about understanding what brand love means, then understanding the emotional connection of that love with Canada and the third is around how do you translate brand love in more than implementation phase from marketing perspective. Could you expand on that just to get a better understanding of what you're expecting from an implementation perspective of how can brand love be implemented internally within your team and within your partners?
- A.** I think one (1) of the biggest challenges that we have is when you look at sentiment and awareness of Canada as a destination we're high on the list, when it comes to actually booking it's quite a bit lower, so what we're really trying to ultimately do is unlock this ability to better understand that emotional connection of why our guests love us so that we can embody and project more of those things to not only our existing audiences but also potentially try to identify other likeminded guests to grow our share in the market and ultimately close the gap between that ranking and make our marketing much more impactful and effective.

We did some work with Google last year, and you know there's two (2) different things that drive an emotional connection with the destination. One (1) is their loyalty to the destination, so they've developed a very strong relationship with a destination, they will continuously come back. And then the other part is their level of love and passion for the destination, and what we look at is different travelers will rate a destination as either a friendship so it's high loyalty but very low on passion, meaning they've been there multiple times, maybe they had a connection as a kid with family going to that destination. And then there's affection where maybe you've been there again multiple times, but you have a high passion with a low loyalty for that destination. But where we're trying to really move the needle is towards passion, meaning you have a very high loyalty and high passion for the destination. But we would love to be able to rank other destinations on that grid of different types of brand love and see how can we move Canada to high loyalty high passion and who actually lives in that space? Because again it's going to inform things like marketing decisions, supply decisions, long term. It's this constant feedback loop of where do we sit against our competitors on brand love. And right now we think we probably live in affection, but not passion, so its about how do we get to passion for Canada. Think of it similar to, you will do anything to get the latest Apple watch, you don't care how much it costs to get it, you have to have it and that's where we are trying to go with Canada and our high value guests really understanding that.

- Q.** On that matrix is there a definition that you have for loyalty and passion because it can be defined in different ways. Do you want us to define it or is there a definition that you want us to use?
- A.** We have like a base definition of what was created with our friends at Google and through other studies, so we could definitely share that with you. I think we'd be we'd be open as well. If you had a more sophisticated formula or a new approach that built on, you know, the initial work that Google did as well. So don't feel constrained to just what has been done.
- What we have learned from our work with Google: Through relationships formed by loyalty and passion, brands can earn consumers' love, which is a competitive advantage when it comes to conversion. Brand love can be classified in 4 types depending on the level of loyalty and passion:
1. 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. This is isn't love.
  2. 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
  3. 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).
  4. Passion (has also been called 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.

- Q.** My question is more about the reference for this brand love research. I remember that MCI we did one for Uber, and the concept of a brand love was kind of a regional and we did the work of this reference for Coca-Cola. But I don't remember one for tourism. And so, do you guys have any kind of reference or a study you guys have accessed before and can be a reference to us?

- A.** There isn't any specific studies of brand love for tourism. Google reference very old study of love for destination. But like, it's so new like we're really kind of like untapped territory. It is just not done. I think the closest comparison that Google had made at the time in the travel space was through airlines, just as a bit of a case study. But it would, you know, obviously a country or destination would be much more nuanced.
- Q.** What is the ideal outcome of the RFI? Are you just trying to get this perspective on brand love, brand love measurement and understand how different proponents would think about brand love?
- A.** We want a consistent way to measure love, that it is causing a pulse which means that the proponents that make it through this process, we would spend a lot of time in our consumer journey research. We we've recently completed that work and we understand that there are some very key points in time along the consumer journey where people start to have this very high emotional connection to a destination. It typically happens when they've booked their trip, but they haven't actually traveled yet. That's one. And the other is as they're coming towards the end of their trip. It's this idea of pre trip pre-travel or post trip, post travel. And we know that there are two (2) major windows there to actually snag that data from travelers. They may also be in destination or have left the destination. So we would want to work very closely with whoever ends up securing this work. So to have a regular pulse of this and have the ability to tap this audience on a regular basis pre, during and post-event.
- Q.** To follow up on that, so it's less so of an approach if this did become a project on how to execute it a bit more like you mentioned, figuring out how to measure it, how it can be implemented across these three (3) different stages of the journey and so on.
- A.** Yeah, exactly. And we might be thinking very innovatively about how to tap this audience. How do you tap an audience that's already in destination or they just booked their trip, or they just got home. It may not be a very traditional survey style. You may have to tap into some kind of technology that helps to reach that audience. So, it's very different than just running a typical survey. In terms of the final stages, we know that there's about a two (2) week window from when they leave destination to capture that perspective before real life takes back over, before it's sadly long forgotten. So that capture we would look for perspective on capture within that two-week window in addition to the post.
- Q.** Did you have any discussions about differences between sort of being in love with the destination, which to me implies revisiting as opposed to the prospect of falling in love, which is to me more relevant to like an international traveller, that's never been to Canada. I was wondering if that nuance is something that you've scoped or thought about, because to me it seems pretty fundamental that love has different phases, and different temporality to it. You did talk about pre during and post, but I think there's some other angles in terms of have you ever fallen in love or how do you make somebody fall in love? How do you fall out of love? Can it be dysfunctional love? Where you love the place too much? I know BC had some sort of campaigns on those fronts, so just curious if you've poked around in some of those contrarian ways?
- A.** We have not. I would say it's an interesting perspective, almost a spectrum, if you will, of love. And what I might recommend is if we would be open to the conversations we've not spent a ton of time on it, we sort of thought of in a binary way, either you are in or not in love with the destination. So I would say if you believe that's a better way to approach this is to think about the spectrum and it's impact on the path to purchase, we'd be open to speaking about that further. We are not close minded in terms of the approach we know we want to get to love, as separate from equity, as separate from brand health as we as we spoke about earlier on. But what love means. I always joke the poets and artists that are talking about love poorly for 2000 years poorly, so we are open to continue that conversation.
- Q.** My question is really around whether Destination Canada work with specific destinations for this project, say like Canadian Museum for Human Rights in Winnipeg or like Gastown in Vancouver. Do you work with these different regional groups? As well as can we actually distribute surveys to them?
- A.** We typically work with the provinces and cities to hold the relationship with all of the operators in their region. So it's not impossible, but it's something that could be considered. I would echo everything that you just said and say that kind of a 2.0 on this would be how do the provinces and the cities, when we're working with Destination Canada unlock this this measurement to be able to inform our own marketing efforts and better align with Destination Canada? As we all have slightly different audiences,

we have different product, we have different customers. And so that's been one of the challenges is because we are such a diverse country, it's very, very difficult for us to kind of go forward in the global marketplace with one (1) story for everyone. So while have we this, you know, initial piece, we want to make sure that it's fit for Destination Canada as a whole. I think kind of that next level that we're looking forward to unpacking is how does everyone ladder up and unlock this for their own amplification?

- Q.** When I think about brand love and the Canada offer, what makes Canada so amazing is the diversity of experiences and so I may love everything that Nova Scotia and the East coast brings but may hate Ontario just as an example. So, I wanted to understand better this concept of brand love and the scope of total Canada, because I would guess and I would see it as the same challenge in the US, California and New York are night and day. How do you see bringing that national view, that national story together from a brand love perspective and what does that mean as you go deeper underneath and how that brand love can change, our destination love can change across the country?
- A.** Yeah, I think, you know, our goal is really to help to answer and also even find out some of those questions. There's probably going to be more questions that pop up as we go. But I think ultimately we want Destination Canada to be making the best decisions they can possible to attract high value guests across Canada. That may mean looking at you know, different target markets for different areas of the country. It could be, you know, trying to find or maybe discovering a unified brand love asset or emotion that is kind of that bellwether across all areas that then allows those provinces and cities to identify their own swim lanes with them, if that makes sense. Maybe the one build I would think is thinking in the language of say, consumer packaged goods, a master brand and sub brand strategy, and we're playing the master brand strategy. Looking at Canada now, we absolutely appreciate that there is a role that sub brands, the provinces will play in, that these cities will play in that Canada is very different, Toronto is very different from Vancouver. But they all have to play in the same ecosystem, and they need to all draft off Canada, ultimately that's sort of the first port of entry to the consumer decision side as well. It really is a complex tourism ecosystem but how do we think about Canada overall and how does that impact on these sub brands.
- Q.** So hypothetically, let's say we define brand love, we figure out how to measure brand love and what the approach would look like for implementation. Do you have an idea of what next steps would look like? Would you be working with the proponent to, let's say, implement the technology that's proposed in the approach? How would that look like?
- A.** I feel like that's part of the proposals that will come back. We don't know what we don't know right now. So I think that's where we're looking for and why we put out a request for information because, we want to spread the net wide to see what organizations have in their tool kit to actually implement something like this. I think one (1) piece that would be really helpful if it's possible would be, you know, some scalable proof of concept to kind of validate whatever the approach is. So if there's an opportunity for that, whether that's with, you know, a smaller piece, that would be really, really helpful as we move forward as well to, you know, obviously rolling this out across the country and within Destination Canada.
- Q.** The room here is pretty diverse in terms of skill sets. We're certainly not used to this. And I'm sure our peers aren't either. It's usually, you know, we compete or collaborate with our own industry, whether it's consulting, whether it's branding, whether it's research. And here you have academics, you have research firms, you have marketing firms, you have branding firms. Which brings me to the question, ultimately understanding that you don't know what you don't know, but what's the right fit for this type of project, since it's still very, very preliminary and no one really knows exactly where we're going at with this. But understand this is a big priority and an initiative for you. You know this. Do you feel like this is more something that could be, you partner with an academic or with primary research or with marketers or a combination of everything? In which case, let's just all connect after this call to see who can partner with whom. So, yeah, that's my question.
- A.** Well, my personal opinion is yes, collaborate, bring together the best minds around this project and put a proposal. I think that's how you would approach it. I think that would be brilliant almost like we're creating a little bit of an incubator, a very special project that nobody's done before. So we're all going to learn from it. I think that was one (1) of the hopes that I think we had with this project is just, there's so much talent on this call right now. What could we do if we kind of work together and which is, you

know, also leading back to our whole why 10X was formed, because we all came together representing different destinations but we're able to identify and solve these amazing challenges as a collective group. So, you know, don't feel that you have to have the answers to every facet of the RFI. I think the idea is if there's an area of expertise that you have or a particular area of innovation that you want to specialize in, you know, how can folks work together to potentially come up with something that is a new approach that maybe hasn't been done before? I know that's kind of our initial hope that we were thinking of. It would just be really interesting to see.

- Q.** In the RFI you mentioned there's nine key markets that are marking targets. Australia, Canada, China, France, etc.. Do you want research to be conducted in all nine (9) of those markets? You want to think about brand love as a share part among international destinations? Or is this focus primarily on the Canadian travellers who are in your markets?
- A.** That's a great question. I mean, we always want information on our markets. In a perfect world, we plan as Destination Canada for our or nine (9) markets, plus domestic so Canadians travel within Canada. We do obviously, like every organization have different priorities, which is our spend. So what I would say is open to a full nine (9)/ten (10) market solution. If that is prohibitive for reasons, then open to suggestions with respect to certain test markets that could be scaled up in future.
- Q.** So earlier on, you mentioned some of the various partners that Destination Canada works with. I was just wondering what brand measurement do you currently receive from them that might be able to feed into the measurement of this brand love project?
- A.** So we've got a few different measures. But what I'll say right off the bat is what we don't have yet is, I would call it sort of a research industry, classical brand health/brand equity measure that we are actively tracking. The way we track our brand right now is primarily through two means, one (1) is engagement with the brand, which will look for things like lift in searches and lift in mentions and basically other measures of demands for travel to Canada, we will look at syndicated research, there are a variety of data sources of there through the WNTO, through the UN and so forth, which will rank brands based on globally accepted brand markets. Then we also do have services that we custom subscribe to which have a variety of brand measures, which are things such as awareness and, buzz and sort of knowledge of the brand and those sorts of measures. Those are currently the measures that we look at.
- Q.** I have a second question and maybe I'm the only one (1) not clear on this, but what's required at this stage of the RFI, because I assume following the RFI stage there will be an RFP. So, what's really required in the next in the next couple of weeks in terms of submission?
- A.** All of the information right. The information from that we get from respondents to the RFI should help feed in to how we build out the competitive process. But still, no approach, no preliminary approach or point of view or methodology.
- Q.** So no approach, no preliminary approach or point of view or methodology, it's really about us.
- A.** Yes, we are completely open.
- Q.** My question is, so I know that you talked about a couple of the techniques that you use to get brand equity, brand health measurement. But I have a question about your marketing, what types of evidence-based marketing research are you currently conducting?
- A.** What's the best way to summarize this. Great question, I would say all of it. But jokes aside, we do a lot of research, we work with both qualitative and quantitative research firms to get knowledge around who our key travelers are both potential and future travelers; needs to be based both on quantitative survey based research as well as qualitative research, IDI's (in-depth interviews), focus groups, the full gamut. But we also do knowledge on the travellers coming from some of our data partners to understand actual booking behavior, online research behavior, social search, those types of work to understand sentiments towards travel towards our country. We work with some other data providers to understand the path to purchase; things like demand, lifting in demand, and how that might be impacting future purchase. We do a lot of work as well, both on the syndicated as well as custom basis to understand the actual travel landscape itself. So measures of traveler, like overall travel industry, what's important, what are drivers of travel? The scope profiling based on demographics who are they

travelling with, why they want to travel, when they want to travel where they want to travel, so it really is a quite comprehensive suite of things we have that I could not do justice to by trying to summarize it in this.

But I would say it's all along the gamut of understanding how we are understanding traveler, understand our destination, understand the media choices and the impact of our media investments to some extent, in terms of things like search, lift and booking behavior.

We work a lot with our national statistics partners; Statistics Canada, hotel associations, airlines etc. to understand those booking behaviors and through there we will publish things such as quarterly reports on arrivals and so forth, which we would then look at. So what I would recommend is if you go to our website, [destinationcanada.com](http://destinationcanada.com), there is a pull down menu for research and insights, there you will see a variety of publicly available reports that showcase some of data that we have. And of course, we've got some more behind the screen data that we use for our marketing investments, which I've already spoken to here.

**Q.** When we think about love, that's one (1) of many different emotions that consumers experience that unfold as part of their experience. I was wondering if you could sort of have answer two (2) things. One (1) is how do you arrive at love out of all the emotions that are out there? And then the other thing is how do you study emotions in your current research? Are you using natural language processing? Are you tracking specific emotions? Are you flagging emotions in terms of sort of anchors of experiences? How do you think about emotion at Destination Canada?

**A.** Well, this pack all started, I want to say, in 2018, 2019, and we started to work with Kevin Roberts, who is the former CEO Saatchi and Saatchi, and he wrote a book about love and the connection that people have consumers have with brands, that if they love a particular brand, they will do anything to have it, get it, money is no object. We're obviously looking at our target audience. You say high value guests. It's not just about how much they make, its about how much they value Canada as a destination.

So I'll ask my colleagues to fill in for the rest of your question but I would say that would be a great place to start. Just trying to remember the name of the book, but that is a great read on love and that emotion that people connect with products and in some cases they never ever end up owning the product, but they love it.

It's called Lovemarks, is the book.

I'll build on that a little bit and say we did some work some qualitative work last year to show effects that that travel in general have on people. One (1) of the effects it's a regenerative effect, sorry revelatory experience that people can have in destinations where their minds and their lives and them as human beings are transformed in all the positive ways by traveling somewhere and hearing some of the social commentary around the experiences people had keep hearing about the social experiences people have coming to Canada and hearing the way they're describing it. I'm getting goose bumps just thinking about it. Hearing them would be best described as someone describing something they love, and that's what we want to get to. And it truly is for anyone online who is Canadian and has a heart for our brand, seeing how people talk about our country, about Canada, about travelling, about their experiences is truly heartwarming and can best be described as love of a qualitative summary and proof point of the great quantity of academic pros that span the range of the path to love. So that would be sort of why love. In terms of our current practice. We do pick up some emotional markers through some of our quantitative custom surveys. What I would say is they're not yet as sophisticated as using anything to do with natural language processing or AI or neuroscan technology or any of those approaches that get to get a little bit deeper insight to understanding emotional connections to brands. It is something that's on our future horizons.

**Q.** Is any of that work visual like do you look at like how people portray or picture love or write love letters to destinations? Because that's a big part of social media now, too. It's not just words, it's images. Have you done any sort of scraping or snooping around on that front?

**A.** We have we have done some social media scraping and we've done in this case one examples for various destinations to understand impact of travel to that destination and get the positives, negatives

and so forth. That is based on social media sweeping and what people are saying. So we do have some of that work. We haven't gone in depth yet and that is part of our future toolkit.

**Q.** More of a process question I guess because someone had said it's not really a proposal, but when I look at section four, the information requested, it includes a cost estimate. So I just want to clarify, are you looking for methodology in terms of, you know, what our phases are to get to the framework of brand love and basically how to put your competitors on that matrix, etc.? Or is there another step following the RFI?

**A.** So there will be another step following the RFI, if the RFI is really for us to gather information for the next step, which would be likely a competitive process to acquire the right contractor or group of contractors to take this to the next level.

**Q.** So basically answering your questions in section four and with cost estimates?

**A.** Yes, preferably it just gives us an idea so we can plan ahead and make sure we're forecasting the right amount of budget toward this project, moving forward. It's just to give us a ballpark. We don't expect it to be super accurate because it will of course become more refined in the RFP.

**Q.** So sort of like a high level RFP, then we can sort of scope out our thoughts in terms of how we go about getting this information exactly.

**A.** Yes.

Just building on the why love emotion piece. One (1) of the things that's been really interesting in terms of measuring emotions is the work of the Happiness Research Institute has done on measuring happiness and actually using that to plan better cities and improve quality of life for residents. And so I think, I like that approach because it's using science and big data to actually measure something like an emotion. But obviously, you know, we're all in on love for all the reasons that we have mentioned. Love makes you do, you know, crazy things, you ignore in some cases that delayed flight or that, you know, one (1) negative experience that you had on one (1) of the days because you're just so in love with that destination doesn't even affect your mood. It doesn't matter. So that's why love.

**Q.** I know that we touched upon this at the beginning of a call, but I just wanted to confirm this from an approach perspective, which it will shift scope for this project. Are you interested in, from a competitive lens, comparing Canada to your main competitors? Is that a key requirement within this proposal in terms of Canada ranks on the brand love scale X relative to the U.S., or visit California, or is there an intent to rather focus the efforts on defining that brand love and what it means for Canada? Or is that competitive lens important and how does that get translated throughout the project and in the long term?

**A.** I think the highest priority is defining love. The highest priority is obviously defining love, it's super helpful to know where you rank against your competitors because we've often fallen to the mistake of comparing ourselves against ourselves, and so knowing where we sit against competitors is very helpful. So I would say it's sort of a priority two (2) in the list of priorities.

**Q.** Do you have any guidelines in terms of timing on the project and when you'd want to get results back and when you'd hope to have your brand book model?

**A.** We know this is not an easy project. And so we've actually built an 18 month timeline on it. So we know that it will take time as well. We want to do it right. Not right now. And we also know that it will go through an evolution as well.  
And its impact is longer term strategies.

**Q.** Just a follow up question on the timeline itself, do the 18 months just include the definition refinement of the brand love definition, figuring out what are the levers of the measurement framework, or does it also include the actual application of all of the insights and learnings in to marketing campaigns?

**A.** I think we ideally want to be up and running and starting to have data flowing into us by that 18 month timeframe, and we obviously know it won't be perfect. But at least we'll start, you know, just starting



and starting to get data and learn from that with all of the application of it. So ideally that 18 months is when we actually have this functioning and data flowing and gain insights from what we are seeing.

**Q.** My question is, do you have a preferred approach for how we would answer or provide a submission for this RFI, a particular format that you prefer?

**A.** Generally, people submit their documents in a PDF format and they kind of follow the instructions within the RFI. So there is a small instruction section there that should kind of guide you, but you can send a PDF, you can send a PowerPoint, or video or something like that you want to share with us as well, you could do that. It's pretty open. It's not as restrictive as, say, a formal RFP process where it's very formalized and very specific. It's a little bit more flexible with our RFI.

The information session closed after the first hour as DC did not receive additional questions at this time.

**Below are answers to questions submitted via email in regards to the above noted RFI as of June 16, 2023.**

Q1. Is the focus more about the process in formulating Destination Love measurement rather than the data? Or would you say the data is just as, if not more important than the process in building a measurement?

Answer: We are interested in both the process and the data. They go hand-in-hand.

Q2. Is Google involved in the selection of a vendor?

Answer: The RFI is a request for information and not a competitive process to select a vendor. The RFI is for the purposes of gathering information about the marketplace in order to assist in the determination of future purchasing options or requirements (i.e., to assist in the creation of a competitive process document to select a vendor(s); as such Google is not involved in the process.

Q3. Could we request an extension for the submission?

Answer: Destination Canada has extended the deadline to 2:00 pm Pacific Time July 4, 2023.

Q4. Could you let us know what you are looking for in the submission, as in are you looking for an answer on how we measure brand love, as we would imagine that would be the work we do under a contract, not answer in a proposal to a RFI?

Answer: Yes, we are looking for your approach and perspective on Brand Love and how it can be measured and tracked.

Q5. We would indeed be interested in knowing the budget allocated to this mission, or failing that, an available budget range?

Answer: Destination Canada does not have a budget to release for the RFI.