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**Northwest Territories Tourism Marketing
Handbook**

Type of Study: Reference Material

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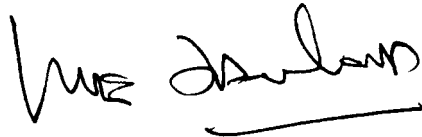
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Jacques Van Pelt, Karl Ryhorchuk and myself sincerely hope this handbook provides some insight into the successful marketing of our exciting tourism products and services here in the N.W.T. We wish you all the best in striving towards a profitable and enjoyable business.

Sincerely,



Mike Freeland,
President,
Qaivvik Ltd.

ENTREPRENEUR

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A. Introduction

A. 1 - Who Is This Handbook For?

This is designed for the N.W.T. tourism operator or resident who is either already licensed or who has some basic knowledge of the industry and is seriously interested in being involved in the exciting tourism industry.

There are many interested and licensed operators in the N.W.T. - many of whom have unique, and in some cases, one-of-a-kind products. However, a successful profitable operator has to be able to market or sell his product, if there are no potential guests that buy your product or service, your operation cannot pay-even the fixed costs of your operation!

This handbook will outline various marketing options for any tourism business in the N.W.T. regardless of size, location, and offerings, We also assume that many operators will not attempt to market their own products! As many of our N, W.T. operators are seasonal, live close to the land, are part-time or in the business as a hobby, we may suggest that these people have someone else market for them; many are too small to effectively market and book for themselves. Because of this assumption, we will make recommendations as to the type of group or company that may best market for you, We do assume this handbook is for *operators who are in the business to retake a profit*. This handbook is not meant for people who do not have a basic understanding of the tourism industry,

We will attempt to answer many of the standard questions an inexperienced operator faces when attempting to become established, Up until now there has not been a handbook produced for use by operators. We cannot and will not attempt to answer all questions pertaining to marketing tourism but will outline some basics which we feel will be helpful to the interested and serious operator.

Some topics of great importance and value to your operation will not be discussed in any detail in this marketing handbook. Topics such as "Product Development", "Hospitality" and "Awareness" deserve, we feel, handbooks or brochures for themselves.

In many situations, the people who have the product to offer - at a community level - have little or no knowledge of how to market that product. On the other hand, companies or groups in the South (the marketplace) can effectively market but may not know the product. To be a successful operator, you therefore have to consider how to bridge this gap between product and the market.

We have written this handbook based on the fact that tourists to the N, W.T. are incredibly varied - from package tour groups, businessmen, sport fishermen and hunters, naturalists, canoeists to kayakers, historians, archaeologists, mountain climbers, adventurers, dog mushers and explorers. In turn, our N.W.T. operators are also incredibly varied in terms of products and services, What is a good marketing plan for one operator may not be good for another.

We assume the majority of people who use this handbook are already licensed with a small or medium-sized tourism business but require assistance in selling their product, We do not anticipate as much usage by the larger and already successful hotels or lodges,

We assume the reader has a little understanding of the tourism industry - know who a tourist might be and why he/she may visit us here in the N.W.T. ***This handbook will not, and cannot, satisfy everyone!*** We will take a "step by step" logical and basic approach to marketing.

One single answer to the question "How to market your tourism product" does not exist! One can only offer guidelines or assistance in trying to answer the question,

The question often arises of whether to ***develop a product first*** or ***market first***, and develop later. This will depend on the type of product or service but most successful operators find a balance between the two, As a rule, N. WT. operations are usually well developed but lack marketing,

The lodge or camp owner may find his job a year round occupation hosting guests during the summer months and planning, ordering, and promoting the balance of the year. Many camp owners have to support or subsidize their lodge or camp income. A lodge or camp operation may take 4-6 years or more to become profitable. If debts are present at year end the owners would have to borrow additional money or put more of their own money into keeping the lodge operating the following year.

A great deal of time, money and commitment has to go into a successful operation. The larger the operation, the more employees and the more problems to be encountered. A camp owner may do a lot of the required tasks himself or with his/her partner. A larger operation may employ many staff,

Successful operators are hosts, employers and business executives. They must combine abilities as organizers, managers and technicians. Above all, they must be able to communicate with people from all walks of life. Although the tourist business is seasonal, the operating season involves long working hours, constant attention to problems and the making of prompt decisions. The off-season, although less demanding, still requires strict attention to business in preparation for the next year - much of that being marketing.

This handbook is a "tool" to assist your operation. There are, however, many other things you must know - use of *this handbook alone will not make a successful operation*. It will however give you a basic understanding of marketing.

A.2 - How To Use This Handbook

We will take the interested operator through a step-by-step progression from "What is Marketing" to the details of a "Marketing Plan/Strategy" and where to get further assistance.

The inside back cover of the handbook holds actual examples of N.W. T. brochures/promotional pieces that represent a wide spectrum of brochures,

We advise that you read the "Table of Contents" before seeking further information on any particular topic. The "Glossary of Terms" is also suggested for those unfamiliar with standard industry terms, while "Sources of Assistance" offers where to find additional help. The "Bibliography" outlines texts or periodicals of interest, while the "Appendices" offers information complementary to the main text of the handbook.

Subject matter is selected in the 'Table of Contents' with chapters separated by tabs for easy access. Readers can either pick out specific areas of concern or can review all of the handbook in a logical sequence of marketing related information.

A.3 - Tourism: An Introduction

The tourism industry, broadly defined, probably represents an excess of \$125 billion in North America. The tourism industry in the N.W.T. today (1 985) is valued at approximately \$50 million.



FRANK GRANT

The development and promotion of tourist areas, and in turn, services and facilities, usually involves feasibility studies, analysis of economic and sociological impact, packaging, financing, marketing and promotion. Individual operators do not in most cases involve themselves in all of these areas directly, but can solicit assistance from zones, government, and fellow operators. Governments, both federal and territorial, may play a large part in these activities in an advisory and funding capacity.

The future of travel and tourism in Canada, and in turn in the N.W.T., will be formed by several factors common to the tourist today. These are increased leisure time, a greater disposable income, and changing life styles which include travel to new destinations.

Tourism has vast economic and social implications, stimulating interest in one's heritage, in the arts and architecture, and renewable resources. It can be a great benefit; however its growth must be planned, directed, and continually adjusted for the host population and the needs of the guests,

Tourism in the N.W.T. over the last 3-5 years has changed dramatically, Increased funding has stimulated local interest and awareness of the industry. Tourism zones have been created with paid managers and an elected board to administer funding to assist in the development and marketing of tourism within the zone. The number of licensed operators has increased dramatically - some communities, for example, have eight to ten licensed outfitters or more. Few, however, are successful at this time. The total value of tourism in the N.W.T. has increased while marketing methods have become somewhat more sophisticated. There is still however only a minimum of coordinated **marketing efforts** between operators, zones, the Federal and Territorial governments and T.I.A.

The state of Canadian tourism is presently under review by "Tourism Canada" in the hopes of reversing our present national downward trend of foreign visitors to this country. Due to the fairly poor economy, high transportation costs, and competition from elsewhere, *tourism in Canada is not in a good state* (1985),

Competition is very high for the potential tourist, Tourists can go anywhere in the world, usually for less than the cost of traveling to the N.W.T. Many countries (ie. Jamaica, Mexico and the Virgin Islands) rely almost solely on tourism and have some very sophisticated marketing programmed.

When evaluating the state of tourism outside of Canada, we found many countries are very successful in hosting tourists, primarily as a result of aggressive marketing, "volume" package tours, or specialty travel packages, cheap prices and a reasonable quality of product.

The N. W. T., as a travel destination, is no longer unique! Tourists can now buy a "package" to almost anywhere in the world - Antarctica, Nepal, China, The Great Barrier Reef, the Galapagos Islands and Siberia.

We must ask the question, why would a tourist come here, to the N. W. T.? If you believe in your product, you then have to decide **how to successfully market it in a very competitive world**,

A.4 - What Is Marketing?

Marketing is selling your product. It is selling a service, a product, or selling yourself. It is satisfying the needs of your guests for a profit.

Tourism is a business - a tough business, To succeed, you must effectively market your product or service through creating a demand for it.

Receiving your outfitting, hotel, or business licence is only the beginning, That is why marketing is essential to attract business. *Marketing is likely the most important segment of a tourist operation in the N. W. T. today.* A product or service is of little value unless it is in demand! You might develop the most beautiful lodge or be an outfitter on the most exciting river in the North ., but this is meaningless as a business venture unless you have paying guests.

There are four components essential to marketing. These are *Product, Price, Place* and *Promotion*, You r product is the package or service that you have to offer, Price is cost of that product, Place is the access tourists have to your product. Promotion makes tourists aware of the product you have to offer, These four P's are part of the marketing mix.



MIKE VAN DUFFELEN

We must understand that guests don't come automatically to our operations, TravelArctic for example will not promote for a specific operation, but will get general N.W.T. tourist information to a very wide audience. The very great distance northern operators are from the potential tourists makes us more difficult and expensive to market, The responsibility for marketing your product lies with yourself, the operator,

Volume of tourists is the key to successful tourism in most countries, "Packaging" provides the tourist with reasonably priced goods and services, However, in the N. W. T., because of its remoteness and the high costs of travel and accommodation, packages are fewer and generally are high cost. Much of our market is "adventure" or "specialty travel" oriented for individuals or small groups

Defining your product is one of the first steps in marketing. You must be able to convey, in the shortest possible words and time, what it is that you offer. Don't be vague. Be proud of what you offer, define it in terms of your product's advantages. For example: Do you have spectacular scenery? wilderness seclusion? wildlife? fish? friendly service? conference facilities? unique handicrafts or artifacts? Anything specific that you can point out about your product that makes it different or better than other products is to your advantage,

As an operator, *knowing the people who work with you in the tourism industry* is essential. You represent fellow operators and the N.W.T. when marketing. You also represent the people of your community, and your zone. In the North, the greatest charm or drawing force may be people rather than specific products or services. "Northern Hospitality" is critical.

Most travel in the N.W.T. is domestic travel - that is, taking place from within Canada and either by air or road. The United States is a very strong market for the N. W. T., and depending on your product, marketing to the U.S.A. may be a very important and profitable part of your operation,

There are two categories of travelers to the N. WT. -*the pleasure traveller and the business traveller*. Pleasure travelers account for a smaller percentage of the total while business travelers have the greatest effect and are spread throughout the full year,

Pleasure travelers come to the N.W.T. to visit friends and relatives, or for a holiday experiencing any one of a number of tourist activities. Although most pleasure travelers have their mind made up on a specific activity, some - especially those visiting friends and relatives - may be open to new services or activities on short notice.

Federal and Territorial government personnel travel, along with mining, exploration, oil and gas industries generate substantial direct and spinoff benefits. Statistics Canada has stated that *a large percentage of all travel is for business* which includes seminars and meetings.

In many cases we can't see the business already in our own backyard. Why spend thousands trying to attract visitors from the U.S.A. or Europe while there may be business awaiting you in your own community? Some options to consider for increased business revenues (ie. a community-based outfitter) from business travel include:

- traveling government officials with weekend or evening time available;
- oil, gas, mining and exploration personnel with rotating work and leisure time (ie. 10 days in, 10 days out);
- conferences, seminars, workshops, training programs;
- existing package tours to your area;
- sport fishing, hunting or naturalist guests coming through your community on the way to a specific lodge;
- Government's need of tourist services for visiting dignitaries and V.I.P.'s;
- incentive travel programs,

The N.W.T. is just beginning to make a name for itself by penetrating into the world market with attractive vacation possibilities. There is a low awareness level in Europe, the U.S.A. and even southern Canada. The N.W.T. needs to be placed in that very competitive field, to draw attention to its location, size, climate, and major attractions.

Europe, Asia and many foreign countries are very expensive to market to, especially directly. There are problems of language, currencies, stiff travel and trade restrictions, and cost. Europeans, for example, are much more likely to book through a wholesaler in their own country than through an "unknown" Canadian entity. Unless your product is a "specialty type", you should not spend a great deal of time and money promoting to these markets. Numbers of travelers are limited. Most N.W.T. operators have found it takes three to five years and longer to become accepted by even a small segment of foreign markets.

B. Market Research

B. 1 - What Is Market Research?

Market research is critical to the success of any product, or service, offered for sale. If no one wants to buy your product, how valuable is it? By conducting even a minimum of research on your market you will discover “trends” which may alter completely your marketing approach. Research will also lead you to “*target markets*” where your selling will be most effective.

Market research is required so you understand your past and potential guests, what they want, where and how they live, and in turn how to market to them. Successful operators conduct market research, maybe even sub-consciously, as it is necessary to “zero in” on the special people you want to reach. Questions such as the following may be asked during your market research:

-
- Who are my guests?
 - How much do I know about my guests?
 - Where are they from?
 - What do they want in terms of a product or services?
 - How much is their annual salary?
- Do they belong to clubs, associations?
- How did they hear of my product or service?
 - How accessible am I to potential guests?
-

You may also consider the following:

-
- Have I reached all of the market that I am presently marketing to?
- What is my competition doing right that I might be able to adopt in my business? Where and how is he getting his business? What are the three main sources of his business?
- Are there other markets I could reach while using the same facility (or area) possibly during a different season?
-

Market research is generally begun once you define exactly what your product or service is. The most successful operators will be those who have done their homework in first obtaining, and then staying in touch with, particular trends through market research. *Knowing what your market wants is critical. Focus on what the guest wants.*

There are a number of reasons why you would research your “market” including:

- to avoid future costly mistakes in your marketing plan/strategy;
 - to add depth to your marketing plan/strategy;
 - to be confident that your product is saleable before spending a lot of time on the building of a product (ie. lodge) or service;
 - to capitalize from others who have effective marketing strategies;
- your research results will be the basis for your advertising pricing and in turn your total marketing plan;
- to keep ahead of your competition.

It is easier for an established operator to conduct market research - especially with his past clients. Someone starting up, with no past customers must rely on information gathered from his competition, government, associations or fellow operators.

B.2 - Travel Trends

A trend is an indication of interest, Trend data can be useful if well researched. It can tell you future needs, growth rates of certain products or services, and keep you in touch with the economic conditions of your future guests. It may also tell you whether your price is still reasonable, from what age group, income, occupation your target group is. For example, a trend in the N.W.T. over the past three to five years is towards more demand for “non-consumptive specialty travel” including naturalist/wildlife trips, observing culture and experiencing natural attractions. A world wide trend over the past number of years has been “packaging” - ie.: package tours, traveling with a group on a pre-arranged itinerary,

Trends may affect large sectors of the traveling public or may affect only a small portion of your specific “target market”, However, if it can affect the number of guests you book you should know about it. Part of keeping up with trends is to be observant at any travel show, group presentation or discussions you have with guests or competitors’ guests.

The trends that we must observe closely are those of our target markets, likely people with an upper middle-class income, The “Department of Economic Development and Tourism” and “Tourism Canada” have some trend information, Fellow operators, competitors, and consultants in the industry also keep up with trends and may offer some of that information to you.

6.3- Target Markets

Target markets are selected *areas of population or interest groups* most likely to produce your potential guest. They may include specialty groups, clubs and organizations whose interests tie in with your product (ie. for a naturalist camp, target groups might be the Audubon Society, or the Ontario Federation of Naturalists). Target markets may well be large population areas such as New York, Minneapolis, Los Angeles, Toronto or defined groups in those centres. Large corporations with travel groups and incentive programs are sources for target markets. Zooming in on target markets will result in a better use of your advertising dollar as opposed to a "shotgun" approach to marketing,

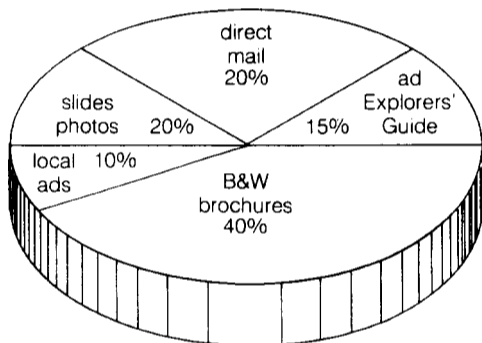
If you are a big game outfitter, your total potential market is "trophy hunters", However your target market could be hunters from a particular area of the world (ie. eastern U. S. A.) or members of a particular club (Safari Club International) and/or of a certain minimum wage level (above \$50,000 per year), *The more you define your target group the more successful you are likely to be.* You want to get your "sales pitch" to those most likely to buy.

C. Elements of Marketing (Marketing Mix)

Taking into consideration your *product*, its *place* and *price* in the market, you must come up with a "*mix*" of *marketing tools* to advertise and *promote* to your potential guests. This marketing mix must fit into your predetermined budget, The choices of marketing tools, where to advertise and how to undertake your promotion are many.

Deciding on a marketing mix for a small operation hosting 10-20 guests per year and with a marketing budget of say \$3,000 may be as difficult as deciding on a mix for a large lodge operation with a \$30,000 marketing budget, Again, as with any marketing, you must know who your potential market is and where they might be. For example, if you are in Frobisher Bay offering "on the land" activities and have set aside \$3,000 for marketing activities your first year of operation, the following "marketing mix" may be appropriate:

Allocation of a \$3,000 marketing mix for a Frobisher Bay outfitter



If someone else (ie. a wholesaler) is selling your product, you may not need any "marketing tools". However, if you personally attend shows or make presentations to groups you will need some brochures, a small portable display and possibly a slide show or video, When choosing a mix remember the future - can you add onto the components of your mix? Can you use it for a number of years? Is it within your budget? What will your freight costs be?

There is no defined rate for what percentage of gross revenue should be set aside for marketing, Some large fishing lodges with an established reputation might keep their marketing budget to 10% while some operators may spend up to 40%. If you have a new product or service, upwards of 25-35% may be spent on marketing the first couple of years until you have established a reputation and quality product. Keeping in mind that most agents require a minimum commission of 15% and that your operation will likely require brochures, photo albums and a few basic marketing tools, **a marketing budget of 25% of gross revenue is not out of line** for the average N.W.T. tourist operation.

Deciding on your "marketing mix" becomes easier and less costly as you get to the stage of having more customers and word of mouth works to your advantage. Remember, *there is no perfect "marketing mix"*, You know you have done very well when you are 100% booked but do you know if you will be fully booked next year? *The constant revision and updating of your marketing mix is critical.*



C.1 - Product

Your product may be a mix of Independent components, including attractions, facilities, services, transportation and natural resources. A product may also be an individual component (ie. a guided community tour, which may be offered on its own or as a part of a larger '(package tour' product), Although a complete hand-book could be developed on the subject, a few basic steps to develop a product include:

- 1) An *inventory* of physical and human resources is taken to ensure that a product and/or a service can be offered.
- 2) With the Inventory available, *market research* is conducted in order to determine whether there may be a market for the product,
- 3) *Components* are combined, costed, and detailed,
- 4) The product *is then tested* to iron out the "rough edges" and tighten the Itinerary.
- 5) The product *is evaluated* to determine effectiveness.

Once you have your individual product in place you must realize its salability may depend on what it is combined with. Potential guests are unlikely to buy an individual product (ie. a bus tour of Cambridge Bay) but usually become much more interested in your product if part of an overall package (ie. return flight from Edmonton Cambridge, hotels, meals and accommodation, bus tour, boat tour of the harbour, craft show tour, carving demonstration and "north of the Arctic Circle" presentation). As you can now understand, *effective packaging in today's Tourism Industry is essential to success.*

A package (ie. a package tour) is a prearranged trip consisting of several components which would otherwise have to be purchased separately by a guest, A package has a predetermined price, number of components, and length, but may offer additional components at additional price, Components in a package may include transportation, meals, accommodation, sightseeing, licences, transfers, guides/hosts, and so on,

There are two main types of packages. The first, and most common type, is a *Guided or Group Package* when the operator organizes a set itinerary for a predetermined number of people. Guests must follow this itinerary; traveling where and how the operator has predetermined, and stopping according to plan. These groups are hosted by at least one host or escort who points out and explains items of interest, and minimizes difficulties that may be encountered. Examples include package tours, all inclusive fishing, naturalist or hunting trips.

Self-Guided Packages occur as an operator or agent provides consultation, transportation and equipment, but not guiding services, allowing the guest to determine his own itinerary. He can decide where he wishes to travel, where he wishes to stop, the length of his trip, etc. This allows the guest much greater flexibility than would be permitted on a group package, In effect, his package is "tailor-made" for his personal interests and abilities, However, because a self-guided tour is generally an independent tour, the guest may not be able to take advantage of the special rates available to groups or the services of a guide. Self-guided tours can also be researched and planned by an individual with little or no help from an operator or agent, An example of a self-guided tour may be a canoe trip on the Thelon River, or a trek through the Canol Pass in the Mackenzie Mountains.

The following are examples of packaged products; most of these can be either "guided-group" or "self-guided" tours,

- *Sightseeing Packages* are most common whereby the tour operator conducts a van, bus, or planeload of guests through one or more communities, pointing out the points of interest, visiting local tourist attractions, allowing time for purchase of souvenirs, etc. This package could be from one day to 14 days in length. Sightseeing tours of 1-6 hours are common in larger centres.

- *Sporting/Adventure packages* are characterized by outdoor activities such as hunting, fishing, camping, canoeing, kayaking, and hiking.

Wilderness/Expedition packages involve isolated habitats, where the guest may assume levels of risk, It may involve activities such as whitewater rafting, sport hunting, mountain climbing, etc. Generally specialized equipment and guides are needed,

Heritage or Cultural packages allow the visitor to experience either heritage or cultural travel themes. An example of these include the Prince of Wales Museum in Yellowknife, or experiencing life in an Inuit settlement.

There are *many advantages of packaging. It is an excellent method of cooperative marketing* as several operators can get together to offer a complete package. It allows you to work cooperatively to expand the marketing opportunities for each at a lower cost. For example, if the package had a meal at a local restaurant as well as a tour of the community, both the restaurant and the tour company would help to promote the other,

A sporting/adventure package may be based out of one lodge, but may include 1-2 community stop-overs to purchase crafts, take a local bus tour with a guide, and stay at the local hotel,

The components that you provide in your package do not have to be in the same community or even in the same region. You may wish to offer a package which involves several areas, and arrange details of the package with suppliers in each of these areas. The advantage is that it becomes possible to offer a broader range of components than if you provided all elements yourself,

When a variety of components are offered in a package, there is a greater overall potential to attract guests. If the package offers a tour of the community, a meal at the restaurant, a visit to a mine, a stop at a crafts store, and a flight on a small plane, guests who are interested in any one of the five attractions will be tempted to purchase the entire package.

You may have no trouble attracting guests during peak periods, but a package may help to promote business for your shoulder and off periods,

It is of no use to design a package unless you have researched its marketability first. Why design a package if you are unsure it will sell? You *have to package what the market wants*, not necessarily what you want to package,

In order to design a package, you must first decide what marketable components you are going to offer. You may wish to combine your ideas with several other suppliers to put together the components of your package or you may be able to provide all of the components yourself.

In your package you must explain clearly the details of what is offered, what the guest must supply, as well as informative information, i.e.: accommodation; reception; food; scope and difficulty or ease of experience; travel arrangements (solo or in groups); requirements such as licences or special gear, safety features, location, mementos and souvenirs available, suggested personal items, etc.

C.2 - Place

The "place" of our N.W.T. product in the marketplace is, in most cases, not an advantage. We are remote, very expensive to get to by either plane or vehicle, most communities are not accessible by road, our accommodations and meals are expensive, and our service is not always adequate. Our principal air routes are from North/South, although this is rapidly changing as East/West is becoming more accessible,

When we put the N.W.T. in the world perspective, in terms of destinations, there is still little known about us,

Remoteness, inaccessibility and in some cases higher cost can however be an advantage when we find that much of our market is the adventure travel/specialty travel market and/or one that can afford to pay for a unique vacation in one of the world's last "frontiers". Factors such as remoteness and inaccessibility must be used *positively* when designing our marketing plan/strategy. However, both the N. W.T.'s positive and negative points must be considered in "placing" ourselves in the marketplace.

C.3 - Price

Establishing a selling price for your product or service can make the difference between making or not making a profit. When setting your *price*, your *product*, its *place* in the market, cost of *promotion* as well as all capital and operational costs must be considered.

Capital costs are purchases such as for major equipment, land, and buildings. Usually capital costs are paid back regularly but over a long period of time (i.e. 10 years or more) while operational costs must be met each year.

Operational costs are for the day-to-day running of your business. These would include wages, commissions, employee benefits, advertising, accounting, utilities, transportation, food, licences, taxes, maintenance, administration, etc.

There are several major considerations in pricing a product. The first of these is that *the package price must be less than what the total price for the components purchased individually would be*. A customer purchases a package because of the savings to be made. If there are no savings, there is no incentive to purchase!

You may be able to offer the savings because of the reduced costs involved in marketing for a group rather than for an individual. There are also reduced costs because of the added volume of business. For example, if a restaurant meal is part of the package, the supplier of the meal may offer you a reduced rate because of the added volume of business that you bring to his restaurant,

Secondly, *your package price must be competitive*. Analyze your competition. If there is anyone offering similar packages, you must at least be competitive. You may also want to add additional components to your package to make it more attractive than your competitors.

Thirdly, *your package price must ensure a profit for you*. Add up the costs of each of your components plus operational costs and capital costs (over x number of years), and add in a reasonable markup and a contingency of say 10% and set your price,

If, after you research all of your costs and set your price, you find that your price is not competitive, you must seriously consider whether to market your product or not. Is it worth it if you cannot make a profit? We assume not as the prime goal of business is to make a profit.

After you have offered your package for a time, you may wish to *re-evaluate your price*. You may have unanticipated costs, which would raise your price, or you may be able to lower your price due to a number of factors. You should always state in your brochures that prices are subject to change without notice. It may be wise to consult an accountant for assistance in determining your prices,

Volume is generally the key to success. If you operate at 50% of full capacity, your cost of operating per guest will be much higher than if you operate at 90% of full capacity. Your fixed costs will remain the same if you have five or fifty guests.

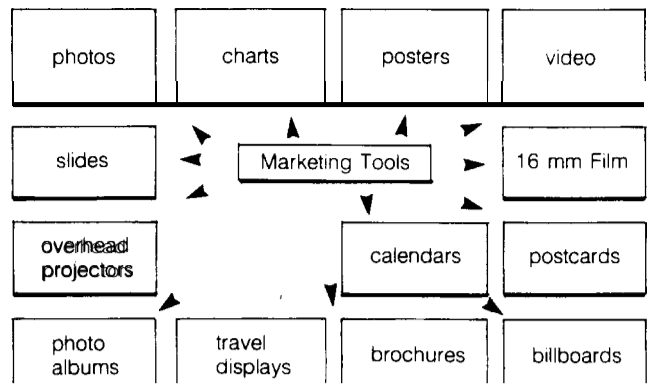
You should state your price in the currency of the country to which you do most of your marketing (ie. quote prices in U.S. \$ if your market is primarily in the U. S.)

C.4 - Promotion

Once you have established your *product*, had it *placed* in the market at a specific *price*, you now need to *promote*. However, certain *marketing tools* are needed to promote via two types of promotion: *advertising* and *sales promotion*.

a. Marketing Tools

"Marketing tools" will assist you, the operator, in marketing your product to the potential guest. A number of the most common marketing tools, their positive and negative aspects, are discussed below. Cost estimates are based on 1985 figures and are to be used as guidelines only. Actual costs are dependent on many factors including season, number of quotes, competition, colour or black and white, volume, deadlines, and amount of preparation done by yourself before submission to the printer.



Brochures

Brochures are the most popular marketing tool and in most cases the first step taken to market your product,

Before designing a brochure, you must first determine what you want it to do. Your brochure should not sell more than one product or service. Determine exactly what it is that you want to sell, and where you want to place your emphasis. You should also know where your target market is, as this will affect the information that you stress.

Before printing brochures you should determine the size of the market you will be marketing to, and which (if any) target markets you wish to direct your sales efforts toward. You may simply market in your local area, which would lower your printing and distribution costs. If you decide to sell your package over a much broader area (such as Canada or North America), you must determine where and how you will distribute your information and at what cost.

Most brochures are designed to fit into standard brochure racks. A brochure rack holds a piece of paper which usually cannot be more than 4 inches wide or 9 inches long. Generally, a standard sheet of 8 1/2 in. by 14 in. paper folded three times is used.

Because brochures are a very important promotional tool, it may be wise for you to get a professional to help you to put yours together; fellow operators may exchange ideas! You want your brochure to do the best selling job it can for you.

A very worthwhile exercise for you, the operator, is to gather 5-10 competitors' brochures and evaluate the effectiveness of each. How will your own brochure stack up? We have made a number of observations both positive and negative about 3 N. WT. brochures.

ON
GREAT BEAR LAKE
NORTHWEST TERRITORIES
CANADA




TROPHY FISHING
AT ITS FINEST IN THE LAND
OF THE MIDNIGHT SUN
ON CANADA'S ARCTIC CIRCLE


Located on the northwest end of Great Bear Lake
in virtually unfished waters.

World's Finest Fishing

ARCTIC CHAR FLY-OUTS
We are happy to offer charter boat
plane trips to exciting areas for the
stimulating Arctic char which fights
with explosive energy every second
it is on your line.



ARCTIC GRAYLING
The fly artist will find seventh heaven in the abounding
schools of Arctic Grayling surrounding our lodge. The size
schools of Arctic Grayling are known to be the acutest of the
mouth. The world record grayling has been taken from these
waters, you could exceed it.



**All Inclusive
One Price Package**

- Return transportation from Saskatoon, Saskatchewan to our lodge.
- Fishing licenses at no extra cost.
- 18 ft. boats with 25 H.P. motors, plus a 7 1/2 H.P. trolling engine, all gasoline.
- Trained congenial guides for every two fishermen in each boat.
- Accommodations in our luxurious lodge, two guests per room.
- All meals and shore lunches.
- Packaging and freezing of your catch.
- Special packaging of your trophies.
- Record Arctic Grayling and Northern Pike fishing at no extra cost.

IN ADDITION:

- All guests are met at the hotel by our representatives to assist you any way we can.
- Hotel reservations will be arranged for your overnight stays in Saskatoon.
- Complete commissary, licensed bar and fishing tackle.
- Chartered float plane trips are available to some villages and to our airport camp.
- Fishing gear provided for those who prefer not to bring their own.

GREAT BEAR TROPHY LODGE
BROCHURE: - EXCELLENT FULL COLOUR PHOTOS ON COVER & THROUGHOUT - ATTRACTIVE.
- PHOTOS INCLUDE ESSENTIALS (FISH, FACILITIES)
- FITS STANDARD SIZE ENVELOPE
INSERT: - REPLACEABLE YEARLY
- FACTUAL.

BLUEFISH
SERVICES
YELLOWKNIFE, N.W.T.

1985 Season
Bluefish Services
P.O. Box 1266
Yellowknife, N.W.T.
X1A 2N9

Half Day Trips - 4 hours*
\$25 per person* - minimum charge \$75

Day Trips - 7 1/2 hours*
\$35 per person* - minimum charge \$175

Overnight Trips
\$45 per person* - minimum charge \$350
\$1 extra.

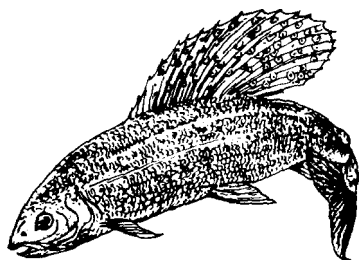
Extended Trips
Rates and details upon request

**Boat Tours
and Shore Dinners**

Those who would prefer just a
boat tour on Great Slave Or a short
trip with a delicious shore dinner,
now Offering both Call us for
Rates and Prices. Ideal for couples
and families.

Trips can be arranged
at an additional charge
of \$10 a tea for children

(83) 873-4818
13-6808



**Guided Fishing Trips
on
GREAT SLAVE LAKE**

BLUEFISH SERVICES:
BROCHURE:
- MORE DETAIL ON EACH TRIP
AND TRIP OPTIONS SUGGESTED
- ADD MAP OF YELLOWKNIFE
GREAT SLAVE AREA AND MAP
RELATING YELLOWKNIFE TO
SOUTHERN CANADA AND U.S.A.
- ADD 3-4 COLOUR PHOTOS OF
BOAT, FISH, PEOPLE
- ADD ATTRACTIVE COVER PHOTO
- NAME MOVED TO TOP OF
BROCHURE TO STAND OUT IN
DISPLAY RACK.

INSERT:
- UTILIZE BOTH SIDES
- NEED BOOKING, DEPOSIT &
CANCELLATION INFORMATION.

**Drum Lake Lodge
1983 Rates**

Transportation to Drum Lake Lodge
Pacific Western Airlines flies north down the Great Mackenzie River watershed to Norman Wells direct from Yellowknife Northwest Territories and Edmonton Alberta. Arrangements should be made with a charter company to fly the last leg of the journey by float plane to Wrigley Lake. Charter service is available through the following companies:

Nahanni Air Services Ph: (403) 587-2288
Page Flight Ph: (403) 857-2177

Fishing

Includes guide, boat, accommodation and meals. \$175/day per person
Seven day package \$1050

Weekend at Drum Lake Lodge

Includes flight to Drum Lake Lodge from Norman Wells, meals and accommodation for two nights (Friday and Saturday). Also included are guides and boats for fishing excursions.

Party of four \$475 per person
Party of six \$400 per person

Conference Rates

Includes accommodation and meals, boats and guides for fishing excursions are extra. Transportation to Wrigley Lake is not included.

20 people and under \$100/day per person
over 20 people \$80/day per person

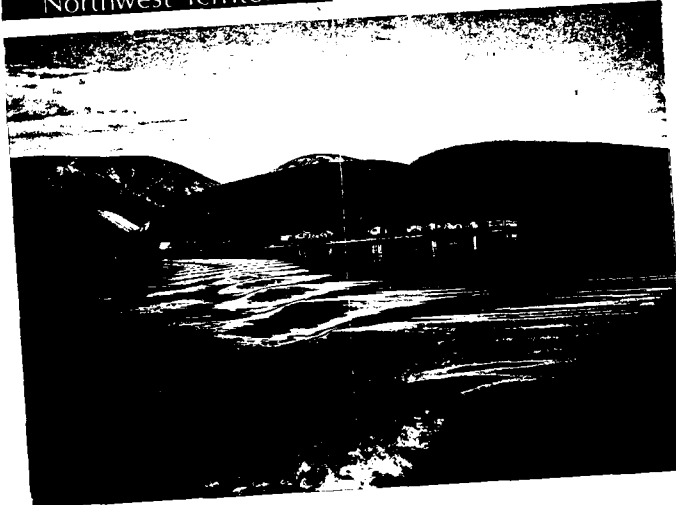
Boat Rental

We have two 14 foot canoes available for \$25 hr, two 16 foot aluminum boats and one 20 foot canoe for \$40 hr.

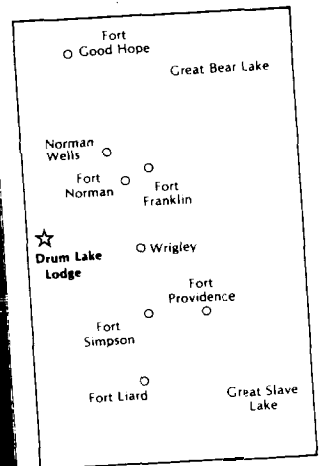
A deposit of 30 percent of total cost on Canadian currency refundable on 10 days notice is required to confirm your reservation. All payments must be paid by certified cheque or travellers cheques.

For more information on rates and facilities please write:

Drum Lake Lodge
587-3161
Box 1100 Fort Norman, N.W.T.
Box 1100 Fort Norman, N.W.T. X6C-1K2



are a spectacular backdrop for your fishing, hunting or naturalist adventure. You'll see them as you land at our private airstrip on Wrigley Lake. Pacific Western Airlines provides jet service to nearby Norman Wells from Edmonton, Alberta and Yellowknife, N.W.T.



**DRUM LAKE LODGE:
BROCHURE:**

- EXCELLENT COVER PHOTO - VERY ATTRACTIVE
- MAP ADEQUATE, BUT COULD ADD SECOND MAP RELATING LOCATION TO SOUTHERN CANADA & U.S.A.
- APPEALING TO FISHERMAN, NATURALISTS, CANOEISTS AND HUNTERS?
- SUGGEST 2-3 ADDITIONAL COLOUR PHOTOS.

INSERTS:

- PRINTED ON 1 SIDE ONLY (USE 2ND SIDE FOR MAP OR MORE INFORMATION).
- NEED BOOKING, DEPOSIT AND CANCELLATION INFORMATION.

If you have decided to emphasize a certain feature of your product or service, be sure to show that in the text. For example, if you feature wildlife photography, show a guest photographing wildlife. The information in your brochure should be simple, and yet accurate. Don't try to mislead your future guest or exaggerate your product. Be as helpful as possible in your brochure. Anticipate what will be the most common questions a potential guest will ask, and answer them in your brochure or with attached photocopies of information. The information contained in your brochure may be the only information your potential guest will receive about your product or service, so don't be afraid to tell him all that you can.

Include as much visual information as possible, i.e. photographs and a map showing where you are located relative to your target market and major cities noting road and air connections to major market centres. Use as much colour as you can afford; colour photographs are expensive but more effective than black and white. The visual information you include should reinforce the text. If you write about the beautiful scenery, show a picture of it. Try to show activities and people rather than simply facilities and scenery. If you have a beautiful beach for swimming, show people swimming there in the picture, rather than a deserted beach. You may wish to hire a professional photographer to take some pictures especially for your brochure. Photos should be clear, informative and captioned,

The cover may be the most important part of your brochure as it entices the potential guest to read the brochure. Brochures are frequently displayed in racks, one behind the other so that only the top two inches of your brochure may show. Therefore, the title of your brochure (ie. name of your lodge) must be clear and easy to read. A clear photograph on the cover can be attractive to the reader. Generally, one large photo is much better than several small ones. Don't use poor photos!

The text of the brochure must be concise, easy to read and separated by pictures. As most brochures are folded two or three times, don't write across the fold. Titles should be in bold or coloured print, separating the text into several subjects; ie, "Accommodations". If you are able to afford it, each section could also have a picture,

The back cover could include a full mailing address, phone number, possibly a map illustrating your location and information regarding bookings,

As it is expensive to print brochures, generally a large enough quantity is printed at one time to last several years. An insert sheet is added yearly, stating the year, new prices, package details, updated information, deposit and cancellation policies, what is included and not included, the name of the facility or service, address, phone number, and all information relative to bookings,

Once you have decided on the text and pictures for your brochure, you are ready to submit to the printers and/or a designer/layout company. Ask for quotes from several printers, to get the best price you can. The printer may be able to help with the layout and selection of pictures. There are costs involved in the design, layout and printing of brochures such as costs for paper, layout, typesetting, graphics, internegging, colour separations, etc. Except for the paper costs, all of the costs are for the initial preparation of the brochure. You may want to work closely with the designers and printers, approving layouts, colours, etc. Don't let a printer sell you more than you need and ensure your receipt of the original mechanical work after the job is completed.

Brochures differing in design or content may have to be developed for direct vs. indirect sales outlets, ie. wholesalers and agencies may not want your company's name, etc. on the brochure, while European wholesalers may want "blanks" so that they can translate your information in the language of their market country.

Your brochure must reach your market in order for it to sell for you. Ensure the inclusion of a brochure with any letter you send out about your product and follow up phone inquiries with a letter and a brochure. You must have plenty of brochures on hand when meeting the public, at trade shows, promotional meetings, etc. The wholesalers and travel agents who arrange bookings for you must also have an ample supply. It is only after your brochure is adequately distributed that it can do the job that it was intended to do,

Examples of N. W.T. brochures are found in the inside back cover of this handbook. These represent a wide spectrum of available brochures - from black and white to full colour. Each is well suited to its particular purpose even though the costs to produce each will vary widely.

Brochure cost estimates (1 985 prices - Yellowknife, N, W, T.)
8 1/2" X 11" folded 2x,

Black & white brochures: \$700-800 for 3,000 copies,
insert sheets: \$300 for 5,000.

Colour brochures
(four colour process): \$2,500-3,000 for 5,000 copies,
insert sheets: **\$300** for 5,000.

Slides

The slide presentation can be your easiest market tool at a moderate expense and can be put together by most operators. A very basic 'slide show' can be incorporated into a Beta system. However, a slide show requires bulky transportation of slide boxes and miniscreen. Great care must be taken while storing or transporting slides and damage to slides increases with usage. You must setup a library system always keeping originals and sending out duplicates; assume "lent" slides will not be returned. It is also advisable to send copies of slides or slide shows to your major wholesaler plus Tourism Canada or TravelArctic to assist in their promotion of your product.

Slides must be of high quality. A reputable "travel" photographer may be hired by yourself or in conjunction with your zone to produce quality slides for your use and that of publications such as *"The Explorers' Guide"*.

Cost to duplicate 1 slide = approximately \$0.85. Bulk orders can reduce costs

Video

A video presentation is limited by a small screen while hookup and rental is not always easy or cheap, There are different types of video equipment used in Canada, U.S.A. and Europe. To make a video presentation requires specialized equipment not normally used by small N.W. T. operators,

Copies of a video show can be produced cheaply and easily, To produce an original and professional video by a production crew becomes very expensive with the costs averaging over \$10,000 plus per production,

Blank video tapes for copies cost \$12-15 ea.

16mm Film

16mm film is the most costly of marketing tools, but in many cases is most preferable as it can be shown on big screens practically anywhere, can be copied with good results, is of better quality than video and is more widely accepted as a "quality medium". Projection for viewing is limited in the N.W. T. but widespread in Southern Canada, the U.S.A. and abroad. 16mm film requires an experienced film crew to produce a quality film while much time, effort and money can be wasted with poor results from a second-class crew,

Estimated cost per minute of professionally produced film: \$1,000-\$4,000,

Overhead Projectors

An overhead projector is primarily used as a marketing tool for selling specific business or industrial oriented meeting/services with very limited uses for tourism marketing, They are generally used for showing statistics, graphics, charts, and lists. A verbal presentation must always accompany their use and one must be very careful not to have an unappealing or "drab" approach when using this tool.

Rental is suggested if it is not possible to borrow the equipment,

Billboards/Signs

A billboard can be quite inexpensive, easy to produce, is very durable and easy to transport although transport is more difficult if for long distances, Unlike some other mediums, a billboard only appeals to sight and not hearing, However, one does not have to gather an audience to view a billboard as one would have to for the other mediums described here. Examples include road billboards, hotel/restaurant lobby signs, vehicle and building signs.

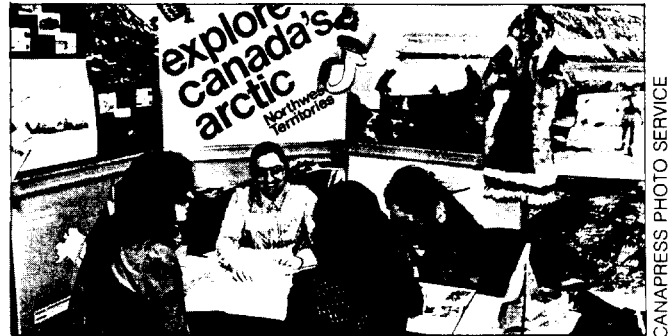
A 3' x 2' hotel lobby sign, laminated with a plexiglass front costs \$300-400 ea.

A 4' x 8' outdoor painted billboard costs \$400-500 ea.

Photo Albums

While this marketing tool does not have the versatility of some other tools, it does have a definite place in the marketing mix. A collection of photos provides a pictorial message for marketing your product, They are easy to produce, inexpensive, and can be used on a display table at travel shows or when talking to one or two potential guests to illustrate your product or service.

Photo albums cost approximately \$8-\$16 each, while colour reprints cost approximately \$0.35 to \$0.50 each depending on size.



Travel Display

Travel displays are used by some medium and larger operations who can afford to attend travel and trade shows, conventions and club meetings. A display may include large blow up colour photos of your product, a map indicating your location relative to your markets, a short title in large print and possibly with overhead lighting. The newest displays, although expensive are attractive, easy to set up and dismantle and light to transport. Producing a home made display with plywood may cost you more in freight than the display itself! Customs regulations have to be considered - for both your display and your literature. Planning your travel to minimize border crossings is suggested.

Other "marketing tools" complementing your travel display may include brochures, a video or slide show and photo albums,

Cost from \$3,500 to \$5,000 for a standup display with photos to backdrop a 10 x 10 space.

Postcards

Colour photos of specific products, ie. hotel, camp, lodge, craft store, can be easily transferred to "postcards" used as giveaways or sale items. These provide a cheap souvenir or trip reminder for guests, The names, addresses, and a basic summary of the product or destination can be imprinted on the back of the postcards.

Costs from \$0.65 to \$0.85 ea. for minimum order; 4 colour photo 1 side and B/W 2nd side.

Posters

Generally a promotional tool for a "travel zone" or a destination, ie. N. W. T., but also used on a very limited basis for individual operators, They can be put up in guesthouses or offices, tourist-related locations, ie. tourist information booths, airports, museums, restaurants, travel agencies, wholesale offices, outfitters/lodges, facilities, travel and specialty clubs,

Posters generally have a short shelf life while costs vary dramatically, dependent on value, size, weight of paper, etc. Unique and scenic full colour posters can be most attractive.

Posters or calendars can become a daily reminder to the guest of that specific product or service.

Packaging usually in a protective cardboard roll can be expensive as can postage.

Costs from \$0.75 to \$3.00 or \$4.00 ea. and dependent on size, colour, volume, etc.

Calendars

Calendars can be used very effectively by a larger individual operator or as a co-operative program whereby 2 or more operators provide photos and a brief write-up of their product or service. Wall calendars can be used as gifts, give-aways to past or potential guests or for sale purposes in outlets.

Calendars are best for year round operations, with price ranging from \$1 to \$4 ea. for a 1 page calendar and dependent on size, colour and volume.

b. Advertising

Advertising is promotion on a paid basis via a medium - radio, t.v., newspaper, magazines, etc. As each medium has a number of both positive and negative characteristics, one must be very careful in choosing especially as a lot of money can be spent very quickly.

b.1 - Media Options: Newspaper, Magazines, Radio, T. V., Club Papers

Radio

It is possible to purchase blocks of radio time to air a brief promotion or Information on your facility or service. Examples: CJCD Yellowknife, plus local radio stations in some communities. You may place ads for different time slots.

A mix of prime time and secondary time is suggested. There may be opportunities for tie-ins; paid ads combined with special interest stories or interviews on your operation. On-site location ads/interviews can be effective (ie. at your store). Saturation of short time periods is effective, Radio in the N.W.T. reaches a local market only; use of radio advertising for our products in the south is virtually unheard of.

Rates vary according to the size of the listening audience in each time slot, For example, the rates go up approximately one-third between late evening and early morning prime-time. Prime time 30 second ads in Yellowknife are \$15.00.

Newspaper

Newspaper ads are charged according to the size of the ad and the circulation of the newspaper, You may purchase an ad for as little space as a classified or as much as a full page or more. You can either make up an ad by yourself or have an ad agency make one up for you. When you submit a display ad to a newspaper, they may complete the typesetting and layout for you and the cost is included in the price of the ad. You may want to place your ad in a specialized magazine for your "target" market. Newspapers in larger urban centres have special travel sections.

When placing a newspaper ad, first determine the size of ad according to the amount you have budgeted. You may wish to border your ad or include a photo. Try not to use too much print so what information you do use will stand out; keep it simple and brief. It is always effective to use a picture or logo with your ad, but this will necessitate using less print. Always include the company name, a return address and phone number together with some coding so that you will know the effectiveness of your ad via inquiries.

Costs vary widely with size of ad and newspaper.

Magazines

Because advertising through magazines is generally quite expensive, it is wise to use a professional advertising agency at least the first number of times you wish to place an ad. It is worth the added expense to have a quality job. Once you have an ad made up, determine where you wish to place it. Carefully determine the target market that you wish to reach and then purchase ad space in an appropriate magazine. The more *specific the magazine's market*, the more effective your advertisement will be. For example, when promoting to a naturalist market, magazines such as Audubon, Ontario Federation of Naturalists' and Sierra Club are more appropriate than general magazines such as Newsweek, *Outdoor Life*, etc. You waste much money by not researching your magazines and time of ad placement (ie. January vs. June), Know when your potential guests would consider their holidays; chances are their minds are made up by March or April for their summer and fall vacations!

Again, as in placing newspaper ads, magazine ads should be coded to test response by magazine through coding reply address, By coding all ads, responses can be monitored to find out for example whether *Sports Afield* or *Outdoor Life* is more effective,

Costs vary with size and name of magazine.

Television

Television is much more important as a marketing medium in southern Canada and the U.S.A. However for a N.W.T. operator to produce and place an ad on T.V. anywhere is *very* expensive. The viewers are too broad of an audience - the percentage of viewer's who *might* be interested in your product are minimal.

Television can reach an incredible number of people, however, and with great impact. We would suggest that any qualified and reputable T.V. network intended in filming your product with the goal of producing a 1/2- or 1-hour special should be encouraged - especially if they are willing to pay the bulk of the costs or if costs can be heavily subsidized.

Club Papers

Depending on your specific market, club papers, newsletters or magazines can be a worthwhile option for advertising or as a medium for a story on your product. There are numerous specialty clubs and associations with papers or newsletters naturalists, hunting, photography, corporate travel, etc. Coverage here gets you very close to your "target market" if you choose your paper carefully.

b.2 Ad Agencies

An ad agency is a professional service offering professional layout, design and submission of your ads to the required magazine or newspaper, They have information available on most magazines, ie. a readership profile, deadlines, ad sizes, costs, and potential effectiveness. .

b.3 Measuring Effectiveness

Design a method in your ad campaign to determine where the writer got your name and address (ie. coupons, coding, etc.) from, At the end of the year, determine where your best results were obtained and concentrate on that method or area. It is essential that you keep records. Why advertise in "Outdoor Life", a major outdoor magazine, for example, if you get no results?

Not only should the number of responses be coded, but also the number of actual bookings, This is more difficult; especially with high volumes of replies. Knowing these results from specific ads, however, will make the detailing of the next year's marketing plan more effective.

b.4 - Control/Cost Effectiveness

Advertising should fall within your "marketing plan" and be a component of your "marketing mix". If no plan is developed or if you don't follow even a simple plan, you have no control over expenditures. Many operators are susceptible to ad soliciting on the phone - *spur of the moment decisions may not be good decisions*.

Why advertise in a magazine or paper you don't know? Have you seen a copy of the magazine? What is the readership or how effective are the ads? Cost effectiveness can be increased by cooperate marketing; researching the effectiveness of various magazines and newspapers with fellow operators, TravelArctic or Tourism Canada: placing small but attractive ads at prime readership times.

Don't advertise unless you are quite sure your potential guest *may* read that ad. Don't automatically advertise in an N.W. T. magazine because it's an interesting magazine - advertise there only if your potential guest may read it. If your market is in Texas, why advertise in the N. W. T.?

c. Sales Promotion

c.1 Travel Trade/Travel Writers/Agents/Wholesalers

The most common components of the Travel Trade includes wholesalers, travel agents, travel writers, and media representatives.



SAM MILLER

Travel Writers - They are either "freelance" writers, or may work for specific magazines on assignment. Travel writers do not sell your product, They write in magazines with the hope that the reader will be excited enough to book your product.

Travel Agents - will not package your information but would utilize your brochures to sell to the general public. Travel agents can, and will, sell your package, and depending on your product, could become a prime sales force for you. Agents marketing to a very broad market for commissions of at least 10% take the "shotgun" approach to marketing, *Volume of travel sales* is the key to their business,

Wholesalers - may take your product, design and distribute promotional material and actively sell it to various travel agencies, clubs, etc.

Media Representatives - may work for Travel Trade publications, radio, T.V. stations or magazines.

When working with the Travel Trade, the following should be noted:

Your offer or any working agreement must be clear, short, and thorough. List all components of your product or service. List arrival and departure dates, what period the prices are quoted for, booking payment procedures, reservation and booking procedures, State whether prices quoted are net or gross and in which currency prices are stated.

Wholesalers or travel agents have to *know* your product well to market it for you. The ideal usually means visiting your operation and in your area for at least a number of days,

Remember agents generally sell for many operations at one time. They must have all the information on your product at their fingertips to sell effectively. Be prepared to offer sales aids, especially to your selected wholesalers, including fam trips, slides, prints, brochures, group leader discounts, group presentations, etc.

Most wholesalers will require full details of your operation including fixed prices, components, dates, etc. *by August or September* of the previous year to enable them to complete their catalogues or marketing provisions by October or November.

Wholesalers and travel agents make their living from commissions on booking travel and tour arrangements. Wholesalers who may both package and market your product expect from 15 to 25 percent of your gross selling price; European wholesalers expect at least 25 percent. Wholesalers may in turn market through travel agencies who expect at least 10 percent, Travel agencies booking directly for you although not packaging your product will generally expect from 10-15 percent. It is naturally in their best interest to obtain as much business as possible for as little work as possible,

Commissions that you expect to pay (10-25 percent) *must be built into the selling price of your product*. The price you sell to the public and the price the agent sells to the market must be the same. As the agents receive the initial deposit from a guest, they immediately deduct their commission and pass on the balance to the operator.

Don't expect one or two wholesalers to book all of your guests for you; working with wholesalers and/or agents will likely only be part of your "marketing mix". Most medium and large operators have a number of wholesalers and agencies booking for them. Exclusive agreements with a wholesaler seldom work. Can they guarantee you a certain amount of bookings? And if so, how many of those are confirmed with deposits 60 to 90 days in advance? Don't rely on promises! *The number of bookings you have is only known by the number of certified deposits in the bank!*

A wholesaler may provide you with 30 percent of your business one year and none the next, Travel patterns, the economy, direction of that particular company, and other variables determine their success in marketing your product,

Don't deal with any or all agents who may approach you. Be selective; shop around. Again, quality is Important. Advice from Tourism Canada, Dept. of Economic Development and Tourism or specialized tourism consultants may be wise. Before selecting wholesalers, agents, or travel writers, establish criteria for them, Resumes, experience, where they have worked, type of clients, references, and corporate directions are a few criteria you may want to consider.

Good articles by travel writers and photos can be utilized for a year or two, They are useful in bringing you guests, provided you are identified as a good host, with a reputable product, It is a fine way of advertising, but it is sometimes difficult to locate "ideal" writers. Travel writers, especially those on assignment, can be difficult to please. Brief photographers and writers well, not just on your operation, but on their total trip to the N, WT. The writer and his magazine must be suited to your product or service.

The value of a well written travel article - especially with good colour photographs - in a major national (or international) specialized magazine at the right time of year *can provide incredible results*. The cost and effectiveness of a 3-4 page article with photos should be weighed against equivalent ad space; you just may have \$10,000-\$15,000 worth of equivalent ad space for the cost of hosting a travel writer.

c.2 - Shows, Marketplaces, Conventions

Travel shows are held throughout the United States and Canada as well as Europe. These shows are for the purpose of displaying and selling travel products to potential guests, Shows, either "consumer" or "trade", vary in length from 3-10 days. The success of any show is usually judged by the number of serious inquiries or, preferably, the number of bookings, Shows are expensive, therefore you must select the show carefully and budget the number according to what you can afford. Shows provide the opportunity for an operator to expose his product as well as to gather prospects and learn from other operators. They also give you the opportunity of making presentations at local clubs, associations or special interest groups in the same area as your show.

Booth presentation is very important as is personal presentation and appearance, Attractive booths may contain props, pictures, maps and, if available, visual equipment and of course someone to "direct sell" your product.

Be prepared to answer any and all questions which may be asked, including:

-
- how long does it take to fly to your operation?
 - which airlines do you suggest and what are the costs?
 - do you provide sleeping bags, warm clothing and specialized equipment?
 - do I need a passport? or special vaccinations?
 - how much training have the staff had and how long have they worked with you?
 - how much in advance do you need (deposits) and what are your cancellation stipulations?
 - will you handle hotel, pick up and sightseeing arrangements?
 - what else can I do while in your community?
-

Examples of marketplaces of value to N.W.T. operations today include:

Rendez-Vous Canada, a meeting of Canadian and International "buyers" and "sellers" of Canadian tourism products, Usually a 3-day marketplace in a major Canadian city during April or May. Canadian "sellers" usually have to participate for at least 2 years to become accepted by International buyers while results in terms of actual booking dollars may take years.

"*Tour Can*", sponsored by "Tourism Canada" is a mini version of "Rendez-Vous Canada" held yearly for Canadian only "buyers" and "sellers",

Travel, Boat and Sport Shows such as those held in Toronto, Edmonton, Minneapolis, Anaheim and Chicago presently attract many of N.W.T.'s larger and more successful sport fishing lodges. These N. WT. operators may attend 10-25 shows between January and April across the U.S.A. and Canada each year with good success.

"*Canadian Invitational Shows*" is a new concept developed by Canadian operators whereby only Canadian lodges, camps and outfitters get together to promote in major "target market" U.S. centres such as Chicago,

Various *specialty* shows for "target markets" such as the "Adventure Marketplace" in Boston are more effective for the small operator seeking a specialized market.

World Travel Trade Fairs such as I.T.B. in Berlin, Germany, cater to a specialized and International market with an emphasis on non-North American areas.

N. W. T. Trade/Travel Fairs sponsored by Chamber of Commerce, City Halls or volunteer groups can be effective at a local level if your product is of local interest,

If crossing international borders, tags and documentation - especially for returning your display items back into Canada - are required. All brochures should read "printed in Canada" while a detailed list of display items should be kept for customs officials.

Costs for 1 person to travel to and attend these shows may vary from \$50-\$200 for a local N. W. T. show to \$3-5,000 per show in the U.S.A. These rough estimates include air fare, registration, P. R., hotel and food, local transportation, equipment rental, etc.

c.3 - Group Leader

The group leader, a person who organizes groups for trips for you, can be very effective. To many operators, *a group leader produces more business than any other form of marketing*. A group leader may be a previous guest who has friends and business associates interested in seeing your product. He then sells them the package and in turn may get commissions from you or a trip to your facility at a reduced rate,

The group leader opens up the "local" door. He can relate to potential groups very well and associates with them on a personal basis. Retired people can be most effective in this role; they can sell your product on their own time without pressure. Larger N.W. T. lodges and camps may have 5-6 group leaders working with them in the south as well as regular sales staff. There is little waste of time, the group leader knows his local market and can quickly tell who is interested and who is not. He is more Influential than you can be in that specific market area,

c.4 - Fam Trips

A fam trip is a free or discounted trip offered to someone in the travel industry in exchange for some kind of service. The purpose of the fam trip is to familiarize the "fare tripper" with your product. There are two main types of people who would qualify although many others may be considered:

- 1, Travel Agents and Wholesalers
2. Travel Writers,

An important factor in choosing someone for a fam trip is to be sure you reach the main person involved in the organization. Wholesalers sometimes send junior staff on fam trips as a perk! You want to ensure that whatever service that you receive from a "fare tripper" is a reasonable exchange for your cost of the fam trip. Travel writers may reach your market through articles in major papers or magazines, Travel agents and wholesalers will market your product more effectively after they have personally seen it.



Selecting someone for your fam trip is critical don't choose any agent who asks for a fam trip. Some serious agents may pay full fare to "test" you and your product.

c.5 - Donations and "Freebees"

Although it is difficult to place a direct value on this type of marketing, it is a very effective way of obtaining exposure. You must budget for the number of trips you think you can afford to donate and then pick out the area in which you want to concentrate your efforts in advertising.

Examples of donations and their value might include:

- A, Some private T.V. stations and programs in the U.S.A. will do a film on your service/facility at little or no cost. They in turn air the program or sell it to syndicated stations for a profit. You then have copies of the program for your marketing use plus you have extensive coverage of T.V. programs as aired in the U.S. Many T.V. programs will run for years to come.
- B. Local newspaper reporters will usually do a story if given a free trip to your facility. A $\frac{3}{4}$ or full page article on your facility carries much more weight than a small ad. Look for "tourism" or "special travel" sections of the paper.
- C. Donating a trip for two at your facility to a worthwhile cause, ie. Society Against Family Abuse, Local Day Care, Kiwanis Auction, Old Folks Home, will boost your corporate image as well as getting exposure and contacts for you.
- D. Donating a trip to a name celebrity (ie. Wayne Gretzky, Paul Newman) will bring effective coverage. Potential guests want to relate to a "star"; they feel comfortable if known names have stayed there previously

Donations of 1/2 price trips to specific market segments can be productive in terms of future bookings. If you are a sports hunting operation, a donation of one of your sports hunts to Safari Club International or one of the many local S.C.I. club chapters is suggested. Remember there is a cost to everything you donate; if you can at least cover your costs the exposure may well be worth your time and effort,

Freebees may be good public relations for those that have brought you a lot of business, and those that have helped you or may help in the future such as bank managers, equipment suppliers, group leaders, politicians, airline representatives, hotel/restaurant owners, and people who sell your product directly such as your staff and wholesalers.

In summary, donations or freebees can:

- boost your corporate image
- give increased exposure for your product or service
- provide spin-off business
- provide future considerations i.e. equipment purchases, etc.

c.6 - Direct Sales

Person-to-person communication for the purpose of selling is known as direct sales. *This is the most effective way to market your product.* Usually, when you go to see a client, your chances of making a sale are good. This is also the most costly method of marketing. Direct sales must be done with a plan or strategy in place to gain the most mileage out of your trip. When travelling to a centre for sales purposes, it is most productive to fill your time following a number of sales leads - whether it be past clients, sports and outdoor equipment stores, clubs, associations, Tourism Canada offices, or mail inquiries.

Operators' skills to serve guests fall into the following categories:

- a) Searching out and listening to future and past guests (marketing, promotion).
- b) Administrative skills (writing, phone, documentation, reservations).
- c) Delivery skills (reception, briefing, hosting, farewells, follow-up).

Experienced and effective operators will have learned these skills from colleagues, courses, and trial-and-error experience. There are a multitude of skills needed for this profession. When we charge for a service, like plumbers or electricians or teachers, it takes preparation. Once we can show these skills, we can market them with confidence as the guests will ask a great deal from operators before their holiday is complete.

Knowing how to appeal to customers through their particular wants is the secret of successful selling. Sales people who know their product well can sell, but they can sell much more if they also possess good persuasive skills. Sales persuasion relies on well-chosen words and phrases, often supported by charts, pictures, brochures, video or film. Be sensitive as to when to talk, when to listen, when to push, when to back off and when to wrap up. Have a development plan for each type of sales call. You should have a smooth, logical presentation that covers every point of your product or service,

In order to serve guests well, you must possess a thorough knowledge of the product you sell, to relate readily and accurately to the wants and needs of guests. *You must have a feeling of pride in your product.* This attitude often emerges as an infectious enthusiasm for your product which is sensed by the guest and tends to encourage them to buy.

Operators should maintain a well-groomed appearance when presenting themselves to guests. You should look neat, clean, and if possible wear a shirt, tie and jacket, dependent of course on the situation. An exception is that you may want to dress to the part of the product which you offer to your guests. For example, if you operate a craft shop which sells traditional Inuit clothing, you may wish to model an example of the traditional clothing. We in the N.W. T. have the advantage of fairly unique traditional arts, crafts and clothing and we must use it positively.

However, it is vitally important that your appearance is neat and tidy. By putting this image across to your prospective guests, they will feel that your operation is run accordingly. It is also important that when you complete sales calls, you should maintain a well-disciplined image after hours as this also helps to let people know that you and your operation is a first-class operation. Appointments must be met on time.

In making sales calls or shows, your potential guests prefer to talk directly to the owner or manager. They find personal satisfaction in talking with the "number-one person" as they see him as the authority behind the product. This affords you the opportunity in meeting the potential guest first-hand and allows you to relate to him/her from time of the meeting to the actual arrival as a guest.

The *personal touch is important* in letter writing, phone calls, and while hosting the guest. Remember, *everyone wants to have personal attention and most guests want to be treated like a friend*,

Hospitality is the key to success in your tourist operation. It is important that you make your guest feel at home with you. You must spend a lot of time making sure guests are looked after, and if they have problems be sure and solve them immediately. You should be polite and offer assistance whenever you feel it is necessary.

c.7 Communication

Correspondence

One of the first methods of communication you have with your potential guest is correspondence. When you receive an inquiry, try to answer it immediately indicating that you are an efficient operator and interested in your guests,

In preparing your correspondence, try to be unique. You should be short and to the point. You may start your letters with a personal touch such as "Good Morning, Mr. or Mrs. _____" instead of "Dear Sir". Try to use your own handwriting at some point on the letter (for example, a handwritten P. S.) for an added personal touch. Use good quality paper and envelopes and relate your letterhead to your product or service,

Of the several important letters that your operation may regularly send out, the first of these is the answer to a standard inquiry. This is usually a brief form letter which can be clearly printed or typed, giving the basic information asked for: current dates, prices, a copy of your brochure and possibly some more detailed information. The name and address of any person making an inquiry should be added to your mailing lists.

Any additional inquiries from that same person should receive individualized answers. Keep copies of their inquiries and answers enabling you to refer back to them at a later date. All monies received must be receipted and acknowledged immediately. After your guest leaves on completion of his trip, a follow-up questionnaire and letter may be sent.

Be precise and to the point. Your potential guest may be a businessman who receives 50 letters a day!

Telephones and Telex

The telephone is the best source of closing a deal that we have at our disposal today. A potential guest may judge whether or not they should come to your area by the way you conduct yourself on the phone, as well as how you present your product to them. You gain a closer relationship with the potential client, and can also use the phone as a follow-up from a previous contact.

If possible, schedule your calls so that potential guests call you back - at their expense. Keep in mind "time zones" across the country. Your calls must be kept brief, polite and to the point. Many successful operators ask their potential guests directly "How can we get your business?" You may be surprised at the results!

Keep a record of your phone calls in the client file and note any specific answers given or promises made, so you may refer to these at a later date.

Telex is not usually necessary and is expensive, although it has its merits in certain types of business. Hotels use them for the sending out of confirmation of reservations, and they are useful when you need to send or receive a quick but short message, especially to outside North America. You may consider joint use of a telex with other businesses in the community.

c.8 - Public Relations and Publicity

The key to success in any business is good publicity. To obtain publicity and to use it to your advantage, you must be prepared to invite writers, reporters and other media personnel to your establishment.

Your best publicity is word of mouth, from a satisfied former guest. That is why your *public image* and your *hospitality* is so important to your product,

Other ways of obtaining publicity include donating goods or services to local organizations and clubs, you or your staff assisting in public functions, charitable organizations, local emergencies, clubs or needy groups, Chamber of Commerce, etc.

c.9 - Club and "Special Interest Group" Presentations

Group presentations are an important means of selling your product through direct sales. You are marketing your product to a *highly select group of people* with usually rewarding results at minimal cost.

Benefits of group presentations:

- 1 - helps to generate a desire 'to use your product or service.
- 2 - demonstrates the appeal of your product or service, by creating Impressions which motivate buying decisions more readily,
- 3 - allows your client to ask questions directly regarding your product or service.
- 4 - allows you to demonstrate your persuasive ability by showing the enthusiasm and confidence you display about your product or service.
- 5 - allows the potential client to meet and evaluate you, the operator, first hand.
- 6 - may be coordinated with planned convention travel show trips.

Come equipped with the proper tools for the job. *We possess five senses - hearing, touch, smell, taste, and sight.* Vocal presentations can be very motivating, and can be enhanced by appealing to some, or all, of the other senses. If you use pictures or visual aids, your potential guests can see, as well as hear, of the product you are promoting. Remember: *"A picture is worth a thousand words"* and *"seeing is believing"*, Traditional foods served as part of your presentation is an example of appealing to another "human sense".

c.10 - Direct Mail

When you mail brochures and literature concerning your product to potential guests, you are using direct mail - another marketing method that should be included in your marketing mix.

Types of direct mail you can use include:

- 1 Using the services of a mail house You would provide them with the material for distribution and they in turn would stuff, label, apply postage, and mail out your information to names on a mailing list you provide. This method is inexpensive, but the results may not be as rewarding as other methods of marketing,
2. Completing your own mail out utilizing your mailinglist.

There are many "mail list" companies in the United States, who, for a fee per name, will provide you with selected names and addresses. Be careful when purchasing mailing lists as "quantity" of names does not necessarily mean "quality" of names!

It may be effective on a first mailing to simply send out "mail-back" cards to those on your mailing list, only providing brochures to those who reply.



SKIP VOORHEES

Direct mail costs include the costs of your brochure, envelopes, labelling, paper (letters), and secretarial time, stuffing, and postage. An estimated cost per reply in the N.W.T. may be from \$1.50 to \$3.50 each.

A mailing list can be composed of your past clients, referrals from contacts and government sources, names purchased from "mail list" houses; lists of visitors to the N.W.T. who purchased licences (ie. hunting, fishing), inquiries as a result of articles, stories, shows, conferences, Your mailing list should be updated each year to ensure those on it wish to receive and read the information you provide, as well as knowing that their addresses are correct.

The costs per letter of bulk mailing decrease as the volume of the mail sent out increases. If you plan to send out very large mailings, apply to the post office for a bulk mailing permit, which allows you a reduction in the postage. Considerations, such as utilizing a mail order house for bulk mail may only be applicable to the mid- and large-sized operator.

The percentage of returns from a direct mailing is approximately 2-3 percent. A 5 percent return on a direct mail program would be excellent. Of a 3-5 percent response, only a small percentage may actually book. See the post office for details and short cuts before proceeding as well as which "gimmicks" are acceptable. Cooperate sharing of mailing lists between operators can gain access to a larger market cheaply. Timing is critical and dependent on seasons, trends, when your product operates, etc. Special occasions, such as Christmas, may be an opportune time for a personal letter with your mail-out,

Disadvantages to many direct mail programs include the following: they do not attract attention, are not personalized, sometimes provide the reader with unwanted information, and occasionally there is poor quality of envelopes, stationery, etc. due to volume needs,

It is important with direct mail to attract attention; get your reader to open your mail. The best way is to produce a "Gimmick", There are two types of gimmicks:

1. Physical,
2. Non-physical

A physical gimmick is something that gets attention by feel or appearance, An example of this would be a pen or bump on the envelope, Non-physical gimmicks are things used to attract the attention of the reader by colour, design, etc.

Remember: *Gimmicks attract attention!* Other examples of gimmicks may include developing oversized letters, marking the envelopes "personal and confidential", the use of short messages, or to use "P. S." at the end of every letter, ensuring that it is in your handwriting. You might design an envelope in odd colours, or you may have all your addressing done in calligraphy,

Put pride in your material and be proud of what you have. Be brief and specific; nobody likes to read a lot of detail. Select words to make people think. Use pictures with short captions. Use your own handwriting wherever possible.

Follow-up is all important. If you have met a potential guest and promise to send more information to him/her, be sure to follow-up with the information promised, as soon as possible.

If you have hosted ten guests this past summer, be sure to follow-up with a "thank you" and a personal message. *Repeat guests are your best source of new business!* You must do your utmost to satisfy your guests both present and past guests.

A few suggestions for follow-up to past guests include:

make a personal call to them a couple of times a year by phone,
send a Christmas card with a brief note,
if they have requested specialty items, forward them as soon as possible.
send any group photos or slides of their stay with you,
if you are in their area, be sure to make some sort of contact with your past guests, i.e. by phoning or meeting for a meal,

Mail back cards usually inserted in magazines, or company brochures are a good method for potential guests to obtain information on your product. It makes it easy to ask for information and allows you to update your mailing list for future reference, If yours is a multi-use type of operation, mail back cards will let the customer indicate the interest he has, therefore allowing you the opportunity of selling that particular area of operation.

D. Marketing Plan/Strategy

D.1 - What Is A Marketing Plan?

When you lay out what you want your business to achieve and how you achieve this through marketing you are designing your marketing plan or strategy,

With a marketing plan or strategy, you can expect that better business decisions will emerge as a result; in other words, *more profit and fewer and less costly mistakes*. You would not build a house without a plan! In turn, you should not market your product without a marketing plan or strategy, An operator must *define his goals and objectives clearly* before planning an operation. Is your primary goal to make a lot of profit? to build up assets over a number of years? to provide a recreational outlet for your family, friends, business associates?

It is advisable to put on paper your marketing plan; this will serve as a reference for you to work from and to evaluate how your **season** progresses. Even a simple 1-2 page plan will help immensely towards the success of your business, It is surprising to find how many operations do not have a marketing plan!

Many operators consider that their marketing task is complete when the season becomes filled to near capacity or when an article in a major magazine creates hundreds of inquiries. *Your marketing tasks are never complete*. As markets change constantly so does your "plan/strategy" and in time your marketing mix. What is successful this year may not be successful next year. *Never rest on your successes!* To be successful you must be continually aggressive with your planned marketing approach as well as providing a quality product.

You might ask your guests, travel writers, and fam trip people of their thoughts on your product, You may ask them either during or after they have experienced your product, and either verbally, with a written form or by telephone, A sample questionnaire, Included in Appendix A, could be used as part of your marketing plan/strategy such as the one that you may send to all past guests,

Considerations for your individual marketing plan/strategy may include the local, national and international political situation, progress of land claims negotiations, attitude of your community or Hunters' and Trappers' Association towards tourism, present employment situation, competition and the possibility of cooperative packaging, available government assistance and support, and past record of local tourism activities, to name a few,

The four elements of your marketing mix - product, place, price and promotion play a major part in your marketing plan/strategy, Few operators however can afford the time to evaluate all that should be thought of when considering marketing.

The following is a *guideline* for a marketing plan/strategy planning process:

Research: What is known about present or past guests?

Objectives: What does your business realistically want to achieve?

Tasks: What has to be done in terms of marketing to achieve these objectives?

Evacuation: What progress has been made toward achieving your objectives and to determine the effectiveness of how your marketing has been?

Appendix B provides a case study *entitled "Joe Adams: Outfitter - Basic Marketing P/an/Strategy"*. This will give you some further ideas for designing a marketing plan for your particular operation.

D.2 - Competition

Your competition can play an Important part in your marketing plan, both in terms of what you should do and can do, Competition should be considered in a favorable light enabling you to alter your marketing plan to produce more sales.

Competition must be viewed not only in terms of competing lodges in the same area or on the same lake but in terms of regional (Territorial/Provincial) and internationally (U.S.A./Europe). For example, there are some 50 fishing camps in the entire N.W.T. - all in some manner competing against each other. There are however thousands of fishing lodges in central and northern Ontario alone!

We can make the N.W.T. a much more viable tourist destination if we learn from our competitors and co-operate with at least some of our N. W. T.-based competition.

Information on your competition can come through reading travel literature, listening to experienced travelers, checking with travel agencies, airlines, government officials, travel shows, and with your zone associations. We can and should learn from one another in areas such as display methods, market searching, target marketing, direct mail, public relations, etc.

Undesirable competition can occur as well. For example, too many operators can be allowed to operate from the same centre or in the same area, This is called "product overkill". Similarly, if an operator is allowed to get away with poor operation in your area, the name of your area will suffer as a result of this undesirable competition.

D.3 - Co-Operative Marketing

Co-op marketing, whether between competitors on the same lake or between airlines, hotels and lodges, must be considered seriously when designing your marketing plan/strategy, Section C. 1 - Product discusses co-op marketing and its relation to the packaging of a product.

The options for co-op marketing - i.e., cooperating with *anyone* to market your product - are endless. The more ways you can place your product in the eye of your potential guest, the more successful you can be. By cooperating with others, your budget will be stretched much further than by marketing on your own. If you are for example an outfitter in the N. W. T., you could cooperate with some or all of the following: hotels, restaurants, taxi companies, competition, airlines, sporting goods or outdoor equipment manufacturers, and/or sales outlets, your local tourist zone association, TravelArctic, Tourism Canada, etc.

You may cooperate in terms of joining together on a package or by jointly testing out an innovative marketing concept.

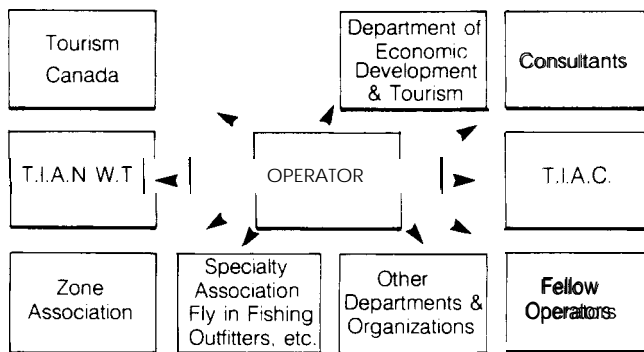


You may for example include the use of an airline or a hotel in your package. The airlines in turn may provide free passes to develop further packages in communities on their route or may provide 1 free seat for every 10 booked at full fare. Hotels may provide some complementary rooms if you book clients there regularly or may instead pay commissions for clients booked at the full rack rate,

Co-op marketing in conjunction with your zone may appear worthwhile in terms of dollars spent but is their co-op program aimed at your target market? If zone marketing programs are aimed at a very wide market, it may well be too wide to be of any use to your operation!

E. Sources of Assistance

Assistance is available in many forms. An operator who is most successful at utilizing this assistance a) knows where to find help, b) is aggressive enough to “chase down” the available assistance, Assistance may be in the form of technical or instructional help, finances, films, shows, tapes, manuals, education, governmental advice or information, lobbying power and references. While much of what is available is not specifically marketing oriented, it may help to bring in, one way or another, more guests to your facility. Some Important organizations and groups that may assist you are detailed below while addresses and phone numbers are referred to in Appendix C



TravelArctic (Department of Economic Development and Tourism)

TravelArctic is the marketing arm of the Division of Tourism and Parks, Department of Economic Development and Tourism, Government of the Northwest Territories, and is responsible for overall government marketing of the Northwest Territories in domestic and international markets. In addition to marketing, TravelArctic is also responsible for package tour development, meetings and incentive travel, conventions, and other general image awareness programs.

TravelArctic offers a variety of marketing assistance to the Tourism Zone Associations, and individual northern operators including:

- 1) travel counseling service - distributes operator brochures in response to general consumer enquiries,
- 2) makes available mailinglists free of charge to northern tourism operators,

- 3) assists zones/operators in developing sound marketing strategies and plans,
- 4) assists zones/operators in developing package tours,
- 5) produces a variety of tourism literature including; Explorers' Guide, Explorers' Map, Adventure Fishing, Adventure Highways, etc. offers free listings for licensed operators,
- 6) enters into co-operative marketing programs on a cost-shared basis with zones/operators,
- 7) represents northern operators through attendance at trade and consumer travel shows in Canada, U. S. A., and Europe,
- 8) maintains a photo slide library for use by zones/operators in the development of A/V and brochure materials,
- 9) provides general marketing advice to zones/operators.

The department has offices in Yellowknife, with regional offices in Fort Smith, Frobisher Bay, Rankin Inlet, Inuvik and Cambridge Bay, as well as a representative in most communities either Regional and Economic Development or Tourism Officers.

N. W. T. Regional Travel Zone Associations

Six N.W.T. Travel Industry Associations, all members of the T, I, A, N, W. T., have been formed primarily to develop and market their particular region. These associations, comprised of industry and industry-related members, work closely with the Travel Industry Association of the N.W.T. Each zone is governed by a president and a board of directors who are elected from the general membership, while a paid co-ordinator administers zone business. Funding for the zones presently comes from government funding and membership dues.

It is suggested that anyone directly involved in the tourism industry would benefit from being involved in the respective zone association, and in turn in the T. I. A. N.W.T. Benefits include the sharing of information, contacts, access to assistance and funding programs, general promotion and information, etc

Travel Industry Association of the N. W. T. (T.I.A. N. W. T.)

The Travel Industry Association of the N.W.T. is comprised of upwards of 200 members, most of whom are directly involved in the tourism industry. The Board of Directors comprising 11 members representing various sectors and tourist zones meets 4 times per year. The T. I. A. N.W.T. does not market directly to potential tourists, but rather provides administrative or "umbrella" functions for members and their concerns. A 2-3 day annual meeting is held - usually in November - in rotating centres in the N.W. T. Concerns of members are brought forth, seminars on specific topics are held, resolutions for "action" items are discussed and guest speakers are invited to talk on items of current interest.

Fishing lodges and outfitters as well as Big Game outfitters have expanded considerably over the past decade. In addition, the Government's major tourism review of 1980 and 1981 and subsequently regional studies have heightened tourism awareness to a level never experienced before.

Studies such as that conducted for Baffin, the Pangnirtung Pilot Project and the current studies underway for the Liard, Arctic Coast and Keewatin regions have, and are identifying in documented form, opportunities which at best were only informally discussed in the past.

Organizationally, the Travel Industry Association and the six Zone Associations have matured to a point where they provide major input into Government decision making. Further, many programs are now being implemented exclusively by the associations.

Benefits of T. I. A. membership include:

1. A newsletter for an update on happenings in the Industry and events which may affect your business,
2. Advisory service and support for your legitimate case,
3. A forum to make your opinions known.
4. Hotel discounts,
5. Group Insurance program to protect your property,
6. An opportunity to meet with other Industry members.
7. An opportunity to make input into ongoing programs of the organization and that of related government tourism programs.

Tourism Canada

This is a federal tourism travel trade headquarters with many functions that include identifying Canada as a desirable travel destination in the world market.

Tourism Canada is responsible for two main functions for the Canadian tourism industry: a) development and b) marketing. The main office in Ottawa has experts involved in both functions while the U.S.A. and Foreign Offices deal strictly with marketing Canada as a destination.

For marketing purposes, Tourism Canada is represented at a dozen Canadian Consulates in the U.S.A. as well as in foreign offices from Tokyo, Japan to Frankfurt, Germany. Operators can ask these offices to distribute brochures, make office space available for your visit and your guests, encourage Canadian sales of travel products abroad, and to make general information available on your potential market. An extensive library provides information on all aspects of travel in and to Canada including specific market studies (ie. Germany, Japan, etc.).

Tourism Canada Headquarters are in Ottawa while reformation on specific markets may be acquired directly from the U.S.A. and Foreign Offices,

Travel Industry Association of Canada (T. I. A. C.)

T.I.A.C. is the national body of the provincial/territorial tourist associations in Canada concerning itself with national issues of Canadian tourist operators and associations. T.I.A.C., like T.I.A.N.W.T., is not involved directly with marketing.

Local tourist associations have representation on the board, thus providing us with the opportunity to keep in touch with national activities. This association can be a source for research information, ie. travel trends, and a forum for discussing mutual industry concerns.

Consultants

Consultants are professionals who may perform some or all of the following functions:

- feasibility studies
- cost benefit analyses
- market research
- operational and management assistance
- marketing plans/strategies

Consultants charge on a per diem or per task basis with fees from \$200 a day and up, dependent on experience and name, Assistance to obtain their services may be available via zone associations, Economic Development Agreements, and special A. R.D.A. Consultants should be selected in accordance to expertise and experience which are suited to your particular requirements, Be sure to check references and past studies by the firm.

When commissioning a consultant for a project (ie. a marketing strategy), be sure to provide clear documentation including information on your product or service, and clear terms of reference on your study, The Government of the N.W.T. maintains an updated list of consultants surveying the N.W.T.

Fellow Operators

Fellow operators are an excellent source of marketing information, You can share services, ideas on how to improve your service or products, co-op funding programs, information on equipment, co-op marketing programs ie. ads, brochures, displays, magazines articles, etc. In many cases cooperating with your fellow operator, even your competitor, is more advantageous than not cooperating at all. We in the N.W.T. have enough competition in most other areas of the world without competing fiercely against each other!

Grants, Subsidies, and Financial Assistance

We have chosen not to list details of grants, subsidies, and financial assistance as availability changes frequently - what is available now may not be in another month! We suggest you may inquire for assistance from any or all of the additional sources noted in Appendix C.

Selecting a Representative, Agent or Consultant

During the course of marketing your product, you will likely have to choose one or more of the following:

- film crews
- office staff
- photographer
- sales representative
- travel agent(s)
- wholesaler(s)
- consultants
- travel writer

When selecting any of the above you should consider

- experience
- honesty
- references (individual and corporate)
- reputation

credibility

- future plans and directions of that company, Individual
- financial stability.

Like almost anything else, you get what you pay for! Beware of travel writers or agents who approach you. Be selective. Working with a disreputable agent or wholesaler could lead to guests having unusual expectations and in turn a poor trip. Working with a young inexperienced photographer or travel writer usually leads to few results. It will cost you the same to host a productive writer as an unproductive one!

Always take into consideration what it costs you to "host" those people. If your product sells for say \$1,000- *your actual costs to host any visitor* may well be \$750 per person!

Don't rely on verbal agreements put as much as you can in written, signed form with each party keeping a copy. If working with a travel writer, it's best to get written approvals for magazines and newspaper articles ahead of time. These magazines are those which should fit in with your "marketing plan" and your seeking selected markets.

F. Glossary of Terms

Accommodations:

Where guests stay or spend the night.

Advertising:

Making a paid public message about your product or service.

Advertising Agencies:

A business which prepares and arranges for public messages on your product or service, (ie, on the radio or a magazine ad).

All-inclusive Tour:

A tour package which includes all components of the tour; such as accommodations, transportation, meals, guiding, etc., from the start of the tour, until the tour is completed.

American Plan:

A 3 meals a day plus accommodations service offered to guests

Attractions:

Natural and/or man-made permanent objects of interest to tourists (ie. The Mackenzie Mountains, museums, inukshuks, etc.).

"Back-to-Back" Charters:

An essential, cost-saving method of air charters when the charter picking up guests or supplies also delivers guests or supplies, efficiently using all available plane space.

Basecamp:

A facility where visitors stay or base out of; outcamps may then be reached from this base camp.

Booking:

A reservation made by a guest for a product or service and usually confirmed with a deposit.

Brochure:

A pamphlet which describes a product or service.

Budget:

A method or plan to forecast potential income and expenses.

Bulk Mail:

A large volume of standard information (ie. brochures) sent via the mail.

Cancellation Fee:

The penalty paid by a guest who cancels a booking, usually deducted from a guest's original deposit.

Catering:

Providing prepared food for guests,

Coded Addresses:

A simple prefix which can be added to an address for easy identification of the source of advertisement. (ie. Box 1220 E. E. identifies a specific magazine where the ad was placed).

Commission:

Amount of money, generally a percentage of a sale, paid to travel agents, fellow operators, or wholesalers on sales made through their services. For example, a prearranged commission, say 10% on the total package price of \$1,000; \$100, should be paid to the travel agent who books the guest, according to your agreement with them.

Community Based Tourism:

A product and/or service or package focused on the community rather than on a facility outside of a community (ie. a package may consist of several components within the community such as; touring the local mine, eating at a local restaurant, touring the community, and staying in a community hotel); a package may however also include a component outside of a community (trap on the land).

Competition:

Operators who offer a similar product or service and are after a similar market to yours.

Component:

Any one part of a total package; ie: transportation, accommodation, or meals.

Conditions:

See "Terms and Conditions".

Consultants:

Professionals who gather information, conduct studies, and make recommendations on specific tasks, generally on a per diem (day) or contract basis.

Consumer Travel Show:

A gathering of operators (sellers), wholesalers, and retail travel trade and the buying public (ie. the Minneapolis Outdoor Recreation Show).

Convention:

A business or professional meeting of a number of people with common interests or concerns.

Cooperative Marketing:

An agreement between two or more operators to market together to a common market segment, sharing expenses and expertise.

Day Rate:

A rate charged to guests who wish to use services or facilities on a daily basis.

Day Tripper:

A person who takes a one-day trip or package.

Deposit:

A portion of a guest's total bill, used to reserve space: ie a package tour operator may require a deposit of 50% of the total package price in order to confirm space for a guest.

Direct Mail:

Mail sent out directly by the operator to a specific **list** or group of people on a mailing list.

Direct Sales:

Person-to-person communication between the seller (ie. camp owner) and a potential guest; selling a tour package over the phone or face to face with the potential guest,

E. D.A.:

Economic Development Agreement; a federal-territorial government program which presently offers funding to N.W.T. businesses on an accepted application basis.

Evaluation:

Judging how successful or unsuccessful a product or service is.

Events:

A manmade happening: festivals, jamborees, carnivals, etc. ie. Nanisivik Midnight Sun Marathon, Toonik Tyme Fro bisher Bay, Deninoo Days - Fort Resolution, Delta Days Inuvik.

Excursion:

A short-term trip or travel experience,

Expenses:

The costs of operating a business, ie. telephone, insurance, wages, transportation, etc.

Fam Trip:

A "familiarization trip." A free or discounted trip usually offered to travel writers, wholesalers, travel influencers or travel agents, designed to familiarize them with your product or service, in the hopes of stimulating sales,

(F. E. T.) Foreign Escorted Tour:

A term used by ground operators and reception agents describing a foreign (non-Canadian) tour which is escorted by non-Canadians.

Foreign Independent Tour (F. I.T.):

A term used by ground operators and reception agents for a non-Canadian tour operating independently within Canada; without local guides, etc.

Gimmick:

A simple method of "getting attention" by use of colour, print, or a 'free' or discounted offer. It may be used as part of a direct mail program or as a part of a product.

Glossary:

A list of words and their definitions.

Ground Operator:

Refers to a hotel, outfitter, lodge, camp or bus tour operator.

Group Leader:

A person who organizes a group of guests for an operator, This person generally receives a commission or discounted trip in exchange for the business,

Guest:

A person who visits or experiences a facility or service; a tourist: business or pleasure traveller; client or friend.

Guide:

One who hosts, guides, and "takes care" of guests on a day-to-day basis for an outfitter, lodge or camp owner, accommodation facility or package tour wholesaler. A guide is responsible for care and safety of the guest as well as showing him what he wants to see in as hospitable manner as possible.

Host:

A person, family or company who receives visitors or guests,

Hotel or Transient Centre:

A facility providing accommodation and sometimes food services to the travelling public.

Incentive Travel:

Travelers who have been given a trip as a reward for employment service. Incentive travel programs are prepared by companies in the travel industry as a way for any type of business to both promote sales and reward employees,

Income (Revenue):

The money gained from operating a business, Gross income is total income before expenses are deducted. Net income is that income left after expenses are deducted. For example; a package tour may cost \$2,500, This is gross income. After expenses of \$2,250 are deducted, a net income of \$250 is left.

Interpreter:

A translate; a person who changes words from one language to another or who describes information in easily understood language.

In-bound Tour Operator:

A term used by ground operators and reception agents describing tour operators who bring guests into a specific area, ie.: N.W.T.

IT Number:

A code number identifying a tour that has been approved by the ATC (Air Traffic Conference) or by IATA (International Air Transport Association), that allows travel agents to obtain commissions for air transportation sold as part of approved tours,

Itinerary:

Details of trip or travel plans, For example, an Itinerary may state what flights are taken; listing the airline, flight number, dates, departure and arrival times; what hotel reservations have been made, etc.

Light Housekeeping:

The supply of equipment and basic accommodation facilities to guests who are responsible for their own meal preparation

Lodge or Camp Owner:

An individual, a partnership or limited company composed of a number of shareholders who own a facility.

Lure Piece:

Promotional material given or mailed to potential guests with retention of encouraging them to make a booking. For example, a lure piece may simply be a brochure, or it may be a coupon offering a discount on a tour, etc.

Mail Back Cards:

A card, usually found in a magazine or sent out as part of a direct mail program designed for the reader to send for more information on your particular product or service.

Mailing List:

A collection of names of past guests, potential guests, and groups of people who may be interested in your product or service.

Market:

A portion of the total population with similar characteristics your product or service may appeal to.

Market Segment:

A smaller portion of the total market more likely to buy your particular product or service, i.e. special interest groups such as naturalists, sport fishermen, etc. Such market segments are the targets of specialized promotional and advertising campaigns.

Marketing:

The selling of a product or service.

Marketing Mix:

The use of a variety of methods to market a product or service.

Marketing Plan or Strategy:

A statement of your goals, a documented description of how to achieve these goals through a marketing program,

Marketing Tools:

Aids used in promotion of your services or product, i.e. slides, films, brochures, mailing lists, decals, pins, etc.

Modified American Plan:

Accommodations, including breakfast and one other meal (either lunch or dinner).

Operator:

A person, family or company who operates a business hosting guests.

Outfitter:

A person or company who supplies equipment and escort services to guests. Unlike a guide, an outfitter is licensed to own and make available for rent equipment such as sleeping bags, boats, motors, skidoos, three wheeled bikes, tents and canoes. In most cases outfitters are not allowed to set up a permanent facility but can use temporary camp sites. Depending on whether an outfitter hosts hunters, fishermen or naturalists, he may be licensed by either the Department of Renewable Resources or the Department of Economic Development and Tourism -- or both.

Package Tour:

A prearranged trip consisting of several components which would otherwise have to be purchased separately by a guest. A package tour has a predetermined price, number of components, and length, but may offer additional components at additional price. Usually the components in a package tour would include transportation, meals, accommodation, sightseeing, etc.

Packaging:

Organizing and arranging the components for a package tour.

Pre-Package Questionnaire:

A list of questions given by an operator to potential guests before their trip to find out more about the guest, their needs and expectations,

Product:

A facility, transport mode or an attraction (i.e. Igloo Hotel, Yellowknife Museum, fishing trip at Ikaluk Lodge, native handicrafts store).

Promotion:

Offering your products and services in the public eye. See advertising.

Retailer:

A person or firm who sells products or services directly to consumers.

Rubber Tire Traffic:

Travelers who move by car, truck, and/or camper.

Self-guided Package:

Operators may provide consultation, transportation and equipment but do not provide a guide; the guest is therefore self-guided. A self-guided package may be researched and prepared fully by the guest.

Service:

Providing guests with a satisfaction of a want, i.e. a restaurant provides a meal service, a hotel provides accommodation services, a guide provides guiding services. All travelers require services and/or facilities as part of their holiday.

Shotgun Marketing Approach:

Thinly spreading your "marketing mix" efforts over a large potential market.

Special Interest Tour:

A tour designed to appeal to guests with an interest in a specific subject. Most tours offer an expert tour leader in the subject and usually visit places and/or events of special interest to the guests (specialty travel).

Sport Fisherman:

A person who fishes primarily for trophy.

Sport Hunter:

A person who hunts primarily for trophy.

Supplier:

The actual producer of a service or product; i.e. a hotel, tour operator, etc.

Target Market:

A small group or segment of the market to which you wish to sell your product or service ("rifle" approach to marketing).

Terms and Conditions:

The section of a tour contract and/or brochure that specifies what is and what is not offered to the guest, including terms for cancellation, insurance, etc.

T.I.A. N. W. T.:

Travel Industry Association of the NWT is a territory-wide association with private (travel) industry membership, and acts as an "umbrella" organization for the zones.

T. I. A. C.:

Travel industry Association of Canada. The national body of the provincial and territorial travel associations in Canada.

Tour:

See "Package Tour"

Tour Operator:

A travel service business which arranges package tours.

Tourism:

The business or industry of offering a variety of products and services to tourists.

Tourism Canada:

A federal government agency assisting Canadian travel trade provincially, territorially, nationally and internationally, primarily in the marketing of tourism to Canada.

Tourism Facilities:

Manmade elements of a tourism destination. This may include tourism information booths, hotels, restaurants, camps, lodges, attractions, etc.

Tourism Industry:

A combination of individuals, companies, and agencies, both private and government, that provide and manage the needs of the tourist. This includes travel agencies, governmental departments of tourism, wholesalers, craft shops, hotels, restaurants, boat and car rental agencies, guides, airlines, outfitters, lodge and camp operators, etc.

Tourist:

Anyone travelling away from home for business or pleasure.

Travel Agent:

A person who works for a travel agency

Travel Agency:

A company in business to make a profit from selling airline tickets, hotel reservations, holiday packages, rental car agreements, bus tours, etc. to the general public. (ie. Komatik Travel - Rankin Inlet).

Travel Arctic:

A government department responsible for tourism marketing in the N.W.T., the marketing arm of the Department of Economic Development and Tourism.

Travel Destination:

The location where guests go on their vacation

Travel Trade:

Firms who sell travel products or services either directly or indirectly to the public.

Travel Trade Show:

A gathering of those persons, corporations, etc. involved in the travel trade for the purpose of supplying information and conducting business. Those who market supplies or services (ie. wholesalers and travel agents), are known as "buyers", and those who package supplies or services (ie. hotels, outfitters, etc.), are known as "sellers." The public at large - i.e.: potential public travelers do not attend these shows.

Travel Media:

People who pass on information from operators to the potential travelling public through newspaper and magazine articles, radio or T.V. programs, etc..

Wholesaler:

A firm which packages travel products and services and sells them to travel agents as well as directly to consumers.

G. Bibliography

Advertising Procedure, Seventh Edition. 1979, Kleppner Otto. Prentice-Hall, Inc. Englewood Cliffs, N.J.

Advertising Your Way to Success. Sutton, Cort., Prentice-Hall, Inc., Englewood Cliffs, N.J., 1981.

Basic Marketing, Sixth Edition. McCarthy, E. Jerome, Richard D. Irwin, Inc., Homewood, Ill., 1978.

Better Brochures for the Money. Maas, Jane, The Cornell H.R.A. Quarterly, February 1980.

Dictionary of Tourism, First Edition. 1981, Metelka, Charles J., Merton House Publishing Co., Wheaton, Ill.

Discover America Package Tour Handbook, Revised Edition 1973, Discover American Travel Institute, Washington, D.C.

Effective Hotel/Motel/Resort Brochures, Motor Inn Journal.

How to be Your Own Advertising Agent, McGraw. B. Hollije, 1981, Traveldata International, c/o Travel Alberta, 1978 - a market survey

Marketing Management in the Lodging Industry McIntosh, Robert W., Michigan State University, Cooperative State University.

Marketing the Small Resort. Frank, Herbert W. and Adams, Gary W., Resort Management. Boston: 1975.

Marketing Tourism, University of Missouri, Tourism USA, Volume III Implementation, 1978,

Outdoor Recreation Behaviour Participation, Opinion Research Corp., Princeton, N. J., J. R. Kelly, Research Behaviour Research Lab, U. of Illinois.

Outdoor Writers' Associations of America, 2017 Cato Ave. Suite 101 State College, Pennsylvania 16801, Phone 814-324-1011.

Pointers on setting up Folders and Brochures. Gray, William A Canadian Tourist Association.

Principles and Procedures of Travel Counseling, Third Edition Canadian Institute of Travel Counselors of Ontario, Don Mills: 1974,

Society of American Travel Writers, 1120 Connecticut Ave. N.W. Suite 940, Washington, D.C. 20036.

The Tourist Business, Second Edition. Lundberg, Donald E., Cahners Books, Boston: 1974.

Tour Packages to Canada Destinations, Adventure Travel, Exec. Summary L. D'Amore association Ltd, Edmonton 1205-104 St. Suite 1205, T5K 0E4.

"Tourism Investors Handbook", the Department of Economic Development and Tourism, G. N. W. T., Box 1320, Yellowknife, N. W. T., XIA 2L9.

"Tourism Marketing", A seminar for the tourism industry in the N. W. T., Economic Planning Group of Canada; seminar manual as used in marketing seminars in Rankin Inlet, Hay River and Frobisher Bay, N. W. T., as proposed for the Department of Economic Development and Tourism, G. N. W. T., Yellowknife, N.W.T

Tourism Tomorrow: Towards a Canadian Tourism Strategy. 1985, Government of Canada, Minister of State (Tourism).

World Tourism Organization, Capitan Haya, 42, Madrid, Spain

H. Appendices

Appendix A: Sample "Post Trip" Questionnaire

We suggest guests fill out a registration, agreement or questionnaire to formalize their booking with you. A "post-trip" questionnaire may also be sent with your personal letter to guests after they have completed their holiday with you. Many of the questions in our sample questionnaire may be asked directly - *your goal/ however is to evaluate your own product with the hope of continually improving it.*

To be sent out with a covering, explanatory letter,

Questionnaire

Name _____ Phone: Office _____
 Address _____ H o m e _____
 _____ Date _____
 Guide _____

Where did you hear about (list name of your hotel/fishing lodge etc.)

Friends _ Newspaper Ads _ Magazine Ads _
 Articles _____ Other _____
 Explain Briefly _____

List in priority your interests at
(list name of hotel/fishing lodge etc.)

[Provide a list of pertinent activities (ie. fishing, hiking, photography, etc.)]

1. Was the Information you received prior to your excursion with us
 Excellent _ Good _ Fair _ Poor _
 Would you have liked additional Information?
 Yes _____ No _____
 In what areas? _____

2. What are the two main changes/alterations you wish to see which would make your stay more comfortable?
 1. _____
 2. _____

3. What are the two main features you appreciated most about your stay?
 1. _____
 2. _____

4. How would you evaluate the service you received?
Poor Fair Good Excellent

Food _____
 Hospitality _____
 Accommodations _____
 Knowledge of Area _____
 Guiding Services (if they were offered) _____
 Safety _____
 Fishing (if offered) _____
 Equipment _____

Comments: _____

5. References: Would you be willing to supply references to other interested persons? If so, can we make your name and address available if a reference is requested? Yes _____ No _____

6. Do you have friends who may be interested in our type of package in the near future?

Name _____ Name _____
 Address _____ Address _____

Phone: Office _____ Phone: Office _____
 Home _____ Home _____

Thank You for taking the time to complete this questionnaire. Please forward it in the enclosed self-addressed envelope.

Name, address, phone & telex of your operation goes here.

Appendix B: Marketing Plan

A marketing plan can be detailed, listing all options possible, costs, deadlines, etc. As most operators have no written plan, we have outlined a "basic" plan which could be utilized for most small and medium sized operations.

Case Study "Joe Adams: Outfitter - Basic Marketing Plan/Strategy"

Joe Adams has been an outfitter for 2 years in a small northern community. He outfits a variety of different types of tourists - primarily by boat to the fjords, rivers and inland lakes within 100 miles of his community. He has now the need for a very basic marketing plan to further develop his business. These are some of the steps he might likely follow:

Research

Before I plan, I want to know more about my guests. My past guests during my first 2 years of operation were from Minneapolis, San Francisco, Toronto, Winnipeg, and 2 from Germany, while 3 from the N.W.T. were booked through the community - hotel.

their salaries range from \$35,000-80,000/year.
all are interested in wildlife, culture, and some fishing;
none want hunting,
all want to be "adventurers" but be comfortable,
most guests heard about the service in our community, 2-3 through TravelArctic and some through our last listing in the Explorers' Guide,

Objectives

I want to achieve:

- Year #1: Total of 12 guests, 2 writers, 2 wholesaler agents (complementary), and 8 full paying guests,
- Year #2: Total of 20 guests, 2 writers, 2 wholesaler agents (complementary), and 16 paying guests.

Tasks

These are, I feel, the tasks required to fulfill my objectives,

Redesign a new black and white brochure with B/W photos and a price insert which explains in full what I offer.

Prepare a "standard letter" to be used as a basis for all replies,

Put up posters in the local hotel coffee shop, Bay and Co-op store to tell of my service,

Place a small ad in the 'Explorers' Guide' or with local "Tourist Zone Associations" marketing programs.

Select 2 travel writers and 2 specialty wholesalers to visit next year.

Seek funding and technical assistance via my Tourist Zone Association's programs (ie. Co-op Marketing),

Budget

These are budget considerations to fulfill my tasks:

- Was my last year's marketing money spent effectively?
 - How can I improve from last year?
 - What will each of the required detailed tasks cost?
 - What "tasks" can I omit if we have a budget overrun?
- What are my maximum expenses for marketing this year?
- How can I cut my projected expenses?

Potential or expected revenue should be calculated.

All known costs of brochures, mailings, stationery, advertising, travel, commissions, and costs of marketing schemes must be detailed.

As an established outfitter (2 years), the marketing budget may not exceed 15-30% of projected gross income,

Evaluation

How close was I to achieving my goals?

Which was my most successful program? my least successful?

Did I make a profit? Why or why not?

- A complete evaluation should be done before I initiate my following year's marketing plan,

Appendix C: Addresses - Sources of Assistance

Various

Department of Regional Industrial Expansion (Federal)
Precambian Building, 10th Floor
Bag 6100
Yellowknife, N.W.T.
X1A 1C0
(403) 920-8568

Parks Canada
Box 1166
Yellowknife, N.W.T.
X1A 2N8

Department of Information
G.N.W.T.
4th Floor, Laing Building
Box 1320
Yellowknife, N.W.T.
X1A 2L9

Department of Indian and Northern Affairs (Federal)
Bellanca Building
Box 1500
Yellowknife, N.W.T.
X1A 2R3
(403) 920-8110

Media Centre
Department of Education
G. N. WT.
60X 1320
Yellowknife, N.W.T.
X1A 2L9
(403) 873-7691

Environment Canada
Environmental Protection Service
Box 370
Yellowknife, N.W.T.
X1A 2N3
(403) 873-3456

Department of Renewable Resources
G.N.W.T.
6th Floor, Court House Building
Box 1320
Yellowknife, N.W.T.
X1A 2L9

*Department of Economic Development and Tourism
(N. W. T.)*
Department of Economic Development and Tourism
G. N. WT.
60X 1320
Yellowknife, N.W.T.
X1A 2L9
(403) 873-7115

Regional Tourism Officer
G. N.W.T.
Fort Smith, N.W.T.
XOE OPO
(403) 872-7237

Regional Tourism Officer
G. N. WT.
Inuvik, N.W.T.
XOE OTO
(403) 979-7238

Regional Tourism Officer
G. N.W.T.
Frobisher Bay, N.W.T.
XOA OHO
(81 9) 979-5380

Regional Tourism Officer
G. N. WT.
Rankin Inlet, N.W.T.
XOC OGO
(81 9) 645-2881

Regional Tourism Officer
G. N. WT.
Cambridge Bay, N.W.T.
XOE OCO
(403) 983-2136

N. W. T. Regional Travel Zone Associations
Arctic Coast Tourist Association
P.O. Box 91
Cambridge Bay, N. WT.
XOE OCO
(403) 983-2224

Northern Frontier Visitors' Association
P.O. Box 1107
Yellowknife, N.W.T.
X1A 2N8
(403) 873-3131

Western Arctic Visitors' Association
P.O. Box 1525
Inuvik, N.W.T.
XOE OTO
(403) 979-2260

Keewatin Chamber of Commerce
Rankin Inlet, N.W.T.
XOC OGO
(81 9) 645-2753

Baffin Tourism Association
P.O. Box 820
Frobisher Bay, N.W.T.
XOA OHO
(81 9) 979-6551

Big River Travel Association
P.O. Box 185
Hay River, N.W.T.
XOE ORO
(403) 874-2422

Travel industry Association of the N.W. T. (T.I.A. N. W. T.)
Travel Industry Association of the N.W.T.
P.O.Box 506
5123-50 Street
Yellowknife, N.W.T.
Tel: (403) 873-2122

Other Associations
N.W.T. Barren-ground Caribou Outfitters and Guides
Association
Box 1571
Yellowknife, N.W.T. XI A 2P2

Mackenzie Mountain Outfitters Association
c/o W.E. Moynihan
P.O. 130x 224
Gleichen, Alberta
TOJ 1 N0
(403) 734-2228

N.W.T. Sports Fishing Lodge Association
c/o 1110 Sandford St.
Winnipeg, Manitoba
R3E 2Z9
(204) 772-8833

Travel Industry Association of Canada
Suite 1306
130 Albert St.
Ottawa, Ontario
K1 P 5E4

Canadian Restaurant Association
94 Cumberland St.
8th Floor
Toronto, Ontario
M5R 1A3

N.W.T. Hotels Association
c/o Manager
Yellowknife Inn
Yellowknife, N.W.T.
XIA 2P2

Tourism Canada - Headquarters & Regional Offices
Tourism Canada
235 Queen St.
Ottawa, Ontario
K1A 0H6

Tourism Program
Canadian Embassy
37, avenue Montagne
75008 Paris, France
Cable: CANADIAN PARIS
Tel: (1) 723.01,01
Telex: (Destination code 42) 280806
(CANADA A 280806F)

Tourism Canada
D-6000 Frankfurt
Biebergasse 6-10
Frankfurt, Federal Republic of Germany
Cable: CANADIAN
Tel: (069) 280157
Telex: (Destination code 04) 189020
(CANADA D FRANKFURT)

Canadian Consulate General
A.M. P. Centre, 8th Floor
50 Bridge Street
Sydney, N. SW. 2000, Australia

Canadian Embassy
Cane Schiller No, 529
Colonia Polanco
(Mailing address:
Apartado Postal 105-05)
Mexico, 11560 D. F., Mexico
Cable: CANADIAN MEXICO CITY
Tel: (905) 254-3288
Telex: (Destination code 22) 1771191
(DMCNME)

Tourism Program
Canada House
Trafalgar Square
London, SW1Y 5BJ, England
Cable: DOMINION LONDON
Tel: (01) 629-9492
Telex: 261592 (CDALDNG)

Tourism Program
Canadian Embassy (Annex)
Yamakatsu Building, 5th Floor
5-32, Akasaka 8-Chome
Minato-ku, Tokyo 107, Japan
Cable: CANADIAN
Tel: (03) 479-5851
Telex: (Destination code 72) 22218
(DOMCAN J22218)
FAX: (G3 System) 03-479-5320

Tourism Program
Shendan Circle Chancery of the Canadian Embassy
2450 Massachusetts Avenue, N.W.
Washington, D.C. 20008-2881
Tel: (202) 483-5505
Telex: 0089664 (DOMCAN A WSH)

Tourism Program
Canadian Embassy (Annex)
N.A. B. Building, Suite 200
1771 N. Street, N.W.
Washington, DC. 20036-1985
Cable: CANADIAN
Tel: (202) 223-2855
Telex: 0089664 (DOMCAN A WSH)

Tourism Program
Canadian Consulate General
500 Boylston Street, 6th Floor
Boston, Massachusetts 02116-3775
Tel: (617) 536-1730
Telex: 00940625 (DOMCAN BSN)

Tourism Program
Canadian Consulate General
Exxon Building, Room 1030
1251 Avenue of the Americas
New York City, N.Y. 10020-1175
Tel: (212) 757-3583
Telex: 00126242 (DOMCAN NYK)

Tourism Program
Canadian Consulate General
3 Parkway, Suite 1620
Philadelphia, Pennsylvania 19102
Tel: (21 5) 563-1708
Telex: 00845266 (DOMCAN PHA)

Tourism Program
Canadian Consulate General
One Maritime Plaza, suite 1160
Alcoa Building
Golden Gateway Center
San Francisco, California 94111-3468
Tel: (41 5) 981-8541
Telex: 0034321 (DOMCAN SFO)

Tourism Program
Canadian Consulate General
412 Plaza 600, Sixth and Stewart
Seattle, Washington 98101-1286
Tel: (206) 223-1777
Telex: 032-8762 (DOMCAN SEA)

Canadian Consulate General
One Marine Midland Center
Suite 3550
Buffalo, New York 14203-2884
Tel: (71 6) 852-1247
Telex: 0091329 (DOMCAN BUF)

Canadian Consulate General
310 South Michigan Avenue
12th Floor
Chicago, Illinois 60604-4295
Cable: DOMCAN CHICAGO
Tel: (312) 427-1031;
(Night Line: (31 2) 427-1035)
Telex: 00254171 (DOMCAN CGO)

Canadian Consulate General
Illuminating Building
55 Public Square, Suite 1008
Cleveland, Ohio 44113-1983
Cable: CANADIAN CLEVELAND
Tel: (216) 771-0150
Telex: 00985364 (DOMCAN CLV)

Canadian Consulate General
St. Paul Tower, Suite 1700
750 N. St. Paul Street
Dallas, Texas 75201-3281
(Registered Mail)
75201-9990 (Business Reply)
Cable: CANADIAN DALLAS
Tel: (21 4) 922-9814 (Tourism)
Telex: 00732637 (DOMCAN DAL)

Canadian Consulate General
1920 First Federal Building
1001 Woodward Avenue
Detroit, Michigan 48226-1966
Cable: CANADIAN DETROIT
Tel: (313) 965-2811
Telex: 23-0715 (DOMCAN DET)

Canadian Consulate General
510 West Sixth Street
Los Angeles, California 90014-1377
Tel: (213) 627-9511
Telex: 00674119 (DOMCAN LSA)

Canadian Consulate General
15 South Fifth Street
Minneapolis, Minnesota 55402-1078
Tel: (612) 333-4641
Telex: 00290229 (DOMCAN MPS)