

A scenic landscape of a mountain valley. In the background, rugged mountains with rocky peaks and some snow patches rise above a dense forest of evergreen trees. A calm lake in the middle ground reflects the surrounding mountains and forest. The foreground consists of a grassy field with scattered evergreen trees and patches of yellow and orange vegetation, suggesting autumn. The overall scene is peaceful and majestic.

2015/16 MARKETING PLAN

**SPECTACULAR
NORTHWEST
TERRITORIES**

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FRONT COVER: MACKENZIE MOUNTAINS, BENJI STRAKER, NWT PARKS, ITI, GNWT
 BACK COVER: AURORA NEAR YELLOWKNIFE, MAKI KAWAI, NWT TOURISM

EXECUTIVE SUMMARY

Although overall visitor numbers and spending increased in 2013-14, there is still much to be done to grow the tourism industry in all sectors and regions of the Northwest Territories. Sport fishing, outdoor adventure and regional packages and events have special marketing needs which we address in this plan. And we will continue to work with NWT operators to grow the Aurora, general touring and business travel markets, especially the conference and meetings market.

This 2015/16 marketing plan guides all of Northwest Territories Tourism's marketing activities. The plan is developed annually based on consultation and feedback from our key stakeholders, including the Tourism Marketing Advisory Committee, the NWTT Board of Directors, the Aboriginal Tourism Champions Advisory Council, regional, aboriginal and community governments, NWTT members, NWTT General Sales Agents (GSAs), the Canadian Tourism Commission (CTC), and consideration of extensive research done by the CTC, ITI and the independent research recently completed by the Environics Research Group for NWTT.

The plan also addresses a number of issues and challenges. Earlier plans were sector-based,

which meant allocating small budgets to a range of sectors. Several years ago we moved to an integrated plan, which focused on overall awareness of NWT sector products and services. These larger integrated plans used mass media (Globe and Mail and CBC TV ads) to introduce the NWT destination to a wider group of potential travellers. In 2015/16 we will continue awareness marketing, but will devote more resources to niche or sector products, and will have a greater focus on regional marketing.

Other tourism marketing plan challenges included the timing and size of the plan.

To allow for more feedback we now circulate a first draft of the plan in July/August, so we can make modifications prior to submitting it to TMAC for final approval in January. We have also reduced the size of the plan, although we have retained important sections such as industry overview, challenges and opportunities, distribution channels and market profiles.

This year we have increased the emphasis on strategies, objectives and tactics, have included more focus on regions, have attempted to achieve a workable balance between general awareness

and sector advertising and have condensed the marketing activity section.

For the upcoming year we have identified nine strategic objectives as follows:

1. Strengthen the Spectacular brand and build destination awareness with strategic brand management

NWT Tourism is committed to developing a number of processes that will help us maintain and strengthen our brand identity, while creating more ways to promote it in all of our key markets and enabling the NWT regions to showcase the different products they offer within the brand.

2. Increase tourism revenues

To increase tourism revenues, NWTT will focus on the markets with the highest potential for immediate and long-term success.

3. Drive visitation to all regions of the Northwest Territories

NWT Tourism recognizes that visitation to many of our regions is down and will be making a concerted effort to help drive more traffic to the regions via a number of new initiatives.

4. Revitalize the sport fishing sector

NWT Tourism, working with ITI has completed extensive research on the sport fishing market and is using this research for the ongoing implementation of a sport fishing marketing strategy. A specific budget has been allocated to this initiative in 2015/16, similar to 2014/15.

5. Develop strategic partnerships that lead to stronger packages for longer stays

NWT Tourism will work closely with Federal, Territorial and regional governments and private sector (local tourism operators) to ensure that all partners are aligned and working towards the common goal of creating market-ready packages that are attractive to the consumer.

6. Engage the local tourism industry

NWTT will create more opportunities for stakeholder involvement including participation in marketing programs and will offer more support for product packaging. We will also work to enhance the importance of the industry to NWT residents and the NWT economy.

7. Endorse and showcase excellence

NWTT will endorse excellence and will work closely with GNWT/ITI, regional partners and local operators to instill a sense of pride in performance. With the GNWT we will also explore establishing training standards.

8. Identify opportunities for the future

NWT Tourism will investigate future opportunities and develop related marketing plans around events such as the opening of the Inuvik to Tuk highway and the celebration of Canada's 150th birthday.

9. Manage success through key performance measures

NWT Tourism is committed to working closer with ITI, our regional partners and tourism operators to establish meaningful performance measures, which could include the number of visitors and visitor spending, as well as Visitor Information Centre numbers, total number of packages sold, event attendance numbers, hotel occupancy rates, etc.

Marketing activities will focus on our key markets (Canada, Japan, China, Germany and the USA)

and will continue to use our four main distribution channels –consumer, media, travel trade and meeting and incentive travel.

The proposed marketing budget for 2015/16 activities is \$3,484,545, similar to the 2014/15 marketing budget. Of this amount \$2,784,545 is provided by GNWT/ITI and \$700,000 is from our successful CanNor application. The GNWT funds are broken into two categories: core marketing and Tourism 2015. The core marketing funds of \$2,384,545 cover consumer marketing, media promotions, trade promotions and MC&IT. Close to 70% of this amount will be directed to the Canadian market.

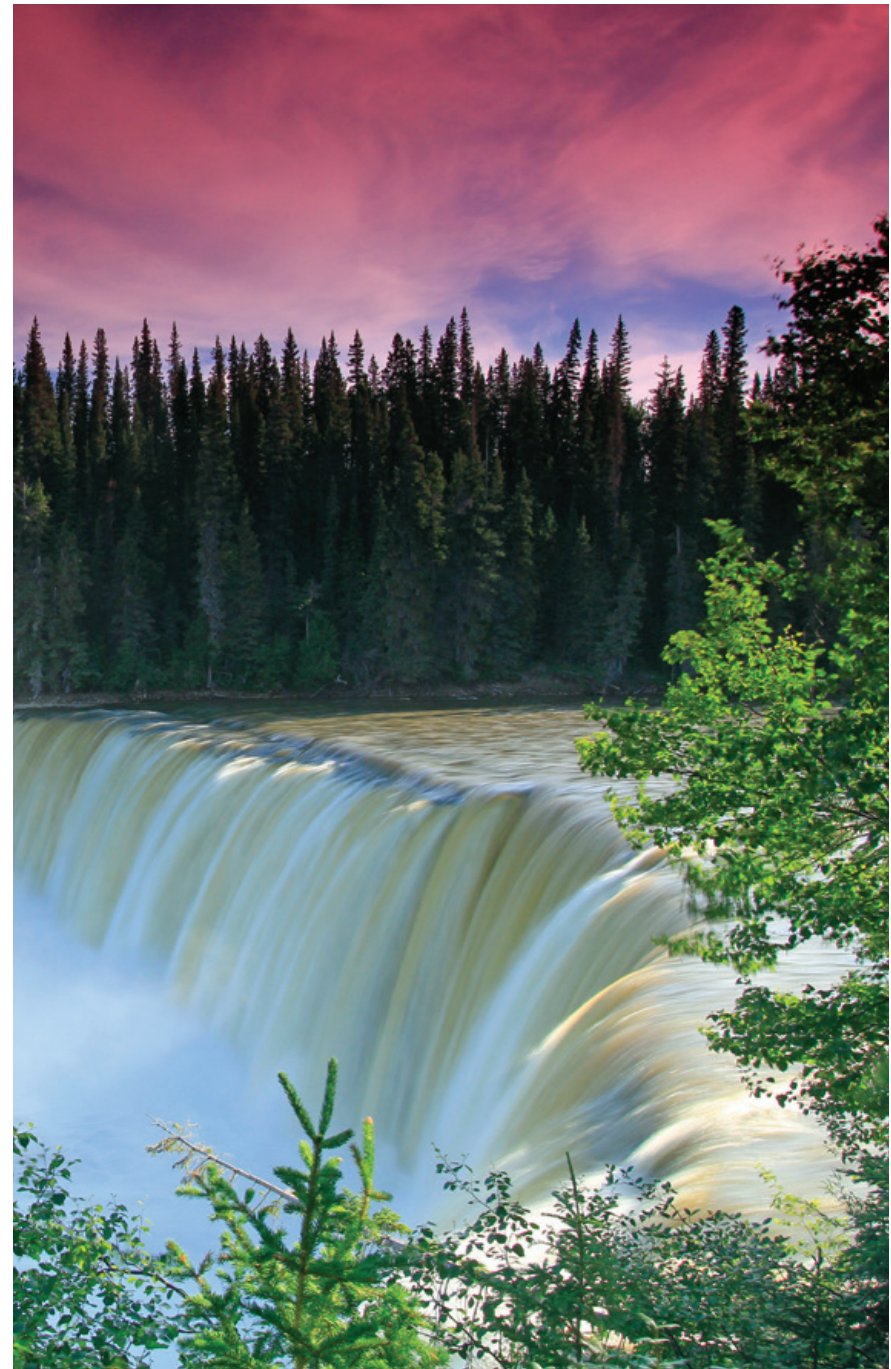
Tourism 2015 funds total \$370,000 and are allocated to regional marketing, local marketing and special marketing initiatives.

CanNor funds will be used to enhance our current markets (\$400,000) and to develop new markets for NWT tourism products (\$300,000).

NWT Tourism believes that the successful execution of this marketing plan and strategy will contribute to achieving value and volume improvements for the NWT tourism industry.

AN INTRODUCTION TO NWT TOURISM

Northwest Territories Tourism (NWT Tourism) is a non-profit organization serving close to 200 members whose businesses involve the tourism industry. Through funding contribution agreements with the Government of the Northwest Territories, NWT Tourism undertakes all of the destination marketing activities for the Northwest Territories and works to enhance these efforts through other partnerships and funding agreements. The organization uses a variety of innovative marketing strategies to help build destination awareness and to drive business to our local tourism operators. NWT Tourism actively promotes all NWT regions and tourism sectors to our key domestic and international markets. NWT Tourism works closely with a variety of local, regional, national and international partners to establish our brand, uphold its reputation and to increase visitor revenues to the NWT.



GEROLD SIGL/NWTTOURISM



NORTHWEST TERRITORIES TOURISM VISION AND MISSION

VISION

A thriving, vibrant, sustainable and successful tourism industry

MISSION

To grow the tourism industry for the NWT in order to support a strong and sustainable economy

NORTHWEST TERRITORIES TOURISM MARKETING PLAN GOALS AND OBJECTIVES

GOAL

To increase the number of visitors and visitor spending in the NWT

OBJECTIVES

- To increase destination awareness
- To strategically promote all tourism sectors in the NWT
- To drive traffic to all regions of the NWT

THE MARKETING PLAN PROCESS

The 2015/16 NWT Tourism marketing plan outlines the markets and marketing activities we will undertake to achieve the goal of increasing visitor revenues for the NWT. The marketing plan builds on the foundation of previous marketing plans, supports implementation of the GNWT's Economic Opportunities Strategy and includes a number of new strategies that will help create efficiencies, build new partnerships and strengthen existing ones, diversify our product offerings, reinforce our unique selling position and grow tourism revenues in all regions of the NWT.

Aboriginal Tourism is seen to be a sector with potential for growth. Its potential for success is underpinned by the uniqueness and vibrancy of Aboriginal culture in NWT communities. Recommendations made by the Aboriginal Tourism Champions Advisory Council, an advisory body that advises the Minister of Industry, Tourism and Investment (ITI), regarding the development and growth of Aboriginal tourism, have been reviewed and taken into consideration in the development of this plan. As part of the process for developing the annual marketing plan, the Tourism Marketing

Advisory Committee (TMAC) provides independent strategic advice to the Minister of ITI on marketing the NWT, recommends final marketing plans and strategies to the minister and recommends adjustments to the annual marketing plan where required.

NWT Tourism also utilized market intelligence and research provided by the Government of the Northwest Territories, Department of Industry, Tourism and Investment (ITI), the Canadian Tourism Commission (CTC) and, our own research conducted in partnership with the GNWT in 2014 with respect to the fishing sector as a guide for selecting and prioritizing our target markets. NWT Tourism also talked with tourism operators, tourism development officers, town councils, aboriginal organizations, city governments, trade and tourism committees and others in each of the five regions over the summer of 2014 to gain insight into the unique challenges they face and to better understand the opportunities to work together to increase visitors and visitor spending into all five regions. Our ongoing dialogue with the regions as we developed this plan enabled NWT Tourism to present the regional ITI staff, who are important

marketing partners, with a number of strategies that we were considering and then through our discussion with them to narrow our strategies down for incorporation into the marketing plan. This ensured that the regions were on board with the strategies and direction presented in this plan. Our continued dialogue with the regions as we execute this plan will provide further opportunities for the regions to share their feedback on how we could enhance these strategies together.

The 2015/16 plan prioritizes our markets and focuses on marketing activities that have the most potential for success, taking into consideration both immediate, short term and longer term goals. When setting goals and objectives for the plan, NWT Tourism was mindful of the many challenges the industry faces, such as economic recessions, volatile currency rates, passport/visa issues and natural disasters, including the recent forest fire situation in the NWT, to name a few. Existing infrastructure and the potential for new products and packages were also taken into consideration.

TOURISM INDUSTRY AT A GLANCE

WORLD VIEW

Despite economic recovery that has been slower than expected, demand for international travel continues to grow. Over the first four months of 2014, tourism worldwide grew by 5 % as destinations worldwide received 317 million visitors. This is an increase of over 14 million tourists from the same time period in the previous year.

There are a number of emerging trends in the world tourism industry including increased competition as more countries around the world are aggressively marketing their destinations and creating increased competition for market share. There is also a growing trend for high-end experiential travel as more wealthy travellers are looking for and are willing to pay for unique, authentic experiences. Technology continues to play a key role in the travel industry as tourists are increasingly relying on web and social media platforms to select and share their travel experiences.

TOURISM IN CANADA

Domestic travel continues to be the main market for most Canadian Destination Marketing Organizations, with just over 80% of visitor spending coming from the domestic market. This is up from 67% in 2000. With the economy slowly beginning to recover, Canadian travellers appear modestly optimistic about their future travel plans. In 2013, all major tourism indicators for Canada, including tourism revenue, GDP, arrivals and employment increased. In 2013 Canada welcomed approximately 15 million visitors from our key international markets. This was an increase of 1.76 %. The United States remains the largest international market for Canada, followed by the United Kingdom, France and Germany.

OVERNIGHT ARRIVALS TO CANADA

	2012	2013	% change
USA	11,847,090	11,998,181	1.28%
United Kingdom	651,433	645,691	-0.88%
France	455,265	459,495	0.93%
Germany	311,648	311,376	-0.09%
Australia	226,787	264,172	16.48%
Japan	226,210	224,857	-0.60%
China	216,097	352,596	63.17%
South Korea	212,149	144,579	-31.85%
India	146,662	147,594	0.64%
Mexico	141,912	150,683	6.18%
Switzerland	109,949	108,570	-1.25%
Netherlands	100,644	97,689	-2.94%
Brazil	93,566	93,755	0.20%
Totals	14,739,402	14,999,238	1.76%

TOURISM IN THE NORTHWEST TERRITORIES

Tourism continues to play an important role in the economy of the NWT.

In 2013/14 the NWT received \$132.5 million in visitor revenues. This is a 24% increase from the previous year. Consistent with most other regions of Canada, domestic tourism makes up about 80% of the NWT Market. The Aurora sector showed the biggest increase as over 21,700 visitors came to experience our Aurora product, which was an increase of 38% over the previous year. Aurora visitor revenues totaled \$21 million in tourism revenues, which was a 38% increase from the 2012/13 fiscal year. The business travel sector also experienced significant growth.

While the number of visitors and visitor spending increased, certain sectors continued to experience declines. The sport fishing sector continues to be the hardest hit with visitor revenues decreasing by \$ 1.1 million from the previous year. Over that same time period, the outdoor adventure also experienced a significant decline.

NWT VISITOR STATISTICS

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	% Change from 2012/13 to 2013/14
Aurora Viewing	5,500	5,400	6,800	7,400	15,700	21,700	38%
Fishing ²	7,300	6,400	5,000	4,700	4,000	3,500	-13%
General Touring	14,800	14,500	12,900	13,400	15,200	14,800	-3%
Hunting ¹	940	760	440	480	500	510	1%
Outdoor Adventure ²	2,100	1,900	1,900	2,300	3,100	1,900	-39%
Visiting Friends & Relatives	9,300	12,900	13,400	11,800	13,800	14,100	2%
Total Leisure Visitors	39,940	41,860	40,440	40,080	52,300	56,510	8%
Business Travel	33,600	26,200	24,800	24,300	24,100	35,300	47%
Total Visitors	73,540	68,060	65,240	64,380	76,400	91,810	20%

¹ The number of hunters is rounded to the nearest ten because the totals are less than 1,000.

² Includes guided and unguided trips

NWT VISITOR SPENDING MILLIONS

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	% Change from 2012/13 to 2013/14
Aurora Viewing	7.3	7.2	6.4	10.2	15.2	21.0	38%
Fishing ³	17.0	12.6	12.0	12.9	10.6	9.5	-10%
General Touring	8.3	8.1	9.5	10.9	12.6	12.6	0%
Hunting [*]	12.5	10.1	4.3	5.5	5.8	5.9	2%
Outdoor Adventure ³	6.8	6.1	5.8	5.2	6.0	4.1	-32%
Visiting Friends & Relatives	4.0	5.4	6.6	7.2	8.4	8.9	6%
Total Leisure Visitors	55.9	49.5	44.6	51.9	58.6	62.0	6%
Business Travel	74.6	58.1	49.5	48.5	48.1	70.5	47%
Total Spending (millions)	130.5	107.6	94.1	100.4	106.7	132.5	-24%

* Methodology for calculating visitor spending for all segments was updated and revised in 2010/11.

³ Includes guided and unguided trips

The adjacent tables provide a summary of visitors and visitor spending statistics for all sectors of the NWT.

A number of our regions are also reporting tourism declines in the number of visitors. The decrease in numbers to the Western Arctic region are of particular concern as the current number of visitors is far below what the region was receiving over a decade ago. While the number of visitors to the Dawson City and Inuvik visitor information centres has been relatively stable for the past year, the number of visitors is down by over 50% from what it was in the late 1990s.

The NWT wildfire issues during the summer of 2014 have also had an impact on visitation with the North Slave and South Slave being the hardest hit regions. The GNWT has reported over 350 wildfires throughout all of the NWT. The scale of the wildfires regularly impeded road access into and out of the NWT as well as travel between regions. Many wilderness lodges have also been impacted as encroaching wildfires resulted in lodge operators evacuating guests, having to decline guests for safety reasons or having to close operations altogether. Tragically,

some lodges were destroyed by fire and others had the spectacular landscapes surrounding their operations destroyed. NWT Tourism realizes that the wildfire situation will have a negative impact on visitation numbers for the 2014/15 fiscal year as a number of visitors were unable to travel to the NWT while others cancelled their trips due to the prominent national media coverage and social media activity around NWT's wildfires. NWT Tourism is also aware that the past media coverage of the wildfire situation has the potential to also negatively impact future NWT visitation in the short term. While it is

difficult to measure the impact that the wildfires or their related media coverage will have on future visitor decisions, we will be assessing the situation by keeping abreast of any negative media coverage on the wildfire situation and if necessary will adjust our marketing messaging to take the focus off of the fires of this past summer and focus on the our pristine wilderness and other key iconic attractions. It will be important not to draw any additional attention to the situation, so NWTT will only proceed with a communication plan to address any negative issues of the forest fires if required to do so.

WESTERN ARCTIC VISITOR CENTRE STATISTICS						
MID-MAY TO MID-SEPTEMBER / NON-NWT RESIDENTS						
	Total Number of Visitors			Percentage Change		
	1998	2013	2014	1998-2013	1998-2014	2013-2014
Dawson City	17,415	7,293	8,468	-58.12%	-51.38%	16.11%
Inuvik	6,457	3,341	3,796	-48.26%	-41.21%	13.62%



GEORGE FISCHER/NWTTOURISM

CHALLENGES AND OPPORTUNITIES

The global economy, political unrest, visa/passport issues, air access, volatile currencies, climate change, natural disasters, competition for other tourism destinations and increased costs of doing business in the north (fuel, insurance, etc.) all impact tourism visitation.

Listed on the next pages are a number of key challenges and opportunities that NWT Tourism has identified as those to be addressed in developing the strategies for the 2015/16 marketing plan. These have been identified through a variety of feedback mechanisms, including data collection, dialogue with tour operators and travel trade representatives, through feedback from familiarization tours we have hosted, in conversations with representatives in the regions and through the ongoing feedback we get from visitors contacting us through the Call Centre.



CHALLENGES

Limited Tourism Products

As a result of our marketing effort, and because the NWT offers some unique selling propositions, interest in the NWT continues to grow. Unfortunately, there is a lack of both product and export ready product that can be purchased by the consumer or our travel trade partners, and we need to be able to offer new products and packages. A short tourism season, aging infrastructure, and undercapitalized operations make it challenging for many tourism operators to maintain and update their products.

Increased Competition

As the global tourism economy continues to grow, more destinations from around the world are competing for tourism dollars. Brand USA has increased its presence in the international marketplace including Canada, and new destinations such as Iceland are aggressively marketing to Canadians. Most regions across Canada are increasing their marketing activities to maintain their share of the domestic market, recognizing that tourism is an economic driver. The success of our Aurora marketing has

been seen by other jurisdictions with similar opportunities, and new and smart packaging by competitors around the Aurora heightens our need to protect investment in this segment.

High Costs of Travel

As the NWT is a long-haul destination, the high cost of travel to the NWT, coupled by the high cost of travel to move within the regions of the NWT is a significant barrier. Airline carrier fees, fuel charges, taxes and increased insurance costs result in the NWT (and all of Canada) being one of the higher cost destinations in the world. When fuel prices increase they are also a barrier for rubber tire traffic.

Road and Air Access

The deteriorating condition of the Liard Highway and the highway between Behchoko and Yellowknife has deterred visitation to the NWT. Air access also continues to be a challenge as a number of our domestic and international visitors are being turned away as they cannot find available flights to the NWT or because the cost of a number of flights and the time to get to the NWT is a concern.

Aging Demographics of Our Client Base

A number of our key tourism sectors, including sport fishing and outdoor adventure, are seeing the average age of their client base increase. As a result their key markets are shrinking and they are challenged with finding new markets for their products.

Customer Service

While the people of the NWT are known for being warm and friendly, customer service provided at Visitor Reception Centres and local businesses can be inconsistent. As the NWT is a high cost destination, customers are expecting a high level of service for their investment and feedback to our Call Centre suggests they are sometimes disappointed. Destinations able to deliver a high level of customer service with consistency across all its tourism interfaces as well as value for money have a competitive advantage.

Negative Perceptions of Destination and Weather

There are many misconceptions about our destination that come from the fact we are located in a cold climate area. Perceptions that we have to overcome are that it is cold all the time, difficult to get to, expensive and unaffordable, that there are no or few modern amenities and there is very little or nothing to do here. The recent wildfires also have the potential to instill a negative perception of the NWT's spectacular beauty.

Limited In-Bound Tour Operators and Proactive Packaging

Throughout our travel to the regions, consistent feedback was that small tour operators struggle to keep their small operations afloat in short summer and long winter seasons and that they need the help of an inbound operator or marketer in promoting and handling bookings and packaging for their product. Specifically, small operators want to work with a business and other partners to package their experience or product with others in the same community or

one close by to make a unique selling proposition for a stay in their region.

The Fishing Lodge Visitor Market is Shrinking

Fishing as an activity in general is on the decline, so as NWT fishing lodge owners work to compete in a global market that is shrinking and that has an aging demographic, the lodge experience and all it has to offer has to match or beat other opportunities that are available for the same price elsewhere.

OPPORTUNITIES

World-Class Iconic Attractions

The NWT has no shortage of iconic attractions. We are known as the best place to view the Aurora and have established the NWT as the Aurora Capital of the World. The NWT is home to two UNESCO World Heritage Sites (Nahanni National Park Reserve and Wood Buffalo National Park). The legendary Dempster Highway, the Canol trail and the majestic rivers of the Sahtu, along with the vibrant culture of Aboriginal communities in all five regions, offer

many attractions and/or experiences that will resonate with tourists from both domestic and international markets.

Increased Interest and Awareness of the NWT

The increased media exposure NWT has been receiving in recent years has helped to increase destination awareness. TV programs such as Ice Road Truckers, Ice Pilots, Ice Lake Rebels, the National Geographic feature that included Nahanni National Park Reserve as one of 20 must see destinations in 2014, and the designations of Wood Buffalo National Park as the world's largest dark sky preserve and AuroraMAX have all helped to put NWT on the map.

Development of New Products

While the NWT has a shortage of products, there is always an opportunity to create new products or stronger attraction packages by partnering. The upcoming development of an all-season road from Inuvik to Tuktoyaktuk has the potential to be developed into a fly-drive package. Partnership between Via Rail, Fraserway RV and northern airlines has the potential for intermodal packages that will drive visitation to

a number of regions of the NWT. NWT Tourism also recognizes that festivals and events have significant potential to be included as part of these intermodal packages.

Partnerships with Alberta, British Columbia, the Yukon and Nunavut

NWT's proximity with Alberta, BC and the Yukon provide many opportunities to work collaboratively to attract more visitors to our regions. The NWT is also a gateway to the Kitikmeot region of Nunavut which opens up the possibility of including pre and post trip activities in the NWT for travellers visiting this region. Partnership opportunities include marketing campaigns such as the Deh Cho Travel Connection which is a circular driving route between Northern Alberta, the southern part of the NWT and Northern British Columbia. The Dempster Highway is also a key iconic attraction that promotes travel between the Yukon and the NWT. Other partnership opportunities include co-hosting familiarization (FAM) tours and sales calls and preparing for Canada's 150th Birthday in 2017 with "over the top" packages that put Canada's north on the map.

Favourable Currency Rates

A weakening Canadian dollar is making it more attractive for many of our international travellers to the NWT.

Spectacular Brand

As global competition heats up and multiple platforms are required to reach and motivate customers to choose our product, having a strong brand backed by a reputation for excellent experiences, service and value is increasingly important. Working closely with regional offices of the Department of Industry, Tourism and Investment and with regional partners, a commitment to leverage the Spectacular brand while tightening up its execution in all collaterals, whether used by NWT Tourism or its partners and members, can strengthen the positioning of the NWT.

Fishing Sector Research Results

Significant market research completed in 2014 for the fishing sector has created an opportunity for lodge owners to understand the product offering expected by the highest potential markets and to fine tune their product offerings for the specific markets they are pursuing.



TESSA MCINTOSH

NWT Tourism also has a refreshed and better understanding of the demographics and psychographics of the highest potential markets to bring into its marketing strategies.

OUR PRODUCT

The Northwest Territories is a spectacular destination with a small variety of unique tourism products and has a reputation for some high profile products that put the NWT on the tourist wish list. There are five specific sectors that NWT Tourism promotes to our key domestic and international markets. These include Aurora, Sport Fishing, Outdoor Adventure, Touring and Hunting. Aboriginal tourism currently fits within the touring sector but may become its own sector as more products are developed.

All tourism products are promoted under five main categories or icons. These include Aurora, Parks and Wilderness, Lakes and Rivers, Culture and People and Northern Realities. These categories were chosen as they personify the Spectacular Northwest Territories brand.

In order to be competitive in a global marketplace, the NWT will need to work towards the development and expansion of new and existing experiences. As a high-cost destination, NWT Tourism understands a focus aimed at attracting visitors who are willing to pay for an authentic experience is important as we are not able to compete for customers based on price.



DAVE BROSHA / NWT TOURISM

DISTRIBUTION CHANNELS

NWT Tourism will utilize the channel approach to reach our key target audiences. There are four main marketing channels that are standard in the tourism industry. These include consumer, media and public relations, travel trade and meeting and incentive travel (MC&IT).

CONSUMER

NWT Tourism's marketing efforts will build destination awareness and position the NWT as a world class destination and highlight our iconic products and experiences. While destination awareness will be a main focus of our integrated marketing campaigns, NWT Tourism will also develop a number of individual campaigns to target specific niche markets. Both general awareness advertising and niche marketing will also highlight the regions of the NWT whenever appropriate.

NWT Tourism will carry out our marketing campaigns via a variety of advertising media. These include:

- Advertising (print, web, broadcast and promotional).

- Social Media.
- Digital (search engine optimization, pay-per-click, e-marketing).
- Consumer Shows.
- Consumer Mail.

Consumer marketing will focus primarily on the domestic market, with several small campaigns taking place in a few of our primary international markets. Consumer marketing in our international markets will focus on niche media that are dedicated to one of our tourism sectors and/or repeat visitors to Canada.

MEDIA AND COMMUNICATIONS

Media exposure is key to the success of any travel destination. The media coverage provided by travel writers and broadcast journalists enables a far greater reach than paid advertising can buy and it also provides a voice of authenticity with readers. Over the years NWT Tourism has successfully worked with a wide variety of media partners that has resulted in millions of dollars worth of unpaid advertising.

NWT Tourism's media and communications strategy includes the following activities:

- Building relationships with key travel media.
- Hosting media FAM tours to all regions of the NWT .
- Attending media marketplaces to promote the NWT as a travel destination and to qualify journalists for FAM tours.
- Working with our local industry operators to ensure that they are positioning the products and experiences in a way that is relevant to the travel media.
- Negotiating photo and video rights from travel media who visit the NWT as a way to expand our marketing assets.
- Utilizing public relations strategies to support all of our marketing efforts and to build awareness of the value of NWT Tourism for our local tourism industry.
- Adding value to marketing initiatives and contests by using media and public relations to get additional traction on social media platforms with contest winners and promotions.



NWT Tourism's media investments will vary per market. The main focus will be our primary markets, but may also include secondary markets if an exceptional opportunity arises. The CTC typically supports flight costs of getting the travel media to the NWT, and NWT Tourism in partnership with local tourism operators who also invest in marketing the NWT, cover the remaining costs.

While travel writers dictate what products and experiences they are looking for, NWT Tourism looks to set up a diverse media program so that all regions and sectors receive media coverage. We select those media whose products reach the audiences in our primary and secondary markets.

TRAVEL TRADE

The travel trade is an important component of our marketing plan, particularly in our overseas markets where consumer marketing is not efficient and is too cost prohibitive. In several of our key markets, such as Germany and Japan, over 90% of bookings come through tour wholesalers or travel agents. NWT Tourism is able to leverage the marketing effort of our key trade accounts with their significant sales networks to target their clients who are a fit for the NWT.

NWT Tourism's Travel Trade plan includes the following activities:

- Attend key travel trade marketplaces where we can meet with key accounts and identify new partners. These marketplaces provide the perfect opportunity to build destination awareness with tour wholesalers from our secondary and emerging markets.
- Provide regular updates on export ready products in the NWT and encourage the travel trade to carry and sell NWT products.

- Host key travel trade accounts on FAM tours to the NWT to showcase export ready products, leading with our best.
- Establish cooperative marketing partnerships with our key trade accounts and strengthen our commitment to performance metrics. Cooperative funding will be contingent on innovative programs, potential to generate sales and will include requirements for follow-up reports for any key trade account that enters into a cooperative marketing arrangement with NWT Tourism.

As the *CTC Global Tourism Watch: 2013 Canada Summary Report* indicates, less than 10% of Canadians use the services of the travel trade when booking domestic travel. Our travel trade program will therefore focus primarily on our international markets.

As lack of product in the NWT, particularly export ready product, is an issue that our marketing must overcome, NWT Tourism will shift the domestic travel trade focus from a sales perspective to allocating resources to supporting partnering for packaging of export ready packages.

MC&IT

MC&IT also plays a key role in generating visitor revenues to the NWT. Marketing efforts will focus on attracting mid to small size meetings and conferences and on promoting the NWT to incentive houses that are looking at new and innovate ways to reward their top clients.

Key activities for the MC&IT program include:

- Promotion of the new Conference Bureau and the new services it provides.
- Attendance at key MC&IT trade shows where we can meet key meeting and conference planners.
- Participation in Meeting Professional International (MPI) and SITE meetings where we can promote the NWT as an ideal destination for corporations that are looking for travel destinations as rewards for their top performers.

- Developing promotional materials and other collateral such as a MC&IT website that conference planners and incentive houses can use as part of their sales pitches.
- Hosting FAM tours and site visits for our key MC&IT accounts.
- Working with our local industry partners to respond to RFPs for organizations looking to host a meeting or conference in the NWT.

The Business Events Canada (BEC) division of the CTC has recommended that NWT Tourism reach out to industries such as natural resources and partner with their trade departments, consulates and embassies targeting trade events, offering to host trade missions and sharing contacts.

From an incentive perspective the strategy is aimed at smaller companies that are willing to try “out of the box” destinations with a focus on specializing in an area such as Aurora viewing, outdoor adventure or sport fishing incentives. Festivals such as the Great Northern Arts Festival, Paddlefest and the Long John Jamboree can also be promoted for incentive travel.



TERRY PARKER / NWT TOURISM

With the establishment of the NWT Conference Bureau, NWT Tourism will create new efficiencies in the MC&IT sales activities, bringing increased expertise in-house so that current marketing budgets can be better allocated toward the development and sale of tourism packages.

MARKET CLASSIFICATION

With over 240 nations around the world, choosing which markets the NWT should be pursuing can seem overwhelming. Working closely with the CTC, NWT Tourism focuses our international marketing effort where the Canada brand has a strong presence. The CTC is currently active in eleven international markets. These include the United States, United Kingdom, France, Germany, Australia, Japan, China, Korea, Mexico, Brazil and India. Due to budget cuts, the CTC reduced its presence in the USA marketplace to MC&IT and a few media activities. The CTC is now hoping to reinvest in the USA in a significant way and has approached the federal government for additional funds to support these efforts.

Other markets NWT Tourism works with or has worked with in the past, include Switzerland and the Netherlands.

NWT Tourism selects geographic markets based on a number of criteria, including: a strong match between the specific products that a particular market is looking for and the NWT's ability to deliver those products, demographic matches (age, income, education, etc.), current visitation statistics, travel trends, visa/passport requirements, and air access. A comprehensive overview of each of these markets is included in Appendix A.

Based on the above criteria, NWT Tourism's geographic markets are categorized on the following page.



JASON VANBRUGEN / NWT TOURISM

PRIMARY MARKETS

*Canada - Japan - Germany -
China - United States*

Marketing Channels: Consumer, Media, Travel Trade and MC&IT

- Consumer activities in international markets will be led by the CTC and/or will focus on small niche campaigns.
- A significant portion of the budget will be spent on domestic marketing with smaller budgets allocated to the international markets.

SECONDARY

Switzerland - South Korea

Marketing Channels: Media, Travel Trade and MC&IT, Consumer

- Consumer activities will be limited to a sportfishing promotion in the USA.
- MC&IT will also focus on the USA.

LONG TERM MARKETS

Australia - United Kingdom - France

Marketing Channels: Media, Travel Trade (limited to CTC events and trade enquiries)

- NWT Tourism will receive funding from CanNor to expand trade and media promotions in new markets.

OTHER MARKETS

Netherlands - Mexico - Brazil - India

- No planned in-market activities. NWTT may be able to assist tour wholesalers and receptive tour operators already selling NWT products.



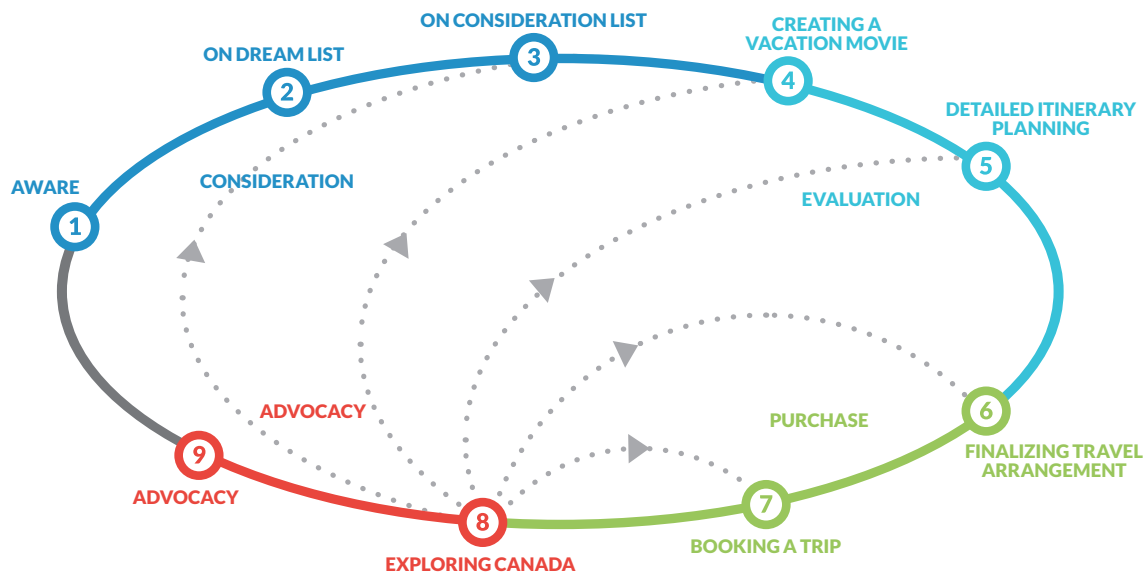
NWTTourism

PATH-TO-PURCHASE MODEL

The CTC adopted a path-to-purchase model as a way of influencing travellers to visit Canada. The path-to-purchase model is an effective measuring tool that identifies progress and blockages to building destination awareness, consideration, evaluation, planning and ultimately booking a trip to Canada. CTC research has shown that although 44% of

international travellers are considering a visit to Canada, less than 1.5% actually book a trip. Many long-haul travellers do not lock down their detailed itineraries until late in the purchasing process. This means that influencing travellers at the purchasing stage is just as important as capturing their interest in the early stages of the cycle.

CANADIAN TOURISM COMMISSION - PATH-TO-PURCHASE MODEL



TERRY PARKER / NWT TOURISM

For all emerging markets where the Canada Brand leads, the CTC is taking a leading role in the first three to four stages of the path-to-purchase model. The DMO will step into the marketing process on the fourth to fifth stages. Local tourism operators (often working in partnership with tour wholesalers) would speak directly to the sixth, seventh and eighth stages of the process.

In core markets (especially the domestic market) where the Provincial/Territorial brand has greater recognition the Provincial Marketing Organization (PMO) and/or the Destination Marketing Organization (DMO) would take a more active role in the initial stages of the path-to-purchase model and local tourism operators should be more involved in communication with their potential customers much earlier in the process. NWT Tourism has an active role in the consideration portion of this model, and specifically on the awareness components. While at times we do promote the path-to-purchase steps of creating a vacation movie and general itinerary planning, this is not our primary role.



GEORGE FISHER / NWT TOURISM

To move people along the path-to-purchase journey, and to influence travel bookings, social media plays an important role by encouraging past visitors to Canada to advocate for the destination by sharing their travel stories, recommending various travel experiences and answering specific questions on Canada.

STRATEGIC OBJECTIVES OF THE 2015/16 MARKETING PLAN

As we set out to grow the tourism industry within our territory, NWT Tourism will focus on the following strategic objectives.

- 1 Strengthen the Spectacular Brand and build destination awareness with strategic Brand Management**
- 2 Increase Tourism Revenues**
- 3 Drive Visitation to all Regions of the NWT**
- 4 Revitalize the Sportfishing Sector**
- 5 Develop Strategic Partnerships that lead to Stronger Packages for Longer Stays**
- 6 Engage the Local Tourism Industry**
- 7 Endorse and Showcase Excellence**
- 8 Identify Opportunities for the Future**
- 9 Manage Success Through Key Performance Measures**

KEY STRATEGIES

To optimize our marketing efforts and ensure we are on a path towards success, NWT Tourism will focus on the following key strategies:

- 1 Partner on a united front to package the Northwest Territories**
- 2 Focus on the markets with the highest potential with an outlook on long term sustainability**
- 3 Lead with the best, raise the bar for the rest**



ROBERT BERDAN / NWT TOURISM

STRENGTHEN THE SPECTACULAR BRAND WITH INCREASED BRAND MANAGEMENT

A compelling brand is paramount to the success of any tourism destination. The brand tone, imagery and messaging influence people's perceptions and underpinning a brand should be the emotional appeal, reputation and attributes that inspire millions of people to visit a particular region.

In 2007, Northwest Territories Tourism launched our current brand - SPECTACULAR NWT. The brand was developed using intensive, independent customer research. The Spectacular brand provides a clear, compelling way for potential visitors to think about the Northwest Territories. The brand is a motivating "first idea", conveying the vibrancy and natural wonder of the Northwest Territories. The brand was established to help increase destination awareness and drive visitation to the NWT.

Over the past seven years the Spectacular NWT brand has built significant momentum, particularly in the domestic market. However,

over time the brand has become diluted. With the introduction of the "Aurora Capital of the World" sub-brand, and the increase in regional marketing initiatives that have strayed from the brand, the brand has lost some of its key consistencies. Recognizing this, NWT Tourism is committed to developing a series of processes that will help us maintain our brand identity while creating more ways to promote it in all of our key markets, and enabling the unique regions in the NWT to showcase the differences they offer within the brand. These include:

- Update/develop a Brand Identity Standards Manual so that anyone using the Spectacular brand is equipped with the right tools.
- Work with the regions to develop brand identities that fit within the Spectacular brand so that all marketing materials developed by GNWT and/or NWT Tourism are clearly recognized as being from the NWT and part of the Spectacular brand.
- Work with NWT Parks, (and National Parks whenever possible) to use the Spectacular brand in their promotions.

- Set appropriate guidelines and permissions for brand use so that NWT Tourism maintains control of the Spectacular brand while giving tools to partners for brand consistency.

NWT Tourism has identified the development and management of the Spectacular brand in our most recent CanNor application. NWT Tourism will be undertaking these activities with CanNor funds.

INCREASE TOURISM REVENUES

To increase tourism revenues, NWT Tourism will focus on the markets with the highest potential for both immediate and long term success. An important component of this process is to build destination awareness and create a sense of urgency to travel to the NWT.

NWT Tourism will also focus on establishing a balance between general awareness advertising and niche marketing. General awareness campaigns have proven to be an effective way to generate enquiries and bookings to the NWT. Niche campaigns are also important as they target specific markets or sector groups.

DRIVE VISITATION TO ALL REGIONS OF THE NWT

NWT Tourism is committed to marketing all regions of the NWT. Whenever appropriate, all regions of the NWT are featured in our integrated advertising campaigns. NWT Tourism recognizes that visitation to many of our regions is down and will be making a concerted effort to help drive more traffic to all of the regions of the NWT. Specific strategies include:

Promote all access routes into the NWT

This would include air access between Edmonton and Fort Smith, Whitehorse and Inuvik, in addition to air access between Edmonton/Calgary and Yellowknife. NWT Tourism also recognizes the significant draw of the Dempster Highway and the Deh Cho Travel Connection.

Develop regional itineraries

Working in partnership with the Regional Tourism Officers (RTOs) NWT Tourism will develop a series of regional specific itineraries. These itineraries will include key points of information and activities that can be promoted to FIT (fully independent traveller) as self-guided

tours, and whenever possible included as part of consumer and trade packages. NWT Tourism will also produce branded collateral (web and print) for each regional itinerary that can be housed on the NWT Tourism website and made available at the regional visitor information centres.

Develop regional packages

Even for our domestic market travellers to the NWT, determining what to do while in the NWT can often be challenging and difficult to set up. By developing regional packages that can be promoted through consumer channels (and trade and MC&IT whenever appropriate) travel to the NWT will become significantly easier and consumer options more obvious. Investing in packaging requires NWT Tourism to also provide feedback to our stakeholders regarding our return on investment. NWT Tourism will work with partners in these packages to ensure reporting regarding the number of packages sold so that conversion can be measured. NWT Tourism will work in partnership with GNWT ITI Regional Tourism Officers and a private contractor(s) to develop, market and sell regional packages. NWT Tourism is proposing that a goal be set of two new packages per region.

Utilize festivals and events as a draw to the regions

NWT Tourism recognizes that local festivals and events are key draws for many tourists. Each region of the NWT has a number of well-established festivals that have the potential to attract visitors from our local, domestic and international markets. To help promote these festivals and drive traffic from outside the local communities, NWT Tourism would support the marketing of a number of key festivals and events. As a pilot project, NWT Tourism would work closely with GNWT ITI Regional Tourism Officers and local community festival and event organizers to determine which festival we would support and partner with in the development of a marketing campaign that brings together the festivals with other key tourism product offerings as a means for driving traffic to the regions. By partnering with the festivals to support their promotion, our aim is to have festival packages also include promotion of other tourist activities. This will encourage visitors to stay longer in the region when the festival is over or if they can't get to the NWT during the festival, and will give them other reasons to visit.

NWT Tourism would establish guidelines for the program that would also include reporting requirements so that we can determine how many visitors attended the festival and how many packages were sold.

REVITALIZE THE SPORT FISHING INDUSTRY

As outlined in our marketing plan, the NWT sportfishing sector has been experiencing a steady decline for a number of years. Over the past year NWT Tourism has been working in partnership with ITI to undertake a series of research activities specific to the sportfishing sector. Research activities included qualitative research, sector consultation, analytics of key target markets (based on fishing license sales) focus groups and a market survey in Canada and the United States. This research has helped us gain insight into the challenges of the local industry. We better understand the products that the key markets want and this has enabled us to refine our marketing activities in a more focused way so they are aimed at the highest potential markets. During the focus groups in

July 2014, images and taglines were tested with the key markets and new advertising and marketing tactics are being developed to incorporate our learning from this work. NWT Tourism's work with the fishing sector in the fall of 2014 was aimed at building sector understanding of the research results and how we are responding. This new information has also provided an opportunity for fishing lodge operators to examine their own product offerings and marketing initiatives so they can strengthen their own efforts to "close the sale".

NWT Tourism has set aside a specific budget for sportfishing promotions and is working with the Agency of Record to develop the detailed execution of a targeted sportfishing strategy. While this strategy has not been completed at the time of producing this plan, some of the key components include providing more prominence to our fishing lodges and making travel information such as specific lodge amenities and travel logistics more easily available in our guides and on our website. Research results point us to advertising campaigns that are focused on northern Alberta and the Midwestern USA markets.



J.F. BERGERON / NWT TOURISM

While the sportfishing campaign will occur within the 2014/15 fiscal year, NWT Tourism recognizes that it will take several years of a concentrated marketing effort to help revitalize the sportfishing sector and therefore is proposing that a long-term commitment be made to enhanced promotions for this sector.

DEVELOP STRATEGIC PARTNERSHIPS

Strategic partnership will also be a key component in the success of our marketing campaigns and to increase visitor revenues. NWT Tourism will be actively seeking to strengthen existing partnerships and to forge new ones.

Traditional partners will include, but not be limited to, pan-territorial initiatives with the Yukon and Nunavut, regional partnerships with local communities and DMOs, as well as National and Territorial Parks. Other traditional partnerships include the Deh Cho Travel Connection driving route between BC, Alberta and the NWT and the Fraserway one-way RV rentals between Whitehorse and Yellowknife. NWT Tourism will also explore non-traditional partnerships with private sector industry as a way to expand our marketing reach. NWT Tourism will also work closely with the CTC and CanNor to leverage additional funding to support our marketing initiatives.

Leveraging the establishment of the NWT Conference Bureau, in 2015 a pre-conference and post-conference packaging strategy will be used to leverage business visitors' stay into a repeat visit by friends and family or to incent a longer stay for pleasure, taken before or after the conference. Partnerships with local businesses and in-bound operators as well as with conference planners will be important for this success.

ENGAGE THE TOURISM INDUSTRY

For tourism to function at a high level of efficiency, it is imperative that a wide range of interest groups from territorial, regional and community government and the private sector are actively engaged with NWT Tourism in understanding our marketing plan and how they are part of it. Each interest group brings its own unique perspective and skillset to the table, all of which contribute to the success of the industry. By creating opportunities to share opinion and get involved in our marketing activities, there is a greater likelihood that our industry partners will buy into our vision and endorse our efforts.

In recognition of this, NWT Tourism will be looking to create more opportunities for involvement with our stakeholders. This will include providing more opportunities for regional and sector consultation, expanded marketing programs that feature a wide variety and price range of cooperative advertising opportunities and more information and training updates.

NWT Tourism also recognizes that building support for product packaging, improved customer service and an understanding of the value of tourism to the territory underpins its success. Key opportunities to showcase the value of tourism and NWT products to NWT residents, whose attitude and service to visitors influences our success, will be integral to our marketing plan. These marketing efforts will be aimed at participation in key events or celebrations where tourism benefits are a natural fit. An example will be a coordinated effort across all regions leading up to National Tourism Week to showcase NWT products and their value to our economy.

ENDORSE AND SHOWCASE EXCELLENCE

Like many other tourism destinations, the NWT struggles with inconsistent delivery of products and services. While some tourism businesses continually deliver outstanding tourism products, experiences and customer service, others are not meeting these standards. Unfortunately, when a visitor's experience is less than satisfactory they often go away with a negative impression about the NWT in general. Given today's social media tools make it that much easier for "negative press", NWT Tourism recognizes the importance of endorsing excellence and will be working closely with GNWT/ITI, our regional partners and our local tourism operators to instill a sense of pride in performance excellence. NWT Tourism will explore with GNWT in 2015/16 establishing training standards that can be used by operators as a marketing tool and as an incentive to enhance the reception all visitors have, regardless of what retail location or business they visit while in the NWT. NWT Tourism's public relations activities and marketing to locals will build understanding that NWT residents

themselves are a tourist attraction and will foster pride in what a good host is and does for the visitor.

To encourage our operators to meet these levels of excellence, NWT Tourism will provide prominent positioning in our promotional activities to businesses that are recognized for delivering a top notch product/experience. It is hoped that this will encourage other local tourism operators to attain a high level of service. Toward that end, the 2014 NWT Tourism Conference and Annual General Meeting was themed "Pride and Performance" to instill these values throughout the NWT Tourism Industry. We are hopeful that the conference has inspired our industry partners and we will be looking to build on this momentum.

IDENTIFY OPPORTUNITIES FOR THE FUTURE

While the 2015/16 marketing plan is focused on activities within the fiscal year, NWT Tourism is also cognizant that a number of key opportunities will be coming forward over



GEORGE FISCHER / NWT TOURISM



GEROLD SIGL / NWT TOURISM

the next few years. In 2017 Canada will be celebrating its 150th birthday. In recognition of this, NWT Tourism will be focusing on a long-term strategy to ensure that we will be able to take advantage of the marketing opportunities associated with this event.

Other long-term opportunities that we are considering include the new all season road to Tuktoyaktuk as we have the potential to promote the awareness of the new highway as well as the last opportunities to drive the ice road along the arctic coast.

As new opportunities arise, NWT Tourism will look to have the flexibility to take advantage of these opportunities.

MANAGE SUCCESS THROUGH TARGETED PERFORMANCE MEASURES

Over the past few years NWT Tourism has made a concentrated effort to analyze and report on the results of our marketing initiatives. Performance measurement has predominantly consisted of marketing metrics such as enquiries to the call centre, website hits, travel guides distributed, Facebook likes, etc. While these metrics have been helpful in determining if our advertising campaigns are generating interest in the NWT, they are not as effective in determining if we are successful in increasing visitation to the NWT.

NWT Tourism is committed to working closer with GNWT/ITI, our regional partners and our local tourism operators to establish a set of performance measures and report back to our industry partners on a quarterly basis. Performance measures may include, but are not limited to:

- Number of visitors to the NWT
- Visitor spending
- Visitor Information Centre numbers
- Packages sold (consumer direct and travel trade)
- Visitor attendance at festivals and events
- Hotel occupancy rates
- Airline travel statistics



2015/16 MARKETING PLAN

THE 2015/16 MARKETING PLAN IS DIVIDED INTO THREE MAIN SECTIONS:

- (1) Core Marketing,
- (2) NWT Conference Bureau, and
- (3) Tourism 2015.

These sections are based on the three separate funding agreements that NWT Tourism has with GNWT ITI. NWT Tourism has also included a brief overview of CanNor within the plan. While CanNor funding would be separate from our ITI contribution agreements, marketing programs undertaken with CanNor funding will complement our marketing efforts undertaken through ITI contribution agreements.

CORE MARKETING

The core marketing program targets all of our main geographic markets. The primary focus is on domestic marketing, followed by our primary international markets (Japan, Germany, China and the United States), and smaller investments in a number of our secondary markets (Switzerland and Korea).

Core marketing will follow the channel approach with the largest budget being allocated to consumer marketing. The media, travel trade and MC&IT marketing channels will also be utilized, with the MC&IT channel focusing on Canada and the USA, trade marketing focusing on our key overseas markets and media covering all key markets.

NWT CONFERENCE BUREAU

NWT Tourism has signed a two-year agreement for \$200,000 with GNWT/ITI (\$100,000 per year) for the development of a NWT Conference Bureau. Work has already begun. NWT Tourism staff visited the communities of Inuvik, Norman Wells, Hay River, Fort Smith and Fort Simpson in the summer

and fall of 2014. During these visits, meetings were held with Town Councils, Aboriginal Governments, Chambers of Commerce, community-based trade and tourism committees and tour operators to provide an update on how the NWT Conference Bureau will work. Conversations were focused on how NWT Tourism will develop a series of best practices for attracting and hosting meetings and conferences in the NWT and how the NWT Conference Bureau will work, as well as incorporating these locations into NWT Tourism's strategy and into our new NWT Conference Bureau micro-site to be launched in 2015.

During the 2015/16 fiscal year, NWT Tourism will continue to develop the infrastructure and to refine the processes that underpin the support for the NWT Conference Bureau, and to ensure stable and sustainable funding is in place, while also engaging in marketing and sales activities to attract meetings and conferences to the NWT.

TOURISM 2015

As part of their Tourism 2015 strategy GNWT/ ITI has set aside an annual budget of

\$370,000 that is to be used for specialized marketing initiatives. These include regional marketing, special marketing initiatives and local marketing. These funds are directed by ITI and are mutually agreed to by ITI and NWTT. The association will be working closely with ITI and all of the regions of the NWT to ensure marketing activities are on brand and are in line with the 2015/16 marketing plan.

CANNOR

In the summer of 2014, NWT Tourism submitted an application to CanNor for additional funding for a period of two years. The total ask is \$700,000 per year, for a total of \$1.4 million. The funding has been requested for the development of a five year strategic plan, brand management, enhanced sportfishing promotions, establishment of a conference bureau micro-site, enhanced marketing in our key international markets (Japan, China and Germany) and funding to expand into new markets (Australia, Korea, France and the UK). In December 2014, CanNor confirmed that they have approved our application for funding.

CONSUMER MARKETING

<i>Market</i>	<i>Activity</i>	<i>Objectives</i>	<i>Performance Measures/Targets</i>
CANADA (MAIN) All markets	BRAND ESSENTIALS Travel Guides Spectacular NWT Website E-NWT	• awareness and build interest in the NWT in all of our key markets. • To establish a year round presence in our key markets. • To drive traffic/sales leads to our local tourism operators	• # of guides distributed and downloaded • # of enquires, sales leads, website visits • # of jump offs from the NWTT website to our local tourism operator's websites • # of subscribers to our e-newsletter
CANADA	INTEGRATED ADVERTISING Print, Web, TV, Promotional and Social Media	• To uniquely market the summer and winter seasons. • To promote all regions and sectors of the NWT. • To create cooperative marketing opportunities for the regions and our local tourism operators. • To increase awareness in and visitation to the NWT. • To drive traffic/sales leads to our local tourism operators.	• # of enquires, sales leads, website visits • # of jump offs from the NWTT website to our local tourism operator's websites • # of enquires/bookings received by our local tourism operators who participate in our cooperative advertising program • # of responses to special promotions and contests and number of conversions within the following year
CANADA USA	REVITALIZE SPORT FISHING	• To increase sportfishing revenues. • To deliver targeted marketing campaigns to our main fishing markets as outlined in our research. • To increase awareness, interest and bookings for our local sportfishing operators (fishing lodges).	• # of enquiries • # of visits to our sportfishing microsite • # of enquires, bookings received by our sportfishing operators • # of visitors and sportfishing revenue • # of non-resident fishing licenses
CANADA USA GERMANY	NICHE MARKETING	• To deliver smaller niche campaigns that highlight specific regions and sectors of the NWT. • To drive visitation to our regions.	• # of enquires, sales leads, website visits • # of jump offs from the NWTT website to our local tourism operator's websites • # of visitors to our regional VICs

CONSUMER MARKETING (CONTINUED)

<i>Market</i>	<i>Activity</i>	<i>Objectives</i>	<i>Performance Measures/Targets</i>
CANADA	PACKAGE DEVELOPMENT	• To develop regional itineraries. • To develop market ready packages. • To promote market ready packages in our advertising campaigns. • To drive visitation to the regions.	• # of itineraries developed • # of new packages • # of packages sold • # of visitors to our regional VICs
NWT CANADA	FESTIVALS AND EVENTS	• To promote NWT festivals in our advertising campaigns. • To support the development of packages that are tied into festivals and events.	• # of visitors who attend the festivals • # of packages sold
NWT CANADA	REGIONAL MARKETING AND LOCAL MARKETING (Specific to Tourism 2015)	• In partnership with our RTOs, develop advertising campaigns specific to each region of the NWT. • To drive visitation to the regions.	• # of regional enquiries • # of visitors to the regional VICs • # of packages sold
CANADA USA	PROJECT COORDINATION Agency of Record Package Development Contracts	• To support the marketing efforts of NWT Tourism including strategy, creative, design and media buys. • To support the development and sale of NWT tourism packages.	• Campaign metrics/results • Annual review • # of packages developed/sold • Visitor revenues

MEDIA PROMOTION

<i>Market</i>	<i>Activity</i>	<i>Objectives</i>	<i>Performance Measures/Targets</i>
ALL MARKETS	MEDIA SHOWS	• To attend key media marketplaces where we can promote the NWT to travel media. • To qualify travel media for FAM tours.	• # of travel media appointments • # of travel media leads
CANADA USA GERMANY JAPAN CHINA KOREA	FAM TOURS	• To host travel media FAMs to all regions of the NWT. • To promote all of our key sectors to the travel media. • To increase destination awareness through media exposure.	• # of FAM tours hosted • Value or earned media
ALL MARKETS	PHOTO VIDEO ASSETS	• To expand our photo/video library. • To negotiate photo and video rights for specific promotions.	• # of new photos and videos obtained

TRAVEL TRADE PROMOTIONS

<i>Market</i>	<i>Activity</i>	<i>Objectives</i>	<i>Performance Measures/Targets</i>
GERMANY JAPAN CHINA ALL MARKETS	TRADE SHOWS	- To attend key travel trade marketplaces where we can promote the NWT to the travel trade and to generate new business. - To promote destination awareness to our emerging/long term markets.	# of appointments # of sales leads
GERMANY JAPAN CHINA SWITZERLAND KOREA	FAM TOURS	- To host key travel trade accounts from our key international markets so that we can showcase our export ready product. - To increase revenues from our international markets through the development and sales of export ready packages.	# of FAM tours hosted # of sales leads generated # of packages developed/sold
GERMANY JAPAN CHINA SWITZERLAND	COOPERATIVE ADVERTISING	- To establish cooperative marketing partnerships with our key trade accounts so that we can establish a greater presence in our key international markets. - To increase sales in our key international markets.	# of new packages developed # of enquires # of packages sold
GERMANY JAPAN	PROJECT COORDINATION	To support the international marketing efforts of NWT Tourism, including strategy, creative, media buys, sales calls and representation at key trade and media marketplaces.	- Campaign metrics/results - Annual review # of packages developed/sold - market performance

MC&IT PROMOTION

Market	Activity	Objectives	Performance Measures/Targets
CANADA USA	SALES COLLATERAL	- To increase destination awareness with our key MC&IT partners. - To produce and distribute meetings and incentive lure pieces.	# of enquiries # of lure pieces distributed # of visits to our MCIT website
CANADA USA	ADVERTISING	- To increase destination awareness with our key MC&IT partners. - To develop targeted campaigns for the MC&IT markets.	# of enquiries # of visits to our MCIT website # of RFPs submitted # of conferences booked
CANADA USA	TRADE SHOWS	To attend key MC&IT marketplaces where we can promote the NWT to the conference planners and incentive houses.	# of appointments # of sales leads
CANADA USA	FAM TOURS SITE INSPECTIONS	- To host key meeting and conference planners so that we can showcase our MCIT. - To increase revenues from our international markets through the development and sales of export ready packages.	# of FAM/site visits hosted # of sales leads generated # of RFPs submitted # of conferences booked
NWT	PROJECT COORDINATION INFRASTRUCTURE SUPPORT (Directly related to the NWT Conference Bureau)	- To support the ongoing development of the infrastructure for the NWT Conference Bureau. - To increase tourism revenues from our MC&IT market.	# of community visits/training sessions - Campaign metrics/results # of RFP responses # of conferences booked



2015/16 NORTHWEST TERRITORIES TOURISM MARKETING BUDGET

The enclosed budget indicates the funding Northwest Territories Tourism has received for the 2015/16 fiscal year through contribution agreements with ITI and CanNor. It also indicates how these funds will be allocated in 2015/16 by activity, marketing channel and geographic market.

Marketing Budget Projects Summary		Contribution Agreements				Marketing Channel													
Activity	Budget	Marketing	Parks	Tourism 2015	CANNOR	Consumer	Media	Travel Trade	MC&IT	Canada	Japan	Germany	China	USA	Australia	Korea	France	UK	
Call Centre																			
Mail and Delivery	\$ 56,000.00	\$ 56,000.00	\$ -	\$ -	\$ -	\$ 56,000.00	\$ -	\$ -	\$ -	\$ 44,000.00	\$ 2,000.00	\$ 3,000.00	\$ 2,000.00	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -	
Service Supplies	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -	\$ -	\$ 2,000.00	\$ -	\$ -	\$ -	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Toll Free Telephone	\$ 20,000.00	\$ 20,000.00	\$ -	\$ -	\$ -	\$ 20,000.00	\$ -	\$ -	\$ -	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Upgrades to System	\$ 6,000.00	\$ 6,000.00	\$ -	\$ -	\$ -	\$ 6,000.00	\$ -	\$ -	\$ -	\$ 6,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 84,000.00	\$ 84,000.00	\$ -	\$ -	\$ -	\$ 84,000.00	\$ -	\$ -	\$ -	\$ 72,000.00	\$ 2,000.00	\$ 3,000.00	\$ 2,000.00	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -	
Consumer Show Program																			
Shipping, Freight and Courier	\$ 4,500.00	\$ 4,500.00	\$ -	\$ -	\$ -	\$ 4,500.00	\$ -	\$ -	\$ -	\$ 3,000.00	\$ -	\$ -	\$ -	\$ 1,500.00	\$ -	\$ -	\$ -	\$ -	
Show Fees and Services	\$ 38,000.00	\$ 38,000.00	\$ -	\$ -	\$ -	\$ 38,000.00	\$ -	\$ -	\$ -	\$ 34,000.00	\$ -	\$ -	\$ -	\$ 4,000.00	\$ -	\$ -	\$ -	\$ -	
Supplies	\$ 1,000.00	\$ 1,000.00	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Travel	\$ 26,500.00	\$ 26,500.00	\$ -	\$ -	\$ -	\$ 26,500.00	\$ -	\$ -	\$ -	\$ 26,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 70,000.00	\$ 70,000.00	\$ -	\$ -	\$ -	\$ 70,000.00	\$ -	\$ -	\$ -	\$ 64,500.00	\$ -	\$ -	\$ -	\$ 5,500.00	\$ -	\$ -	\$ -	\$ -	
Agency Contracts																			
North America	\$ 100,000.00	\$ 50,000.00	\$ -	\$ -	\$ 50,000.00	\$ 95,000.00	\$ 5,000.00	\$ -	\$ -	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Europe	\$ 70,000.00	\$ 70,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000.00	\$ -	\$ -	\$ -	\$ 70,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Asia Pacific	\$ 100,000.00	\$ 50,000.00	\$ -	\$ -	\$ 50,000.00	\$ 50,000.00	\$ -	\$ 50,000.00	\$ -	\$ -	\$ 50,000.00	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 270,000.00	\$ 170,000.00	\$ -	\$ -	\$ 100,000.00	\$ 145,000.00	\$ 5,000.00	\$ 120,000.00	\$ -	\$ 100,000.00	\$ 50,000.00	\$ 70,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	
Communications																			
Media Shows	\$ 6,000.00	\$ 6,000.00	\$ -	\$ -	\$ -	\$ -	\$ 6,000.00	\$ -	\$ -	\$ 6,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Media Familiarization	\$ 132,500.00	\$ 110,000.00	\$ -	\$ -	\$ 22,500.00	\$ -	\$ 132,500.00	\$ -	\$ -	\$ 40,000.00	\$ 15,000.00	\$ 15,000.00	\$ 25,000.00	\$ 15,000.00	\$ 7,500.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	
Media Events and Promotions	\$ 2,500.00	\$ 2,500.00	\$ -	\$ -	\$ -	\$ -	\$ 2,500.00	\$ -	\$ -	\$ 2,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Newsletters and Publications	\$ 2,500.00	\$ 2,500.00	\$ -	\$ -	\$ -	\$ -	\$ 2,500.00	\$ -	\$ -	\$ 2,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Photography Contracts	\$ 25,000.00	\$ 25,000.00	\$ -	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -	\$ -	\$ 25,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Supplies and Materials	\$ 13,500.00	\$ 13,500.00	\$ -	\$ -	\$ -	\$ -	\$ 13,500.00	\$ -	\$ -	\$ 13,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Travel	\$ 4,000.00	\$ 4,000.00	\$ -	\$ -	\$ -	\$ -	\$ 4,000.00	\$ -	\$ -	\$ 4,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 186,000.00	\$ 163,500.00	\$ -	\$ -	\$ 22,500.00	\$ -	\$ 186,000.00	\$ -	\$ -	\$ 93,500.00	\$ 15,000.00	\$ 15,000.00	\$ 25,000.00	\$ 15,000.00	\$ 7,500.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	
Marketing																			
Advertising - Print	\$ 435,000.00	\$ 355,000.00	\$ 80,000.00	\$ -	\$ -	\$ 405,000.00	\$ -	\$ -	\$ 30,000.00	\$ 370,000.00	\$ -	\$ -	\$ -	\$ 65,000.00	\$ -	\$ -	\$ -	\$ -	
Advertising - Promotional	\$ 1,172,000.00	\$ 372,000.00	\$ -	\$ 370,000.00	\$ 430,000.00	\$ 935,000.00	\$ -	\$ 195,000.00	\$ 42,000.00	\$ 622,000.00	\$ 130,000.00	\$ 100,000.00	\$ 90,000.00	\$ 90,000.00	\$ 30,000.00	\$ 50,000.00	\$ 40,000.00	\$ 20,000.00	
Advertising - Web	\$ 379,000.00	\$ 379,000.00	\$ -	\$ -	\$ -	\$ 379,000.00	\$ -	\$ -	\$ -	\$ 290,000.00	\$ 2,000.00	\$ 2,000.00	\$ 40,000.00	\$ 45,000.00	\$ -	\$ -	\$ -	\$ -	
Brochure Development	\$ 215,500.00	\$ 195,500.00	\$ -	\$ -	\$ 20,000.00	\$ 180,000.00	\$ -	\$ 10,500.00	\$ 25,000.00	\$ 175,500.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	
Business Meetings	\$ 3,000.00	\$ 3,000.00	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ 2,000.00	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Promotional Materials	\$ 30,000.00	\$ 30,000.00	\$ -	\$ -	\$ -	\$ 20,000.00	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 20,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Research and Exit Survey	\$ 125,000.00	\$ 75,000.00	\$ -	\$ -	\$ 50,000.00	\$ 125,000.00	\$ -	\$ -	\$ -	\$ 125,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Travel	\$ 108,500.00	\$ 91,000.00	\$ -	\$ -	\$ 17,500.00	\$ 17,000.00	\$ -	\$ 56,500.00	\$ 35,000.00	\$ 57,000.00	\$ 8,000.00	\$ 10,000.00	\$ 10,000.00	\$ 6,000.00	\$ 10,000.00	\$ -	\$ 7,500.00	\$ -	
Travel Trade Familiarization	\$ 72,500.00	\$ 50,000.00	\$ -	\$ -	\$ 22,500.00	\$ -	\$ -	\$ 57,500.00	\$ 15,000.00	\$ 12,000.00	\$ 10,000.00	\$ 10,000.00	\$ 15,000.00	\$ 3,000.00	\$ 7,500.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	
Travel Trade Shows	\$ 73,500.00	\$ 56,000.00	\$ -	\$ -	\$ 17,500.00	\$ -	\$ -	\$ 54,000.00	\$ 19,500.00	\$ 34,500.00	\$ 2,500.00	\$ 7,500.00	\$ 4,000.00	\$ 7,500.00	\$ 10,000.00	\$ -	\$ 7,500.00	\$ -	
Website Development	\$ 220,545.00	\$ 200,545.00	\$ -	\$ -	\$ 20,000.00	\$ 205,545.00	\$ -	\$ -	\$ 15,000.00	\$ 170,545.00	\$ 20,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	\$ -	
Marketing	\$ 2,834,545.00	\$ 1,807,045.00	\$ 80,000.00	\$ 370,000.00	\$ 577,500.00	\$ 2,267,545.00	\$ -	\$ 378,500.00	\$ 188,500.00	\$ 1,879,545.00	\$ 187,500.00	\$ 154,500.00	\$ 169,000.00	\$ 216,500.00	\$ 62,500.00	\$ 65,000.00	\$ 70,000.00	\$ 30,000.00	
Market Ready Training																			
Logistics	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000.00	\$ -	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Venue Expenses	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000.00	\$ -	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Speaker Travel	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000.00	\$ -	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Speaker Fees and Expenses	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000.00	\$ -	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total AGM	\$ 40,000.00	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000.00	\$ -	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Budget	\$ 3,484,545.00	\$ 2,334,545.00	\$ 80,000.00	\$ 370,000.00	\$ 700,000.00	\$ 2,566,545.00	\$ 191,000.00	\$ 538,500.00	\$ 188,500.00	\$ 2,249,545.00	\$ 254,500.00	\$ 242,500.00	\$ 246,000.00	\$ 242,000.00	\$ 70,000.00	\$ 70,000.00	\$ 75,000.00	\$ 35,000.00	
		Total Contribution Source			\$ 3,484,545.00	Total Marketing Channel			\$ 3,484,545.00	Total Geographic Market Allocation									\$ 3,484,545.00



APPENDIX A

TARGET MARKET PROFILES

The following are brief outlines of the NWT's primary, secondary and long-term markets. These outlines include the research data used to select these markets. All research was obtained from studies and reports prepared by the Canadian Tourism Commission, Global Tourism Watch and Travel Alberta (Netherlands only) as well as Wikipedia. For more detailed information on our markets please visit

<http://en-corporate.canada.travel/markets/where-we-market-canada>

PRIMARY MARKETS

1 CANADA

Population: 35.3 million

GDP: 1.82 trillion USD – Ranked 11th largest economy in the world

Product Match

Canadians have high opinions of their country, awarding it 1st place for Friendly, Beautiful, Informal, Liberal and Confident. Nature and culture remain the top vacation interests of Canadian travellers, although they do seek out local/unique experiences. Interestingly, Canadians are significantly more likely to seek out city activities than they have in the past, and the nature they seek is desired to come with a large city nearby.

Popular niche products include winter activities, Aboriginal culture, water-based journeys, land-based journeys and resorts in natural settings. This makes the NWT a great product match with canoeing, rafting and kayaking adventures, dogsledding and Aurora viewing, and the proximity of nature to the city of Yellowknife, among other things.

An increasing number of travellers are seeking authenticity, personal journeys and life stories. Active outdoor activities and sampling local culture/lifestyles are also gaining in popularity among Canadians.

Demographic Match

Thirty percent of Canadian travellers are aged 55 and over. Those who specifically find Northern Canada appealing tend to be older, with over 60% of travellers aged 45 and over. Visitors to the North are more likely to be affluent men, which is thought to be a reflection on the outdoor adventure tourism product available.

Travel Trends and the Economy

Canadians took 229 million trips within Canada in 2010 and domestic travel accounted for just over 80% of total visitor spending, up from 67% in 2000. With the exposure of the recent hit television series' (Ice Road Truckers, Ice Pilots NWT and Arctic Air) there is an increased interest in the North.

Costs and Accessibility

In the minds of Canadian travellers, Canada continues to hold its own on two critical brand elements – inspirational geography and engaging people.

Canadian travellers appear modestly more optimistic about their ability to travel in future. A slightly larger proportion of travellers expect to travel more in the coming 2-3 years relative to the recent past. This shift caused the market outlook indicator to inch up from +21 in 2012 to +22 in 2013. This indicator remains substantially below 2011 levels (+32).

In terms of price, a domestic vacation is seen to offer good value for the money, but the US is significantly ahead on air travel affordability.

Marketing efforts should capitalize on perceived strengths – geography, engaging and friendly people, varied experiences, and value, especially in light of the declining Canadian dollar.

Airfare and package prices continue to be seen as more expensive than in other countries. Flights are available from many points of origin in Canada with routing through Edmonton and Calgary to Yellowknife. Flight costs start from \$550 return from Edmonton to \$1700 return with East Coast departures.

When Canadians think about vacation destinations, their thoughts tend to turn to other experiences they enjoy, such as historical and cultural attractions, sampling local flavours, experiencing a country's unique character, and city activities which they do not feel are Canada's strengths.

Distribution Channels / Trip Planning

Travel agents play a minor role in the Canadian marketplace, with just one-quarter of trips being booked this way. Travel agent involvement in domestic trips is even lower (10%), so NWT Tourism needs to focus on direct-to-consumer marketing to boost domestic travel to the NWT.



HANSPAPE/NWTTOURISM

Canadian travellers do not take long in their trip planning – a relatively short 3.1 months while booking occurs an average of 2.1 months before the trip. This is likely related to the trip length definition – most out-of-region trips of 2 or more nights do not need to be planned with a great deal of lead time. The majority of consumers travel independently, with a vacation being the primary motivation and VFR-related travel accounting for one-quarter of trips.

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

RENDEZ-VOUS CANADA

May 26-29, 2015, Niagara Falls, ON

CTC's premier annual international tourism industry marketplace that matches top tourism "product" buyers and sellers in one-to-one business-to-business (B2B) appointments.

Buy In Cost - \$ 10,000 + for a triple booth at the show, plus travel

GOMEDIA CANADA MARKETPLACE

Sept. 27-Oct. 1, 2015, Penticton, BC

GoMedia Canada Marketplace is the place for Canadian travel operators to exchange stories and ideas with national and international media. This event is held annually in Canada with a different hosting destination each year.

Buy In Cost - \$ 3,500 + travel

PRIMARY MARKETS CONTINUED

2 JAPAN

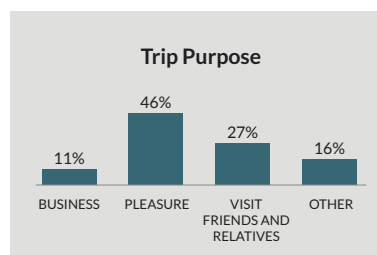
Population: 127,650 million

GDP: 5.96 trillion USD – ranked 3rd largest economy in the world

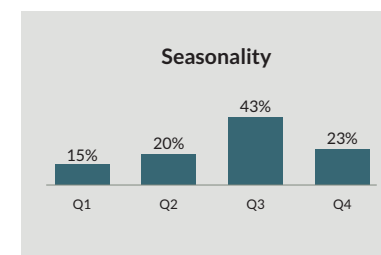
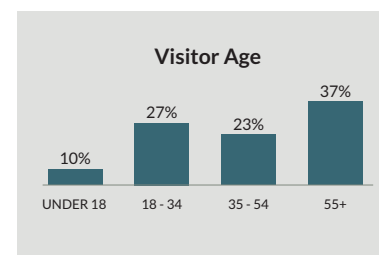
Product Match

The Aurora Borealis and related tourism products continue to be a strong draw for Japanese tourists.

Historical/cultural attractions and beautiful scenery continue to fight it out for the number one spot, appealing to almost three-quarters of travellers and emphasizing the importance of both culture and nature products in the Japanese market. With a strong showing for national parks in fourth place, nature products may have a slight edge, especially when combined with a city experience. On the culture front, many travellers seem reluctant to explore it in any depth, with related motivations such as experiencing local lifestyles and aboriginal culture being of considerably less importance than historical/cultural attractions.



SOURCE: STATISTICS CANADA 2011



Demographic Match

Japan and Germany are the oldest markets, with over a third of travellers who are over the age of 54. While the Global Tourism Watch indicates that younger travellers represent nearly as many intenders as older travellers, a conservative approach may be to focus primarily on older travellers with a secondary focus on younger travellers. Female travellers continue to outnumber Japanese male visitors. The majority of travellers to the North have university or college education and very few have children living in their household.

Visitation Statistics

While the volume of Japanese outbound travel has remained virtually unchanged over the past decade, there has been a shift from long-haul to short-haul travel. Japanese arrivals within northeast Asia increased 20% since 2002 whereas long-haul travel to destinations beyond northeast Asia decreased 11%.

In 2013, 224,858 Japanese visitors arrived in Canada. In addition to external factors such as 3/11 Tohoku Earthquake/ Tsunami and the global economic downturn, lifestyle changes are shifting the priorities of today's Japanese consumers, who are more inclined to purchase goods such as fashions, mobile phones and home entertainment than to spend on travel. The GTW market outlook indicator (percentage difference between "will travel more" and "will travel less"

in the next 3 years vs. the last 3 years) had been inching upward from its recession driven plummet in 2008, to sit at +7 in 2013.

Travel Trends and the Economy

The Tohoku disaster obviously had a massive impact on all areas of society early in the year of 2011, with the country currently engaged in rebuilding efforts. In addition, the economy remains a major challenge for Japan as it labours to climb out of a second quake-induced recession, while facing a slowing global economy, rising public debt, a record high yen and sluggish consumer demand. However, new policies introduced by the current Prime Minister, Shinzo Abe, are showing signs of stimulating economic growth, which bodes well for international travel from Japan.

Japan's economy continues to struggle, and as in many markets, travellers are becoming increasingly value conscious. If Canada wants to stay in the game, it needs to up the ante and aggressively market and deliver travel options that offer real value to the Japanese traveller. While Canada's value proposition leaves something to be desired on all four attributes,



AURORA VILLAGE

“Desirability” and “Quality” are the most critical areas to focus on.

Costs and Accessibility

Flights from Tokyo start at \$1,300 return with a stop in Vancouver en route to Yellowknife. Outside of the winter season, travellers fly to Vancouver before connecting via Calgary or Edmonton. As of winter 2012, Air Canada cancelled this direct flight which has had a significant impact of the amount of air access into the NWT.

In addition to brand image and destination value, cost plays a major role when it comes to destination decision-making. All four of the individual price components that make up the index have been bearing downward during this period. A major contributing factor is Canada's strong currency. While the Yen has soared over the past few years, the Canadian dollar has also been appreciating. The net result is that although the Yen has strengthened against the Canadian dollar, the gains against other currencies have been much greater.

PRIMARY MARKETS CONTINUED

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

FOCUS CANADA

October 2015

Focus Canada-Japan is a tourism workshop that will bring together Canadian suppliers with over 70 Japanese tourism professionals to promote Canadian destinations, tourism products and experiences. The event will also help Canadian businesses enhance their sales and business relationships with key players in the Japanese tourism industry through networking events.

CAD 500,- (one day show), plus travel

Perceptions

The top five destinations in terms of awareness among Japanese travellers have remained unchanged since the start of the GTW study. The US continues to be the clear market leader, largely the result of a strong showing by “Hawaii.” Australia is a distant second, with only about half the number of mentions as the US. Both destinations suffered significant drops in 2009 as the economy faltered, but have since stabilized.

The Japanese describe Canada as open, warm, and authentic.

Distribution Channels / Trip Planning

It is estimated that over 80% of Japanese travellers use travel agencies for their trip planning - 10,436 travel agencies were registered in 2013, with the number hovering around the 10,000 mark for the last decade.

Travel Trade Key Accounts

- HIS
- JTB World Vacations, Tokyo
- CTI (Club Tourism International)
- Hankyu (trapics)
- Kintetsu

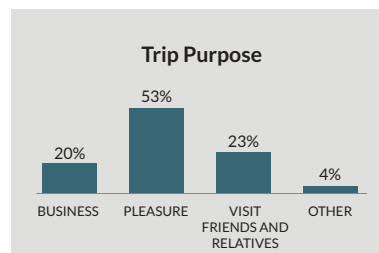
3 GERMANY

Population: 80.58 million

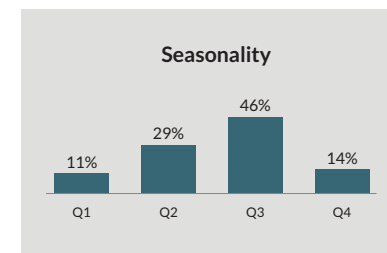
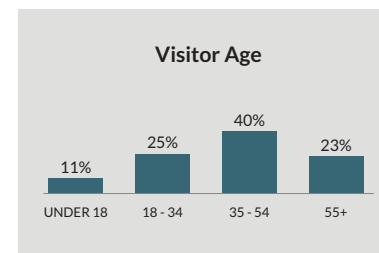
GDP: 3.425 trillion USD – Ranked 4th largest economy in the world

Product Match

The primary reasons for Germans to travel to Canada are National Parks, beautiful scenery and observing wildlife in their natural habitats. These interests make German tourists a good match with tourism products such as Nahanni National Park Reserve, Wood Buffalo National Park and to a lesser degree Tuktut Nogait Park (due to the increased challenge of accessibility). Road touring on the Deh Cho Travel Connection and Dempster routes is also popular with these groups who represent a large proportion of campground permits issued. Also, Aboriginal culture is a large draw for travellers from Germany.



SOURCE: STATISTICS CANADA 2011



Demographic Match

Unlike other GTW markets that see a predominance of older visitors, German visitors to Canada tend to be middle aged. They are likely to be married, employed with higher than average incomes and have children under 18 years of age in the household. These demographics should be considered when designing marketing collateral for the German market.

Visitation Statistics

Germany continues to be the world leader when it comes to travelling with regard to number of trips and overnight stays in 2013. Germans took 50% more long-haul trips in 2013 than a decade ago. While their appetite for long-haul travel has grown, short-haul travel has remained steady.

Long-haul travel currently represents about 10% of total outbound travel or about eight million trips annually.

Canada is the third highest recipient of this travel at 311,379 visits. From a marketing and economies of scale perspective, capturing or sharing some of the German market destined for the US has considerable potential for Canada to boost visitation.

Travel Trends and the Economy

On an unaided basis for destinations under consideration for long-haul trips in the next 2 years, Canada ranks 2nd behind the US and just ahead of Australia. On the aided measure, Canada takes top spot, up from 3rd last year. Canada is marginally ahead of the US and Australia. German travellers also rank Canada

PRIMARY MARKETS CONTINUED



J.E. BERGERON / NWTT TOURISM

and New Zealand as the best places among the key competitors for offering authentic and relevant travel experiences.

Important to note is that travel agents play a role with trip-planners in this market and they end up booking close to half of all trips. This is a substantial percentage and illustrates the importance of this channel in the German market. Ongoing efforts to educate and engage travel agents are warranted.

Costs and Accessibility

In 2012, all respondents were asked what factors they could foresee curtailing future long-haul travel. Results show that just over one-third of Germans fear “personal reasons” such as illness and family commitments could limit future travel, followed closely by fears of international conflicts. Related to this are safety concerns (#4) and health risks (#6). Economic concerns are also prevalent with one-third saying they may not be able to afford to travel and 23% mentioning

the poor economy as a possible impediment. Canada may gain some traction in this market by emphasizing the relative safety and peacefulness a Canadian vacation offers.

There is no direct flight access to Yellowknife from Germany. Stopover connections from German cities are possible via various Canadian gateways (Vancouver, Calgary, Toronto or Montréal). Flights from major cities in Germany to Yellowknife cost on average \$2,200 CAD currently. Germany also has direct flights to Whitehorse, Yukon, where travellers can depart on their driving adventure on the Dempster Highway or fly to Inuvik. In the summer of 2013 an RV turn-around station was established in Yellowknife as a pilot project to attract one-way rentals in and out of Yellowknife. Already well received, if the project is successful it could potentially lead to a full-service RV rental station in Yellowknife. The new Air North connection (as of February 2014) between Whitehorse and Yellowknife allows a variety of new itineraries for international visitors, and partnerships in this area should be explored.

Perceptions

In terms of personality trait association, Canada's top results were a 1st place finish for "Liberal" and a 2nd place rating for "Confident" (behind the US). Canada finds itself in 3rd place for "Beautiful", "Friendly", "Informal", "Authentic" and "Intriguing" behind Australia and New Zealand in these categories. Given Canada's relatively strong association with these traits, it is believed that they can be leveraged successfully in future marketing campaigns.

Nature and culture are the top vacation interests of German travellers. "Seeing beautiful scenery" is the number one interest and several cultural interests appear in the top-10 choices. Canada is strongly associated with scenic beauty, with a considerable lead on 2nd place New Zealand. Further, German travellers appear to appreciate experiences unique to the destination.

Distribution Channels / Trip Planning

Most consumers from our target market in Germany research flights and transport six months to a year before arrival in the NWT, while accommodation and activities are researched much later and often booked after visitors arrive in the country.

Due to the extensive planning process approximately 95% of all Germans book their Canada trip through a travel agent or with a tour operator. While the overall booking behavior for travel shows a growth in direct and online bookings, the number of such bookings for Canada has been very low at around 5% for a few years now.

Travel Trade Key Accounts

- Canusa Touristik GmbH, Hamburg
- SK Touristik GmbH, Senden-Bösensell
- Tour Consult, Bruchsal

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

CMT STUTTGART CONSUMER SHOW

Jan. 17-25, 2015, Stuttgart

Held in Stuttgart, the CMT Consumer Show is Europe's largest tourism consumer show. For nine days CMT revolves around one thing: Holidays – in all its facets. This means 9 days of non-stop business. Suppliers from all over the world generate their first and also most important sales of the year at CMT.

CAD 3,200 plus travel for a single booth (sharing is possible!)

ITB BERLIN

March 4-8, 2015, Berlin

Under the CTC's leadership, some 50 Canadian sellers attend ITB Berlin, the world's largest tourism trade show. The show provides an excellent opportunity to promote diverse Canadian experiences and destinations to international trade.

CAD 6,500 plus travel cost

PRIMARY MARKETS CONTINUED

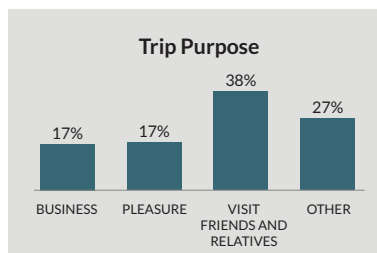
4 CHINA

Population: 1.4 billion

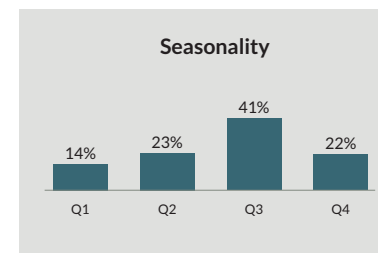
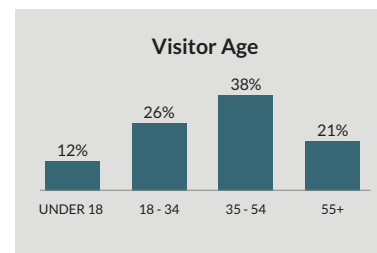
GDP: 9.18 trillion USD – Ranked 2nd largest economy in the world

Product Match

“Seeing beautiful scenery” is the top-rated product interest of Chinese travellers. They are also interested in nature activities close to cities. Other top experiences relate to cultural and urban activities (shopping) and unique and local activities. Visits to zoos, aquariums and botanical gardens surged 59.9% in 2012, well above trend growth. Viewing the Aurora Borealis is also a huge draw to this market which is an excellent match for the NWT.



SOURCE: STATISTICS CANADA 2011



Demographic Match

Chinese visitors to Canada are mainly in the middle and older age groups and primarily come from the higher income groups. However, the greatest potential is in the 18-34 age group who at this time are least likely to visit. The challenge for the tourism industry is converting the younger population's interest into actual visitation.

Chinese travellers are increasingly attracted to winter and shoulder-season trips to Canada.

Visitation Statistics

With the granting of ADS (Approved Destination Status) in June 2010, overnight arrivals to Canada gained significant momentum, expanding 22.5% in 2011, 15.5% in 2012 and a further 22.31% to 352,597 trips in 2013.

Visiting friends and relatives travel retained the highest share among Chinese travellers. But there is also an increasing numbers of Chinese students pursuing education in Canada.

Nearly half of recent visitors travelled on a fully escorted tour or with some guided tours, while 35% opted to travel independently.

Visits to Alberta nearly doubled, surpassing Quebec. The most popular destinations remained British Columbia and Ontario.

Travel Trends and the Economy

Thanks to robust economic growth, rising incomes, and relaxation of travel restrictions, the Chinese travel market has expanded exponentially in recent years. Although the Chinese economy slowed to GDP growth of 7.7% in 2013, it continues to outpace other economies. While growth prospects remain strong, the greatest challenge for Canada is competing against established and emerging destinations for the lucrative Chinese market.

Cost and Accessibility

Apart from Visa requirements and fear of poor weather, cost is the top perceived barrier for Chinese travellers to visiting Canada. Marketing efforts should highlight the value of a Canadian vacation (rather than price) and experiences unique to the destination.

Nonstop seat capacity increased by 22% in 2013, with most of the increased service commencing in June. During the summer travel period, Canada had 73 weekly flights versus a peak of 57 during summer 2012. Over half of the seat inventory (64%) operated into Vancouver.

Among Canada's overseas inbound markets, China boasts year-round direct air service from the largest number of gateway cities.

The CTC has estimated that about 64% of visitors arrive in Canada via a nonstop flight and 18% arrive following a visit in the US (11% entered Canada via land and 7% via air).

Perceptions

China has huge tourism potential for Canada. Over the past decade, long-haul and short-haul outbound travel from China has nearly tripled. In 2012, Chinese outbound departures increased to 45.6 million, a remarkable 13.2% year-on-year growth. Growth in arrivals to Canada generally kept pace and rose 150% from 2002 to 2011. In May 2014, China continuously topped the list of strong performances of Canada's emerging markets (+32.3%). Going forward, long-haul travel will remain highly competitive with Australia, US and European countries investing heavily to attract Chinese travellers.

Group traffic volume continues to grow. Chinese travellers are more affluent, experienced and confident, with good English skills; they're



GEOFFRICHER/NWT TOURISM

looking for experiences other than standard group products. There has also been growth in the number of FIT or semi-FIT travellers to Canada.

In 2012, all respondents of a CTC survey were asked what factors they could foresee curtailing future long-haul travel. The top factors that could curtail travel are safety concerns (42%) and lack of time to travel (41%). Two other reasons related to safety (international conflicts

PRIMARY MARKETS CONTINUED

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

SHOWCASE ASIA-CANADA

September 2015

This annual marketplace showcases Canada, bringing together Canadian sellers and buyers from China and South Korea in a business exchange environment with a proven format of pre-scheduled appointments and networking events.

CAD 3,300 plus travel cost

/ war and health risks) emerged in the top 5 barriers, suggesting Chinese travellers have many hesitations about international travel. Canada may gain some traction in this market by emphasizing the relative safety a Canadian vacation offers.

Distribution Channels / Trip Planning

Travellers use a mix of traditional and online sources to plan their trips, including traveler reviews, social networks, travel books, travel advertising, travel brochures, magazine/newspaper articles, as well as websites of NTOs, travel retailers and travel suppliers.

Over 90% of recent visitors booked their holiday within three months travelling and almost half within one month of travelling.

The majority of recent visitors (91%) consulted with a travel agent for their holiday to Canada. Over half of recent visitors booked their Canadian holiday with a travel agent, nearly one quarter booked their flights directly with their airline and 17% used an online retailer.

Travel Trade Key Accounts

- China CYTS Sightseeing Travel Service
- Shanghai Jinjiang Tours Co., Ltd
- Ctrip International Travel Service Co., Ltd
- GZL International Travel Service Ltd
- Guangdong Nanhu International Travel Service Co., Ltd
- DIADEMA

5 UNITED STATES

Population: 318.6 million

GDP: 16.79 trillion USD – Ranked largest economy in the world

Product Match

US travellers seek nature, culture, and unique / local experiences on international trips. They also value urban experiences with an emphasis on entertainment and cultural activities. Canada captures 1st place in five categories associated with nature and winter activities. Most notably, Canada is strongly associated with beautiful scenery, the #1 tourism experience of US travellers. Canada is also linked with cities close to nature and national parks. These motivations directly tie into the Northwest Territories' Northern Realities icon, including things like the midnight sun, bush planes, ice roads and -40 degree Celsius temperatures.



WAYNE LYNCH / NWT TOURISM

Demographic Match

Canada tends to draw a relatively homogeneous market – 55+ years, well educated, retired and from high income households. Future visitors are slightly more diversified, but the challenge for Canada is to broaden the destination's appeal beyond traditional markets.

Visitation Statistics

US leisure travel represents Canada's largest inbound travel market, accounting for 72% of

all overnight inbound travellers in 2012. US leisure travel to Canada gained 1% versus 2012 in 2013 to 12,007,976 overnight trips. US leisure overnight travellers injected \$4.6 billion in Canada's tourism economy. Overnight air arrivals (+4.9%) outperformed all other entry modes which is of particular interest to NWT suppliers.

The US was hard hit by the economic downturn and has been slow to recover. Economic conditions are slowly beginning to stabilize with GDP growth of 2.7% in Q4 of 2013

PRIMARY MARKETS CONTINUED



TERRY PARKER / NWT TOURISM

and forecasted growth of 2.8% by in 2014. Unemployment is also expected to fall. The US is the second largest travel market globally with expenditures of \$812 billion in 2013. Outbound travel continued to grow in 2013 (up 1.6% by November 2013). Modest increases are expected in 2014 as overall economic conditions improve.

Travel Trends and the Economy

The top barrier to visiting Canada was that other destinations hold more appeal and a further 19% just do not feel compelled to visit. As past visitation to Canada is high, results suggest Canada may be experiencing destination fatigue. Perceived high prices in Canada are also a barrier with more than a quarter of respondents citing expense, especially gasoline which 17% of respondents mentioned. This is a critical factor as a large percentage of trips north are by vehicle.

Costs and Accessibility

More than a quarter of respondents also find Canada too expensive. Related to this barrier are high gas prices that were referenced by about one-in-five US travellers. This is a critical factor as a large percentage of trips north are by vehicle, some of which require large refills, e.g., RVs.

Perceptions, Product Interests

American travellers see Canada as friendly and liberal. Canada finished 3rd for “Beautiful”, “Informal”, and “Energetic”. Canada’s relatively strong association with these traits suggests they can be leveraged successfully in future marketing efforts. Americans continue to perceive Canada as a beautiful country and an ideal setting to relax or get away from it all. It is seen as an outdoor lover’s paradise with wilderness adventures for travellers who are bold enough to explore it. American travellers have a strong interest in experiencing nature and culture, while maintaining an affinity for city life.

Distribution Channels / Trip Planning

American travellers visiting Canada plan for 4.4 months on average and book 2.9 months out, which is shorter than the average cycle for travel to other destinations. NWT's target market in the US has multiple ways of going through the process of research and of booking holidays.

American travellers are the heaviest users of guide books to research holiday destinations and they tend to use the internet as the key planning tool. When it comes to booking, they are most likely to use provider websites, though they do tend to only book familiar international destinations online.

The use of online travel agents (OTAs), such as expedia.com and orbitz.com, is growing as Americans become more confident researching and booking holidays online. This is particularly true with regard to booking flights.

Industry feedback suggests that the influence of 'on-the-ground' travel agents is higher in the US than in other markets, primarily because of the perception of this group as 'experts' and the level of personal and customized service they provide. This is especially the case for more specialised travel or when the traveller doesn't know much about the destination. Travel agents are likely to remain an important booking channel for the immediate future.

Once in NWT, travellers are also very likely to visit operators and visitor centres to find out more information and book.

Travel Trade Key Accounts

- Globus Tours
- Collette Tours
- Tauck World of Discovery
- Trafalgar Tours
- Abercrombie & Kent
- Expedia

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

NATIONAL TOUR ASSOCIATION ANNUAL CONVENTION

Jan. 18-22, 2015, New Orleans, LO

The National Tour Association (NTA) Annual Convention provides a travel marketplace for group tour operators to meet with suppliers of travel products. More than 340 tour operators and other travel-trade reps from the United States and Canada and approximately 25 from international countries attended the last convention.

CAD 1,600,-

SECONDARY MARKETS

6 SWITZERLAND

Population: 7,99 million

GDP: 632 billion USD

Product Match

The primary reasons for the Swiss to travel to Canada are National Parks, beautiful scenery and observing wildlife in their natural habitats. These interests make Swiss tourists a good match with tourism products such as Nahanni National Park Reserve, Wood Buffalo National Park and to a lesser degree Tuktut Nogait Park (due to the increased challenge of accessibility). Road touring on the Deh Cho and Dempster routes is also popular with these groups who represent a large proportion of campground permits issued. Also, Aboriginal culture is a large draw for travellers from Switzerland.

Demographic Match

The average age of the Swiss population is increasing. There is a growing cohort of well-to-do senior citizens with plenty of time to spend on high-end travel.

Visitation Statistics

In 2013, Swiss travellers made over 108,570 overnight trips to Canada for leisure and business travel, a marginal decrease of 1.3% over 2012.

Travel Trends and the Economy

The Swiss economy is classified as one of the world's strongest economies. In 2013, Switzerland was ranked 20th with its GDP in a worldwide comparison, regarding the GDP per capita it is ranked 4th. The Swiss unemployment rate is under 3% which is extremely low. The Swiss Franc gained enormous strength during the summer months of 2011 compared to the Canadian Dollar; but has started 2014 on a losing streak; down just over 1% against the dollar and around 0.5% against the euro year-to-date.

Costs and Accessibility

There is no direct flight access to Yellowknife from Switzerland. Stopover connections from Swiss cities are possible via various Canadian gateways, e.g. Toronto or Montréal or via other European Airports, e.g. Frankfurt or London and then Vancouver or Calgary. Flights from major cities in Switzerland to Yellowknife cost on average \$2,000 CAD currently.

Perceptions, Product Interests

The typical Swiss tourist to the NWT likes to travel individually. They enjoy the excellent travel infrastructure, which most consider a “trademark” of Canada. Groups are now mostly special interest (associations, reader travel/newspapers) or senior citizens. The average Swiss traveller is well informed about Canadian politics and life. Most enjoy an above average purchasing power as a result of high incomes and the advantageous exchange rate between CAD and CHF. Swiss attach importance to punctuality, quality of service, food and good accommodation. They are known to pay somewhat more for quality. Most speak at least basic English.

Swiss residents perceive Canada as warm, intriguing and youthful. They feel that Canada is a place with unique features that other destinations don't offer, and that this is a dream destination that they would visit if money was not an issue.

The main competitive advantage of NWT's image appears to be its outdoors. It is also seen as a culturally diverse place to visit. Products to be promoted are:

- outstanding scenery, National Parks, forests and wildlife
- exciting outdoor activities (canoeing, kayaking, hiking, etc.)
- a very safe, civilized destination with friendly local people
- large variety of cultural possibilities

Distribution Channels / Trip Planning

Similar to their German neighbours, most Swiss consumers research flights and transport (RVs are very popular) six months to a year before arrival in the NWT, while accommodation and activities are researched much later and often booked after visitors arrive in the country.

Due to the extensive planning process the majority book their Canada trip through a travel agent or with a tour operator. While the overall booking behavior for travel shows a growth in direct and online bookings, the number of such bookings for Canada has been very low at around 5% for a few years now.

Travel Trade Key Accounts

- Para Tours
- Skytours
- Hotelplan
- Travelhouse

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

TRAVELEXPO LUZERN

October / November 2015, Luzern

3 day travel show in the heart of Switzerland focusing on international outbound travel.

CAD 3,500 plus travel cost

SECONDARY MARKETS CONTINUED

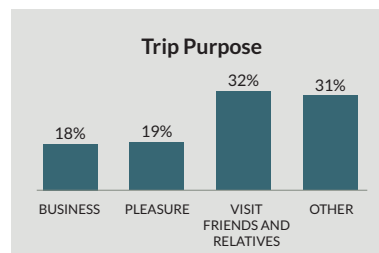
7 SOUTH KOREA 🇰🇷

Population: 50.2 million

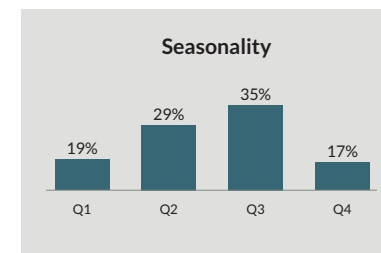
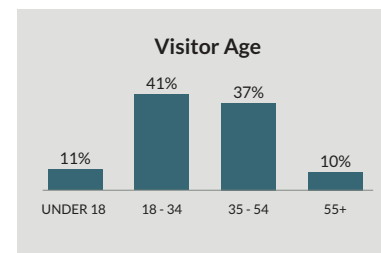
GDP: 1.22 trillion USD – ranked 15th largest economy in the world

Product Match

South Koreans like Canada for its beautiful rivers and waterfalls, majestic mountains, opportunities to trek in nature, and to visit friends and relatives. They are interested in our Aurora and winter products. Their interest in majestic mountains also fit with products such as the Mackenzie Mountains in the Sahtu area, as well as flightseeing in Nahanni National Park Reserve.



SOURCE: STATISTICS CANADA 2011



Visitation Statistics

South Korea's overall outbound travel expanded 3.5% in 2012, and after decreasing numbers in 2012, overnight travel to Canada also rose by 3.27% to 144, 583 arrivals in 2013.

Nearly one third (31%) of travellers to Canada from South Korea were younger than 24, one of the highest proportions in CTC's key markets and presumably driven by a robust student market. While the number of visitors 55 and over surged 65.9% in 2012, they still only represented 16.7% of the market. Visiting friends and relatives (VFR) is a primary draw for South Korean visitors to Canada.

In 2012, half of South Korean travellers visited British Columbia. While Alberta saw impressive gains, Ontario experienced a decline.

Travel Trends and the Economy

Bolstered by a buoyant economy, South Korea has emerged as a significant country for outbound tourism over the past decade, with Canada tapping into an increasing share. Exports accounted for 56% of South Korea's GDP in 2012, making this country particularly sensitive to the global trade cycle. Amid prevailing global uncertainties, momentum slowed in 2012, caused in part by the debt problem in the Eurozone and lower projected growth in China. GDP growth, which stood at 6.3% in 2010, declined to 3.7% in 2011 and 2% in 2012. In 2013, a modest recovery of 2.8% growth was measured, with the pace of expansion being expected to quicken again in 2014.

Costs and Accessibility

While the expense of a Canadian vacation was the most-cited barrier that could prevent a trip to Canada – South Korea is identified as a price-sensitive market – travellers seem prepared to pay for a quality experience. Itineraries emphasizing unique experiences relevant to South Koreans may boost visitation.

Nonstop seat capacity was scheduled to increase by 11% in 2013. Both Air Canada and Korean Air also shifted capacity from Vancouver to Toronto between June and October, resulting in 10,000 fewer seats to Vancouver and 33,000 more seats to Toronto.

Perceptions, Product Interests

South Korea represents a significant outbound travel market with 14.1 million trips recorded in 2011. The market peaked at 14.9 million trips in 2007 before contracting as a result of the global economic downturn. The travel market started to recover in 2010 and South Korea is on track to re-reach earlier levels.



MARI KAWAI/ANNTOURISM

Canada's image in the South Korean market is positive. Canada is well regarded for its natural beauty and vibrant outdoors, and has a strong reputation for excellence in education, overall quality of life, safety and cultural diversity. South Koreans also appreciate Canadians' concern for the environment, social justice, personal development and sustainable living. Strongly recovered numbers of arrivals to Canada in May 2014 (+10,5%) propel the South Korean market to its fastest expansion for the month of May over the last 10 years.

Travel patterns indicate that a growing number of South Koreans are moving away from group cross-Canada packages to semi-independent travel. Indeed, increasing numbers of South Koreans are now travelling independently, pursuing their interests in wellness, nature and trekking. In light of this, travel agents in South Korea are focusing on developing FIT products for those who want to take control of their itineraries. The South Korean strategy should focus on high-yield travellers – consumers who spend more, stay

SECONDARY MARKETS CONTINUED

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

HANA TOUR INTERNATIONAL TRAVEL FAIR

June 2015

This is an annual trade & consumer event organised by Hana Tour, the largest tour company in South Korea. In 2014, this travel show is expected to attract approximately 75,000 visitors over 3 days, including 3,000 of Hana Tour's retail agents.

CAD 5,000 – 7,500 plus travel cost

longer and are less influenced by exchange-rate fluctuations and market pressures.

Distribution Channels / Trip Planning

Travellers from South Korea use a combination of online and traditional sources to plan their trips, including online retailers, traveller review sites, destination-specific websites, travel books, brochures and print media. Over 50% of the travellers start planning their trip within three months of travelling and 25% start at least six months prior to travelling.

Among recent South Korean visitors to Canada, nearly 80% consulted with a travel agent for information or to book their holiday to Canada. Just over 40% booked their flights through a travel agent, 29% used an online retailer and 25% booked directly with their airline.

Given the importance of the travel trade in the South Korean market, it is recommended that the Canadian tourism industry continues to educate agents on the merits of a Canadian vacation.



HANSPRAF / NWT TOURISM

Travel Trade Key Accounts

- Pharos
- Interpark Travel
- Saegero Travel
- Very Good Tour

LONG-TERM MARKETS

8 AUSTRALIA

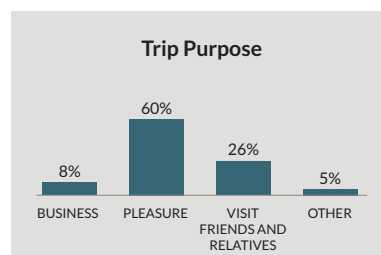
Population: 23.6 million

GDP: 1.51 Trillion USD – Ranked 12th largest economy in the world

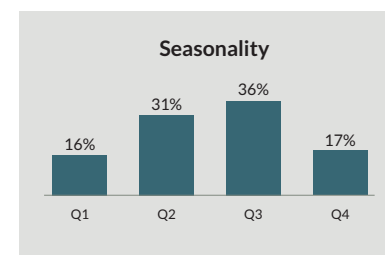
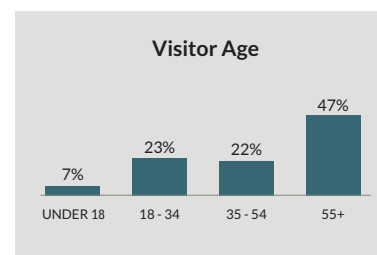
Product Match

Outdoor / nature, cultural experiences and city activities are important to Australian travellers. Canada has numerous strengths to leverage in this market – notably a 1st place ranking for beautiful scenery and positive results for nature close to cities, National Parks, and wildlife viewing. While not a top experience sought, there seems to be a growing interest in multi-day guided tours by bus or train, which the Canadian tourism industry can capitalize on.

Australians over 55 years of age enjoy travelling at a less strenuous pace, and their journeys involve a blend of nature, sightseeing, cruise and rail vacations, the magnificent Rockies plus other dramatic landscapes and unique attractions. Travellers of all ages are signing up for responsible tourism projects.



SOURCE: STATISTICS CANADA 2011



Winter non-ski and “White Christmas” products are making a comeback in the market with FIT and group programs being offered.

Demographic Match

Recent visitors to Canada are a relatively homogeneous group – close to half are 55+, with a quarter being retired. They are more likely to have been on a fully escorted tour and are more likely to have used a travel agent to book the trip. Having friends and relatives in Canada is a big draw both for recent visitors and those considering Canada, which the tourism industry is encouraged to leverage.

Visitation Statistics

Canada has seen considerable growth out of the Australian market in recent years. With a slowly growing economy (+3% in 2013), the number of Australians coming to Canada is growing modestly, solidifying Australia as an important market for Canada. There were 264,207 overnight trips to Canada from Australia in 2013, up 2.36% from 2012.

LONG-TERM MARKETS CONTINUED



MACIKAWA/NWTOURISM

Travel Trends and the Economy

Overall, Australia's economy is in relatively good shape with low unemployment and inflation. GDP growth expanded 3% in 2013 and is expected to increase to 3.6% in 2014. Canada has seen considerable growth out of the Australian market in recent years, attracting a record number of 264,207 visitors in 2013.

Australians are quite optimistic about their ability to take long-haul trips in the next 2-3 years, with 40% saying they will travel more than they have in the recent past and 46% saying they anticipate travelling about the same amount.

Costs and Accessibility

Although Canada is dwarfed in air capacity compared to competitors, it is one of only 20 countries outside of the South Pacific region with scheduled weekly nonstop service from Australia. As a result of limited seat capacity between Australia and Canada, the majority of Australians enter Canada via the US. The CTC estimates that nearly half of the travellers visit the US first before coming to Canada.

Tied to the concern about affordability possibly limiting future long-haul travel, the top barrier for visiting Canada by a wide margin was the perception that a Canadian trip was cost prohibitive. This suggests the destination must do more to convince Australian travellers of the value of a Canadian vacation.

Perceptions, Product Interests

Buoyed by a strong currency and a vibrant economy, outbound travel by Australians expanded 5.4% in 2012 (8.2 million outbound trips). Australian travel to Canada has grown at a slower rate, which is not surprising given that nonstop air service between Australia and Canada has remained flat. With double-digit growth to Canada (+12.8%) it realized strong gains in May 2014 though.

Australians strongly associate Canada with being beautiful and friendly, two key brand personality traits to capitalize on. Further, Canada earned 1st ratings for inspiring geography, a destination worth paying a bit more for (quality) and unique features not offered by other destinations (uniqueness). These results not only suggest Canada has a very good reputation among

Some 48% of all visits to Canada from Australia include a side trip to the US during the journey. An additional 29% of travellers visit Europe and Canada in one trip—opening the door for the creation of dual nation vacations. Nearly 60% of recent visitors travelled independently, while 18% opted to take fully escorted or guided tours.

In 2012, British Columbia remained the most popular province among Australian travellers, while Ontario and Alberta declined.

Australian travellers, but also identify messages to incorporate into future marketing campaigns

As FIT travel continues to grow, there is an opportunity to capitalize on this niche segment by developing packages that focus on experiencing Canadian nature—both as an observer (for the less active) and via soft adventure. Interest in lifestyle/experiential travel continues to grow, with food and wine, spa, culture and soft adventure all ranking as preferred activities. The Australia strategy should focus on high-yield travellers—consumers who spend more, stay longer and are less influenced by exchange-rate fluctuations and market pressures.

Distribution Channels / Trip Planning

Travel agency brochures and travel agents had a great influence on recent visitors, both being oft-cited sources. Over 50% of recent visitors booked their holiday within three months of travelling; only 18% booked more than six months prior to the trip. Among recent visitors, 61% consulted with a travel agent for information and/or to book their holiday to



TERRY PARKER / NWT TOURISM

Canada. Nearly half booked their Canadian holiday with a travel agent, 22% booked their flights directly with an airline and 20% used an online retailer.

Travel Trade Key Accounts

- Destination Canada
- Adventure World

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

CANADA CORROBOREE

Feb. 2-13, 2015

Canada Corroboree is a nine-day Australian road show that travels across five key Australian cities. Held annually, it targets travel agents and media. Canadian attendees can meet more than 800 Australian retail agents, 60 Australian media and 20 Australian wholesalers and share the amazing experiences their destinations have to offer.

CAD 8,500 plus travel cost

LONG-TERM MARKETS CONTINUED

9 UNITED KINGDOM

Population: 64 million

GDP: 2.54 trillion USD – Ranked 6th largest economy in the world

Product Match

The UK is Canada's largest inbound overseas market. The British identify their first motivation for travel as nature with beautiful scenery, followed by National Parks and wildlife. Culture is also a draw for tourists to Canada. A majority of these travellers prefer multiple days of self-touring over guided tours. Research shows that UK residents are more likely to enjoy scenic drives, hiking and walking activities, and viewing scenery and wildlife. This aligns with NWT products such as the Dempster Highway, the Deh Cho Travel Connection, Wood Buffalo National Park and territorial parks, among other things.



WENDY GRATER/BLACKFEATHER

Demographic Match

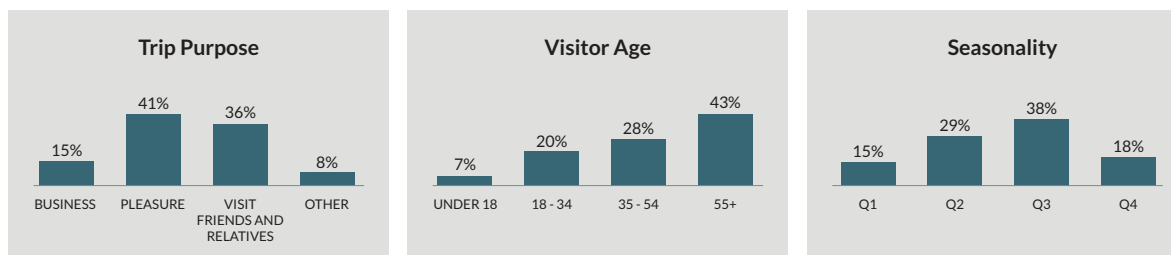
Canada currently draws a relatively homogenous market – the majority of visitors are 55+ years, retired, and from high income households. Those expressing future interest are more diverse (younger, less wealthy). The challenge for the Canadian tourism industry is converting those professing interest into actual visitors.

Visitation Statistics

Twenty-three percent of outbound travel is long-haul with a total of 15.9 million trips in 2012. Canada is the 4th most visited long-haul destination, just ahead of Australia. The US is by far the most popular destination. In 2013, 645,697 British travellers came to visit Canada (-1,26%).

Although travellers aged 55 and over represented the largest segment (40%) of all visitors in 2011, their numbers declined 11.8% in 2012. The youth travel market (24 and under) saw a 29.5% increase in arrivals. Summer remains the preferred season, although the British seem to have a stronger appetite for Canadian experiences during shoulder seasons. Two thirds of recent visitors travelled independently, while 25% opted for at least some guided tours.

In 2012, Ontario and British Columbia remained the most popular destinations among UK visitors, followed by Alberta and Quebec.



SOURCE: STATISTICS CANADA 2011

Travel Trends and the Economy

The UK economy grew by 1.9% in 2013, its strongest rate since 2007, but the downside risks from the eurozone crisis could inhibit the mildly positive economic momentum and thus still have a significant impact on consumer confidence and outbound travel demand.

Costs and Accessibility

Although nonstop seat capacity between the UK and Canada has declined in 2013, Canada continues to have the third-largest volume of scheduled seat capacity among long-haul destinations behind the US and the United Arab Emirates.

The CTC has estimated that during 2011 over two thirds of visitors arrived in Canada via a nonstop flight and nearly 20% arrived following a visit in the US (10% entered Canada via land and 8% via air).

Affordability is a major consideration for UK travellers. Just 39% of UK travellers feel Canada offers good value for money versus 54% for the top ranked US. The expense of a Canadian vacation was the most cited barrier that could prevent a trip to Canada, identifying a key issue for the Canadian industry to address.

Perceptions, Product Interests

UK outbound long-haul travel peaked in 2008 and has yet to return to pre-recession levels. However in May 2014, overnight arrivals from the UK market increased by 3.0%.

UK long-haul pleasure travellers still perceive Canada as a top destination to visit. Among key competitors, Canada ranks third in top-of-mind consideration and is the most recommended place to visit for a holiday after New Zealand. UK residents perceive Canada as warm, intriguing and youthful. They feel that Canada is a place with unique features that other destinations don't offer, and that this is a dream destination that they would visit if money were no object.

Affordability and value for money are weaknesses for Canada, which have become even greater challenges as the Canadian dollar remains strong compared to the pound sterling. With 3.8 million British going to the US for a holiday, one opportunity to address Canada's affordability and value for money is to grow the volume of travellers visiting both nations.

The UK strategy should focus on high-yield travellers: consumers who spend more, stay longer and are less influenced by exchange-rate fluctuations and market pressures.

LONG-TERM MARKETS CONTINUED

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

WORLD TRAVEL MARKET

November 2015, London

WTM is a global business-to-business travel-trade show staged annually in London. CTC-UK helps the Canadian travel-trade industry to effectively meet, network, negotiate and conduct business under one roof.

CAD 7,075 plus travel cost



BLACKHORN LAKE LODGE

Distribution Channels / Trip Planning

Most travellers use online sources to plan their trips: online retailers, traveler review sites, and websites of hotels, airlines, attractions, etc. Some travellers continue to rely on travel guides/books.

A majority of travellers (70%) start planning their trip within six months of travelling. Half of all UK travellers (50%) book their holiday within three months of travelling. Only 20% book more than six months prior to travel.

Among recent visitors, nearly half consulted with a travel agent for their holiday to Canada. Just one-third actually booked a trip through a travel agent though, which is low relative to other GTW markets. While travel agents may be fading in importance in the UK market, programs to educate them on the merits of a Canadian vacation still have value.

Travel Trade Key Accounts

- Canadian Affair
- Trailfinders
- Audley Travel
- Cox and Kings
- Frontier Travel

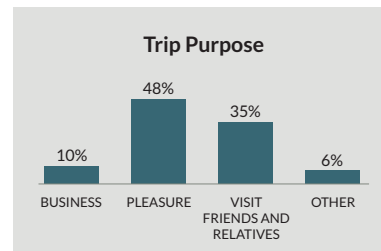
10 FRANCE

Population: 66.3 million

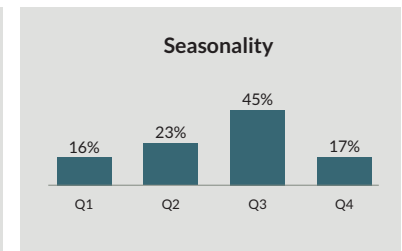
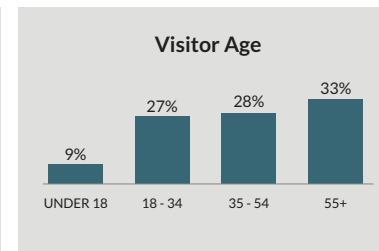
GDP: 2.74 trillion USD – Ranked 5th largest economy in the world

Product Match

The top vacation pursuits in this market have remained very consistent over the last few years, with a mix of nature (e.g., scenery, National Parks, wildlife, nature close to cities) and culture (e.g., local flavours, local lifestyles, historical/cultural attractions, Aboriginal culture, city culture) being an irresistible combination for French travellers. They are also unique from most other markets in that their dream vacations are built around winter experiences such as dog sledding and winter scenery. Except for one minor shift, the top ten interests are not only the same as last year, but appear in the same rank order, with no emergent trends.



SOURCE: STATISTICS CANADA 2011



Demographic Match

Typical visitors to Canada are 55 or older. Most are still employed full-time in the workforce. A large percentage are men, possibly drawn to outdoor adventure activities. Recent visitors to Canada are more upscale and likely to have friends and relatives in Canada.

Visitation Statistics

Canada continued to perform well through 2013 with a 0.9% increase over 2012 in overnight arrivals from France – a total of 459,475 French travellers visited Canada. Over the past decade, the proportion of trips made by travellers over 55 years increased from 24% of trips in 2002 to 33% of trips in 2013, while the proportion of those aged 18 to 34 remained relatively constant.

Travel Trends and the Economy

The 2013 GTW results showed that fewer travellers are now making long-haul travel a priority in their lives. At 90%, those who said that long-haul travel is important to them is down by three percentage points (ppt) this year, which is not surprising given the larger planner contingent in the French market.

Costs and Accessibility

Over 40% of travellers at the consideration stage cite affordability as a reason preventing them from visiting. About 20% indicate that it's either not the right time, or they don't have enough time to take a holiday to Canada in the next two years.

With the French economy riding strong, the euro picking up steam and consumer confidence on the rise at the time of the GTW fieldwork, it

LONG-TERM MARKETS CONTINUED

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

IFTM - TOP RÉSA

September, 2015

IFTM - Top Resa is France's business-to-business international tourism exhibition for networking, doing business, innovating and keeping abreast of market developments. Industry partners can exhibit under the CTC presence at the show.

CAD 4,500 plus travel cost (sharing possible starting at CAD 3,000,- plus travel cost)

isn't surprising that long-haul destinations like Canada are being viewed in a more positive light.

Direct flights between Paris to Calgary are available on a daily basis. Flights from Paris to Yellowknife are listed at approximately \$1,600.

Perceptions, Product Interests

French travellers are also unique in that, after scenery and touring, their dream vacations to Canada are more likely to be built around winter experiences such as snowmobiling, dog sledding and winter scenery. This is consistent with previous years, when winter imagery emerged repeatedly as appealing icons of Canada. In addition, skiing and other winter activities are growing motivators for travel to Canada, indicating that winter imagery could continue to figure prominently in Canada's marketing efforts for maximum impact.

Distribution Channels / Trip Planning

Half of French travellers book their holiday within three months of travelling. Most travellers use online sources to plan their trips, including the websites of online retailers, national tourism offices, hotels, airlines, attractions, etc. However, 60% of the target group continue to rely on travel guides/books.

Over 40% of travellers used a travel agent to book their flights to Canada in 2010. Another 22% opted to book directly with their airline and 17% used an online retailer.

Travel Trade Key Accounts

- Grand Nord Grand Large
- Backroads
- Maison des Amériques
- Voyamar
- Comptoir du Canada
- Voyageurs du Monde

OTHER MARKETS

11 NETHERLANDS

Population: 16.8 million

GDP: 0,8 trillion USD – Ranked 18th largest economy in the world

Product Match

The primary reasons for Dutch to travel to Canada are National Parks, beautiful scenery and observing wildlife in their natural habitats. These interests make Dutch tourists a good match with tourism products such as Nahanni National Park Reserve, Wood Buffalo National Park and to a lesser degree Tuktut Nogait Park (due to the increased challenge of accessibility). Road touring on the Deh Cho and Dempster routes is also popular with these groups who represent a large proportion of campground permits issued.

Demographic Match

Dutch visitors to Canada tend to be middle aged. They are likely to be married, employed with higher than average incomes and have children under 18 years of age in the



MIKE PEAKE / CANOE NORTH ADVENTURES

household. These demographics should be considered when designing marketing collateral for the Dutch market.

Visitation Statistics

In 2013, a total of 97,689 Dutch visitors came to Canada, a slight decrease (-2,9%) compared to 2012. More Young Families and Mature Families than Young Adults went on vacation to Canada. Young Adults also spent less time in Canada. 50% of the Young Families and Mature Families

visited family and/or friends in Canada, which may in part account for their longer stay. All three groups preferred touring around Canada for sightseeing and nature, rather than remaining in one location. The average stay for Canada is almost 3 weeks.

Travel Trends and the Economy

The frequency of tourism trips in 2013, domestic as well as outbound tourism, increased compared to the previous year. However the NBTC-NIPO

OTHER MARKETS CONTINUED



BENJISTRAKER / NWT PARKS / ITI / GNWT

expects the Dutch to travel less often, less far, shorter and with lower expenditure, with an overall decrease of 2%. Nevertheless, domestic tourism suffers less than outbound tourism.

Perceptions, Product Interests

In addition to visiting family and/or friends, nature and sightseeing are the most frequently mentioned reasons for visiting Canada. Most of the respondents who have never visited Canada stated that a visit to Canada 'just never happened' or 'Canada is not on the top of my list'. Canada may not be top-of-mind, but it is not rejected as a vacation destination either.

Distribution Channels / Trip Planning

Seventy-eight percent of Dutch outbound travellers booked their trip online, compared to 60% in 2008. However for long-haul travel, the majority of Dutch rely on booking with the travel agency or tour operator of their choice.

The Dutch book their vacations outside of Europe between two and six months in advance. This period is the same whether bookings made are made via the Internet or a travel agent. Regardless of whether they book via the Internet or via a travel agency, most Dutch travellers prefer to book the flight and the accommodation in advance. Word-of-mouth recommendations and travel agents play an important role in the information gathering process.

Travel Trade Key Accounts

- Go Canada
- Travelhome
- Travel Trend
- WRC Reizen Groep

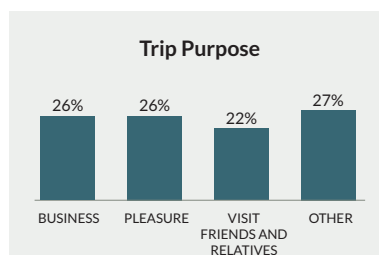
12 MEXICO

Population: 118.4 million

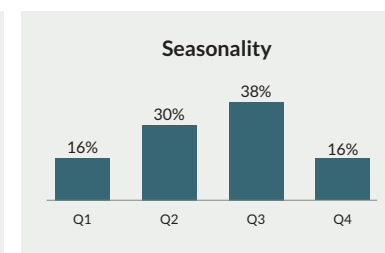
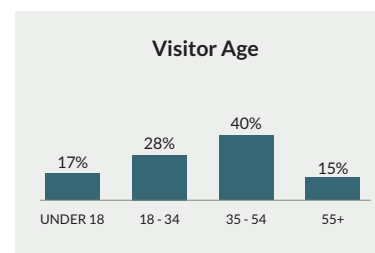
GDP: 1.26 trillion USD – Ranked 14th largest economy in the world

Product Match

Mexicans clearly enjoy a good mix of experiences, with nature (e.g., scenery, National Parks, wildlife, nature close to cities), culture (e.g., seeing historical/cultural attractions, local flavours, local lifestyles) and cities (e.g., museums/galleries, sightseeing/shopping, cities close to nature) all among the top activities. Self-touring, culinary pursuits and city activities such as events and entertainment are all of moderate appeal for Mexican travellers at this point. However, the Mexican travel industry reports that interest in food and wine-related experiences is starting to heat up, as is the popularity of event-based trips, particularly sports events and music festivals in the US.



SOURCE: STATISTICS CANADA 2011



Visitation Statistics

While still below peak levels achieved in 2008 prior to the imposition of visa restrictions, Mexico continued its strong recovery, gaining 6.32% to reach 150.896 arrivals in 2013. The gains were primarily attributable to pleasure travel (+18.2%) and business travel (+8.9%).

Visits by youth travellers aged 24 and under surged 32.4% and now represent one third of all Mexican travellers, the highest proportion among CTC markets.

In 2012, British Columbia was the most popular Canadian destination, capturing 39% of all province visits, followed by Ontario at 27% and Quebec at 22%.

Travel Trends and the Economy

Economic growth in 2013 fell to 1.1%, compared to the strong recovery experienced between 2010 and 2012. A gradual recovery of economic activity should bring economic growth back to a range of 3% to 4% over the next few years. Despite a falling peso, Mexican consumers remain optimistic about long-haul travel plans.

Over the past decade, outbound long-haul travel from Mexico has grown by over 40%. Short-haul travel, which includes Central American destinations and land travel to the US, has remained steady at about 12 million trips annually, which suggests that Mexicans have not switched to closer destinations and continue to look further abroad for their next holiday.

OTHER MARKETS CONTINUED

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

CONOZCO CANADA

September / October 2015

Conozca Canada is a B2B event to connect canadian sellers with mexican buyers.

CAD 1,900 plus travel cost

Costs and Accessibility

Nonstop seat capacity between Mexico City and Canada increased by 4% in 2013. Air Canada flies directly from Mexico City to Vancouver, BC, and Toronto, ON with connections to Edmonton and Yellowknife, while Aeromexico has direct flights from Mexico City to Montréal, QC. A similar 4% increase occurred between Mexico's three urban centres (Mexico City, Guadalajara and Monterrey) and the four most important US hubs that connect travellers to Canada (Houston, Dallas-Fort Worth, Phoenix and Atlanta). The CTC estimates that 27% of Mexican visitors to Canada arrive on a flight that connects in the US.



TERRY PARKER / NWTT TOURISM

Perceptions, Product Interests

The Mexico market has kept its upward trajectory, and there are strong signs that this market's recovery is on track. With double-digit growth (+23,2%) it realized strong gains in May 2014. This upswing coincided with the establishment of an improved visa facilitation process starting in mid May 2014. In the course of the year 2014, the Canadian government implemented a number of further initiatives to make the Canadian visa process in Mexico easier

(Can+, online visa application, multiple entry visas, trusted traveler program).

With almost four million long-haul travellers in the country, there is significant potential in the Mexican market. When asked to list up to three long-haul destinations they were seriously considering for a holiday, 21% of these travellers mentioned Canada in the CTC's 2011 Global Tourism Watch. Although lower than prior years, this is much higher than Canada's competitors in Europe and South America. Canada is second only to the US. A 2010 study among Mexican travellers suggested that visiting historical sites, shopping, city activities and experiencing an interesting culture were among the most important motivators when choosing a long-haul holiday destination. The Global Tourism Watch identifies these travel activities as weaknesses for Canada, though.

Distribution Channels / Trip Planning

While Mexican travellers use a mix of sources to plan their trips, more and more are turning to online sources for information that include online retailers, destination-specific websites, as well as websites of hotels, airlines and

attractions. Travel advertising and print mediums (travel books, brochures and magazine/newspaper articles) also play a role in the planning process.

Though Mexican travelers generally tend to book late, the visa requirement has shifted the booking period for Canada to at least one month prior to travelling. Tour operators start promoting Canada at least six weeks before the high season starts.

A 2010 study suggested that 40% of travellers used a travel agent to book their flights to Canada, one third booked direct with an airline and about 15% used an online retailer. It is believed that online retailers have grown in importance since 2010.

Travel Trade Key Accounts

- American Express
- Diventure
- Viajes Palacio

13 BRAZIL

Population: 202 million

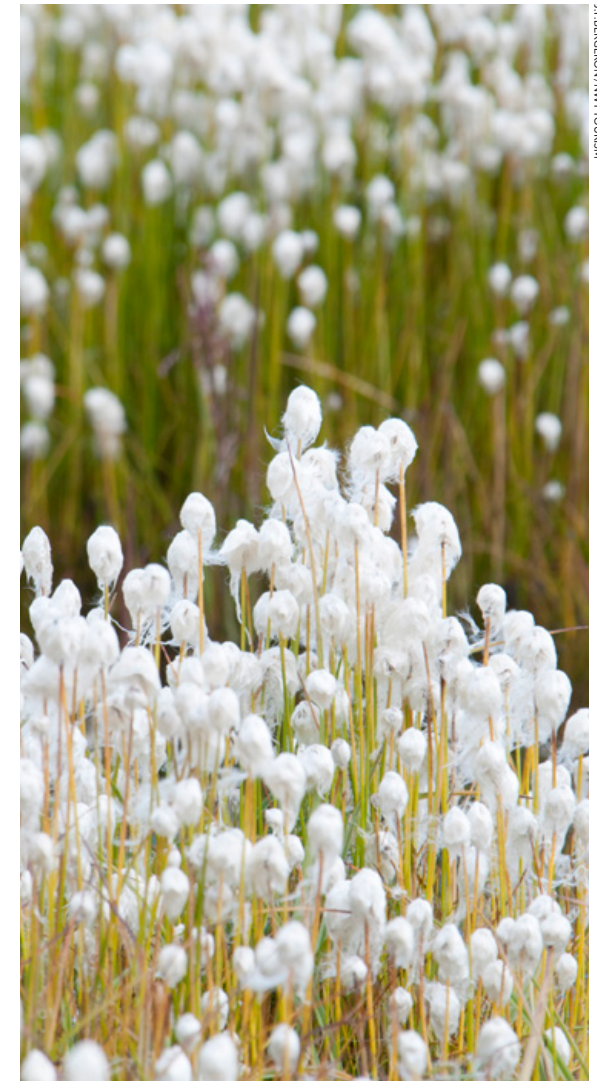
GDP: 2.53 trillion USD – Ranked 7th largest economy in the world

Product Match

Visiting historical sites, experiencing an interesting culture, visiting friends and relatives, studying and visiting a nature preserve are the top motivators for long-haul travel. The Brazilian market is also looking for action/adventure sports, arts and culture, and travel for the sake of exploration. There is a potential match for canoe/kayak/raft adventures, wildlife viewing, flightseeing, National Parks, pingos, and the Great Northern Arts Festival.

Demographic Match

While in the past the majority of visitors were over 35, well-educated, from high income households, and belonging to the A1 and A2 social class, the share of student travel and visiting friends and relatives (VFR) increased during the last years, so now just under one third of all trips were made by the younger demographic aged 18 to 34.



J. BERGERON / NWT TOURISM

OTHER MARKETS CONTINUED

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

WORLD TRAVEL MARKET LATIN AMERICA

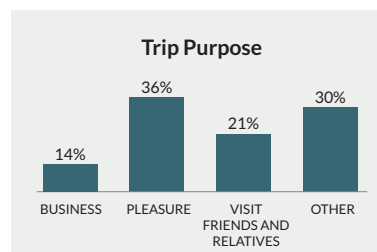
April 23-25, 2015, São Paulo

The leading global event for the Latin American travel industry, WTM in Brazil runs at the same time as the annual BRAZTOA business meeting.

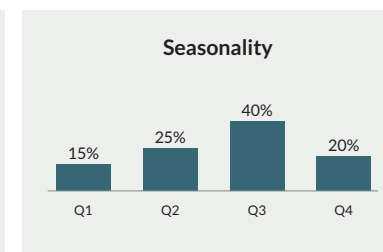
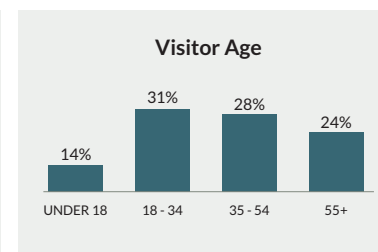
CAN \$3,500 plus travel

Visitation Statistics

Over the past decade, the number of Brazilian arrivals to international destinations has boomed: short-haul travel within South America quadrupled, long-haul travel outside of South America tripled and travel to Canada doubled. In 2013 a growth of 6% in arrivals to Canada was expected, although this remained below the expected trend growth in Brazilian arrivals to international destinations.



SOURCE: STATISTICS CANADA 2011



Canada is the seventh most mentioned long-haul holiday destination that travellers were considering for a holiday in the next two years (fifth most mentioned among key competitors). Among the 7% of Brazilian long-haul travellers who have been to Canada, 68% would be very likely to recommend Canada for a holiday.

Travel Trends and the Economy

Travel agents play a pivotal role in the Brazilian market. A majority of recent visitors (82%) consulted with a travel agent for their holiday to Canada and 47% booked their holiday through an agent. Staying engaged with the Brazilian travel trade is key to future success.

Costs and Accessibility

GTW survey results suggest Brazil is a price-sensitive market and recent currency

devaluations have made affordability a major consideration for Brazilian travellers. Just 43% of Brazilian travellers feel Canada offers good value for their money (versus 54% for the top-ranked US) and the expense of a Canadian vacation was the most cited barrier that could prevent a trip.

About 20% also cite an unfavourable exchange rate, visa requirements and poor weather.

Perceptions, Product Interests

Canada is competitive on two top ranking activities – beautiful scenery and nature experiences close to cities. Ontario is the most popular destination, followed by British Columbia and Québec. While 36% of Brazilian travellers cite affordability as a top reason for not considering Canada, their perceptions of Canada as an affordable destination improve significantly after visiting.

With one in three Brazilian travellers choosing the US for a holiday, one opportunity to address Canada's affordability and value for money is to grow the volume of travellers visiting both nations. Many Brazilians already possess a multi-entry US visa and air service to the US has increased by nearly half a million seats in 2013.

Distribution Channels / Trip Planning

The top planning sources are TV travel shows, travel and destination websites, magazine articles and travel advertising.

A majority of recent visitors (82%) consulted with a travel agent for their holiday to Canada and 47% booked their holiday through an agent. Social media also plays an important role along the path to purchase. Over 90% of Brazilian travellers use social-networking sites. About one quarter (26%) of recent visitors indicated that photos shared via social networks were influential in choosing to visit Canada or in deciding what to do while in Canada.

Travel Trade Key Accounts

- Incentours

14 INDIA

Population: 1.2 billion

GDP: 1.87 trillion USD – Ranked 10th largest economy in the world

Product Match

The top tourism experiences Indian travellers are looking for are beautiful scenery, urban activities, cities in close proximity to nature, and cultural and historical attractions as well as visiting family and friends.

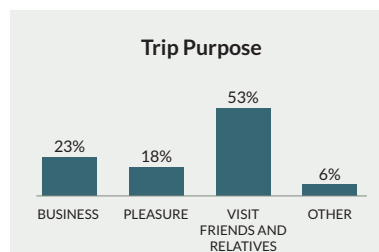
Demographic Match

The age composition of Indian travellers has fluctuated over the past decade with no clear

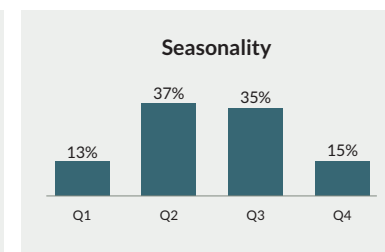
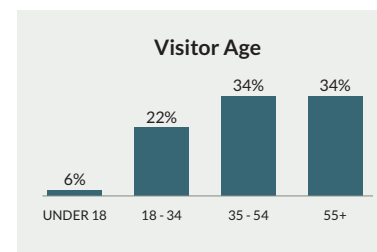
trends. For 2011, over two-thirds of visitors were over age 35 and only a small proportion was youth under 18 years (6%).

Visitation Statistics

Outbound long-haul travel from India to destinations beyond southeast Asia and the Middle East dipped slightly in 2009 but recovered quickly. Similarly, travel to Canada slowed in 2009 but promptly returned with a 25% increase in 2010. Canada performed well through 2011 with an 8% increase in overnight arrivals from India. The CTC estimates a 5% increase in both 2012 and 2013, to 138,000 and 146,000 overnight arrivals respectively. Since 2008, Canada has been the sixth most-visited destination for long-haul Indian travellers.



SOURCE: STATISTICS CANADA 2011



OTHER MARKETS CONTINUED

TRADE SHOWS / EVENTS / BUY-IN OPPORTUNITIES

FOCUS CANADA-INDIA MARKET- PLACE 2015

This tradeshow's prescheduled business-to-business meetings provide a unique opportunity for networking and relationship building between Canadian travel industry partners and key travel agents from throughout India.

CAN \$3,500 plus travel

Travel Trends and the Economy

Travel to Canada to visit friends and family has driven most of the growth in arrivals over the past decade, increasing from 13,000 trips annually in 2002 to 70,000 trips in 2011. Canada has one of the largest overseas populations of Indians, particularly Punjabi people. Canada issued over 17,000 Temporary Resident Visas to Punjabi visitors in 2012.

Costs and Affordability

Affordability remains a challenge for Canada, especially given the depreciation of the rupee. Indian travellers also acknowledge that they don't know much about Canada and admit there are other places they would rather visit. Perceptions of Canada's visa requirements also pose as a potential barrier for some travellers.

Perceptions, Product Interests

Ontario is the most popular destination, followed by British Columbia. Affordability remains a challenge for Canada, especially given the depreciation of the rupee. Indian travellers also acknowledge that they don't know much about Canada and admit there are other places they would rather visit. While travellers have strong perceptions of Canada's natural beauty, they look to other destinations for important attributes such as entertainment and cultural experiences.

Distribution Channels / Trip Planning

Most visitors to Canada use a travel agent to book their holidays to Canada, especially for their first trip.



JASON VANBRUGGEN / NWT TOURISM

Indian travellers use a combination of traditional and online sources when choosing a destination that includes word of mouth, websites of online retailers, travel advertising, print media, destination-specific websites and websites of hotels, airlines and attractions.

Travel Trade Key Accounts

- Thomas Cook Travel



SPECTACULAR
NORTHWEST
TERRITORIES

Northwest Territories Tourism

4916 - 47th St, 3rd Floor

P.O.Box 610, Yellowknife, NT X1A 2N5

Office: (867) 873-5007 | Fax: (867) 873-4059

info@spectacularnwt.com

SPECTACULARNWT.COM