DESTINATION CANADA

Global Tourism Watch

2015 India Summary Report

Table of Contents

1. Introduction

Destination Canada (formerly the Canadian Tourism Commission) began conducting the annual Global Tourism Watch (GTW) program in 2007. The primary purpose of this research program is to expand the base of consumer-based intelligence in twelve core markets around the world[1].

The overall objectives of the GTW study are to:

1. Monitor awareness, travel intentions, and other key market indicators for Canada and the regions;
2. Assess perceptions of Canada and track brand performance against the competitive set over time;
3. Identify the general experiences sought by travellers, assess Canada's competitive positioning on key products and identify growth opportunities;
4. Identify motivators and barriers for travel to Canada; and,
5. Explore the role of advocacy in the tourism context.

In response to a rapidly changing travel marketplace, Destination Canada and TNS worked together to substantially revise and update the questionnaire prior to the 2014 fieldwork. This was done to better reflect current travel realities and to gather more in-depth information on Canada's competitors in each market. The new GTW data permits direct comparison of Canada to those competitor countries unique to each market. The revised 2014 survey was used as the basis for the 2015 survey with minor modifications.

This particular report focuses on the Indian market. Destination Canada has designated the US, France, the UK, Switzerland, Australia and Italy as the primary competitor destinations when it comes to attracting Indian travellers. These destinations will represent the primary points of comparison for Canada throughout this report.

Methodology

In July and August 2015, a web-based panel survey was conducted by TNS. The target population for the online survey was residents aged eighteen years and older, who had taken an international pleasure trip where they had stayed at least one night in paid accommodation in the past three years, or intended to take such a trip in the next two years. The survey consisted of 1,500 respondents in 6 Indian cities - New Delhi, Kolkata, Bangalore, Chennai, Hyderabad, and Mumbai and included 200 recent visitors to Canada.

[1] Identified by Destination Canada as the international 'long-haul' markets of: Australia, Brazil, China, the UK, Germany, France, India, Japan, Mexico and South Korea, as well as the US and the domestic Canadian market.

2. Strategic Considerations

The key strategic considerations for Canada arising from the 2015 study can be summarised as follows.

- India's outbound travel market is a lucrative market. At the moment, economic factors are supporting international travel – the strength of the national economy, quickly rising middle-class disposable incomes; increased airline capacity and India's growing openness to the outside world are stimulating international travel. Moreover, India's emerging middle class is expected to surge tenfold, to over 500 million by 2025 at which time the middle class will represent 60 per cent of the country's spending power. While, these factors certainly make India a key growth market for Canada, they also make it a key market for the rest of the world and as such Canada faces fierce competition in this arena. Many destinations are currently marketing to India or entering the Indian market – all competing for a piece of the Indian international travellers' proverbial "pie".

- So, while economic factors are favourable at the moment, one must not lose sight of the longer term goal of creating a strong desire for travel to Canada. Canada cannot rely on the growth of the potential pool to drive Indian long-haul travel to Canada. Canada must actively establish conditions that increase the rate at which Indian travellers choose Canada over the competition if it is to gain share and optimally realize volume gains. Easing visa restrictions will undoubtedly help level the playing field, but it is Canada's marketing effort in India that will ultimately make the difference. To successfully deploy limited marketing resources in a congested media environment, the effort must be targeted to those consumers offering the most opportunity for conversion, focus on USPs that will resonate most strongly with those groups and deal both with misconceptions and real barriers to selecting Canada. It is also clear that both direct-to-consumer and travel trade efforts should be part of the plan. Without such a strategy, Canada will not be able to take full advantage of the growing Indian outbound travel market and will lose share to the competition, if not outright volume.

- Awareness of Canada as a potential travel destination is widespread, but Canada is losing ground to its competitors in a number of key areas: destination consideration, market penetration, perceptions of value/price and conversion. The challenge is clearly to improve Canada's standing in the destination consideration set among key consumer targets.

In more specific terms, then, what are the essential components that should structure such a strategy? Results of this research provide us with some direction and are outlined below.

- Communications efforts to date have proven to be somewhat effective. There is evidence that the various media channels used have achieved some breakthrough and awareness of Canadian travel opportunities has increased slightly. Still, the level of awareness remains lower than that posted by most competitive long-haul destinations. And, the majority of Indian travellers were not reached at all by the advertising on a conscious level - less than one-in-three recall Canadian advertising. While larger media buys could address such an issue, it is unlikely Destination Canada could support such an investment within current budget parameters and, consequently, a more targeted approach is required.

- A targeted focus on the older traveller (55+) would seem to be warranted. Older travellers are more likely to travel internationally, have more disposable income, are more likely to consider and visit Canada and are less concerned with visa requirements than are their younger counterparts. They are more likely to have ties to friends and family in Canada through their peer group or younger relations.

- And, friends and family are important. They are a recurring theme in this research and findings suggest they should be a key component of any communication strategy. More specifically, among travellers with friends and family in Canada, interest in Canada is notably stronger, consideration higher and market penetration is deeper; perceptions of Canada's value are also stronger. Additionally, marketing to Indian travellers with friends and family in Canada will appeal to their general preference for maintaining extended family networks and gathering socially with friends and family whether at home or in Canada. To realize the opportunity that this presents, Canada can:

    a. Target some communications efforts to Indians with friends and family in Canada;

    b. Feature social elements in communications to accentuate visceral appeal, attract visitors and improve perceptions of value.

    c. Leverage friends and family for advocacy. On a very basic level, Indian travellers hear about long-haul destinations most often from friends and family. Add to this the fact that friends and family are the most influential sources of information to the Indian traveller and it becomes clear that Canada has an opportunity to generate powerful word-of-mouth through family and friendship networks. This can be encouraged through Social Marketing campaigns among those who have recently been to Canada (encouraging the sharing of experiences). However, consideration should also be given to encouraging and equipping Indo-Canadians to promote visitation to Canada among their friends and relatives in India.

- In order for Canada to be successful, it must enhance value perceptions. This should not be taken to mean lowering the absolute price point, although value-add packages can certainly be part of the equation. Of greater importance is progress made with respect to elevating perceptions of the offer in a manner that is relevant to key Indian target groups. There are a range of experiences that should be promoted in explicit terms such as touring vacations that involve a combination of urban and nature based activities and activities that are sought by Indian tourists and have the power to positively differentiate Canada such as premium local culinary experiences and botanical gardens. It should also be noted that casinos and gambling is a powerful ancillary set of experiences for some Indian tourists. Many of Canada's USPs align well with the experiences Indian long-haul travellers' desire and as such can be leveraged in communications and offer positioning. In particular "personal journey's by land, land water and air", "vibrant cities on the edge of nature", "active adventure among awe inspiring natural wonders" and "award winning local cuisine" all align well with the activities Indian travellers desire.

- To maximize success, though, communication efforts must also address key barriers to visiting Canada expressed by Indian long-haul travellers. Foremost among them are concerns about cold weather, safety, security and health. Collectively, these concerns suppress value impressions and can be dealt with through effective communications that seek to educate as well as underscore the appeal and relevance of the experience.

- Canada is also well placed to deliver on a number of emerging and niche travel products that the Indian international traveller increasingly desires. In particular: the self-drive holiday - Indian travellers are seeking experiential holidays where the "journey is the destination", culinary and cuisine focused holidays and luxury holidays.

- It is also worth noting that the Indian outbound market is starting to show signs of maturation with higher levels of repeat travel and growing interest in high quality and niche destinations. These maturing interests go hand-in-hand with a more advanced approach to information gathering and booking. Digital and mobile access that allows Indian travellers in Canada to use smartphones to explore activity options and search hotels in real time will become mainstream as have online planning and booking.

- For the time being, though, the Indian travel market is bifurcated with respect to the use of technology. While usage patterns common in the West and East Asia are growing, traditional travel agents continue to hold a position of considerable power in decision making. This is particularly true among older travellers (a desirable segment for Canada) and is especially relevant to destinations such as Canada that are less familiar to Indian travellers and would benefit from the knowledge and direction that traditional travel agents can impart to their customers. For this reason, Canada's marketing efforts must have a dual focus for the foreseeable future – on the end consumer and on the travel trade gatekeeper.

3. Key Observations

The following section summarises the key points of interest from the 2015 survey of Indian long-haul travellers.

Key findings:

- India's travel outlook is extremely positive. Market potential is steadily increasing with projections of continued expansion for the next 15 years. Optimism around travel is also quite high – India's MOI has increased by 10 points to +73 and more than half of long-haul travellers believe they will spend more on travel outside of the country next year.

- Awareness of Canadian travel opportunities has improved slightly, yet Canada continues to be outranked by most destinations in the competitive set. Canada is also losing ground with regard to destination consideration – falling three spots to 9th position among all countries considered (unaided).

- Interest in Canada remains strong but is equally strong or stronger among competitive destinations. It is also heavily overstated by the Indian traveller given the substantially lower levels of destination consideration and market penetration. To a considerable extent, Canada remains effectively an aspiration for many Indian travellers despite their placement on the path to purchase. Conversion continues to be a challenge and will become increasingly so as the market expands and competition increases. Older, wealthier travellers as well as those with family in Canada are key targets given their increased consideration for Canada and higher levels of market penetration.

- It is not surprising to find relatively low recall of Canadian advertising in India given the crowding of many advertisers vying for the attention of the consumer. Regardless of the relatively low recall levels, Canada is doing comparatively well in this arena - Canada is on par with all competitive destinations except Australia and Switzerland which are well ahead. Furthermore, among those who recall Canada advertising, there is greater likelihood of remembering travel communications on the radio, brochures from travel agents, and consumer shows – all channels Destination Canada employed prior to the survey. From this, one could argue that executions for Canada in these media had some success at reaching their intended audiences.

- Attentiveness to, and retention of, advertising for Canada is strongest among those who have an established connection, either through family and friends or pre-existing interest in visiting. This implies capacity to move consumers along the path to purchase by stimulating movement where interest exists.

- In the eyes of many Indian long-haul travellers, Canada lacks value. Canada ranks last on all value attributes when compared with key competitors. However, the gap between second and last place is small. Modest improvements in this arena could move Canada ahead of many competitors. The route to improvement begins with stimulating better awareness and appreciation of the offer. To a considerable extent, value is questioned not because there is any antipathy to what Canada is putting forward, but because there is little detailed knowledge about Canada's product and experiential offering that might justify the relatively high cost of such a long-haul trip.

- The awareness building issue is underscored by the fact that those with friends and family in Canada, those with a propensity to travel, and those most likely to have explored tourism opportunities in Canada (people who are generally more aware of the offer) do not necessarily share these weak value perceptions.

- Six per cent of Indian long-haul travellers had been to Canada on their most recent trip with a skew towards older travellers (+55) and those with family in Canada.

- Indian travellers' most recent trip profiles align very well with Canada's offer and many of its USPs. In particular, Indian long-haul travellers enjoy a combination of urban and nature based activities, a good fit with "vibrant cities on the edge of nature"; they enjoy touring vacations, renting cars and visiting friends and family, a good fit with "personal journeys by land, water and air" and "connecting with Canadians"; they enjoy wild and marine life viewing, cycling and fishing, a good fit with "active adventure among awe-inspiring nature wonders"; and lastly, they enjoy trying local cuisine and dining at highly regarded restaurants, a good fit with award-winning Canadian local cuisine.

- Friends and family and older travellers are a recurring theme in this research and findings suggest these two groups should be key targets for Canada's marketing efforts. More specifically, among travellers with friends and family in Canada, interest in Canada is notably stronger, consideration higher and market penetration is deeper; perceptions of Canada's value are also stronger. Additionally, marketing to Indian travellers with friends and family in Canada will appeal to their general desire to maintain extended family networks and speaks to the appeal of social gatherings with friends and relatives. Older travellers are also key, as they have increased consideration and market penetration for Canada, are more likely to have been to Canada and to have been visiting friends and family on their last trip. In short, they are more likely than more youthful travellers to have younger relatives who have immigrated to Canada relatively recently, or peers who have been in Canada for some time.

- There are a number of barriers for the Indian long-haul traveller to visiting Canada. Cost is the most prevalent followed by distance, safety, health concerns and poor weather. A number of these barriers are misconceptions and tie to basic lack of awareness. They can be addressed through communications that seek to both educate about Canada in terms of seasonality, safety, infrastructure and support networks, as well as enhance detailed knowledge of those elements of Canada's tourism offering that are relevant to target Indian communities and capable of reinforcing value perceptions. Dealing with only one of these themes in isolation will likely be insufficient to drive behavioural momentum.

- Few Indian long-haul travellers (3%) claim to have heard nothing about Canada in the past 12 months. This indicates that the communication conduits are already in place to strengthen awareness and appreciation. Travellers heard about Canada from a variety of sources, but friends and family are the most popular and the most influential. Travel agents continue to be used regularly for both information gathering and booking.

4. Market Health and Outlook

Background

The Indian economy

India is the seventh largest and fastest growing economy in the world – it has the potential to become the third largest in the next ten years (Fuller, 2015) . India's developing economy has experienced an average seven per cent growth for the last twenty years. The long-term growth prospective is also quite positive given its young population, low dependency ratio, healthy savings and investment rates and integration into the global economy (Wikipedia, 2015).

The Indian economy is on a robust growth trajectory and boasts a stable annual growth rate, rising foreign exchange reserves and booming capital markets (India in Business, 2015). While growth is slowing in several emerging economies, India's GDP growth is expected to accelerate in 2015 (Destination Canada, 2015). India topped the World Bank's growth outlook for 2015-16 with the economy having grown 7.3 per cent in 2014-15 and is expected to grow 7.5-8.3 per cent in 2015-16 (Fuller, 2015).

India's population is approximately 1.28 billion and is the second largest in the world. It is expected to reach more than 1.6 billion by 2040. India's emerging middle class is expected to surge tenfold, from about 50 million in 2014 to over 500 million by 2025. The middle class will then represent 60% of the country's spending power (Destination Canada, 2015).

According to a study by the McKinsey Global Institute, if India continues on its current high-growth trajectory, the market will undergo a major transformation over the next 13 years. Income levels will triple and India will climb from the world's 12th-largest consumer market to the fifth by 2025 (Destination Canada, 2015).

Travel Outlook

The travel outlook is very positive in 2015. Optimism around long-haul travel grew considerably in 2015, with Destination Canada's Market Outlook Indicator increasing from +63 in 2013 to +73[2]. Additionally, more than half (53%) of Indian long-haul travellers believe they will spend more on travel outside of the country in the next twelve months[3]. Both very encouraging signs for Canada, especially given the fact that optimism skews higher among those interested in Canada.

---

[2] The Market Outlook Indicator measures the number of Indian long-haul travellers who say they will travel more, compared to those who say they will travel less, in the next twelve months (compared to the last twelve months).
[3] Compared to the *last twelve months*.

Travel trends

The following section is a review of the key trends related to the Indian tourism market identified through secondary research conducted for this report.

India's outbound travel market is a lucrative market, especially for Canada. In 2012, Indian travellers spent 12.3 billion (USD) on international tourism (Visit Britain, 2014) and spent $280 million in tourism related expenditures in Canada in 2014 (Statistics Canada, 2015).

India has become one of the world's fastest-growing outbound travel markets. There are many positive factors influencing Indian demand for outbound travel: the strength of the national economy; quickly rising middle-class disposable incomes; increased airline capacity and; India's growing openness to the outside world has also stimulated foreign travel (European Travel Commission, 2014).

Outbound Indian travel increased 16 per cent in 2014 and is forecast to continue trending upward to approximately 22 million trips by 2020 (Statistics Canada, 2015). While the Indian long-haul travel segment is smaller (about 5.2 million trips in 2014), it is also forecast to grow at a rate of just over five per cent per year (Destination Canada, 2015). Furthermore, as the middle class rapidly grows, India's outbound tourism market will also grow – and it is expected to exceed 40 billion dollars by 2020.

India's outbound travel market to Canada in particular, has been fairly robust. India's importance in tourism is widely accepted, and Canada has captured a greater share of the Indian long-haul outbound market over the past few years. The number of Indian overnight arrivals to Canada increased by nearly twenty per cent in 2014 - the second-highest growth rate among Destination Canada's key markets. (Statistics Canada, 2015).

The increase in Indian overnight travellers can be partially attributed to the Canadian government introducing a number of visa related initiatives, including the CAN+ program, to make the Canadian visa process in India easier (Destination Canada, 2015). The visa application process has a large impact on the destination of choice for Indian travellers, at least among those under 55. (Visit Britain, 2014).

Increased air capacity has also supported the growth of Indian inbound travel to Canada. Air capacity for one-stop flights between India and Canada has increased substantially over the past two years with more airlines operating flights to Canada connecting to Indian cities (Destination Canada, 2015).

While the India travel market grows, a few trends have begun to emerge related to the Indian outbound travel market. The following outlines some of the key trends occurring.

- The Indian outbound market is starting to show signs of maturation with higher levels of repeat travel and interest in high quality and niche destinations (Visit Britain, 2014).
- Thomas Cook (India) recorded a number of emerging trends including 25 per cent growth in sports tourism , 20 per cent growth in culinary/cuisine travel and 20 per cent rise in luxury holidays (Sharmi, 2015).

- Self-drive holidays are rapidly gaining popularity among outbound Indian travellers. Indian travellers are seeking experiential holidays where the "journey is the destination" (TravelBiz Monitor, 2015).

- Cruise vacations are becoming increasingly popular among Indian travellers. Demand has increased by 30-35 per cent annually and it is estimated that by 2030 India will have 1.2 million cruise tourists. Indian travellers are now looking beyond Hong Kong and Singapore for cruises and are considering the Bahamas, the Caribbean, Alaska, Europe, USA, Mexico and Dubai for cruise holidays (TravelBiz Monitor, 2015).

While there are number of vacation type trends that are occurring, Indian travellers are also showing a few trends related to how they book their travel. In particular, Indian travellers prefer to use travel agents and do not book their travels well in advance (Visit Britain, 2014). They are also increasingly using their smartphones to find things to do and search for hotels while they are travelling – suggesting it is only a matter of time before mobile bookings overtake bookings through other devices (Financial Express, 2014).

All of the above points to India being an attractive and growing key market for Canada. India has a booming economy, rising income levels and an affluent middle class. Improved visa services are making Canada increasingly accessible, and Canada is well place to deliver on a number of emerging and niche travel products the burgeoning Indian international travel market desires. These include self-drive holidays, culinary and cuisine focused holidays and luxury holidays. The ability to leverage these opportunities will be enhanced by efforts to present a strong mobile offer to Indian visitors capable of supporting them while they are in Canada.

5. Market Potential

The Indian long-haul traveller target market and immediate potential for Canada are growing. Exhibit 5-1 provides an estimate of the size of the potential market for Canada in two ways – the macro target market and the immediate potential.

The target market is a broader estimate of the market size based on expressed interest among all Indian long-haul travellers (market size estimate derived from the 2011 omnibus study of the Indian adult population). The proportion of GTW respondents who expressed interest in Canada in the next 2 years is applied to the broader traveller population, to come up with a target market estimate of 3.3 million potential visitors, an increase of two per cent from 2013.

The immediate potential[4] is a more conservative estimate based on those who indicated they had started gathering information for a trip to Canada, or were planning or booking a trip to Canada. This calculation yields an estimate of 1.4 million travellers with more immediate potential for conversion, representing an increase of three per cent from 2013.

The increase in both the target market and immediate potential comes as no surprise given the Indian economy has gained strength over the past two years and India's quickly growing middle-class is making long-haul travel more attainable for an increasing number of Indians. While growth of this potential visitor pool might very well accelerate, Canada cannot rely on such growth to drive Indian long-haul travel to Canada. As Indian travellers broaden their travel horizons and increasingly have the wherewithal to do so, they will also widen their consideration set – and that set will consist of a range of potential destinations that are less distant and more affordable than Canada. As such, it will be up to Canada to establish conditions that will increase the rate at which Indian interest in Canada is converted to actual trips. And, this will largely be accomplished through effective marketing efforts on behalf of Canada's tourism industry. Without such effort, any increases in Indian market size will simply be captured by competitors in an increasingly crowded marketplace.

[4] The immediate potential calculation for India uses path to purchase to calculate immediate potential. This differs from other countries in the GTW study which use likelihood of visiting in the next two years. The path to purchase provides better alignment with the Destination Canada's marketing initiatives and also addresses the overstatement of travellers who said they were likely to visit Canada in the next two years.

Exhibit 5-1 Size of the potential Indian market to Canada (next two years)

Measure	Size Of Potential Market To Canada
Total potential Indian long-haul travellers (aged 18 plus)	3,744,000
Target market for Canada:	
Definitely / very / somewhat interested in visiting Canada in the next two years	87%
Size of the target market	3,257,000
Immediate potential for Canada:	
Actively considering or planning a trip to Canada[5]	37%
Immediate potential	1,385,000

Base: International pleasure travellers (n = 1,500)
Notes: Interest and consideration numbers shown are from the 2015 GTW results. Potential market size are results from the random telephone omnibus survey undertaken in 2011 (n = 2,998), among the general population aged eighteen years or older.
Q5: How interested are you in taking a trip to Canada in the next two years?
Q6: Which of the following best describes your current situation when thinking about each of the following countries for a holiday.

[5] Travellers who had started gathering information for a trip to Canada, or were planning or booking a trip to Canada.

6. Competitive Environment

The GTW tracks Key Performance Indicators (KPIs) for Canada in areas such as aided destination awareness, unaided and aided destination consideration, and market penetration. Exhibit 6-1 summarizes the 2015 KPIs for Canada.

Exhibit 6-1 Key Performance Indicators (KPIs) for Canada – summary

Key Performance Indicator	Definition	All Indian Long-Haul Travellers n = 1500	Recent Visitors To Canada[6] n = 200	Interested In Canada[7] n = 485
Destination awareness:				
Aided awareness of travel opportunities in Canada	% with excellent / very good knowledge of travel opportunities in Canada	52%	87%	84%
Past visitation:				
Overall market penetration	% who have ever visited Canada for pleasure	16%	64%	25%
Intentions:				
Unaided destination consideration	% who mentioned Canada or a destination in Canada on their consideration list	8%	18%	21%
Competitive positioning on destination consideration	Rank on the consideration list relative to competitors (roll-up)	9th	3rd	3rd

Base: International pleasure travellers (n = 1,500), Recent visitors to Canada (n = 200) and those interested in visiting Canada (n = 485)
Aided awareness (Q4) – "How would you rate your level of knowledge of vacation opportunities in each of the following destinations?" (Aided list of Canada plus six pre-defined long-haul competitors).
Market penetration (ever visited) (Q11b) – "Which of the following countries have you ever visited while on a vacation trip?" (Aided list of long-haul destinations).
Unaided destination consideration (Q2) – "Which destinations are you seriously considering for your trips in the next two years?" (Open-ended, coded responses).

Since 2013, awareness of travel opportunities in Canada has increased slightly (+4%) while overall market penetration remained stable. Unaided destination consideration also remained stable at 8% however Canada has lost substantial ground with relation to competitive

[6] Visited Canada in the past three years for a pleasure trip of four or more nights with one or more nights in paid accommodations.
[7] Definitely interested in visiting Canada in the next two years.

positioning – Canada has fallen from 6th among all countries considered (unaided) to 9th. Since the India outbound travel market will continue to grow, this does not mean reduced volume for Canada, but it might point to reduced share.

Exhibit 6-2 Key Performance Indicators (KPIs) versus 2014

Key Performance Indicator	2013 (n=1,501)	2015 (n=1,500)	YOY Change +/-
Aided awareness of travel opportunities in Canada	48%	52%	+4%
Overall market penetration	17%	16%	-1%
Unaided destination consideration	8%	8%	-
Competitive positioning on destination consideration	6th	9th	-

Base: International pleasure travellers. See table for base sizes related to sub-sets of travellers.

Awareness of travel opportunities

Awareness of Canadian travel opportunities has increased slightly but remains lower than most competitive long-haul destinations.

Just over half (52%) of Indian long-haul travellers consider their knowledge of vacation opportunities in Canada to be 'excellent' or 'very good'. While this is up four points over 2013, it still leaves most competitive destinations ahead of Canada. Among all competitive long-haul destinations Canada outranks only Italy and ties with France for fifth place. Switzerland, the US, the UK and Australia all fair better in this regard and do so by as many as fourteen points.

As the Indian long-haul market continues to expand, it will also usher in an era of more intense competition among destinations in an expanded consideration set. This represents a challenge for Canada in terms of maintaining its awareness profile and cognitive prominence.

Visitation to Canada

Interest in visiting Canada remains high as are intentions to visit. Turning interest and intention into action is another challenge that will only become more difficult as the marketplace expands and competition increases.

Interest in visiting Canada[8] in the near future continues to be strong and stable, up by two points, in 2015 to 87 per cent. While interest in Canada is strong, it is equally strong or

[8] Q5: How interested are you in taking a vacation trip to Canada in the next two years?

stronger (2-9%) among all competitive destinations except Italy. Interest is notably higher among those with friends or family in Canada (91%).

Similar to 2013, over two-thirds (69%) of Indian long-haul travellers are definitely or very likely to visit Canada in the next two years. Given that unaided consideration is substantially lower (8%), the stated intention appears to be unrealistic, with a large degree of overstatement at play – though consistent from 2013 results. This overstatement is further evidenced by the fact that only 16 per cent of Indian long-haul travellers have ever been to Canada, less than all other competitive destinations except Italy. All of this suggests that a visit to Canada is often a general aspiration and not necessarily backed by real commitment.

Both unaided consideration and market penetration skews higher among the older (55+) and wealthier cohort (200,000+). Market penetration also skews higher for those with family in Canada.

Overall, Indian long-haul travellers express high rates of interest in Canada, and have fairly high intentions to visit Canada in the next two years, but have rarely exercised that intent in the past. A finding that does not hold for competitive destinations. While a degree of overstatement exists among all competitive destinations, the fact that Canada has fallen from 6th place to 9th place for unaided destination consideration suggests this is not a blanket issue among all long-haul travel. These findings suggest marketers need to find a way to move Indian long-haul travellers with good intentions further along the path-to-purchase to commitment and ultimately purchase. Results also suggest targeting older, wealthier travellers with family in Canada, given their increased consideration, market penetration and resources to act.

Advertising recall

While recall of Canadian advertising is relatively low, it is on par with most competitive long-haul destinations. The exceptions are Australia and Switzerland which both score well above the norm on this measure.

Thirty per cent of Indian international pleasure travellers could recall an advertisement for Canada, close to awareness levels for the US, the UK and France but well behind those of Australia and Switzerland. Recall was stronger among those with friends and family in Canada, those interested in travelling to Canada, those who are at the dreaming stage or beyond on the path-to-purchase and among those who have ever been to Canada. This suggests that the advertising resonates with those who are already have a connection or interest in Canada, but also supports the notion that advertising efforts may have played some role in increasing interest or affecting behaviour. In either case, it can be argued that the communications effort helped move Indian consumers along the path-to-purchase.

Indian travellers that could recall advertising for Canada were more likely to believe there are many good reasons to visit Canada compared to those who could not (60% vs 40%), suggesting a beneficial interaction exists, in one form or another, between advertising exposure and positive disposition to Canada.

In 2014, Destination Canada moved from a trade-centric approach to a consumer direct approach to marketing. This strategy involved an aggressive Social Media campaign, mall branding in Delhi, brochures to be distributed to consumers at various trade shows and advertising in consumer magazines. In the months leading up to the survey, Destination Canada undertook a radio campaign in New Delhi and Mumbai, ads in top consumer publications, joint marketing with travel agents across various channels and consumer shows and trade events where Canada brochures were distributed.

Those who had seen advertising for Canada were more likely to have seen/hear advertising (for any international destination) on the radio, through brochures from travel agents, personal blogs or consumer shows suggesting these channels are effective avenues given the increased recall of Canadian advertising. As well, residents of Mumbai who had seen/heard advertising for Canada were significantly more likely to have reported hearing radio advertising. These finding suggest Destination Canada’s radio campaigns, joint marketing with travel agents and efforts at consumer shows were at the very least effective in reaching their intended target. It is important to note however that these results are reflective of the previous three months of the survey and as such one cannot conclude other channels were not effective as many channels were not active during the period prior to the survey.

Exhibit 6-3 Advertising awareness for travel destinations

Advertising Awareness for Travel Destination	All Indian Long-Haul Travellers n = 1,500	Recent Visitors To Canada[9] n = 200	Interested In Canada[10] n = 485
Australia	64%	73%	66%
Switzerland	53%	69%	57%
U.S.	38%	64%	48%
U.K.	36%	63%	43%
Canada	30%	69%	47%
France	27%	48%	31%
Italy	20%	43%	25%
None of the above	7%	1%	6%
Don't know	4%	1%	1%

Base: International pleasure travellers (n = 1,500), Recent visitors to Canada (n = 200) and those interested in visiting Canada (n = 485)
QB4: For which of the following travel or holiday destinations have you seen or heard an advertisement and / or a promotional article in the last three months? (Select all that apply)

[9] Visited Canada in the past three years for a pleasure trip of one or more nights with one or more nights in paid accommodations.
[10] Definitely interested in visiting Canada in the next two years. Data represents destination of most recent trip, not all trips within the past 3 years.

7. Perceptions of Canada

To be successful, a destination must be perceived as offering value, relevant experiences, and unique tourism opportunities to travellers. To assess value and price perceptions respondents were asked to evaluate Canada relative to competing destinations on a number of attributes.

Value perceptions

When it comes to Indian travellers' perceptions of value, Canada falls short.

Exhibit 7-1 shows Canada's competitive position, based on Indian travellers' impressions of each of the competing international destinations on a number of value-related attributes. It reveals that Canada continues to rank last on all value attributes. It should be noted however, that while Canada does indeed rank last among competitive destinations, the gap between 2nd place and last place is small, 11 points at most. This means modest improvements to Indian travellers' perceptions of Canadian value can move Canada ahead of many competitors.

Those with family in Canada, a propensity for travel, and for travel to Canada in particular, do not necessarily share this view. More specifically, Indian travellers with family in Canada, and those who are further along the path-to-purchase tend to have better value perceptions of Canada. This finding implies that weak value perceptions are largely a function of poor awareness. Without understanding of the unique and relevant experiences that Canada has to offer, value impressions will naturally be suppressed in light of the substantial cost involved with travelling to such a distant location.

Value perception are generally higher among those who have ever visited Canada, but not among those who have recently been. It would seem, then that recent visitation has not strongly underscored value. While it is possible that this is a function of currency fluctuations, it is also possible that increased competition in the Indian market during recent years has raised the "value" bar among Indian long-haul travellers. Related to this, it is also possible that expectations are now higher as a result of the greater affluence and changing demographic composition of those Indians that visit Canada.

The above findings point to a need for an effective marketing approach that can break through India's increasingly crowded marketplace. The campaign should have a strong focus on presenting Canada in a unique and distinctive way and must also, of course, focus strongly on experiences the Indian long-haul traveller finds desirable.

Exhibit 7-1 Value perceptions

Value Perceptions	1#	2#	3#	4#	5#	6#	7#
A destination with the travel experiences I am specifically looking for	SWI 77%	AUS 68%	USA 67%	FRA 62%	UK 62%	ITA 60%	CAN 59%
A place with unique features that other destinations don't offer	SWI 80%	AUS 69%	FRA 66%	USA 65%	ITA 63%	UK 60%	CAN 59%
A dream destination that I would visit if money were no object	SWI 80%	USA 70%	AUS 68%	UK 66%	FRA 65%	ITA 62%	CAN 59%
A destination I would pay a little more for	SWI 73%	AUS 66%	USA 64%	UK 61%	ITA 57%	FRA 56%	CAN 55%

Base: International pleasure travellers (n = 1,500)
Q11: We are interested in your general impressions on [country] as a holiday destination, even if you have never been there. On a scale of 1 to 10, where 1 is 'strongly disagree' and 10 is 'strongly agree', how would you rate [country] on each of the following?
Note: Scores shown are the 'top-three-box scores' i.e., the percentage of respondents who provided the destination with a rating of 8, 9 or 10, and a 1 to 10 scales of agreement with each statement.

In 2015, average value perceptions for Canada remained stable, similar to most competitors except Australia which saw a small gain.

Exhibit 7-2 Year-on-year change in average rating for value attributes

Value	2013	2015	2013/2015 YOY change
Switzerland	8.5	8.5	-
Italy	7.8	7.7	-0.1
France	7.7	7.8	+0.1
Australia	7.6	8.0	+0.4
US	7.8	8.0	+0.2
UK	7.7	7.8	+0.1
Canada	7.4	7.5	+0.1

Base: International pleasure travellers (n = 1,500)
Note: Average ratings for all *value* attributes, based on a ten-point scale on agreement with the statements presented to them.

Price perceptions

On balance, price perceptions pertaining to Canada have remained relatively stable. Canada has lost ground in relation to the competition on "offering value". Canada has fallen from 4th to 5th position on "offering value" but did displace the US for fifth place in relation to "air affordability".

Exhibit 7-3 Price perceptions

Price Perceptions	1#	2#	3#	4#	5#	6#	7#
A destination that is affordable to get to by air	SWI 66%	AUS 61%	UK 58%	FRA 57%	CAN 56%	USA 55%	ITA 54%
A destination with reasonable prices for food, entertainment and accommodation	SWI 65%	USA 59%	AUS 57%	ITA 57%	CAN 56%	UK 56%	FRA 56%
A place that offers good value for money	SWI 74%	AUS 65%	USA 62%	UK 61%	CAN 58%	ITA 58%	FRA 58%

Base: International pleasure travellers (n = 1,500)
Q11: We are interested in your general impressions on [country] as a holiday destination, even if you have never been there. On a scale of 1 to 10, where 1 is 'strongly disagree' and 10 is 'strongly agree', how would you rate [country] on each of the following?
Note: Scores shown are the 'top-three-box scores' i.e., the percentage of respondents who provided the destination with a rating of 8, 9 or 10, and a 1 to 10 scales of agreement with each statement.

Exhibit 7-4 Year-on-year change in average rating for price attributes

Price	2013	2015	2013/2015 YOY change
Switzerland	8.0	8.0	-
Italy	7.6	7.5	-0.1
France	7.3	7.5	+0.2
Australia	7.5	7.7	+0.2
US	7.6	7.6	-
UK	7.4	7.5	+0.1
Canada	7.4	7.5	+0.1

Base: International pleasure travellers (n = 1,500)
Note: Average ratings for all *value* attributes, based on a ten-point scale on agreement with the statements presented to them.

8. Trip Profiles

Most recent destination visited

Canada makes the top ten for most recent destination visited.

The three most popular vacation destinations for the Indian long-haul traveller are Singapore, Australia and the United States. Overall, Canada ranks 12th among most recent destinations however, if we combine southeast Asian destinations (Singapore, Thailand, China/Hong Kong & Other) we see that over half of recent trips were to somewhere in southeast Asia. With this combination, Canada moves up in rank to 8th, the same as in 2013.

Six per cent of Indian long-haul travellers, who had taken an overnight trip in the past three years[11], visited Canada on their last trip. Those who travelled to Canada on their most recent trip skew to the older traveller (+55) and those with friends or family in Canada. Given their increase propensity to travel to Canada, both cohorts make ideal targets for marketing efforts.

Type of vacation taken

Indian travellers like touring vacations and visiting their friends and family, a good fit with Canada's unique selling proposition (USP) of "personal journeys by land water and air".

Based on their most recent qualifying *vacation*, the most popular type of trip is the *touring vacation* (21%) and *a visit to see friends or family* (16%) followed by city vacations and combined business and leisure vacations (both 10%).

Unlike other countries, few factors impact the type of vacation taken. Interest in vacation type appears to be similar among all Indian long-haul travellers with only a few exceptions. Visiting friends and family, tends to skew towards older travellers (55+) and recent visitors to Canada are more than twice as likely to have visited friends or family on their last vacation (consistent with recent growth in the Indian immigrant population). The popularity of touring and propensity to visit friends and family opens up a number of interesting possibilities. For example, Canada could leverage the popularity of friends and family trips as a way to increase perceived value as well as put forward an offer in the form of a touring package that is suitable for large and/or multigenerational participants. Canada could also promote the participation of the friends and family in Canada into activities thereby increasing overall spend. Going one step further, fortunes in the family/friends segment might be boosted by encouraging and equipping the large population of Indo-Canadians to act as ambassadors, promote visitation and thereby stimulate demand.

[11] Does not include survey respondents who qualified for the study based on their *intention to take long-haul travel in the future*.

Exhibit 8-1 Most recent trip: type of vacation taken (Top-five)

Type of Vacation	All Indian Long-Haul Travellers	Recent Visitors To Canada[12]	Interested In Canada[13]
	n = 1103	n = 200	n = 401
Touring vacation	21%	17%	20%
Visit to friends or relatives	16%	39%	14%
City vacation	10%	3%	12%
Combined business and leisure vacation	10%	9%	9%
Outdoors vacation	7%	6%	6%

Base: Those who have taken an international pleasure trip in the past three years
QPT1: Which of the following best-describes your most recent vacation to [destination]?

Activities participated in

Indian long-haul travellers enjoy a combination of urban and nature-based activities. The most popular activities that Indian travellers enjoy include guided tours (both in and around the city), wild and marine life viewing, day cruises and cycling or biking.

Those who had recently been to Canada were even more likely to undertake guided tours (both in and around the city) and wildlife viewing - a good fit with Canada's USPs of "vibrant cities on the edge of nature" and "active adventure among awe-inspiring natural wonders".

While the top-five interests are in fact the same, some modest age differences are present. In particular, city tours and excursions beyond the city were decidedly more popular among the older traveller (55+) and younger travellers were more likely to enjoy active outdoor pursuits, such as: cycling, fishing, scuba diving and camping. This suggests that, while the basic areas of interest align, it is the intensity of experience and degree of personal participation that distinguishes the various age groups.

These findings further support Destination Canada's decision to market Canada as a destination with "vibrant cities on the edge of nature" to Indian long-haul travellers. It is clear that they have strong interest in both urban and nature based activities. Moreover, the linkage

[12] Visited Canada in the past three years for a pleasure trip of one or more nights with one or more nights in paid accommodations.
[13] Definitely interested in visiting Canada in the next two years. Data represents destination of most recent trip, not all trips within the past 3 years.

to urban likely makes Canada's outdoors seem less daunting to potential visitors from India, who overwhelmingly reside in densely populated urban centres with limited access to nature.

When focusing specifically on the younger cohort, active engagement with natural environments has motivational appeal. This further supports the decision to direct some marketing attention to Canada's ability to deliver "active adventure among awe-inspiring natural wonders".

Exhibit 8-2 Most recent trip: activities participated in (Top-ten)

	All Indian Long-Haul Travellers	Recent Visitors To Canada[14]	Interested In Canada[15]
Activity Participated In	n = 1103	n = 200	n = 401
Guided city tour	40%	48%	38%
Wildlife viewing	30%	39%	31%
Day cruise	29%	22%	38%
Cycling or biking	24%	15%	25%
Marine life viewing	24%	29%	31%
Fishing	22%	18%	24%
Guided excursion beyond the city	21%	28%	26%
Surfing	19%	14%	20%
Camping	18%	11%	23%
Scuba diving	18%	12%	21%

Base: Those who have taken an international pleasure trip in the past 3 years (n = 1,103)
QPT2: Did you participate in any of the following activities during your last vacation? Please select all that apply.

[14] Visited Canada in the past three years for a pleasure trip of one or more nights with one or more nights in paid accommodations.
[15] Definitely interested in visiting Canada in the next two years. Data represents destination of most recent trip, not all trips within the past 3 years.

Attractions

The three most popular attractions visited on the last vacation (to any destination) include museums, city parks and/or amusement parks.

Recent visitors to Canada shared the top two attractions as general points of interest with those who have not visited recently. However it is at this point that their interests diverge. After museums and city parks, recent visitors to Canada were most likely to visit botanical gardens and casinos suggesting these activities may be disproportionately aligned to Canada's offer and may in fact offer a key point of distinction for Canada. The same might be true of museums, wineries and world heritage sites, all of which over-index as activities of interest among those expressing future intent to visit Canada.

Exhibit 8-3 Most recent trip: places visited (Top-ten)

	All Indian Long-Haul Travellers	Recent Visitors To Canada[16]	Interested In Canada[17]
Places Visited on Vacation	n = 1103	n = 200	n = 401
Museum	54%	63%	55%
City park	50%	56%	52%
Amusement or theme park	44%	46%	42%
Historic site or building	44%	52%	45%
National or state park	40%	36%	44%
Art gallery	39%	42%	42%
Botanical garden	38%	54%	41%
World heritage site	36%	40%	37%
Casino	28%	53%	32%
Winery	17%	20%	22%

Base: Those who have taken an international pleasure trip in the past 3 years (n = 1,103)
QPT3: Did you visit any of the following types of places during your last holiday? Please select all that apply.

[16] Visited Canada in the past three years for a pleasure trip of one or more nights with one or more nights in paid accommodations.
[17] Definitely interested in visiting Canada in the next two years. Data represents destination of most recent trip, not all trips within the past 3 years.

Vacation experiences

The three most common vacation experiences for Indian long-haul travellers include trying local cuisine, renting a car for touring and dining at highly regarded restaurants - a good fit with Canada's USPs of "personal journeys by land, water and air" and "award winning local cuisine". However, those who have actually been to Canada recently under-index on local cuisine, implying that this aspect of the Canadian experience is not fully appreciated and, therefore, is a less powerful draw in the context of Canada specifically. There is a need to either stimulate better appreciation of Canada's local cuisine offering or focus the culinary aspect of the offer centrally on outstanding restaurants.

Recent visitors to Canada and, to a somewhat lesser degree, those with interest engage in a wider variety of experiences when they travel than do Indian travellers generally. As a consequence, the breadth of experiences and activities available in Canada should be a credible and differentiating selling feature, particularly among those visiting with families or in extended travel parties.

Exhibit 8-4 Most recent trip: experiences

Experience	All Indian Long-Haul Travellers n = 1103	Recent Visitors To Canada[18] n = 200	Interested In Canada[19] n = 401
Tried local cuisine	50%	44%	53%
Rented a car	49%	55%	48%
Dined at a highly-regarded restaurant	45%	59%	48%
Participated in a guided tour by train	34%	50%	41%
Attended a live show (e.g. comedy musical or theatre show)	33%	51%	38%
Took a tour or visited a museum to learn about Aboriginal people	33%	46%	38%
Visited a spa or wellness centre	28%	34%	34%
Attended a music festival	26%	34%	33%
Tried agri-tourism (e.g. visited a farm)	19%	34%	23%
Northern (or Southern) lights	18%	21%	24%
None of the above	2%	0%	1%

Base: Those who have taken an international pleasure trip in the past 3 years. (n=1,103)
QPT4: Did you see or experience any of the following during your last holiday? Please select all that apply.

Type of accommodation

Indian long-haul travellers stay with their friends and family nearly as often as they stay in hotels. Moreover, the popularity of visiting friends and family is likely understated since those who exclusively stay with friends and relatives on overnight pleasure trips are excluded from the sample universe for this study.

Indeed, the homes of friends and family was the most popular form of accommodation on the last trip (30%) followed closely by a variety of hotels including resort, mid-priced, luxury and budget. Among recent visitors to Canada, the visiting friends and family element is even more prominent with more than half staying with friends or family. This underscores the potential power of a strategy that focuses on visiting friends and family and engages both potential

[18] Visited Canada in the past three years for a pleasure trip of one or more nights with one or more nights in paid accommodations.
[19] Definitely interested in visiting Canada in the next two years. Data represents destination of most recent trip, not all trips within the past 3 years.

visitors and their hosts in the marketing plan. This two-pronged approach could be quite effective in moving those with visiting friends and family proclivities further along the path to purchase beyond consideration.

Exhibit 8.5 – Most recent trip - type of accommodation

Accommodation	All Indian Long-Haul Travellers	Recent Visitors To Canada[20]	Interested In Canada[21]
	n = 1103	n = 200	n = 401
Home of friends or relatives	30%	52%	28%
Resort hotel	29%	24%	33%
Mid-priced hotel / motel	27%	17%	27%
Luxury urban hotel	26%	23%	30%
Budget hotel / motel	24%	28%	30%
Rented house apartment or condominium	12%	15%	13%
Camping or trailer park	12%	14%	15%
Hostel university or school dormitory	11%	19%	14%
Own cottage or second home	10%	9%	13%
Other	1%	0%	0%

Base: Those who have taken an international pleasure trip in the past three years (n = 1103).
QPT5: Which type of accommodation did you stay in? Please select all that apply.

Travel party

Indian international travel is dominated by couples. Two-thirds of Indian international travellers (63%) took a vacation with their spouse or partner, while one-quarter (27%) travelled with children under the age of 18. There is naturally an older age skew to the former and a younger

[20] Visited Canada in the past three years for a pleasure trip of one or more nights with one or more nights in paid accommodations.
[21] Definitely interested in visiting Canada in the next two years. Data represents destination of most recent trip, not all trips within the past 3 years.

skew to the latter. Given the logistics and cost involved, it is also likely that family travel is more inclined to skew to nearby or domestic locations in India.

Booking travel

Travel agents continue to be used regularly by Indian long-haul travellers for both travel bookings and/or information gathering. Seventy-eight per cent of Indian long-haul travellers used a travel agent for their most recent trip and older travellers (55+) were less likely to do so than their younger counterpart. Both the popularity of bricks and mortar travel agencies and the age pattern stand in contrast to what we see in other markets.

Indian long-haul travellers at the purchase stage for Canada are considerably more likely to have used a travel agent for booking (72%) suggesting travel agents continue to be important gatekeepers and should remain a priority focal point for marketing and promotional efforts. Those interested in Canada were also more likely to have used a travel agent for booking. This is in keeping with a relatively under-developed appreciation of Canada as a travel destination in India, elevating agents to a highly important education and conversion role.

Among those who did not need the help of a travel agent, 43 per cent booked their flight and 37 per cent booked their accommodation on the internet through a travel agency or online retailer, while others booked directly with the airline (53%) or directly with the accommodation vendor (23%).

These findings stress the continued importance of the travel agent in the Indian market both in-person and online and suggest that Destination Canada should continue building its relationship with travel agents as a method of promoting Canada. However, sight should not be lost of the evolving nature of decision-making and the clear dichotomy that currently exists in India with respect to booking travel. Many Indians require personal interaction and direction from a physical travel agent, while many others have gravitated to online and direct booking. To be fully successful in India over the long term, it would seem that marketing efforts for Canada must cater to both sets of sensibilities and the emergence of consumer independence when it comes to booking.

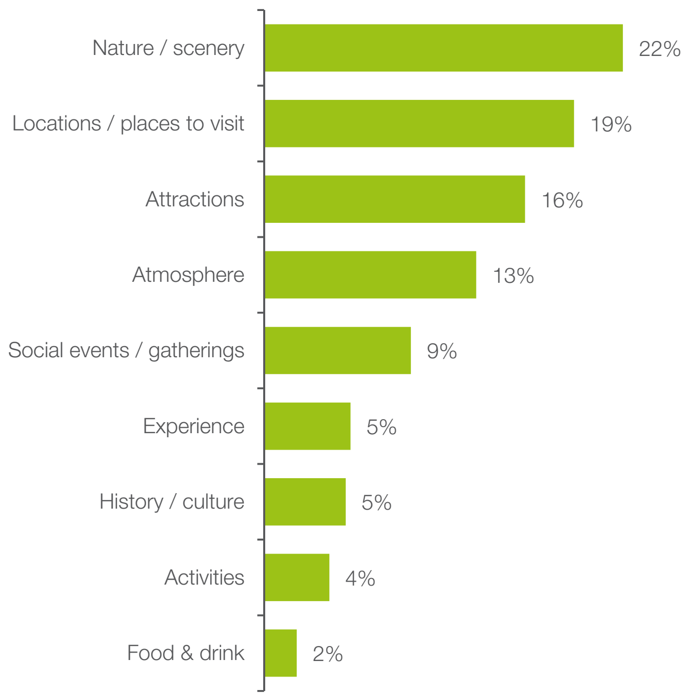
9. Attraction of Canada

Most appealing aspects of a trip to Canada

Canada has a variety of features that appeal to the Indian long-haul traveller. No one aspect of Canada dominates with regard to being most intriguing or exciting. However, Canada's scenery and natural beauty followed closely by the allure of specific regions in the country (usually Western Canada) are the top two.

Nature, specific attractions and social gatherings appeal to the older cohort more so than to the younger traveller (18-35).

Exhibit 9-1 What intrigues or excites you most about a potential trip to Canada? – Top 10



Base: Respondents considering a trip to Canada (n = 831)
QTI1: "What intrigues or excites you most about a potential visit to Canada?"
Note: Open-ended question – results shown are the coded responses.

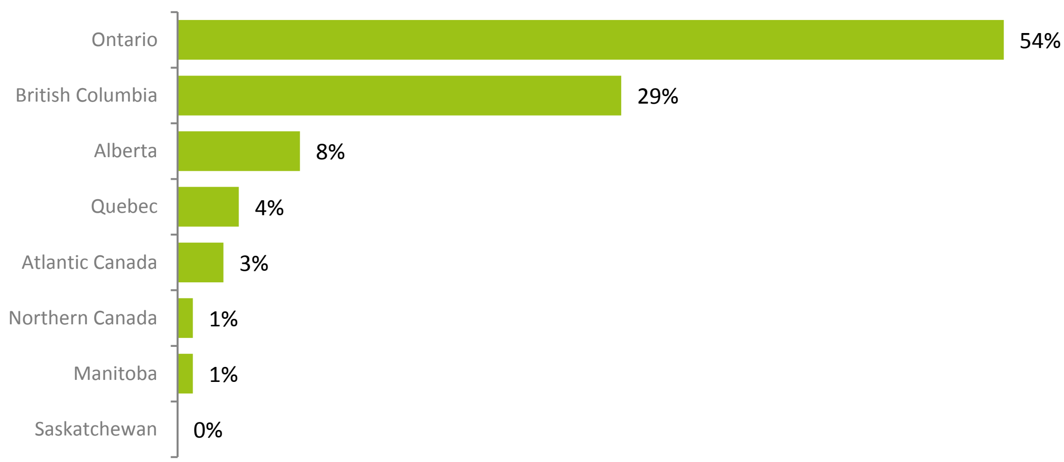
Canadian regions of interest

While Indian long-haul travellers who are considering a visit to Canada consider Western Canada to be the most intriguing location, those with an interest in Canada are still considerably more likely to visit Ontario in the next two years followed by BC. These findings suggest that the location of friends and family in Canada often establishes the spatial framework for visitation for many potential visitors. While the outdoors and Western Canada might be enticing and move individuals further along the path to purchase, these focal points for engagement and consideration might not be acted upon in reality.

The widespread likelihood of visiting Ontario is almost certainly due the Indian travellers' propensity to visit friends and family and the fact that Ontario contains 58 per cent of the East Indian population in Canada (Statitics Canada, 2015). BC represents a secondary immigrant cluster. Concomitantly, in both cases major urban centres are focal points for both immigration and visitation.

The challenge for Canada is to cater to both sets of realities and desires. Urban centres in Ontario and BC may be the ultimate destination for many Indian visitors and these destinations should be presented as alluring and intriguing in their own right. At the same time, linkages to accessible outdoor experiences and "remote" locations in BC and Ontario need to be accommodated and aspirations in these areas given some opportunity for realization. It is the possibility of experiencing these contrasts in practical terms that may have particular power and offer opportunity to differentiate Canada from close competitors such as the US. The tie to "vibrant cities on the edge of nature" is clear.

Exhibit 9-2 Region most likely to visit in Canada

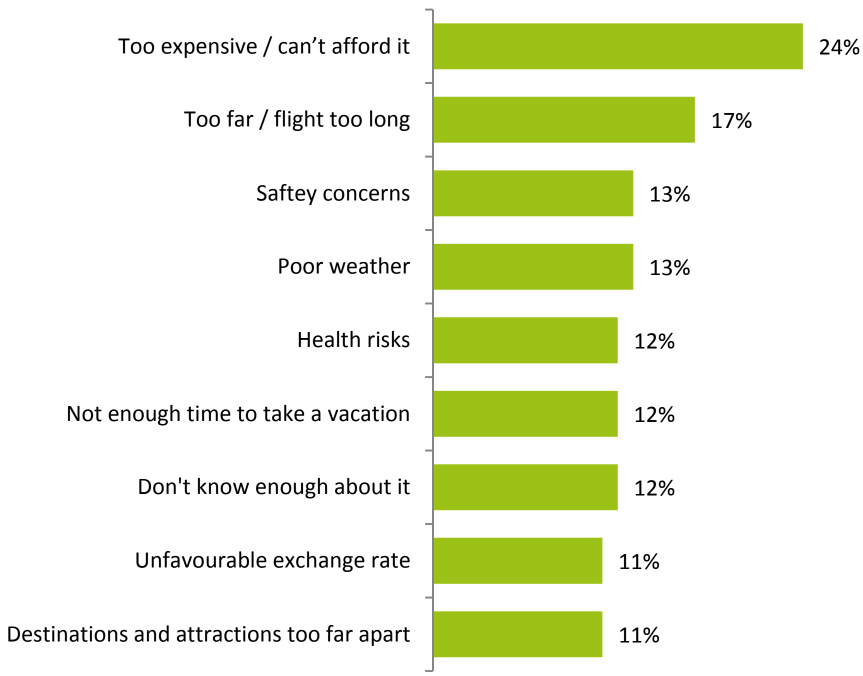


Base: Q16 Those likely to visit Canada in the next 2 years and / or those who are considering, have decided to visit or have booked a trip there, Q17 Long-haul pleasure travellers with an interest in visiting Canada (n = 1,211)
Q17: "And, which region of Canada would you be most likely to visit?"

10. Barriers to Visiting Canada

There are a number of barriers for the Indian long-haul traveller to visiting Canada. Cost concerns, including “too expensive” and “unfavorable exchange rates”, are the most prevalent. A myriad of other barriers also exist that make marketing Canada a challenge. These include, being too far, safety concerns, poor weather and health risks. While Canada may not be in a position to address all of the barriers they can certainly address many. For example, barriers around cost can be addressed by promoting the value of a Canadian vacation and by offering attractive feature priced travel packages. Safety and health concerns can be addressed through positive promotion and education in these areas. Lastly, Canada can address the issue of Canada’s vastness (too far away and attractions too far apart) by presenting an offer that places some focus on smaller regions and sub-regions (such as Toronto and the surrounding area), and by facilitating accessibility to transportation options while in Canada.

Exhibit 10-1 Top 10 barriers to visiting Canada



Base: International pleasure travellers considering a trip to Canada (n = 831) QTI3: Which of the following factors might discourage you from visiting Canada?

The question wording and answer list related to barriers to visiting Canada changed slightly from 2013 and as such direct comparisons should not be undertaken. That said, many of the top barriers such as expense, distance/proximity, safety concerns and poor weather have remained the same.

Barriers to visiting Canada tend to be universal with no single cohort identifying with a particular barrier more than any other. That said, a lack of barriers[22] is more prevalent among older travellers (35+), women and those with an interest in Canada.

[22] Nothing would prevent them from travelling to Canada.

11. Sources of Information on Canada

Source of awareness

In the past twelve months, Indian long-haul travellers have heard about Canadian destinations in a variety of ways, however friends and family (in-person 38% or social media 27%) and television (advertising 23% or programming 22%) were by far the most common. Surprisingly, only three per cent of Indian travellers have not heard about Canada through any of the twenty channels they were asked about. Canada has done well in terms of achieving wide reach among Indian long-haul over the past twelve months[23].

Older travellers (55+) are more likely to recall hearing about a Canadian destination from friends and family (in-person or via social media) or brochures from a travel agency, while younger Canadians are more likely to recall hearing about Canadian destinations through online advertising, films set in Canada or the radio. These patterns offer clues as to how to best configure media mix for reaching specific age cohorts.

Hearing about other international vacation destinations occurs in a similar fashion with friends and family (in person 29% or social media 33%) and television (advertising 32% or programming 27%) being the most popular. With respect to other international destinations only 3% said they had not heard anything about destination opportunities outside of India, in the past year. The breadth of the competitive presence is clearly significant.

Most influential sources

Friends and family (in-person or on social media) are the most influential sources of information to the Indian traveller. This finding becomes more significant when you consider Indian long-haul travellers visit family more than half the time on their vacations. These two points bring together many interesting opportunities for Canada. Again, developing a program that encourages Indo-Canadians to “host” their family in Canada seems to have applicability. Some consideration might also be given to developing promotional contests for recent visitors that encourage sharing of experiences and positive word-of-mouth about Canada.

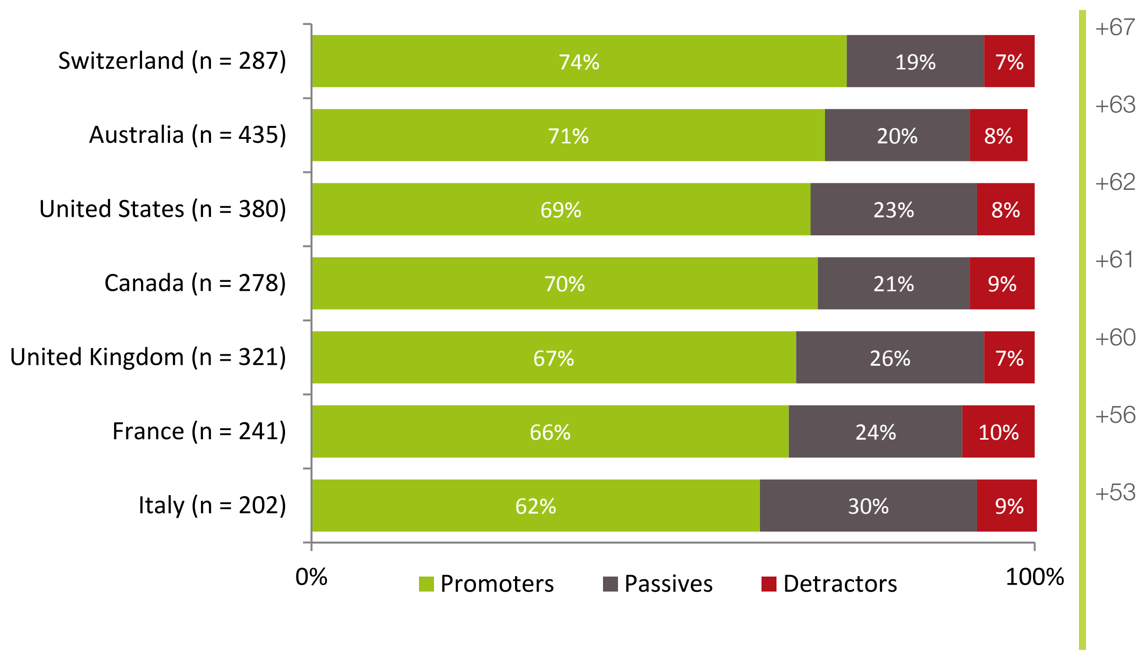
[23] Selected ‘none of the above’ when presented with twenty different means through which they may have heard about Canada.

12. Net Promoter Score (NPS)

The Net Promoter Score (NPS) is an established tool to measure consumers' likelihood to recommend a product or service to friends and family. Data were gathered among all respondents, but results from past visitors to each destination are the most telling and are presented below.

Of the Indian long-haul travellers who have ever travelled to Canada, 70 per cent would recommend Canada to friends, family and colleagues, while 9 per cent would not – resulting in an NPS score of +61.

Exhibit 12-1 Net Promoter Score (NPS) results (Ever Visited)



Q3: Whether you have visited or not, how likely are you to recommend each of the following holiday destinations to a friend, family member or colleague?
Base for each country is filtered to only those respondents who had actually visited *that* country.
Note: Results ranked in descending order according to the overall NPS score.

Canada's NPS score for 2015 (+61) is has remained stable since 2013 along with its competitive ranking. Canada continues to rank fourth and not far behind Switzerland, Australia and the US but barely ahead of the UK and slightly further ahead of France and Italy.

Furthermore, 70 per cent of Indian travellers, who have visited Canada (ever), would recommend it to a friend or family member – a similar proportion (within five points) to all but Italy which is lower.   This finding not only acts as a barometer of their level of satisfaction with their trip to Canada, it also has implications for promoting Canada through advocacy, given that friends and family are the most influential sources when it comes to choosing where to go on vacation. Comparatively, Canada is on par with most competing destinations further supporting the notion that India's market is highly competitive and as such Canada will need to develop a campaign that stands out among the crowd.

Past visitors to Canada are far more likely than others to recommend, particularly if they are women with children who have visited family and friends in this country. This family segment is particularly vocal and prone to advocacy and might, therefore, represent a good core target for programs intended to stimulate wider advocacy and word-of-mouth in either traditional or digital forms.

This sort of advocacy is also important from the perspective of generating viral amplification beyond recent visitors themselves. While past visitors are, by far, the most likely to recommend, the impact of their voice on the much larger traveller population and their potential to encourage "second hand advocacy" within this group could be quite significant.

13. Path to purchase

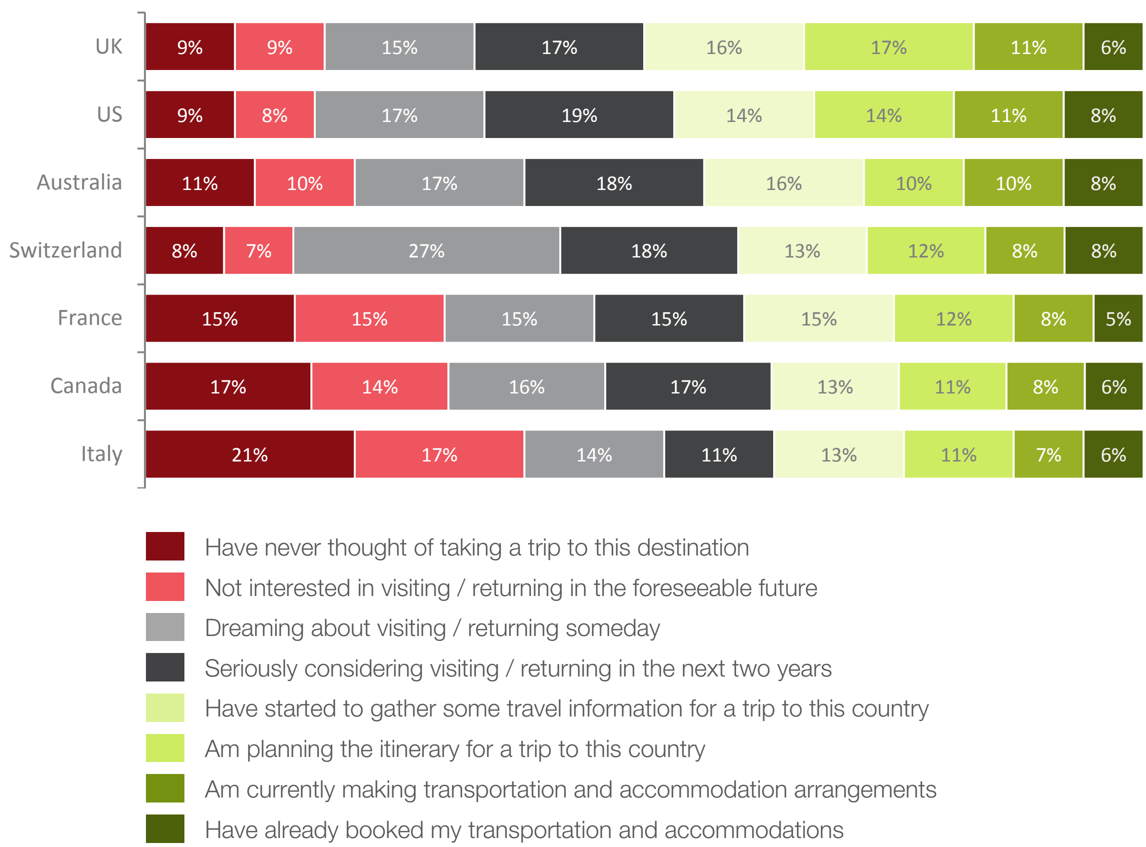
Like any other expensive and discretionary consumer product, there is a purchasing or decision-making cycle associated with travel: consumers move through various stages from not knowing anything about a destination to actually booking a trip.

Through additional research, Destination Canada has developed a Path to Purchase (P2P) model for long-haul travel and has identified where the organization can have the greatest influence in converting those with potential interest in Canada to actual visitors.

These include the consideration, evaluation and purchase stages of the P2P cycle, starting with awareness of the opportunity and interest in a destination, through to booking one's itinerary, travel and accommodations.

Exhibit 13-1 shows the percentage of Indian long-haul travellers at each stage of the P2P, for both Canada and the competitive set of long-haul destinations.

Exhibit 13-1 Stage in the path-to-purchase



Base: International pleasure travellers (n = 1,500).
Q6: Which of the following best describes your current situation when thinking about each of the following countries for a holiday trip?
Note: Results ranked in descending order according to the number of travellers who: *are planning the itinerary for their trip, making transportation and / or accommodation arrangements for their trip,* or *have already booked transportation and accommodations*.

Almost 40% of Indian international pleasure travellers have started gathering information, are planning an itinerary or have booked/are booking their travel and accommodation for a trip to Canada. While this puts Canada second last behind all but Italy, Canada is not far behind Switzerland or France in this regard. There is the suggestion of a large pool to draw from in terms of consideration, but also a challenge in moving further along the path to purchase given the powerful presence of desirable and better known competitors.

Looking beyond those at the active information gathering, planning and booking stages, close to one-third (30%) have either never considered taking a trip to Canada, or have no interest in visiting, or returning, in the foreseeable future[24], but 33 per cent are seriously considering visiting/returning in the next two years. Converting this latter group will require the creation of meaningful differentiation and excitement by stimulating more detailed awareness, targeting product and experiences appropriately to key segments and by offering opportunities to move quickly from consideration to active exploration and booking.

[24] This includes those who have never been to Canada, and are not interested in doing so, or may have already been, but have no intention of returning in the foreseeable future.

14. Works Cited

Destination Canada. (2015). *India*. Retrieved November 6, 2015, from Destination Canada: http://en.destinationcanada.com/markets/where-we-market-canada/india

Destination Canada. (2015). *Where we market Canada - India*. Retrieved November 6, 2015, from Destination Canada: http://en.destinationcanada.com/markets/where-we-market-canada

European Travel Commission. (2014, April). *European Travel Comission*. Retrieved September 30, 2015, from Market Insights India: http://etc-corporate.org/?page=report&report_id=52&subject=outbound_market_studies&theme=asia

Financial Express. (2014, December 22). *Trip Advisor reveals trave trend foreceast for 2015*. Retrieved November 19, 2015, from Financial Express: http://www.financialexpress.com/article/lifestyle/travel-tourism/tripadvisor-reveals-travel-trend-forecast-for-2015/22038/

Fuller, E. (2015, September 10). *India: Asia's Next Economic Dynamo*. Retrieved November 06, 2015, from Forbes: http://www.forbes.com/sites/edfuller/2015/09/10/india-asias-next-economic-dynamo/

India in Business. (2015). *Economy*. Retrieved November 06, 2015, from India in Business: http://indiainbusiness.nic.in/newdesign/index.php?param=economy

Sharmi, M. (2015, January 05). *Expectations High for Outbound in 2015*. Retrieved November 29, 2015, from Travel trends today: http://www.traveltrendstoday.in/news/2015/01/05/expectations-high-for-outbound-in-2015

Statistics Canada. (2015). *International Travellers Survey via Destination Canada*. Retrieved November 06, 2015, from Quick Facts: http://en.destinationcanada.com/markets/where-we-market-canada/india

Statitics Canada. (2015, November 05). *2011 National Household Survey: Data tables*. Retrieved November November 17, 2015, 2015, from Statistics Canada: http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/dt-td/Rp-eng.cfm?TABID=2&LANG=E&APATH=3&DETAIL=0&DIM=0&FL=A&FREE=0&GC=0&GK=0&GRP=1&PID=105396&PRID=0&PTYPE=105277&S=0&SHOWALL=0&SUB=0&Temporal=2013&THEME=95&VID=0&VNAMEE=&VNAMEF=

TravelBiz Monitor. (2015, May 05). *Indian traveller get into gear for Self Drive Holidays*. Retrieved November 19, 2015, from Travelbiz Monitor: http://www.travelbizmonitor.com/Features/indian-travellers-get-into-gear-for-self-drive-holidays-27257

TravelBiz Monitor. (2015, April 04). *Outbound cruise vacations for India on a growth trajectory*. Retrieved November 19, 2015, from Travel Biz Monitor: http://www.travelbizmonitor.com/Features/outbound-cruise-vacations-for-india-on-a-growth-trajectory-27020

Visit Britain. (2014, January). *Visit Britian.* Retrieved September 30, 2015, from Market and Trade Profile India: https://www.visitbritain.org/sites/default/files/vb-corporate/markets/india_mp_jan14_1.pdf

Wikipedia. (2015). *Economy of India*. Retrieved November 06, 2015, from Wikipedia: https://en.wikipedia.org/wiki/Economy_of_India