

**Evaluation of the Think Canada Festival in  
Japan**

**Final Report**

**Evaluation Division**

**Department of Foreign Affairs and International Trade**

**June 2002**

# Table of Contents

Executive Summary .....	i
1. Introduction .....	1
2. Evaluation Objectives and Scope .....	2
3. Approach .....	2
3.1 Preliminary Fieldwork .....	3
3.2 Mail Survey: Attendees .....	4
3.3 Telephone Survey: Attendees .....	4
3.4 Focus Groups: Attendees .....	4
3.5 Mail Survey: Sponsors and Partners .....	4
3.6 Internet Survey: DFAIT Personnel .....	5
3.7 Media Analysis .....	5
3.8 Administrative File Review .....	5
4. Project Timing .....	5
5. Results .....	6
5.1 Context .....	6
5.2 Festival Design .....	6
5.3 Planning .....	7
5.4 Scope of the Festival .....	13
5.5 Regions .....	14
5.6 Sponsors and Partners .....	15
5.7 Fund-raising .....	17
5.8 Suppliers .....	19
5.9 Raising Awareness about Canada .....	20
5.10 Re-Branding Canada .....	23
5.11 International Business Development .....	26
6. Alternatives to Think Canada .....	28
7. Evaluation Follow-up .....	29
8. Conclusions .....	31
9. Recommendations .....	34
APPENDIX A:      Description of the Think Canada 2001 Festival in Japan	
APPENDIX B:      Lessons Learned by Investment Partnerships Canada with respect to Branding	

## **Executive Summary**

### **Background**

This report presents the results of the Evaluation of the Think Canada 2001 Festival in Japan. The evaluation was conducted on behalf of the Canadian Embassy in Tokyo by UPSIDE Corporation and was managed by the Evaluation Division (SIE) of the Department of Foreign Affairs and International Trade.

The festival consisted of approximately 200 events organized by the Embassy in Tokyo and the Consulates in other regional capitals of Japan where the majority of the events were held. This \$3 million initiative was funded by DFAIT as well as from donations made by over 50 Canadian and Japanese corporate sponsors. The festival ran from March to May 2001 and consisted of artistic performances, receptions, demonstrations, booths, seminars, symposia, etc. The events can be grouped into the following broad categories: science and technology; food and living; arts and culture; politics and society; business, and education. The reader is referred to **Appendix A** for a more detailed description of the festival.

The festival was initially conceived as an agglomeration of various initiatives which are normally undertaken throughout the year but that would be compressed into a concentrated period and would focus on conveying a modern image of Canada as a diverse, culturally sophisticated and technologically advanced society with a vibrant economy. The festival was intended to increase awareness of Canada in the short-term and to increase trade, partnerships, joint ventures between Canada and Japan over the long-term.

### **Evaluation Objectives and Scope**

The evaluation objectives were as follows:

1. to assess the rationale for the Think Canada initiative and adequacy of the program's design;
2. to assess the effectiveness and efficiency of the processes and systems used to plan, coordinate, implement and control the program;
3. to determine the extent to which the objectives of the Festival have been met and document observable outcomes, impacts and effects of the festival; and,
4. to examine available alternatives to service delivery and identify lessons learned which could be applied to similar initiatives in the future.

Emphasis was placed on assessing the Think Canada Festival as a whole rather than evaluating individual events.

## **Approach**

Given the complexity of evaluating the success of an initiative of this type, a number of data capture avenues were used to augment the reliability of observations . They included preliminary fieldwork in Tokyo, Nagoya and Osaka; mail and telephone surveys with event attendees; 4 focus groups with attendees and other stakeholders; a mail survey of sponsors and partners; an Internet survey of DFAIT personnel; media analysis and an administrative file review.

## **Results**

### **Event Planning**

The internal planning, tracking, coordination and communication was vital to the success of Think Canada. The evaluation results show that while there were some areas that could be improved, overall, the Canadian Embassy excelled in these areas: coordinating committees were struck early on, automated tracking systems were developed, processes were centralized, and roles and responsibilities were clearly defined.

Some best practices included:

- establishing an “Ambassador’s Council” comprised of very senior, high profile Japanese individuals, to lend credibility to Think Canada, to capture the interest of the Japanese people, and to advise on planning and implementation, and
- in Nagoya, the Consulate engaged Japanese contacts in the planning of that regions’ Think Canada events through a brainstorming session to identify recommendations.

However, there were several areas that could be improved for future events. For instance, a) adequate resourcing of personnel/reassignment of duties (in the personnel survey 77% of respondents stated they had worked some overtime because of Think Canada; 27% stated they had worked 11 to 20 hours of overtime a week); b) clearly articulating the event objectives throughout the organization (only 33% of staff who responded to the personnel survey stated they “completely” understood the Think Canada objectives); and, c) being more strategic in the event design, for example by identifying the types of events that would best achieve the Festival objectives.

### **Sponsors & Partners**

Approximately \$1 million in sponsorship funds and donations were obtained from Canadian and Japanese businesses. Several institutional partners such as other government departments, trade associations and local chambers of commerce also provided in-kind contributions and various forms of logistical and organizational support. When asked about their primary objective for

participating in Think Canada the top three reasons from the partners and sponsors were:

- to raise the profile of their organization in Japan (24%)
- to help out their colleagues at DFAIT who had asked for support (24%)
- to increase business for their organization in Japan (19%)

A full 81% of the sponsors and partners who responded to this question stated that they thought Think Canada was “successful” to “very successful” in helping them meet their objectives.

### **Fund-raising**

Soliciting sponsorship funds and partnership arrangements was a new activity for many DFAIT staff. When interviewed for the evaluation, a number of staff members expressed reservations about whether Fund-raising was an appropriate role for DFAIT personnel, whether it could lead to strained relations with business contacts and whether Fund-raising was cost-effective.

In terms of benefits, in the short-term, the fund-raising effort yielded \$1 million dollars in sponsorship funds. In addition, over the medium to longer-term Think Canada has the potential of yielding significant results in terms of increased partnerships and business opportunities between Canada and Japan. An analysis of the Fund-raising must also include the benefits that will be derived from a closer working relationship with Think Canada sponsors and partners.

The appropriateness of this role for DFAIT staff can be argued either way, and in the case of Think Canada, this role was clearly effective given the 50 sponsors and partners who became Think Canada supporters. However, should the seeking of corporate sponsorships be considered for future events, this should be reviewed by management before proceeding.

### **Raising Awareness about Canada**

The Festival was successful in reaching Japanese audiences and in raising awareness about Canada. Approximately 20,000 persons attended the “Open House” week-end at the Canadian Embassy in Tokyo and event organizers elsewhere were generally satisfied with attendance levels. Furthermore, the festival generated hundreds of newspaper articles as well as extensive television and radio spots. Although the organization of numerous events and the corresponding media coverage provided significant exposure for the Festival in Tokyo and in the regions, it is likely that only a fraction of the large population of Japan was reached.

Respondents of the telephone survey consistently stated that after attending specific Think Canada events, they had a much improved image of Canada or learned that Canada was more advanced/sophisticated than they previously thought.

The effectiveness of awareness raising activities could have been enhanced through the provision of media coaching for the Embassy personnel who were speaking to the press. Increased consideration about who the target audience should be, and how to best target that audience would also have been beneficial.

### **Re-Branding Canada**

In addition to raising awareness about Canada, Think Canada also aimed to re-brand the image of Canada from not only a land of vast beauty, abundant natural resources and “nice” people, to one with also a diverse, sophisticated, technologically advanced society.

Many parts of Think Canada did successfully contribute to the re-branding of Canada. For example, in the telephone survey, of those who attended events related to high technology, 94% thought Canada was more active in hi-tech than they had thought before attending the event.

This was supported by the media coverage, where in many articles, the messaging as reported by journalists reinforced the new image the Canadian Embassy and Consulates were communicating.

While there does not exist a definitive “how-to” approach to re-branding a country, there were some strategies that should have been considered more carefully. For example: there were many events that would reinforce the old stereotypes about Canada; there were 6 categories of events which led to a dilution of messaging; and a logo was designed that might not have been as effective as using the already recognizable Maple Leaf.

Finally, for Think Canada to be successful as a re-branding exercise, it will need to be supported by a sustained, longer-term strategy to promote the new image of Canada to Japan.

### **Regional Outreach**

One of the main objectives of Think Canada was to promote Canada in the regions of Japan. Think Canada was successful in doing this by organizing the majority of events in the regions and by allowing each region to customize the best way to implement Think Canada.

The focus groups and survey of attendees from regions outside Tokyo established that the satisfaction levels with the Think Canada Festival were high. This was consistent with the results obtained from attendees located in Tokyo.

The overall success of the regional outreach could have been improved through a greater input of regional ideas at the planning and design phase and more administrative and logistical support for the regional events.

## **International Business Development**

Overall, Think Canada was found to have gone a long way to promote international business development. Although the organization of Think Canada delayed the implementation of the *New Approach* in Tokyo, when viewed in the context of the longer term objectives of the *New Approach* of the Trade Commissioner Service, Think Canada was aligned quite nicely with the key principles of active outreach and the gathering of market information and intelligence. This was observed both in Tokyo and in the regions.

The survey of DFAIT employees involved in the Festival revealed that 70% were provided with new work-related contacts or opportunities because of Think Canada. In addition, 84% of staff members anticipated that they would be able to pursue these new relationships over the longer term.

Feedback from the telephone survey and focus groups reveal that many Japanese attendees learned new facts about Canada as a world leader in business. Some business operators participating in the focus groups found that the new information provided to them during the Festival enhanced their opinion about Canada's high technology capabilities : "Canada is a country with advanced high tech capabilities", "I thought Canada was a country of primary industries and tourism based on their abundant nature, but I learned that it has various very advanced technologies", "I learned that Canada could be a future business partner".

Think Canada did pique an interest in Canada for some Japanese participants who reported that after attending an event they were motivated to find out more about Canada (i.e. through the Internet). As one respondent stated "my views of Canada changed by learning it is so advanced in many fields".

## **Recommendations**

The Think Canada 2001 Festival was found to be successful in meeting many of its objectives. The following recommendations are provided to identify areas which could be improved for future initiatives of this type:

### *Program Design and Planning*

1. Managers responsible for organizing similar events in the future should develop a logic model in the early stages of planning which specifies what is to be delivered, to whom, why, and how? This will sharpen the program's design and provide a basis for performance measurement. The logic model should feature short and longer-term objectives which are specific, measurable, attributable, realistic and time-bound. This information should be communicated to all stakeholders.

### *Reach*

2. An initiative of this type should be driven by a clearer, strategic focus aimed at influencing individuals, firms or constituencies that have been identified as explicit target groups considered to be the most likely to contribute to the achievement of the Festival's objectives.

### *Communications*

3. In terms of promoting a specific brand or image, organizers should limit the number of messages to be communicated, manage the coherence of these messages and make every effort to reinforce the messaging in a consistent manner. Furthermore, the Mission should develop a media strategy and provide media coaching/training for official spokespersons. Missions should also capitalize on existing communications vehicles such as web-sites and publications to further support the re-branding effort.

### *Partnerships*

4. Event organizers should allow sufficient lead time for event planning and the development of relationships with sponsors and partners. Upon completion of individual events, the responsible officer should provide timely feedback to concerned sponsors and partners.

### *Participatory Approach*

5. If regional outreach is one of the key objectives of the festival, managers should ensure that regional missions are full partners in event design and implementation.

### *Canadian Branding Approach*

6. Given the significant interest in re-branding Canada's image overseas, current approaches to branding should be reviewed at a corporate and/or government-wide level in order to clarify the image to be projected taking into consideration a multitude of interests (e.g., tourism, culture, export promotion, investment attraction, international relations, etc.) If warranted, an integrated re-branding strategy should be developed.

### *Corporate Branding Approach*

7. In the event that several Canadian missions are planning to launch similar initiatives in the future, consideration should be given to the designation of a focal point within DFAIT responsible for developing effective and consistent messaging. Using various media, this messaging should promote the re-branding of Canada in accordance with the consensus image to be established as part of the previous recommendation. This entity could develop best practices and standard approaches, identify



potential areas for common services and provide a mechanism for the sharing of lessons tailored to specific conditions in various cultural and geographic settings.

#### *Fund-raising*

8. The Department should develop a corporate position on the appropriateness and eventual approach to raising funds from private sector sponsors in Canada and overseas.

#### *Sustainability*

9. A follow-up plan should be developed in order to determine how the messaging can be sustained over time, including the identification of adequate resources as well as the development of a strategy to capitalize upon the successes of Think Canada 2001.

## 1. Introduction

In the summer of 2001 UPSIDE Corporation was hired by the Evaluation Division of the Department of Foreign Affairs and International Trade to conduct an evaluation of Think Canada 2001. The Think Canada Festival was conceived as part of an exercise to re-brand Canada in Japan in response to, among other things, limited resources, fundamental changes in the domestic economic, political and public environments, flat and underperforming Canadian exports to Japan, and a competitive environment where other countries were promoting their countries through huge, sustained campaigns in Japan.

In the lead up to this event, the Canadian Mission had invested time and resources exploring possible re-branding approaches to provide Japan with a more contemporary image of Canada. The result, Think Canada 2001 Festival, was a \$3 million initiative, funded by DFAIT, sponsors and partners, which consisted of numerous events in Tokyo with the majority of events being held in the regions.

The approximately 200 events fell into six categories – science and technology, business, food and living, arts and culture, education, and politics and society. They consisted of shows, concerts, receptions, demonstrations, booths, seminars, symposia, etc. The events took place from March to August 2001, with the majority of events taking place April through June. The reader is referred to **Appendix A** for a more detailed description of the Festival.

The original concept saw Think Canada building upon the platform and impetus that had been established with the Team Canada visit in 1999 and the Ministerial meetings leading up to and including the G-8 Leaders Summit in 2000.<sup>1</sup> The goal of the Think Canada re-branding exercise was to increase awareness of Canada in the short-term, and to increase trade, partnerships and joint ventures between Canada and Japan over the long-term.

This report presents the evaluation results and recommendations for future initiatives.

---

<sup>1</sup>From the "Concept Paper... Festival 2001".

## **2. Evaluation Objectives and Scope**

The evaluation objectives were as follows:

1. to assess the rationale for the Think Canada initiative and adequacy of the program's design;
2. to assess the effectiveness and efficiency of the processes and systems used to plan, coordinate, implement and control the program;
3. to determine the extent to which the objectives of the Festival have been met and document observable outcomes, impacts and effects of the festival; and,
4. to examine available alternatives to service delivery and identify lessons learned which could be applied to similar initiatives in the future.

The evaluation assessed the overall efficiency and effectiveness of the program, reviewing basic accountability for the resources utilized and the results achieved. Emphasis was placed on assessing the Think Canada Festival as a whole, rather than evaluating individual events.

## **3. Approach**

The Evaluation Division (DFAIT) developed a comprehensive evaluation framework for Think Canada 2001, which was very useful in providing the key issues and strategies for the full evaluation of Think Canada. Given the complexity of evaluating the success of an initiative of this type and magnitude, a number of data capture avenues were used for maximum effect. They included:

- Preliminary fieldwork in Japan
- A mail survey of event attendees
- A telephone survey of event attendees
- Focus groups with event attendees and other stakeholders
- A mail survey of Think Canada sponsors and partners
- An Internet survey of DFAIT personnel involved in Think Canada
- Media Analysis
- An administrative file review (e.g. event templates; internal reports, self-administered event evaluations, etc.)

For the consultation through the telephone survey and the focus groups, the sampling was weighted in favour of receiving more regional input, given the regional objectives for Think Canada, and the fact that the majority of the events took place in the regions outside Tokyo.

The multiple lines of evidence in the methodology were used to increase the overall confidence of the results of the evaluation. There were, however, some limitations to the methodology. For example while consultation with event attendees was extensive, through focus groups, telephone and mail surveys, given the high level of attendance, the sample was not statistically representative within generally accepted margins of error. Further limitations arise from the survey sample which could only be derived from lists of invitees, which means that the majority of those interviewed may have had some previous contact with the Canadian Mission.

For the survey of sponsors and partners, the results present combined responses. In reviewing the results it should be noted that the responses of partners may have been more positive than that of sponsors, by virtue of the 'partner' relationship with the Canadian Mission being one of mutual support. However this cannot be validated by the data as respondents were assured anonymity, nor was a distinction evident in the interviews with sponsors and partners conducted in the preliminary interviews.

Despite these limitations described above, the multiple lines of evidence, including the other sources of feedback (for example individual event evaluations administered by the Canadian mission) were used to compensate for these limitations and assure a relatively high level of confidence in the results.

### 3.1 Preliminary Fieldwork

Preliminary fieldwork was conducted in Japan at the end of July 2001. The purpose of the fieldwork was to refine the evaluation issues, finalize the scope of the project and refine the methodology. During this phase, personal interviews and group meetings were held with approximately 25 key personnel from the Canadian Mission in Tokyo, Osaka and Nagoya, involved with Think Canada at both the senior levels and at the working level. In addition, interviews were conducted with 10 Think Canada sponsors and partners. On-

site visits took place in Tokyo, Nagoya and Osaka and a telephone interview was held with Fukuoka staff.

### 3.2 Mail Survey: Attendees

A mail survey was sent out to individuals in Japan who had been invited to attend a variety of Think Canada events.<sup>2</sup> Of the 3,000 surveys that were sent out, 889 attendees completed and returned the survey, this equates to a 30% response rate, with 4 individuals who responded to the survey in English, and 885 who responded to the survey in Japanese.

### 3.3 Telephone Survey: Attendees

A telephone survey was conducted with 50 Think Canada attendees.<sup>3</sup> This allowed for in-depth probing about experiences with different types of events including a qualitative assessment of overall program effectiveness. The majority of these telephone interviews were with attendees from the regions outside Tokyo.

### 3.4 Focus Groups: Attendees

Four focus groups were conducted with Think Canada attendees in December 2001.<sup>4</sup> A total of 27 individuals attended groups in Tokyo (2 groups), Nagoya (1 group) and Osaka (1 group). The focus groups were stratified by type of event the individual attended, as follows:

- Construction and High Technology, Tokyo
- Culture, Tokyo
- High Technology, Nagoya
- Construction and High Technology, Osaka

### 3.5 Mail Survey: Sponsors and Partners

A mail survey was sent out to 57 Think Canada sponsors and partners in Canada and Japan. 21 surveys were completed

---

<sup>2</sup> The mail survey and the survey of sponsors and partners were both administered by the Canadian Embassy in Japan.

<sup>3</sup> UPSIDE contracted a Japanese research firm, Research International to conduct the Japanese telephone survey.

<sup>4</sup> UPSIDE contracted a Japanese research firm, Research International to conduct the Japanese focus groups.

and returned, which equates to a response rate of 37%. 10 individuals responded to this survey in English, and 11 responded to the survey in Japanese. Throughout the report these results are assessed in conjunction with the results of the interviews with sponsors and partners from the preliminary fieldwork.

### 3.6 Internet Survey: DFAIT Personnel

An on-line Internet survey was sent out to approximately 150 DFAIT personnel who had had some involvement in the conceptualization, planning, organizing, and implementation of Think Canada. 73 surveys were completed and returned.

### 3.7 Media Analysis

A review of the media communications in terms of coverage, content, exposure and messaging was conducted for all types of coverage: print, television, and radio. In addition to reviewing coverage, in the consultation through surveys, focus groups and interviews, attendees were asked to provide feedback on Think Canada 2001 media coverage.

### 3.8 Administrative File Review

A review and analysis was conducted of all relevant documentation including: self-administered evaluations, event templates, internal reports and studies, presentations, contracts, tracking reports, etc.

## **4. Project Timing**

It should be noted that while this project initially had a much shorter timeframe with a completion date of October 2001, a number of factors contributed to delays. These included:

- competitive procurement processes for the contracting of a Canadian evaluation consultant and a Japanese research firm
- scheduling of the preliminary field work in accordance with the availability of the Missions in Japan
- strengthening of the study methodology (addition of focus groups and telephone interviews) following the preliminary field work

- difficulties experienced by the Canadian Embassy in putting together lists of invitees and participants to be used for the survey sample
- allowing additional response time for surveys (the administration of the event survey was a Canadian Embassy initiative and the sponsor/partner survey was administered by the Canadian Embassy on behalf of UPSIDE)

Each of these factors contributed to increased timeframes for the completion of the evaluation.

## **5. Results**

### **5.1 Context**

One of the challenges of evaluating Think Canada was that the final product (a multi-million dollar Festival with over 200 events) was much larger than the event that had originally been envisioned by the DFAIT staff. While traditionally, a key component of an evaluation is to assess the extent to which the observable results have responded to the intended objectives, this assessment of Think Canada must take into account that fact that Think Canada was initially designed to be a modest collection of activities, and it was primarily the tremendous financial response from sponsors and partners that took Think Canada to a significant scale and magnitude.

### **5.2 Festival Design**

The concept behind Think Canada initially, was that the activities would consist primarily of the regular activities carried out by the Canadian Mission in Japan, however the timing of some of the events would be adjusted so that all of the events would be concentrated over a few months, for greater impact. It is interesting to note that only 41% of the respondents to the personnel survey stated that they were involved in “mostly routine” activities that they would have otherwise carried out, while over half, 59% stated their activities were “mostly unique and special duties” that they normally would not have carried out.

While many of these duties were “unique and special duties” the question remains as to whether compressing the activities proved to be effective. The results from the sponsors and partners, the extensive press coverage, and feedback from some of the respondents to the focus groups, mail and

telephone surveys indicate that Think Canada did in fact contribute to enhancing the overall impact of the individual events, and heightening interest in Canada. This was supported by many of the post-event self-evaluation reports that were generated by the Canadian Mission.

There was some feedback from the focus groups and surveys where event attendees indicated they were not, in fact, aware that the event they were to attend was part of Think Canada until they arrived at the event. This suggests that the impact could be increased in the future by focusing marketing strategies on highlighting the broader Think Canada theme when advertising specific events.

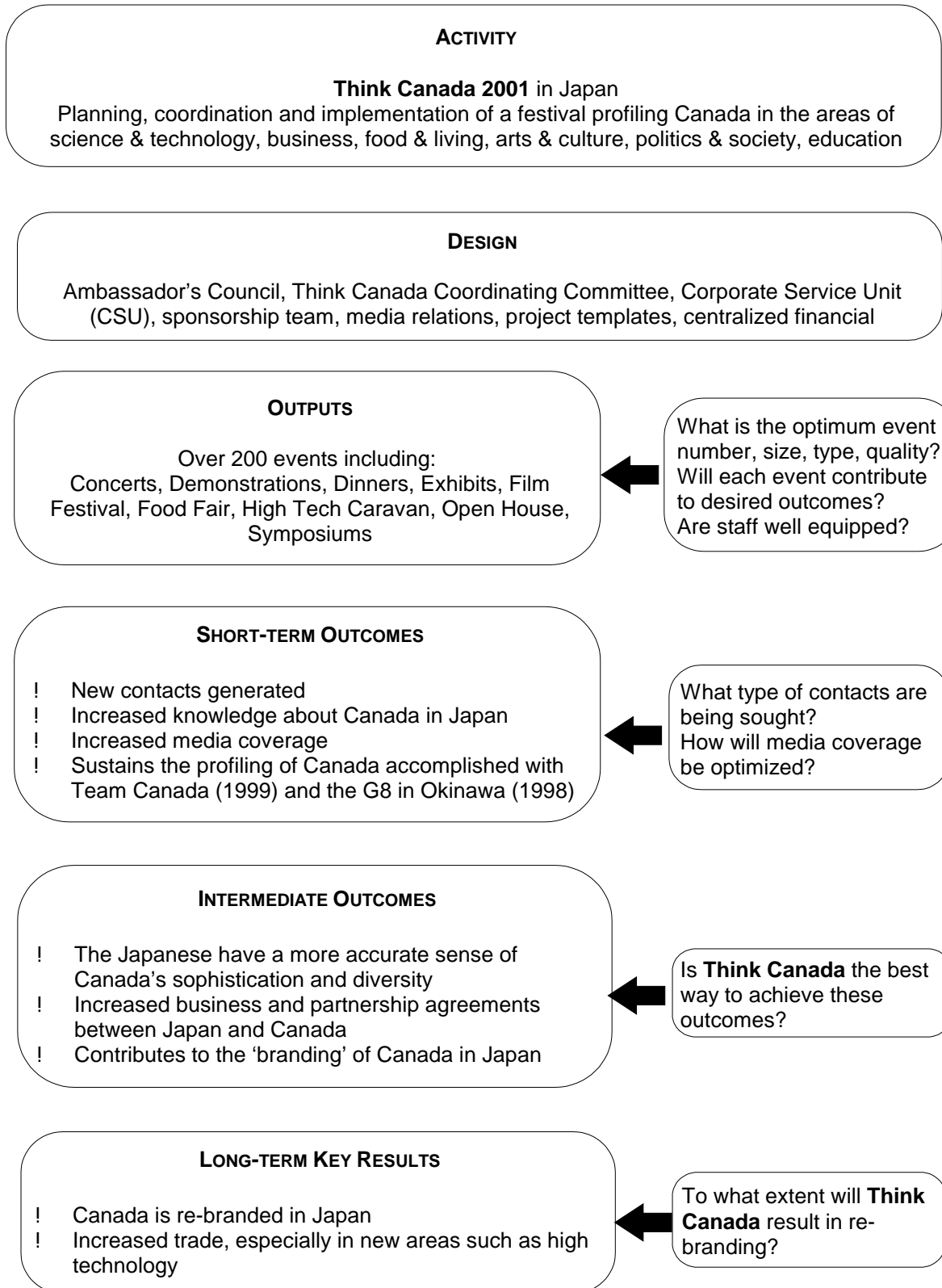
While compressing the events over a few months most likely did enhance visibility for Canada, given the costs associated with Think Canada, the real benefits of this approach can most probably be better assessed over the longer-term, when comparing the opportunities that are generated as a result of the 2001 Think Canada events, with the scope of opportunities that have been generated from similar events that have not comprised part of Think Canada.

### 5.3 Planning

A logic model is a useful tool in planning major events and programs. While it is understood that Think Canada was an event that evolved over time, there were many opportunities where strategic questions could have been asked to assist in optimizing the event design, the choice of initiatives to support and implementation. **Chart 1** below presents a summary of the key activities and objectives for Think Canada, with suggested strategic questions that, ideally, should have been addressed by Mission staff to guide the planning and implementation of the event.



# CHART 1



The internal planning, tracking, coordination and communication was vital to the success of Think Canada, and was quite a labour intensive experience, involving approximately 85 staff members. The results of the survey of DFAIT personnel reveals that at least 58 staff members were involved in planning for Think Canada:

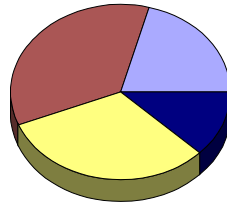
- 22 staff members stated they were involved in Think Canada on an ongoing basis since April 2000, 26 were involved “off and on” since April 2000, and 25 were involved mostly during the Think Canada events
- 33 staff members stated they spent “most” of their time or “all” of their time planning Think Canada, from April 2000 to July 2001.
- 64 staff members spent “some” to “all” of their time on administrative support, from April 2000 to July 2001.
- 61 staff members spent “some” to “all” of their time on coordination and logistics, from April 2000 to July 2001.

The evaluation results show that while there were some areas that could be improved, overall, the Canadian Mission excelled in these areas:

- A Think Canada Coordinating Committee was struck early on, with participation from those who were involved in Think Canada from across the Mission. This Committee had regular meetings to discuss Think Canada issues, and a written record of key decisions was made available after each meeting.
- Automated tracking systems and databases were developed and used primarily for Think Canada. For example there were databases for finances, sponsor and partner contacts, guest lists, etc.
- Detailed event templates were developed to keep track of the status of each event.
- Roles and responsibilities were clearly defined, and there was no evidence of activities being duplicated, or overlapping responsibilities which might have caused confusion (which is often the case for events of this scope, involving many different parts of an organization).

- In the personnel survey, the vast majority of staff members, 88%, stated they had “some” to “all” of the tools and support they required to successfully carry out their Think Canada activities.

**Did you have the tools & support to do what was expected**

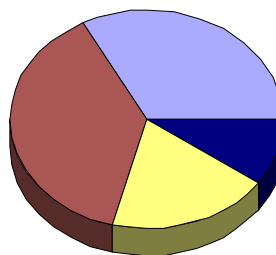


- All of the tools & support - 21%
- Most of the tools & support - 35%
- Some of the tools & support - 32%
- Very few of the tools & support - 12%

Although the majority of staff members did state they were well supported, in the future management should ensure that all staff members have the required tools and training, i.e. to address the needs of the 12% who did not feel well supported, as well as those who stated they were not fully supported.

Similarly, in the personnel survey, 91%, stated they had “some” to “all” of the training and skills they required to successfully carry out their Think Canada activities.

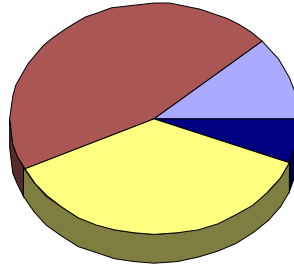
**Level of Training and/or Skills**



- Had all training & skills required - 33%
- Mostly prepared (skills & training) - 38%
- Somewhat prepared (skills & training) - 19%
- Not prepared (skills & training) - 10%

The majority of personnel stated they had the required information to do what was expected of them for Think Canada. 94% had “some” to “all” of the required information.

Did You Have All the Information Required?



### Planning: Best Practices

Some best practices that were incorporated into the process were:

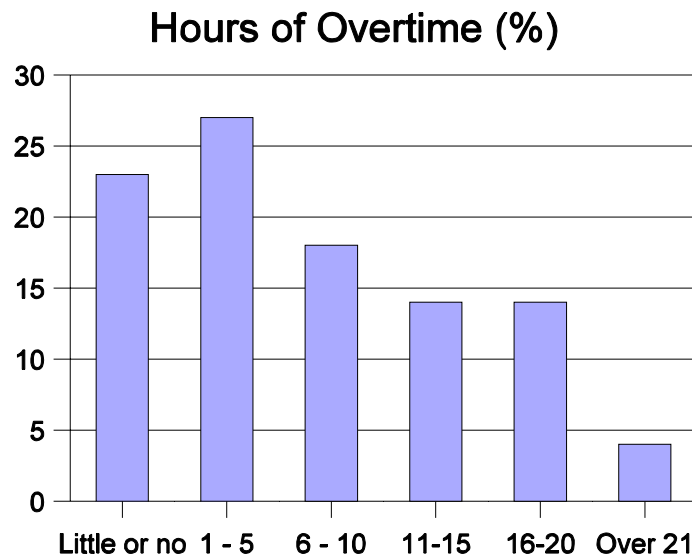
- Tasking one unit internally (Corporate Services Unit) with the responsibility for overseeing and coordinating corporate event logistics.
- Establishing an “Ambassador’s Council” comprised of 35 very senior, high profile Japanese individuals, including Their Imperial Highnesses Prince and Princess Takamado, the former Prime Minister of Japan, and Presidents and CEOs of major organizations, among others. This council served to lend credibility to Think Canada, to capture the interest of the Japanese people, and to advise on planning and implementation.
- Engaging Japanese and Canadian companies and other organizations as sponsors and partners to contribute financially, or donate their services, again lending credibility to Think Canada and creating synergy within the Japanese community.
- In Nagoya, the Consulate met with Japanese contacts, 15 of the major importers of Canadian Building products to engage them in a brainstorming session about what events they would recommend in the building products

category. This ensured that the events were tailored to the Japanese population, and served to engage the local business community at the outset.

### Planning: Areas for Improvement

There were several areas that could be improved for future events. Those include:

- Clearly articulating the event objectives throughout the organization (as discussed below in the section on “branding”, the objectives were not clearly understood by staff). Results from the personnel survey show that only 33% of staff who responded thought they “completely” understood the Think Canada objectives. 48% stated they understood the objectives “for the most part”, while a full 19% stated they were “not sure” or “confused”.
- Developing a corporate evaluation strategy early on during the event design phase. The preliminary fieldwork revealed that many of the individual units used traditional evaluation forms for specific events. This was usually not done in consultation with others who were engaging in similar evaluation activities.
- The personnel survey responses show that 29 staff members spent “some” to “all” of their time distributing event evaluations and surveys. A coordinated effort would have streamlined the time spent on survey design, and some key questions could have been asked of all attendees who were given evaluation forms, to allow for an assessment of results across events.
- Similarly, many staff members submitted “evaluation reports” for specific events or regions. While these were quite informative, a corporate evaluation strategy could have provided guidance with some key questions/issues, related to the event objectives (and some of the questions outlined in Chart 1) to be included in the evaluation observations.
- Adequately planning, resourcing and assigning personnel and responsibilities, the latter in light of ongoing work requirements. In the personnel survey 77% of respondents stated they had worked some overtime because of Think Canada.



- Securing an enhanced role for PJP (the Japan Division) in providing strategic and logistical support.
- Being more discriminating in the type and quality of events included, by articulating how each event would contribute to meeting the overall festival objectives
- Allowing sponsors and partners more lead time to design and pursue outreach into their client communities, to get maximum benefits from their participation in the event. This would potentially also increase the attendance at the event by the specific target audience the Canadian Mission would like to reach.

#### **5.4 Scope of the Festival**

While Think Canada was tremendously successful in attracting a high level of financial support, this also adds to some criticism that the event was allowed to escalate in an unplanned manner (i.e. questions around cost-effectiveness, resourcing implications, clear messaging and a strategy about the optimal number of events and the most effective types of events could have been emphasized); staff were asked to plan events without any clear idea of their confirmed budget.

It is also of interest to note that Think Canada was implemented shortly after Team Canada, and the G8 in Okinawa, which means that many of the staff members had the benefit of having already acquired the skills for planning and organizing large scale events such as Think Canada. The drawback however

was that these same staff members stated they had not fully recovered from the fatigue that results from the prolonged intensity of such experiences.

## 5.5 Regions

One of the main objectives of Think Canada was to promote Canada in the regions in Japan. Think Canada was successful in doing this by having the majority of its events in regions.

The regions were given latitude in how to roll out Think Canada, and this proved to be a best practice, as some regions successfully chose to proceed with a major Think Canada launch, tied into an anchor event, while other regions which did not have time to secure an anchor event, chose a more low-key and sustained approach to promoting Think Canada, which also proved to work well.

However, from a planning perspective, feedback from the staff member consultation indicates that not only was the planning process driven by the Embassy Staff in Tokyo, but in general, the Embassy was not always receptive to regional input. Given the strong regional focus of Think Canada, the regions should have had an influential role in planning and implementing Think Canada (for example developing a strategy on how to tap into the regional media, etc.).

The level of support that was provided to regions could have been improved as well. Compared with the Embassy in Tokyo, the regions have very small staff complements, and given the magnitude of logistics and administration required to successfully carry out the various events, the Embassy could have been more proactive in providing administrative and technical support to regions (for example providing material such as sponsor kits, letters from the Ambassador that had been translated into Japanese).

From a logistical perspective, feedback from the consultation with staff members suggests that the agenda of the regular Think Canada Committee could have been better designed from a regional perspective. For example it might not have been necessary to keep the regions tele-conferenced into the parts of the meetings that addressed events that were exclusive to Tokyo, such as the Open House.

The responses from the consultation in terms of the mail and telephone surveys of attendees, as well as the focus groups

were assessed to determine whether there were any significance in responses between Tokyo (Kanto) and the regions. Overall, the responses in terms of image of Canada, overall satisfaction, and general experiences with Think Canada are quite consistent. The few areas where there were some significant differences are as follows:

- In the mail survey, when asked how much they knew about Canada before attending Think Canada, only 14.7% of the respondents from Kanto stated they had “a little bit” to “no information”, whereas 34.9% of the respondents from outside Kanto stated they had “a little bit” to “no information”. This indicates a generally higher awareness about Canada in Kanto than in the regions before Think Canada, and confirms the decision to focus events in the regions.
- In terms of overall satisfaction levels with Think Canada, 39.3% of respondents from Kanto stated they were “very satisfied” with the Think Canada events they attended, while only 26.8% of respondents from regions stated that they were “very satisfied”.

## 5.6 Sponsors and Partners

As noted above, one of the main components of Think Canada was the relationship that developed between DFAIT and Think Canada sponsors and partners. Both staff at the Canadian Mission in Japan and at DFAIT in Ottawa were tasked with seeking Canadian and Japanese sponsors and partners for Think Canada. In the results from the personnel survey 49 staff members stated they spent “some” to “all” of their time on sponsor/partner relations, with 26 staff members spending “some” to “all” of their time fund-raising (4 of these saying they spent “most” or “all” of their time on fund-raising).

This initiative resulted in a total of \$1 million Canadian dollars from 50 sponsors and partners. 90% of these sponsors and partners had had a prior relationship with DFAIT before Think Canada.

Results from the sponsor/partner survey, and from the personal interviews conducted during the preliminary fieldwork provide direct feedback from the sponsors and partners. When asked about their first objective for participating in Think Canada the results were as follows:

- 24% To raise the profile of their organization in Japan



- 24% To help out their colleagues at DFAIT (Canada & Japan)
- 19% To increase business for their organization in Japan
- 14% To raise the profile of their organization in Canada
- 10% To strengthen their working relationship with DFAIT
- 10% Other reasons

A full 81% of these respondents stated that they thought Think Canada was “somewhat successful” to “very successful” in helping them meet their objectives (57% stated “somewhat successful”; 24% stated “very successful”). This is a high level of endorsement and reflects the feedback obtained through the interviews where sponsors could point to concrete examples of increased business which they attributed directly to Think Canada.

In terms of planning for Think Canada, there was a mixed response in the feedback. Half of the respondents were “very satisfied” with the amount of advance notice they received to prepare for Think Canada, while the other half were “somewhat satisfied”. In the interviews, some of the sponsors and partners had lamented that they had not received enough lead time to become involved in even more events, or to more fully capitalize upon and market the events with which they were involved. One of the sponsors expressed dissatisfaction with the amount of advertising, stating there was too little advertisements for their events, acknowledging their sponsorship.

There were also mixed responses in terms of the level of effort invested by sponsors and partners in Think Canada, 29% stated they put in “a lot of effort”, 33% put in “a moderate amount of effort”, 24% put in “a limited amount of effort” and 10% did not put in any effort.

At the time of the interviews (late July 2001) some sponsors did indicate that they had not, as yet, received any feedback from the Canadian Mission following their Think Canada event, which they would have appreciated receiving. This points to the need to have a mechanism in place to provide feedback to sponsors within days after their events have ended.

About half of the respondents (48%) stated that they would be willing to be a sponsor with DFAIT in the future; while the other half (52%) said “maybe”. Almost all of those who said “maybe” qualified this answer by saying that whether they would participate again would depend primarily upon the program.

In summary, the experience of the sponsors and partners who took part in this evaluation tended to be quite positive.

## 5.7 Fund-raising

Soliciting sponsorship funds and partnership arrangements was a new activity for many of the DFAIT staff. When interviewed for the evaluation, a number of staff members expressed reservations about whether Fund-raising was an appropriate role for DFAIT staff members, whether it was cost-effective, and expressed concerns about how this activity would be perceived in the business community.

*Is Fund-raising an appropriate role for DFAIT staff?*

With its Fund-raising activities Think Canada meant a significant shift in role for some of the staff members. For example some Trade Officers spent less time on their regular duties, and more time dedicated to soliciting funding and donations from potential sponsors and partners. Soliciting funds is an activity that would normally require a specialized skill set and is best suited to individuals with particular personality types. Some of those interviewed were clearly uncomfortable and did not feel well equipped to carry out the Fund-raising role to which they had been assigned.

In addition to these operational issues about *who* should solicit funds, there are also perceptual and potentially ethical issues which must be considered about whether it is an *appropriate role* for a Canadian Mission. Should the Canadian Mission choose to continue in initiatives which require sponsorships and partnerships, these questions should be addressed. Also, how would Canadian corporate sponsors react if they were periodically solicited by multiple Canadian missions overseas in an uncoordinated manner?

*Will the fund-raising initiatives be cost-effective in the long term?*

There are a number of different factors to consider when answering this question. The costs for Fund-raising would include

- Personnel costs for those involved in seeking funding and managing the sponsor and partner relationships, including

overtime costs, overhead and the accommodation of Canada-based staff.

- Potential lost opportunities from ongoing work which could not be pursued proactively because the focus was on organizing Think Canada.
- Administrative costs for tracking and managing the fund-raising efforts.
- Costs of promotional material.
- Travel and hospitality costs

The above cumulative costs are quite significant. The personnel survey determined that 26 individuals had some involvement in Fund-raising while 49 staff members reported spending some time on sponsor/partner relations. It is difficult to establish a precise figure on the fully-loaded personnel costs associated with the fund-raising campaign, however these costs represent a significant proportion of the amounts actually raised from corporate sponsors as part of Think Canada 2001.

In terms of benefits, in the short-term, the fund-raising effort yielded \$1 million dollars in sponsorship funds. It also contributed to the building of on-going client relations and the establishment of new contacts. The findings presented in the section below on “International Business Development” indicates that the overall success of Think Canada has the potential of yielding significant results in terms of increased partnerships and business opportunities between Canada and Japan.

*How was the Fund-raising perceived in the business community?*

One of the concerns expressed by some of the DFAIT staff was related to their perception that some of the Think Canada sponsors and partners may have felt obligated and/or pressured to support Think Canada, based on their ongoing relationship with the Canadian Mission/DFAIT headquarters. Other concerns were raised with respect to the repeated requests for funding.

In the personal interviews with sponsors and partners, the majority appeared to express genuine pleasure with their relationship with the Canadian Mission vis à vis Think Canada. However, one or two of those interviewed did indicate that their

only reason for their sponsorship was to satisfy the repeated requests for funding.

This trend is mirrored in the mail survey. The majority of respondents stated they had business reasons to contribute to Think Canada, with just one quarter (24%) stating that their primary reason was “to help out my colleagues at the Canadian Mission/DFAIT”. Similarly, as noted above, approximately half the respondents stated that they would be willing to participate as a sponsor/partner in future initiatives.

This reveals that while the majority of sponsors and partners were satisfied with their relationship, there were those who may not have appreciated the overtures made by the Canadian Mission/DFAIT.

A further observation that was made during the preliminary fieldwork was that the sponsorship funds only started to come in quite close to the start of Think Canada. Reasons provided for this had to do with the multi-level bureaucracies within Japanese companies which takes time for such requests to be processed. Future initiatives should take this into account by allowing for more lead time when requesting support. This might also alleviate the requirement for DFAIT staff to be quite as active in pursuit of confirming sponsorship funds in short time frames.

## **5.8 Suppliers**

The scope of this evaluation did not include a review of the services provided to the Canadian Embassy in Tokyo on a contractual basis. However, in the case of Think Canada, issues related to the experiences with one of the key contractors was raised time and again, and did have a significant impact on the planning and design for Think Canada, so it will be mentioned briefly.

Recognizing the magnitude and the innovation of Think Canada, as one of the first major re-branding initiatives, the Canadian Embassy contracted with a consulting firm in Japan to provide support and advice related to a number of Think Canada activities.

Both Embassy staff in Tokyo and staff in the regions consistently noted that many of the expected services were not delivered, were not delivered in a timely manner, nor was the

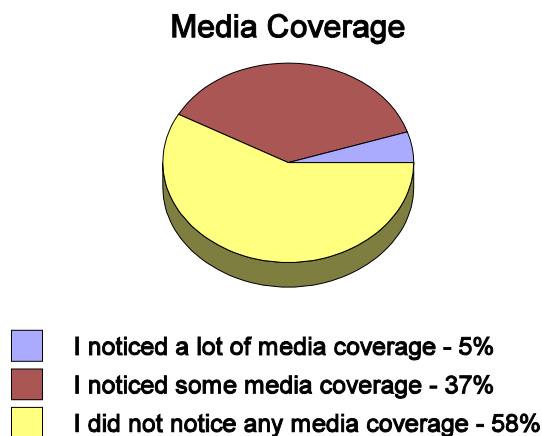
quality of deliverables as expected, which resulted in Mission staff being asked to step in to take on some of these activities.

This indicates that initially the Canadian Embassy did seek the appropriate support for the planning, design and marketing of Think Canada, however due to the circumstances noted above, the actual result was an event that in many ways was not as well planned, as it might have been and was left to unfold on more of an ad hoc basis than might otherwise have been the case.

## 5.9 Raising Awareness about Canada

Raising awareness about Canada in general, ties into the re-branding focus for Think Canada, and was a Think Canada objective. The results of the personnel survey indicate that at least 37 staff members stated they have spent “some” to “all” of their time on media relations for Think Canada (6 stating they spent “most” to “all” of their time on these activities).

Respondents to the mail survey (event attendees) were asked about how much media coverage they noticed about Think Canada:



Of those who had noticed media coverage, the vast majority stated that the newspaper was the primary place they had seen Think Canada coverage. Television was ranked as the second medium, and radio as third.

Similarly, of the respondents to the telephone survey, 48% noticed “some media coverage” about Think Canada, 52% “did not notice any media coverage” about Think Canada. Again, newspaper coverage was by far the primary source, followed by television, and the Internet.

Think Canada was successful in its reach, in raising awareness about Canada in Japan, many events such as the Film Festival, the Micro-Brewery Festival, the Naval Ship's Visit, the High Tech Caravan and the Ellen Adams Quilt Exhibit, receiving coverage in multiple publications.

One of the self-evaluation reports by the Canadian Mission provides an example of the dollar value of one full page article in a major newspaper such as the Asahi Shimbun (daily circulation of 8.3 million) at over \$350,000.

- The media coverage obtained by Think Canada was extraordinary. There were over 600<sup>5</sup> newspaper articles about different events, and extensive television and radio spots. This coverage was achieved both in Tokyo and the regions.
- The 200 events piqued the interest of literally many tens of thousands of attendees; the "Open House" at the Canadian Embassy alone saw 20,000 people attending the event over the course of a weekend.
- Responses from the telephone survey show that overall 98% of respondents (event attendees) were "very satisfied" (44%) to "somewhat satisfied" (54%) with the location, organization of the event, and logistics. Only 2% stated they were "not very satisfied".
- The affiliation with sponsors and partners effectively put the spotlight on Canada in many different venues, for example hotels and restaurants around Japan had a focus on Canadian foods throughout the festival.
- The collaboration with partners, such as Canadian animation companies, to develop a video to showcase Canada at the kiosks used for the High Tech Caravan.
- Respondents of the telephone survey consistently stated that after attending specific Think Canada events, they had a much improved image of Canada, or learned that Canada was more advanced/sophisticated than they previously thought. 42% stated that after Think Canada they had a "much improved" image of Canada, 32% had

---

<sup>5</sup> From the statistical summary of media coverage produced by the Canadian Embassy in Japan.

a “somewhat improved” image of Canada, and 26% had a “somewhat worse” image of Canada.

The reasons for this “worse” image were not provided for the telephone survey, however the feedback from the focus groups and the mail survey provides some indication of where participants were dissatisfied. Some participants were dissatisfied with the speakers at some events stating the presenters were not articulate; while other participants found the presentations too general or theoretical.

Of interest, some participants found the some of the sessions were not “aggressive” enough in promoting Canadian products, and stated that they were not provided enough opportunities to follow-up on business leads.

- 96% of telephone survey respondents were “very satisfied” to “somewhat satisfied” (36% and 60% respectively) with Think Canada in terms of the level of interest and/or the information provided. Only 4% stated they were “not very satisfied”.
- 80% of the mail survey respondents (event attendees) stated that after attending Think Canada they had a “much improved” or a “somewhat improved” image of Canada. 19% stated that their opinion remained unchanged, while less than 1% stated that they had a “somewhat worse” image of Canada.
- 93% of the mail survey respondents (event attendees) stated that they obtained “a lot of new information” or “some new information” (25% and 68% respectively), after attending Think Canada.
- The mail survey respondents (event attendees) were asked, overall, how satisfied they were with Think Canada. 90% were “somewhat satisfied” or “very satisfied” (60% and 30% respectively). Only 8% were “not very satisfied” or “dissatisfied”.

It is of interest to note that some of the events that were highly effective in raising awareness were not necessarily the most costly. For example, an event where Canadian sailors released baby turtles into the Pacific Ocean was a low cost but highly publicized event which received a great deal of television coverage. This further emphasizes the value of considering the expected impact of each event against the key festival objectives.

### *Raising Awareness: Areas for Improvement*

The key component that could have strengthened the ability for Think Canada to raise awareness would have been the development of a comprehensive advertising/media strategy, that would have addressed key questions, promoted consistency and assisted in providing more linkages between the events. For example such a strategy would have been able to strike the right balance between promoting the events, and promoting Canada in the messaging.

Some examples where Think Canada could have benefitted from a comprehensive strategy:

- Media coaching should have been provided to Mission personnel who would be speaking to the press. The review of newspaper articles and quotes from Mission staff show that some of the spokespersons were more effective in conveying the key messages and objectives of Think Canada than others.
- Increased consideration about who the target audience should be. As it was implemented, Think Canada reached out to a broad range of the Japanese population. This approach might have benefitted from more strategic consideration about how this would link into the overall Think Canada objectives, such as focusing events on a more targeted audience (for example the Japanese business community and/or limiting the number of event categories).
- Press coverage was quite limited in the Canadian news media. Although coverage by Canadian news media was not a stated objective, consideration could be given to strategies which would support the awareness campaign in Japan by raising the Festival profile in Canada as well.

The overall analysis of the success of Think Canada in raising awareness about Canada must also be evaluated considering that, despite the wide reach of Think Canada, the events and media coverage could only have reached a very small percentage of the Japanese population, given the large population of Japan.



## 5.10 Re-Branding Canada

A key Think Canada objective was to re-brand the image of Canada from not only a land of natural resources and “nice” people, to one with a diverse, sophisticated, technologically advanced society. This was an important objective in the context of Japanese society, as previous research conducted by the Canadian Embassy confirmed the view that Japanese people view Canada in terms of natural resources and as lacking sophistication, which is at odds with the Japanese cultural norm of seeking international business partners from countries they deem culturally diverse and highly advanced in business and industry.

The results from the telephone survey show that before attending Think Canada, 80% of respondents would have described Canada primarily as “a tolerant country with a vast and beautiful landscape, pleasant people, and an exporter of raw materials and agricultural products”, and only 20% would have identified Canada as primarily “a culturally sophisticated country which plays a dynamic role in international relations and is a good source of high technology and business partners”.

In addition, sponsors and partners were asked if they believed that a focus on Canada’s culture is a good strategy for enhancing relationships with Japanese organizations and companies. The majority, 71% stated that they agree with this approach, while 29% were unsure.

Many parts of Think Canada did successfully contribute to the re-branding of Canada.

- Focus group participants identified increased awareness about Canada’s research in high technology, advanced health care technologies, environmental protection and excellence in culture and art.
- Many of the events portrayed Canada as an advanced nation. In the telephone survey, of those who attended events related to high technology, after the event, 94% thought Canada was more active in hi-tech than they had supposed before attending the event.
- The cultural program was given the highest profile to date, as seen through the various cultural sessions and

exhibits which ran throughout the Festival (i.e. the film festival, the Ellen Adams quilt exhibit, readings by Margaret Atwood, etc.)

- Some of the messaging clearly supported the new brand. For example a newspaper journalist extracted and published the following quote from a presentation by a Canadian Embassy representative about Think Canada: “Take another look at Canada – at the expertise we offer, the resources we bring and the products we supply. When you go, you’ll see a Canada you may not know, leading the world in areas you might not expect”.

### Re-branding: Areas for Improvement

While there does not exist a definitive “how-to” approach to re-branding a country, there were some strategies that Think Canada did not use most effectively in the context of re-branding Canada. Of the attendees who responded to the mail survey, just over half (53%) were aware that the event was part of Think Canada before attending the event. Of the attendees who responded to the telephone survey, the response was more positive, with 70% stating that they knew before the event that it was part of Think Canada.

Below are some examples of areas for improvement:

- Think Canada had a number of events that would reinforce the old stereotypes about Canada, for example cultural events that showcase a traditional image of Canada (e.g. a quilt exhibition, an exhibition of Orca whales and nature in Vancouver, etc.).
- Think Canada had a wide variety of events, and a range of different types of events in 6 categories. While it is understood that there are many different interests that need to be represented by the Canadian Mission, re-branding is usually more effective when one clear, consistent message or theme is delivered on a repeated basis. Identifying one message and theme which could tie all of the events would have been most desirable, for example Think Canada could have limited all events to those related to innovations in high technology and the advances Canada has made using high tech in building products, the arts, the environment, etc.
- A logo was designed specifically for Think Canada, however it would probably have been more effective to

use the already recognizable maple leaf as represented on the Canadian flag. In fact, this suggestion was voiced by focus group participants who stated that an unfamiliar logo was used as a unifying symbol, which made it difficult to immediately recognize that all events had a connection with Canada. Furthermore, during the course of the evaluation work, it was revealed that the logo was adapted several times when it was being used for different events/purposes. Instead of having one consistent Think Canada logo, the logo appeared on brochures, on banners, in electronic format, etc. in different sizes, colours, and with adapted designs. This dilutes the impact of the messaging and leads to further confusion.

- Of the respondents of the personnel survey, only 29% understood that Think Canada had the objective “To brand Canada in Japan” (the majority, 66%, understood the objective to be “To raise awareness about Canada in Japan”). If less than one third of those involved in the planning and implementation of Think Canada understood the primary objective to be that of branding Canada, it suggests that many of the decisions taken were not those that would most effectively *re-brand* Canada in Japan.

Finally, it is generally accepted that in many cases the key to successful branding is to have an ongoing, sustained campaign that repeatedly communicates a consistent vision of the desired message or image - an approach which must consider the ability of the Embassy staff and satellite posts to sustain a prolonged program to raise the awareness of this image in Tokyo and the regions. With these considerations in mind, for Think Canada to succeed as a re-branding exercise, it must be viewed as one part of a longer-term strategy to bring the new image of Canada to Japan.

## **5.11 International Business Development**

The medium to long-term goal of Think Canada was to bring a new vitality to trade and economic relations by obtaining market intelligence, establishing strategic partnerships, selling Canadian products and services, and attracting investment. The real impact of Think Canada can only be measured over the medium to long-term, by, when available, recording and tracking opportunities, leads and business deals between Canada and Japan, and systematically

asking about the role Think Canada had in influencing business decisions. However, some observations can be made at this time:

Overall, the evaluation shows that Think Canada did go a long way to promote international business development. Although the organization of Think Canada delayed the implementation of the *New Approach*, when viewed in the context of the longer term objectives of the Trade Commissioner Service *New Approach*, Think Canada was aligned quite nicely with the key principles of active outreach and establishing new contacts. This was seen both in Tokyo and in the regions.

Feedback from the telephone survey and focus groups reveal that many Think Canada attendees learned new facts about Canada as a world leader in business. Focus group participants made statements such as “I obtained information that seemed to relate to my business”, and “I found a possible partner company for my company, a company directly related to our business”.

*The personnel survey reveals that 70% of respondents were able to establish new work-related contacts or opportunities because of Think Canada, 84% of these respondents predicting that they will be able to pursue these new relationships over the longer term. In fact, at the time of the survey 67% of personnel with new contacts stated they were already pursuing the new relationships that developed out of Think Canada.*

Further probing from the personnel survey shows that, the leads obtained related to the following areas, presented in order of priority from the top (most responses) to bottom (fewest responses)

- promoting general bilateral relations
- gathering market intelligence / promoting exports of Canadian goods and services
- facilitating the establishment of business relationships
- attracting Japanese investment into Canada

- identifying leads related to science and technology

Results from the focus groups show that some participants did find the new information provided to them enhanced their opinion about Canada's high technology capabilities, "Canada is a country with advanced high tech capabilities", "I thought Canada was a country of primary industries and tourism based on their abundant nature, but I learned that it has various very advanced technologies", "I learned that Canada could be a future business partner".

*The respondents to the mail survey (event attendees) were asked if they were in a position to influence decisions that would result in increased relations between Japan and Canada (e.g. business, culture, education, government, tourism, etc.). 47% stated that they were in such a position, and of these respondents a full 90% stated that they were more likely to consider Canada as a partner after attending Think Canada.*

#### Business Development: Areas for Improvement

- Focus group respondents noted that for some events, while "get-togethers" had been arranged for top management, there should have been opportunities for those at the working level to pursue new business opportunities with their Canadian counterparts.

By and large, Think Canada definitely did pique an interest in Canada for some of the attendees, whom reported that after the events they were motivated to find out more about Canada (i.e. through the Internet). As one respondent stated "my views of Canada changed by learning it is so advanced in many fields". This, combined with the results from the personnel survey, focus groups, as well as other feedback from Mission personnel (i.e. personal interviews), indicate that Think Canada was very successful in identifying new opportunities that have the potential of developing into lucrative business relationships.

## 6. Alternatives to Think Canada

Without the longer-term analysis of the success of Think Canada, it is still early to render a definitive analysis about alternatives that might have been more effective. However some alternative approaches are highlighted as follows:

- Focus on an advertising campaign. This would not be a cost-effective solution for promoting Canada in Japan for a number of reasons. First the cost of advertising in Japan is extremely high, and any significant advertising would soon outstrip the overall costs of Think Canada. Secondly, given the high number of newspapers and news media in Japan, it would be difficult and/or expensive to effectively target appropriate news media. Finally, the Japanese business community places a high value on personal relationships, and this important aspect of relationship building would be lost through a focus on advertising.
- Some missions, including the missions in Japan have used the approach of inviting journalists from the host country to undertake an extensive tour of Canada in order to prepare feature articles in national media outlets. These feature articles have the advantage of describing Canada's merits in terms which are readily understood by local readers/viewers.
- Maintain the status quo prior to Think Canada 2001, with a number of events occurring throughout the year. The vast majority of staff members consulted stated that the Think Canada Festival model was far superior to the approach they had taken in previous years, in terms of supporting them in meeting their objectives.

In the event that DFAIT managers are considering the organization of an initiative similar to the Think Canada Festival, careful consideration should be given to the cost-effectiveness of all potential service delivery alternatives.

## 7. Evaluation Follow-up

As noted throughout this report, the success of Think Canada ultimately needs to be measured in light of longer term outcomes such as the pursuit of new business

opportunities by Canadian firms in Japan, export sales, changes in market share, the flow of Japanese investment into Canada, joint ventures, etc. which can be plausibly attributed (in whole or in part) to the organization of the Think Canada Festival. Some data sets need to be tracked over time and are therefore beyond the scope of the present study.

Should the Department confirm the need to assess the longer term impacts of such an initiative, it is critical that the Canadian Mission develop and implement mechanisms to systematically capture information on impacts and effects as early as possible. Some key considerations are presented below:

- The Canadian Mission must identify one or two key questions that they would like answered by the longer-term evaluation.

*Example:*

*“To what extent have the outcomes realized as part of the Think Canada festival contributed to downstream economic impacts such as increased export sales to Japan, number of new Canadian firms established in Japan, changes in Japanese foreign direct investment in Canada, etc.?”*

The May 15, 2001 [Evaluation Framework For Think Canada 2001](#) can be very helpful in identifying the key evaluation questions, such as the one cited above.

Note that it is far more effective to pick only one or two key questions, and to track it well, than to identify a large range of issues that will have significant workload implications for staff members, that may result in incomplete recording of information.

- Once the key evaluation questions have been determined a plan should be devised on how best to capture the information at a corporate level. Using the example cited above, both DFAIT headquarters and the Canadian Mission in Japan would have to:
  - (1) identify the source of their leads and business opportunities when they become aware of them (it is recognized that not all opportunities will be known by DFAIT or the Canadian Mission), and,

- (2) record this information in a consistent manner that can be rolled up and analyzed centrally.

Using this example, staff would have to be instructed to regularly ask contacts about the influence attendance at Think Canada may have had on their decisions, and to provide a simple tool to use such as an electronic template that can be completed on an ongoing basis.

- Finally, the evaluation strategy must be communicated to all staff. They must be encouraged to do their part in tracking the required information. The ultimate purpose of capturing the information should be clearly explained to them, as well as the expectations about how frequently the information must be updated (e.g. twice a month).

Using this approach to identify key questions, and then ensure that everyone is capturing the required information in a consistent manner will both facilitate a longer-term evaluation of Think Canada, and will serve as a regular reminder to staff about the Think Canada objectives, and may motivate them to further pursue leads that have been generated by the Festival.

## **8. Conclusions**

Results from the personnel survey show that 66% of staff who responded thought that Think Canada was “somewhat successful” to “very successful” in meeting its objectives (although, as noted above, staff had a range of opinions about what they thought to be the “objectives”). 33% stated Think Canada was successful “to a limited extent”, while only 1% thought Think Canada was “not a success”. This demonstrates a high perception of success at the program level, in terms of culture, trade, and general relations.

Think Canada appears to have been successful in achieving many of its objectives: developing new contacts, increased knowledge about Canada in Japan, increased media coverage, and generating new business and partnership opportunities. The overall management of Think Canada was well executed in terms of logistics, coordination, and control. Management at the operational level appeared to be effective. However, the costs of Think Canada were quite high, in terms of financial resources, human resources, staff morale, and the impact to ongoing work.



In terms of planning and implementation, as noted above some of the strategies used could have been considered in more depth, for example Think Canada might have been more effective if it had had clear objectives, fewer themes; identified and focused on target populations and/or decided against the design of a new logo versus using the traditional Maple Leaf.

The Festival may have induced potential lost opportunities from ongoing work which could not be pursued proactively because the focus was on organizing Think Canada. In fact, 32% of DFAIT personnel stated that during Think Canada they were able to perform “only some” of their regular duties, 46% stated that they performed their regular duties with a “somewhat lower” (38%) or “much lower” (8%) level of quality and thoroughness than usual.

The following provides a summary of the evaluation findings regarding some of Think Canada’s key objectives:

- *To create a greater awareness among Japanese of Canada's modern day credentials as a creative, sophisticated, industrialized country with world class technologies as a complement to Japan's positive image of Canada in commodities, food and tourism fields, i.e., a fuller, more sharply defined "Canadian Brand".*

The results described above show that Think Canada was quite successful in conveying new messages about Canada. This is supported in the feedback from event attendees as well as through the self-evaluations conducted by the Canadian Mission. Some adjustments to front-end planning for future initiatives could increase the impact.

- *To bring a new vitality to trade and economic relations, particularly in the underdeveloped high tech areas, while continuing to promote our valuable traditional business in commodities, food and other areas.*

The short-term findings have already identified concrete business and partnership opportunities which have resulted from Think Canada. These opportunities have been identified both by staff members, and by sponsors and partners. The medium to long-term impact can only be assessed over time.

- *To undertake a vigorous pursuit of the regional program priority, through expanded activity and presence in Japan's regions.*

This objective was achieved with the majority of Think Canada events taking place in the regions. Feedback from the mail survey of attendees, and interviews with Mission staff in the regions all point to the regional events being well received and informative to regional stakeholders.

- *To further develop the "peace and security" dimension of Canada-Japan relations, following up on the Action Agenda agreed upon by the Prime Minister during Team Canada's visit in September 1999.*

The consultation through surveys and interviews did not result in sufficient response from stakeholders in this area to draw conclusions. The Canadian Mission did conduct a self-evaluation of the events associated with this objective, and concluded that "The two Think Peace and Security symposia...succeeded in bringing together a large number of high-profile Canadian and Japanese experts" and "provided an excellent opportunity to advance Canadian ideas, and allowed participants to expand further their networks and contacts and make plans for future cooperation".

- *To promote cooperation in culture, science and technology, and in education.*

As noted above, the short-term findings are quite positive in terms of Think Canada successfully providing exposure of Canadian cultural products, research and development projects, and educational opportunities to the Japanese people. A full assessment can be conducted over the longer-term.

## 9. Recommendations

As noted throughout this report, Think Canada was successful in meeting many of its objectives. The following recommendations are provided to identify areas which could be improved for future initiatives of this type:

### ***Program Design and Planning***

1. Managers responsible for organizing similar events in the future should develop a logic model in the early stages of planning which specifies what is to be delivered, to whom, why, and how? This will sharpen the program's design and provide a basis for performance measurement. The logic model should feature short and longer-term objectives which are specific, measurable, attributable, realistic and time-bound. This information should be communicated to all stakeholders.

### **Mission/Department Response:**

We agree. In particular, Think Canada would have benefitted from having an evaluation framework in place at the outset to sharpen program design and to ensure that the right questions were asked as the program developed. Future projects of this nature will be required to build evaluation factors into project design.

### ***Reach***

2. An initiative of this type should be driven by a clearer, strategic focus aimed at influencing individuals, firms or constituencies that have been identified as explicit target groups considered to be the most likely to contribute to the achievement of the Festival's objectives.

### **Mission/Department Response:**

We agree. Although Think Canada was successful in making an impression on key constituencies, better focus would have increased the impact. These constituencies are a more reasonable and attainable target than Japan as a whole. Influencing them will result in better understanding of Canada and Canadian capabilities where this can lead to tangible benefits for Canada. Our follow-up to Think Canada is, indeed, concentrated on these constituencies.

### ***Communications***

3. In terms of promoting a specific brand or image, organizers should limit the number of messages to be communicated, manage the coherence of these messages and make every effort to reinforce the messaging in a consistent manner. Furthermore, the Mission should develop a media strategy and provide media coaching/training for official spokespersons. Missions should also capitalize on existing communications vehicles such as web-sites and publications to further support the re-branding effort.

#### **Mission/Department Response:**

We agree. Since Think Canada, we have developed several key messages to guide our communications and have been proactive in seeking media attention, particularly where we can deliver a key message through the presence of knowledgeable and distinguished Canadian visitors, or where we can publicize the success of Canadians in this market. We will be discussing shortly with local partners (the Canadian Chamber of Commerce in Japan, provinces and others) a simplified and abbreviated set of key messages to ensure that we are consistent and mutually supportive. We have also ensured that our Japanese language web-site is consistent with, and provides substance to, our overall messaging. Our web-site is averaging 50,000 hits per month, well above pre-Think Canada levels.

### ***Partnerships***

4. Event organizers should allow sufficient lead time for event planning and the development of relationships with sponsors and partners. Upon completion of individual events, the responsible officer should provide timely feedback to concerned sponsors and partners.

#### **Mission/Department Response:**

We agree. Future events will ensure more lead time and better liaison with partners.

### ***Participatory Approach***

5. If regional outreach is one of the key objectives of the festival, managers should ensure that regional missions are full partners in event design and implementation.

**Mission/Department Response:**

We agree. Better lead time will go a long way to ensuring this.

***Canadian Branding Approach***

6. Given the significant interest in re-branding Canada's image overseas, current approaches to branding should be reviewed at a corporate and/or government-wide level in order to clarify the image to be projected taking into consideration a multitude of interests (e.g., tourism, culture, export promotion, investment attraction, international relations, etc.) If warranted, an integrated re-branding strategy should be developed.

**Mission/Department Response:**

We agree. Getting the message right is of vital importance and if we wish to achieve strong, positive results globally in shaping a coherent external image, it should not be left to individual posts to develop strategies and messages. The issue of building a business brand for Canada was recently discussed by the Deputy Ministers Committee on International Business Development. There was a consensus on the need to develop an integrated strategy for trade and investment, in particular. It was recognized that while it is very successful and may have valuable lessons to offer, the tourism strategy is not necessarily conducive to attracting business. The DMC's Executive Committee will be tackling this issue in the coming period.

From the perspective of Investment Partnerships Canada (IPC), "Brand management" amongst all brands is critically important to ensure a cohesive Canadian image abroad. An "umbrella approach" providing overarching messages, common visual identifiers could be an approach to ensure coherence. IPC is of the view, however, that a proper balance must be found between the need for coherence at the macro level, and the need for each brand to be focused (on its clients and their value systems) to be effective.<sup>6</sup>

---

<sup>6</sup> Investment Partnerships Canada is the federal entity responsible for the development and promotion of Canada's branding strategy with respect to investment attraction. The reader is referred to Appendix B for further insights provided by IPC with respect to branding.

Alternatively, a “business brand” combining a trade and investment dimension could be an avenue to explore. IPC is of the view that while this approach is relevant for certain sectors ( e.g. Agriculture) where attributes (safe food, in a safe regulatory environment) for investment and trade are similar, this approach might not be applicable to other sectors ( e.g. ICT, biotech). IPC believes that small pilots linking trade and investment brands for certain sectors, in certain markets should be undertaken, through a DFAIT, IC and IPC partnership. Pilots could indicate how such co-branding could take shape and what impact co-branding would have on both strategic objectives of trade and investment.

### ***Corporate Branding Approach***

7. In the event that several Canadian missions are planning to launch similar initiatives in the future, consideration should be given to the designation of a focal point within DFAIT responsible for developing effective and consistent messaging. Using various media, this messaging should promote the re-branding of Canada in accordance with the consensus image to be established as part of the previous recommendation. This entity could develop best practices and standard approaches, identify potential areas for common services and provide a mechanism for the sharing of lessons tailored to specific conditions in various cultural and geographic settings.

### **Mission/Department Response:**

We agree. The Communications Bureau (BCD) is mandated to serve as the focal point for development and dissemination of corporate messages for DFAIT. However, its role has not been fully appreciated; consequently, there has been a tendency for many posts to go it alone and “reinvent the wheel” when it comes to developing messages to promote Canada.

BCD has identified “Branding Canada Abroad” as one of the Minister’s top communications priorities. Henceforth, greater efforts will be made to link branding efforts to government priorities in the Speech from the Throne and Federal Budget. It is important that we build on successive international promotional initiatives such as “Think Canada”, from both a trade and investment perspective, to emphasize the Canada brand, Canadian technology and innovation.

In an effort to avoid posts having to “reinvent the wheel”, the Communications Bureau has developed a comprehensive package of messages focusing on the “big picture” attributes of Canada which we wish to promote internationally. Entitled “Promoting Canada Abroad”, this compendium of messages/speech modules, which will be kept up to date by the Communications Bureau, will be made available to all missions.

Furthermore, the Investment Branding and Marketing Branch within IPC is the focal point for investment messaging. In conjunction with BCD, it is currently exploring ways to include investment messaging in DFAIT’s overall messaging, using platforms such as the TCS-Horizons intranet.

### ***Fund-Raising***

8. The Department should develop a corporate position on the appropriateness and eventual approach to raising funds from private sector sponsors in Canada and overseas.

#### **Mission/Department Response:**

We agree. Departmental guidelines will be developed as to when it is appropriate to seek out private sponsorship for departmental/post events and the manner in which funds should be solicited from the private sector, both in Canada and abroad. The T Branch will use its accumulated experience with a variety of initiatives such as Team Canada missions and other leveraged trade events to lead the development of these guidelines.

### ***Sustainability***

9. A follow-up plan should be developed in order to determine how the messaging can be sustained over time, including the identification of adequate resources as well as the development of a strategy to capitalize upon the successes of Think Canada 2001.

#### **Mission/Department Response:**

Think Canada has given us momentum. We believe that we can best sustain this by following up with the many Japanese we met and engaged during Think Canada. We are now doing this in a systematic way. We told them that we were a sophisticated, high technology society. We are now introducing them to Canadians who

bring substance to these claims, whether they be purveyors of new products, services or technologies, or those who have experience to share relevant to Japanese issues and priorities. This combined with the key messages we are developing with partners will keep Canada's profile high amongst those whom we wish to influence. Consistent messaging and the delivery of substance to our key constituencies will position us very well for Canada's participation in the Aichi 2005 World Exposition, when we will once again have a high profile opportunity to brand Canada.



## **APPENDIX A**

### **Description of Think Canada 2001 Festival in Japan**

## Profile of Think Canada 2001 Initiative in Japan

### ORIGINS, RATIONALE AND CONTEXT OF THE INITIATIVE<sup>7</sup>

Context of the Think Canada Initiative: Japan is a key market for Canada, the third largest after the United States and the European Union. Canada is a leading supplier of a number of key products such as coal, uranium, canola seed, pulp, lumber, and prefabricated housing.

Canada has enjoyed a solid economic performance over the past eight years but Japan has not, and this is reflected in the evolution of bilateral trade. Total two-way trade between Canada and Japan dipped to about \$23.8 billion in 1998. Although trade rebounded in 1999 and 2000, Canada continues to lose market share in Japan and bilateral trade and business relationship continue to underperform their potential.

Although Japan is a significant source of portfolio investment in Canada, Canada is not a key market for Japan nor is it a major investment partner. Despite Canada's openness, proximity, and similarity to United States markets, Canada remains a distant 11th on the list of Japanese trading partners, after smaller markets such as Australia and regional partners such as China and Taiwan.<sup>8</sup>

Origins: Canada's perceived lack of a sophisticated image in Japan, and the consequent impact on Canada's less than satisfactory business performance in this market and Canada's relatively weak ability to engage the Japanese in other areas of interest to Canada has long been of concern to Canadian policy-makers.

A number of earlier efforts to change Canada's image in Japan -- as early as the 1970's -- proved ineffective, partly because of insufficient follow through, but, also likely due to a lack of substance to support a stronger image. Even though Canada may have boasted some high technology credentials in Canadian and other markets, very few Canadian companies were active in Japan over the past two decades, and Canadian exports remained primarily concentrated in raw materials (wood, minerals, food, etc.) until the past few years, when the proportion of value added products has significantly increased. Not surprisingly, the Japanese saw Canada as a supplier of basic foodstuffs and raw materials (and as a holiday destination), rather than as a source of sophisticated technologies.

However, since the launch of "Canada's Action Plan for Japan" (APJ) in 1992, notable changes have been seen. For example, there has been a significant shift in Japanese imports from Canada, towards more market value-added and manufactured products. Additionally, more Canadian companies have begun to explore the Japanese market. With more actual Canadian presence in the market,

---

<sup>7</sup> The description of Think Canada is an excerpt, in part, from the Think Canada Evaluation Framework

<sup>8</sup> Adapted from the report prepared for the Canada-Japan Business Committee, 2000, pp. 3-5.

it has become easier to promote a sophisticated image of Canada and its business sectors.

This was particularly evident during the Prime Minister's Team Canada visit in the Fall of 1999, during which a high-technology focus to the visit achieved significant resonance with the Japanese. A number of follow-up missions, both to and from Japan, have served to strengthen Canada's image as a source of technology and innovation, particularly amongst specific sectors.

Although Team Canada showed that progress was possible, it was clear that more needed to be done. A research report, commissioned by the Canadian Embassy before Team Canada in early 1999 (JMRB Research International), demonstrated that the Japanese continue to view Canada mainly as a country with beautiful scenery, Mounties, Anne of Green Gables, and abundant natural resources. Canada's image was largely positive -- a beautiful country, environmentally friendly, and committed to world peace, however there was almost no appreciation of Canada as a source of innovative technology or valuable cultural products. A contributing factor perhaps, as suggested by this research, is that the overall level of knowledge of Canada is very low in Japan. It became apparent to staff of the Embassy in Japan that a serious branding exercise could pay significant dividends if only Canada's image could be changed.<sup>9</sup>

The timing for this effort is considered to be opportune as a large number of Canadian new economy companies are becoming active in Japan, and Canada's growing reputation as a peace-keeper and proponent of human security has begun to give substance to a more sophisticated image of Canada.

Furthermore, it was clear that there needed to be substantial and timely follow-up to the Team Canada visit if gains were to be consolidated. Adding to this momentum was the recommendation by the Canada Japan Business Conference, in May 2000, to explore the possibility of a free trade, or other such business enhancing agreements between Canada and Japan. Thus, Think Canada fits into the advocacy component of building the business case for an enhanced trade and investment relationship with Japan. To advance, diversify or "modernize" Canada's image, it was seen as important that the Japanese understand "why Canada?" in looking at partners with whom they might seek such a trade arrangement.

Research on branding and image shows that possession of a vibrant and interesting culture is a key component if a country is to be perceived by the Japanese as having a sophisticated and innovative society.

**Building the Think Canada Concept:** Conceptual planning began with an Embassy Retreat in the Fall of 1998 which included the presentation of the first discussion paper on branding, followed by the creation of a branding committee, with representatives from all the Embassy sections. Out of this branding committee came the first survey in Japan around Canada's image. The Team Canada visit to Japan

---

<sup>9</sup> For the purposes of the present study, branding encompasses all the associations a person has for a given brand: thoughts, feelings, imagery, etc. mentally linked to that brand.

in September 1999 incorporated some of the emerging branding concepts, which was followed by planning for Think Canada 2001.

The decision was then taken to organise a "Festival" in 2001 by building around the already planned "New Creators Series" program of cultural events and by clustering as many already planned events as possible during a 3-month timeframe, that is, to "bundle" a large and disparate number of existing events under one broad umbrella. This is similar to the approach that had been taken by other countries in Japan who had sponsored similar events in previous years. It was anticipated that such a "Festival" approach would facilitate the development of more synergy and profile than would have been achieved had the events been spread over the whole year, as was traditionally the case.

The theme "Think Canada" was chosen because Industry Canada, as well as some other government departments, were already using this catch phrase on promotional material. Think Canada promotional materials now exist for almost all priority investment industry sectors, some of which have been produced in Japanese.

It was anticipated that the building of the Think Canada 2001 Festival around this same simple theme would allow for:

- Creation of synergies with an already existing promotional campaign and use of existing Japanese language materials;
- Reinforcement of strategic objectives, messaging, and supports of a proposed multi-sector-common theme approach. For example:

Think Canada.....Think Canada in Japan

Think Canada.....Think Culture

Think Canada.....Think Investment

Think Canada.....Think Science & Technology

Think Canada.....Think Education etc.

Programming Events: Most of the events of Think Canada are organized on a "business as usual" basis. Most events are planned already, and private sector participation and support exists for many events, as would normally be the case even in the absence of "Think Canada 2001".

Now, however, these events are integrated into the overall Think Canada 2001 Festival, potentially adding impact and gaining profile from it. In addition, the private sector has supported Think Canada in two other very important ways:

- First, many eminent representatives of the Japanese private sector have consented to having their names associated as Patrons of the initiative. This lends tremendous prestige and legitimacy to the effort, interests the media and helps enlist participants and resources for individual events; and

- Second, the private sector in both Canada and Japan have provided substantial sponsorship support -- financial contributions - - amounting to almost one-third of the cost of the festival. This has enabled Think Canada to include a number of flagship cultural events that could not have taken place otherwise.

Timing and Venues of the Festival: Think Canada spans a five-month period, from March to July, but the bulk of the events are evenly distributed over the months of April, May and June. Concentration is in the Kanto (Tokyo), Kansai (Osaka) and Chubu (Nagoya) areas, but events occur all over Japan, including in Kyushu (Fukuoka), Chugoku (Hiroshima), Tohoku and Hokkaido.

## OBJECTIVES AND PRIORITIES

The Think Canada concept was developed to support and be consistent with the Branch business plan, to be inclusive of its partners' goals and to meet broader program objectives. These objectives are presented below:

# Exhibit 1 Think Canada Objectives\*

To create a greater awareness among Japanese of Canada's modern day credentials as a creative, sophisticated, industrialized country with world class technologies as a complement to Japan's positive image of Canada in commodities, food and tourism fields, i.e., a fuller, more sharply defined "Canadian Brand"

To bring a new vitality to trade and economic relations, particularly in the underdeveloped high tech areas, while continuing to promote our valuable traditional business in commodities, food and other areas [the latter part not being a priority]:

- To sell Canadian products and services
- To attract investment
- To establish strategic and other partnerships
- To obtain market intelligence

To undertake a vigorous pursuit of the *regional program priority*, through expanded activity and presence in Japan's regions:

- To find and direct trade opportunities
- To develop other ties
- To foster an enhanced awareness of Canada in the regions of Japan

To further develop the "peace and security" dimension of Canada-Japan relations, following up on the *Action Agenda* agreed upon by the Prime Minister during Team Canada's visit in September 1999:

- To co-operate on peace and security issues

To promote co-operation in culture:

- To make Canadian culture more appreciated and better understood
- To promote Canadian cultural products
- To contribute to the perception by Japanese of Canada as a sophisticated and innovative society, and to build on the "New Creators Series"

To promote co-operation in science and technology:

- To transfer technology
- To identify joint R & D projects

To promote co-operation in education:

- To have more Japanese pursuing education, particularly at the post-secondary level, in Canada
- To increase grass-roots exchanges

\* These detailed objectives are presented in order of priority.

## STRATEGIES AND DELIVERY STRUCTURE

Most of the Think Canada events reflect the usual programs of the Embassy, and are to a large extent funded from regular program budgets. A number of flagship events, however, are designed to enhance Canada's profile through widespread coverage of the Festival itself and have required extraordinary funding. As an illustration, broad categories and sub-categories of events include items displayed in Exhibit 2 below.

### Exhibit 2 An illustration of Think Canada 2001 Events by Sector, Attendees and Type

Events by Sector	Attendees	Type
<b>Business Events</b>		
Exhibitions of Canadian goods and services	Trade oriented	Recurring
Seminars on the use of Canadian goods and services	Trade oriented	Recurring
Seminars to promote investment in Canada, or venture capital investment in Canadian firms	Selected target audience	Recurring
Seminars to promote scientific exchange	Selected target audience	Recurring
Business events	Open to the public	Recurring
In-store, or in-hotel promotions of Canadian consumer products	Consumer oriented	Recurring
<b>Cultural and Educational Events</b>		
Exhibitions	Open to the public	Recurring
Dance or music performances	Open to the public	Recurring
Film Festival	Open to the public	Recurring
Other events - sister city meeting, essay contest, book launch	Open to the public	Recurring
Distinguished Canadian speakers	Open to the public	Recurring
Education-related seminars/roundtables	By invitation	Recurring
Other Cultural and Educational Events	Special audience	Recurring
<b>Political</b>		
Peace and Security, Social Harmony Seminars	By invitation	Recurring
<b>Festival Events</b>		
Embassy Open House	Open to the public	Recurring
Naval Visit	Open to the public	
Cirque du Soleil	Open to the public	Flagship
"Festival" Events	Special audience	Flagship
Canada Day	By invitation	Recurring
10 <sup>th</sup> Anniversary of new Chancery	By invitation	New
15 <sup>th</sup> Anniversary of the Osaka Consulate General	By invitation	New
Press launch	By invitation	Recurring

## Events by Region

By the end of Think Canada, 190 events had taken place across Japan. The regional breakdown of events is as follows:

<b>Region</b>	<b>Percentage of events</b>
Tokyo	35%
Nagoya	21%
Fukuoka	18%
Osaka	17%
National & other regions	9%

## Number of Events by Type

Think Canada was divided into broad categories by type of event. The following presents the number of events that were held, by type of event::

<b>Number of events</b>	<b>Type of Event</b>
100	Trade, investment, science and technology seminars, exhibitions
73	Cultural (exhibits, performances, film festival)
9	Politics and Society
7	Education

## Think Canada Budget

Commercial	1,070,000
Cultural	975,000
Political	142,000
Speakers' Program	94,000
Tourism	50,000
Consultant	138,000
Advertizing and promotion	729,000
Evaluation	65,000
Sponsorship costs	59,000
<b>Total Think Canada Budget</b>	<b>3,322,000</b>



## Source of Funds

Think Canada was the result of DFAIT funding with considerable support from partners and sponsors. The following presents an overview of the source of funds for Think Canada:

<b>Source</b>	<b>Canadian Dollars</b>
<b>Mission or already approved</b>	
PIBD	660,000
Jobs and Growth	54,000
C&C budget and PIF	102,000
Mission Ops	743,000
<b>DFAIT additional funding</b>	
RCF	245,000
Contribution from P-Branch	100,000
<b>Private Sector</b>	
Private Companies	60,000
Sponsorship	978,000
<b>Other</b>	
CTC	50,000
Quebec	112,000
Other	218,000
<b>Total funding</b>	<b>3,322,000</b>

### Sponsors

As noted above, sponsors made a significant financial contribution to Think Canada, resulting in \$978,000 Canadian towards Think Canada. Think Canada had a total of 47 sponsors, 30 were from Canadian companies and organizations, while 17 were from Japanese companies and organizations.

## APPENDIX B

### Lessons Learned by Investment Partnerships Canada with respect to Branding

## **Lessons Learned by Investment Partnerships Canada (IPC) with respect to Branding**

### **Context for IPC's Comments**

Given that one of the strategic thrusts of the Think Canada 2001 Festival in Japan was to promote a more sharply defined "Canadian Brand", Investment Partnerships Canada was invited to share the considerable knowledge and experience it has accrued during the development and roll-out of its investment branding strategy. These insights are presented in accordance with the key themes addressed in the Evaluation Report.

It is hoped that IPC's learnings can be added to those of the Tokyo mission as a "body of evidence and experience" to guide the later development of either a "business brand" (investment and trade) or even a broader Canada brand uniting Canada's diverse economic, political, cultural and social interests.

### ***Re: Program Design and Planning***

The logic model developed by IPC was based on a "constant cycle of improvements" where research in new markets guided marketing initiatives. In turn, marketing initiatives were evaluated for impact, and consequently adjusted.

### ***Re: Reach***

Knowing who the clients are and how to reach them are critically important. Research projects have provided IPC with a clear view of the clients, their value systems and perceptions. Also, we have learned which channels influence investors, i.e. third-party influences, peers (CEOs), government (seen as provider of credible sources of information), business media, trade media, studies and consulting reports.

Consequently, a successful strategy for investors would muster CEOs, government officials in people-to-people tactics (networking events, meetings), supplemented by "earned media" in business and trade journals, with marketing material focusing on key attributes and Canadian successes, proven by third-party studies.

### ***Re: Communications***

The logic model used by IPC, based on regular research and evaluation, guides the development and updating of messages which are injected into various speeches by the PM, ministers, Deputy Ministers at "signature events" (Bio2001, Bio2002, Team Canada missions, WEF, KPMG events etc.), into the Think Canada decks, press lines for media interviews and also in the web site.

Coherent investment messaging is ensured through a centralized "common content" work unit within IPC. IPC ( with its partners in posts, IC, AgCan etc.)is already engaged into further customization of messages - by market, by sector.

Over time, this customized approach for messages is expected to have even greater impact. Distribution of these messages to a wide partnership is a challenge. IPC is discussing with DFAIT the possibility of using the TCS-Horizons intranet as the vehicle to make those messages constantly available to posts.

IPC is also developing a broader “distribution infrastructure” to get these messages out on a systematic basis to other ministers, provinces, etc. to reinforce messaging.

### ***Re: Sustainability***

The issue of sustainability is critically important, as is the issue of brand visibility. Obviously, other countries compete for investment (and for trade) with Canada and deploy considerable resources to re-make their image. As well, re-branding a country takes time. Efforts must be sustained and funded over time, and at levels that will enable Canada’s brand to cut through the clutter and be visible.

### ***Additional Observations***

In addition to the lessons learned described above, IPC offers the following two observations based on its experiences in developing and rolling out an investment brand:

The image abroad cannot be separated from the image at home – in the case of the investment brand, for instance, industries represented by the brand must “see themselves” in it. They are the personification of the brand in Canada and abroad - their concurrence brings about higher brand coherence (and lower risk of negative reaction).

The brand must be in sync with the “product”. If the investment brand, for instance, “oversells” the improvements made to the “product” ( e.g. the investment climate), loss of credibility will ensue. If the “product” is better than the image that we project, loss of investment opportunities will occur.