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MANECON PARTNERSHIP
MANAGEMENT & ECONOMIC CONSULTANTS
[A Partnership of Limited Companies]

11-8-33

February 11th, 1985

Jacques van Pelt
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Dear Jacques:

It is a pleasure to submit this report to you in completion of our assignment to perform a North American (U.S.) market study for Subarctic Wilderness Adventures Ltd. We feel that the report successfully meets the terms of reference for study and in so doing provides a valuable resource which SAWA may use in its future marketing efforts.

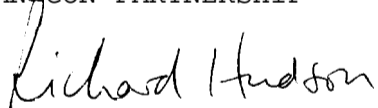
If the opportunity should arise, we would be happy to meet with you personally to discuss the ongoing application of this report.

Thank you very much for your cooperation and constructive comments throughout the course of this assignment. We would also like to emphasize that we received the cooperation of many other individuals and agencies throughout the study. These individuals and agencies have been recognized within the body of the report and in the appendices.

Thank you for giving us the opportunity to perform this research for you and we wish you continued success in your marketing efforts.

Yours truly,

MANECON PARTNERSHIP



Richard C. Hudson, CMC

RCH : SW
enclosure

SUBARCTIC WILDERNESS ADVENTURES LTD.

A MARKET STUDY

January 31, 1985

prepared by

MANECON PARTNERSHIP

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EXECUTIVE SUMMARY

This report describes a North American (U. S.) market study conducted by Manecon Partnership for Subarctic Wilderness Adventures Ltd. in 1984/85. The major components of this report are a review of the product offered by Subarctic Wilderness Adventures Ltd., an analysis of the **socio-demographic** characteristics of adventure travelers, the identification of the U.S. markets by geographic region along with a brief review of the Canadian adventure product market, and finally the identification of specific U.S. contacts who should prove useful in the future marketing activities of the company.

Subarctic Wilderness Adventures Ltd. was founded to offer a wide variety of programs in a unique wilderness area in north eastern Alberta and the corresponding Northwest Territories area. Central to the majority of programs offered is a dual theme of a wilderness as well as a cultural experience.

The review of the **socio-demographic** characteristics identifies the most likely potential clients as: coming from the 30 to 50 year age group; likely to be college educated; employed in a professional, business or education field; and tending to come from a high income bracket. Both males and females may be regarded as being equally receptive towards Subarctic Wilderness Adventure's product.

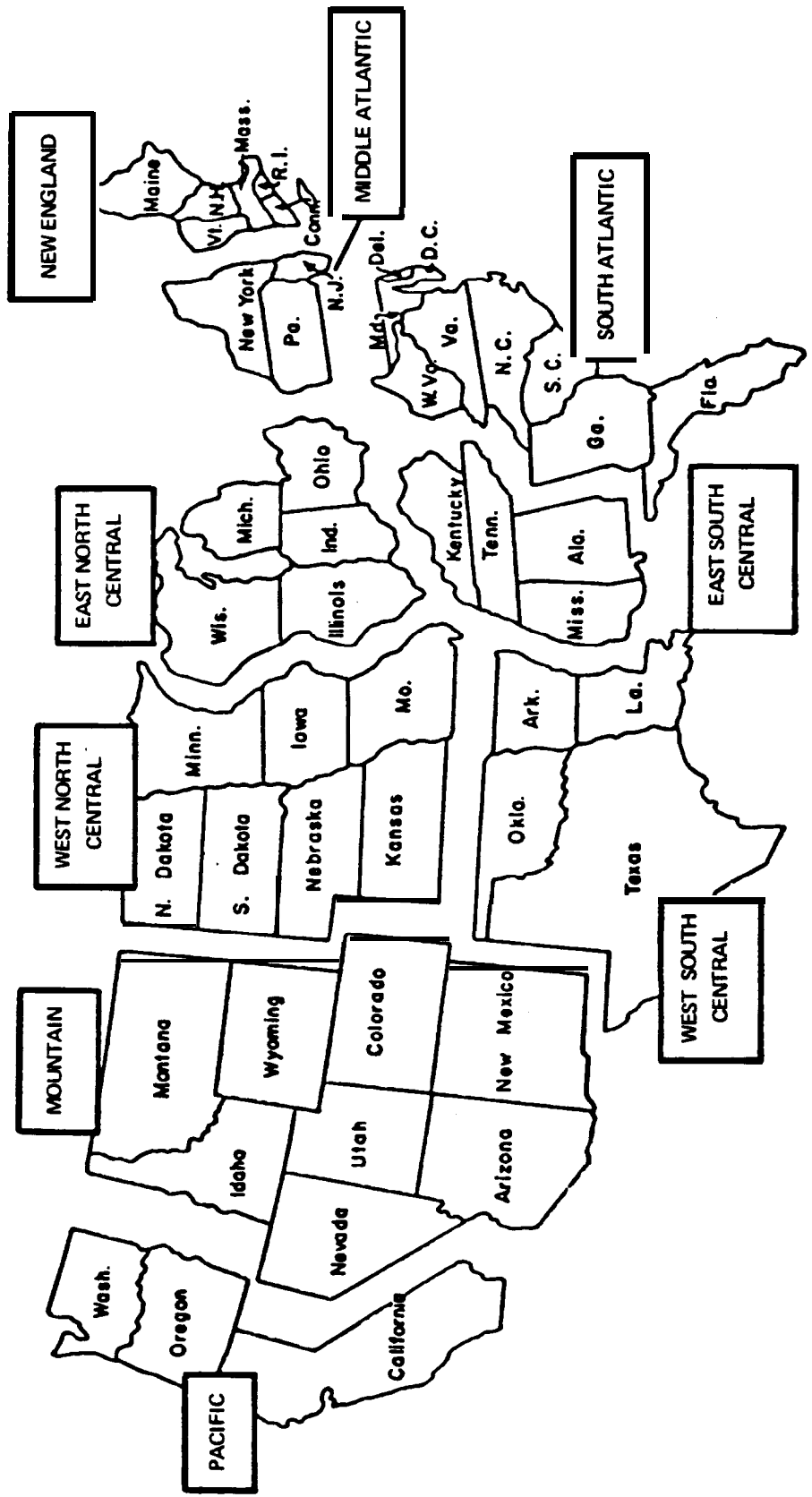
The following U.S. census regions were identified as being the highest potential U.S. markets for Subarctic Wilderness Adventures Ltd. (Figure 1). Individual cities within these regions are identified within the report.

1. Pacific
2. Middle Atlantic
3. East North Central
4. West South Central

The list of U.S. marketing contacts provided in the last section of the report identifies marketing contacts on the basis of geographic location within the continental United States. The contact listed has also been divided into the following categories: special interest groups, media contacts, tourism industry contacts, and U.S.A. field offices for Tourism Canada. This method of structuring the contact list provides SAWA with a significant degree of flexibility in directing its marketing at either a specific geographic location or at one or more of the components identified.

FIGURE 1

GEOGRAPHIC REGIONS OF THE CONTINENTAL UNITED STATES



SUBARCTIC WILDERNESS ADVENTURES LTD.

A MARKET STUDY

1. INTRODUCTION

This report is designed to identify the primary North American* market areas and contacts within those areas, for the unique products offered by Subarctic Wilderness Adventures Ltd. (SAWA).

This report will:

- 1) review the specific experience/product offered by SAWA;
- 2) suggest the typical **socio-demographic** characteristics of potential clients;
- 3) identify the primary geographic locations of the Continental United States and Canadian markets for SAWA's product;and
- 4) identify specific U.S. market contacts.

It is important to note the context within which this market identification study is being performed. The total market identification study which Manecon partnership has been engaged to perform represents only the first phase of SAWA's overall marketing plan. The information resulting from the market identification study will be used by SAWA to establish contacts within the market areas. These contacts will be surveyed in phase II in order to identify their needs and preferences. Phase III of SAWA's marketing plan will be the development of tour packages and products designed to meet the needs expressed by high potential clients.

The market identification study will therefore serve as a basis for SAWA's entire marketing plan. It is with this in mind that the first section of this report carefully reviews the existing product/experience offered by SAWA.

* focus on the Continental United States

2. SAWA's PRODUCT DESIGN

2.1 Underlying Features

An introductory brochure describing SAWA opens with the statement that the company offers visitors ". . . a unique northern wilderness experience, planned and conducted with care and respect for unspoiled creation." Although general in nature, this statement describes the essence of SAWA's product. The features which make **SAWA's** product unique relate to its geographic location, its wilderness orientation and its underlying cultural components.

SAWA utilizes two contrasting areas of wilderness which are located side by side in northeastern Alberta and the corresponding southern portion of the Northwest Territories. One of these areas is Wood Buffalo which is Canada's largest national park. The flat forested plains of the park are inhabited by numerous species of **birdlife** and wildlife including rare or unique species such as free roaming bison and wolf, the world's most northern white pelicans, and the few remaining whooping cranes. The second area utilized by SAWA is the Tazin Highland region to the northeast of Wood Buffalo. These highlands contrast the park in that, in conjunction with the Slave River Rapids, they form the edge of the Canadian Shield land formation. As part of the Shield, the Highlands and Slave River Rapids are characterized by sudden outcrops of moss and lichen covered ridges, numerous cold clear lakes, fast flowing rivers and streams, and intermittent forests of pine, spruce and poplar.

The wilderness feature of **SAWA's** product is perhaps its strongest focus. Whether clients choose to stay based in Fort Smith or to travel into the backcountry the element of wilderness is always present. Even while in Fort Smith, a southern visitor becomes acutely aware of the vast surrounding **wildlands** without apparent boundaries or lines. This wilderness concept has been and will

remain one of the most attractive features of **SAWA's** product.

However, it is the underlying cultural focus of the SAWA product/experience that distinguishes it from most other wilderness experiences. While solitude may be sought and obtained through **SAWA's** program, a definite emphasis on the cultural aspects of a visit to this area of the north is also present. Southern cultures are becoming more aware of the traditional northern lifestyles and the threats to its existence. This awareness is creating a strong incentive to "visit the North". Visitors desire to witness and experience life on the land, throughout all seasons including winter, in fear that it may soon be lost.

An additional aspect of SAWA's product/experience which makes it unique is its flexibility. The product is usually aimed at individuals or small groups, consistently involves visits to the geographic areas previously mentioned, and has a combined wilderness and cultural orientation, however endless variations exist within these broad parameters. The following items are just a sample of the variations provided by SAWA:

- o Seasons of Operation - winter, spring, summer, fall
- o Mode of Visitor Travel - various traditional and modern methods related to land and water
- o Nature Experience - recreational, natural history, cultural, physical
- o Intensity of Experience - off-road adventurer or observer, novice or experienced
- o Level of Service - personal buide or outfitted for solo
- o cost - \$25 to \$1500

2.2 Winter Programs

An examination of the winter and warm weather programs demonstrates the variety of experiences offered by SAWA. There are four main types of programs run by SAWA throughout the winter.

1. On the land

This program emphasizes cultural contact with traditional living natives of the north. Paying guests accompany their hosts on the host's regular rounds, following the ecological flow of the wildlife. Visitors are immersed in the culture and become a part of the experience rather than remaining an observer.

2. Escorted **dogsled** touring with ski and snowshoe side trip options while living on the land

This program may be focussed in Wood Buffalo National Park, the Tazin Highlands or be **community** based out of Fort Smith. Guests seek the companionship and expertise of native people who live authentic life on the land.

3. Self-service hut-to-hut or tipi/tent basecamp touring

This program is primarily offered in the Wood Buffalo National Park area. The services provided by SAWA include equipment rentals, transportation to the **trail-head** or basecamp as well as the use of the lodging.

4. Solo dogsledding

Guests have the option of participating in this program in a day use or on an overnight basis. They are supplied three "follower" dogs, sled, gear, mandatory briefing lessons, minimum of one day orientation and certification of proficiency upon the successful completion of treks.

The following list identifies just a portion of the experiences which may be shared on any one of the above programs:

meeting and living alongside local lifetime residents
prairie game stalking and viewing
general natural history
northern lights

campfire rest stops
good SOUp
ice fishing
blue skies
instruction in new skills
sighting wildlife tracks and signs
homemade bannock
a broad temperature range
shared work duties
hearty meals
game meats and fish
star gazing
candlelight stories

2.3 Warm Weather Programs

The warm weather season programs offered by SAWA run through the spring, summer and fall seasons. These programs include:

1. Rafting the Slave River Rapids

Guests experience the alternating excitement and tranquility of one of the world's most beautiful wilderness rivers. Trips range from one-half to four days.

2. Stream, river and lake paddling

A variety of escorted or unescorted canoe trips may be arranged within Wood Buffalo National Park or the Tazin Highlands.

3. Paddling the Slave River Corridor

Guided canoe trips along the Slave River Corridor which by-pass the dangerous rapids. The focus is on retracing early exploration routes and enjoying the exceptionally spectacular wilderness setting.

4. Stalking big game

An exploration of the outstanding features of Wood Buffalo National Park utilizing cabin, motel and tipi or tent accommodation.

5. Basecamp outfitting

SAWA will supply briefing, equipment, transport and food logistics needed to set up a basecamp for the do-it-yourself guests.

6. Subarctic wilderness mosaic treks

Total immersion into the wilderness setting involving visits to virtually every ecological zone of the subarctic. Transportation is by foot, by minibus and by rowboat, raft and/or canoe.

7. Nomadic fly-in fishing and camping adventures

The focus in this program is a 'life on the land' emphasis. Fishing is one component of the total experience. Guests may choose a solo or escorted wilderness adventure.

8. Subarctic mosaic experience

Features minibus tours and brief walks around the community of Fort Smith, the Slave River Rapids, and within Wood Buffalo National Park. The climax of this adventure is a boat trip along the Slave River Rapids.

9. Salt Plains Desert stream paddling and hiking

This program combines extensive walking and paddling as a means of visiting wildlife routes of the Salt Plains of Wood Buffalo National Park. The unique natural history and animal **behaviour** of the area serves as the focus of this program.

It should be noted that the above categorization of SAWA's winter and warm weather programs is essentially a framework and not an unchangeable itinerary. One of the primary features of SAWA is that it caters to small groups or individuals, thereby allowing SAWA's program to be sensitive to its clients' unique needs.

3. **SOCIO-DEMOGRAPHIC** CHARACTERISTICS OF ADVENTURE TRAVELERS

If potential markets for **SAWA's** product/experiences are to be located it is important to understand what type of person would normally be attracted to' that type of product. Painting this generalized picture of a potential client is not an easy task. The assumptions and generalizations made along the way may create an artificial picture of a client who does not necessarily exist as an exclusive entity. This caution is reflected in the research findings of **Kelly** (1980), who stated that ". . . at present it is misleading to refer to all leisure being 'determined' by any factor or set of factors". This statement is not suggesting that the socio-demographic characteristics be ignored but rather that they not be totally depended on as the sole predictor of outdoor recreation participation.

In recognition of the positive role which these traits can play, this section of the report examines the **socio-demographic** characteristics of potential **SAWA** clients as a first step in identifying potential North American markets.

The **socio-demographic** characteristics to be examined include: age, sex, education, occupation and income. A combination of document research and personal interview techniques was used as the research methodology. Suggestions as to the **socio-demographic** characteristics of potential **SAWA** clients have been based on a review of the characteristics of past **SAWA** guests, a review of the characteristics of general tourists traveling to Alberta and the NWT, a review of the characteristics of outdoor recreation participants and finally a review of the characteristics of clients attending other adventure product businesses. **All of** these sources are considered and suggestions are made based on these findings with additional consideration given to the unique product/experience offered by **SAWA**.

Prior to a review of each separate **socio-demographic** trait of high potential clients, it is worth describing the general traits of past and present SAWA clients. These clients may be generally categorized in the following manner:

1. primarily urban
2. mobile and **well travelled**
3. annual income from \$30,000 to \$50,000 Canadian
4. active rather than passive personalities (even in the over 50 year old range)
5. self-employed or upper management
6. **travelled** to Fort Smith by aircraft
7. come individually or in small groups of family or friends
8. usually not agency referrals, but rather independent booking in response to media features on SAWA
9. generally are looking for a non-consumptive outdoor recreation experience featuring an escort, native cultural elements, extraordinary landscape or wildlife viewing and authentic private (home) pension or primitive accommodation
10. often residents of the western regions of the United States

3.1 Age

SAWA past experience has included guests within a broad spectrum of age groups ranging from children accompanied by their parents through to senior citizens. However, the single most prominent age group was identified as the 40 to 50 year old group.

General travelers to Alberta and the **NWT** tend to show a similar pattern. The Gallup Organization (1983) "Survey on Potential Market for Travel to Canada" shows that the age group ranging from 38 to 54 was more likely to have visited Canada in 1982 than respondents from other age groups. A **total** of 40 percent of U.S. respondents who had visited Canada in 1982 fell in this age category.

A review of other adventure product research reveals a similar trend. Research conducted by Beta Research Corporation suggests that the medium age for adventure travelers is 34.4 years. Dick McGowan of Mountain Travel paralleled that indication by suggesting that the majority of adventure travelers fall in the 30 to 40 year age group, but he emphasized that 15 percent of his travelers were over 60 years old.

In view of these findings the highest potential SAWA clients would appear to come from the 30 to 50 year age range. A second marketing priority in terms of age would be individuals over 50 years old. This group would be especially attracted to SAWA's products which focus on cultural visitation and the investigation of natural history rather than focussing on physical challenge.

3.2 Sex

In the past SAWA has experienced a fairly even distribution between its female and male guests. This same ratio was also reflected under the general travel studies (Gallup Organization 1983) .

Differences in male and female participation became more apparent under the outdoor recreation review. Kelly (1980) states that males are more likely than females to participate in activities that have been traditionally identified with masculinity such as hunting, fishing, and camping. "Explore Magazine" (1984) found that three quarters of the respondents to their readership survey were male. However a review of the attendance at the Blue Lake Centre (AR&P 1983) outdoor recreation school showed an even split between males and females.

Finally specific adventure product research shows conflicting findings. The Beta Research Corporation (1980) study indicates that male participants outnumber female participants 2.3 to 1. Mountain Travel, on the other hand, states that 52 percent of their clients are male while 48 percent are female.

The trend that emerges from this review is an even distribution between male and female in the area of general travel and in some aspects of outdoor recreation and adventure travel. In those cases where male participation is seen to dominate it usually reflects a strenuous activity with traditional ties to masculinity. In view of SAWA's strong cultural and natural history characteristics, potential clients would just as likely be female as male. There may however, be some merit in directing extra marketing at the female segment of the population to **empha-**size the cultural and natural history aspects of **SAWA's** product.

3.3 Education

It has been the experience of SAWA that almost all of its guests have been college graduates. This finding is supported in almost every other area.

In terms of general travel the Gallup (1983) study found that college graduates were the most likely group to have travel led to Canada in 1982. Kelly (1980) presents the exception by stating that higher education is only moderately positively related to cross-country skiing and is, in fact, negatively related to **snowmobiling**. Specific adventure **traveller** research indicates a very positive relationship between education and participation. Evidence of this relationship is provided by Beta Research Corporation (1980) research which stated that 86.2 percent of adventure travelers have attended college or more. Mountain Travel have also found that almost all of their clients have been college educated.

In view of these findings potential clients for SAWA should be considered to come almost exclusively from the college educated group. There is additional rationale for this approach in that SAWA's product is designed as an intellectual as well as a physical participatory adventure.

3.4 Occupation

In the past, the occupation of the majority of guests to SAWA has been either some type of profession or business. This trend is generally found in the other categories as well.

The Gallup Organization study (1983) showed exactly this trend with 28 percent of all respondents who had travel led to Canada in 1982 belonging to the professional and technical group. Business people were also more likely to have make a Canadian vacation trip than most other occupations. It is worth noting that 24 percent of the U.S. residents who vacationed in Canada were listed as not employed. This large group would include those people who were retired.

Kelly (1980) found a fairly weak relationship between occupation and outdoor recreation participation with the exception that the more prestigious occupation (professional) tended to cross-country ski more often. The Blue Lake **Centre** participant study showed that 40 percent of their attendees were either instructor/teachers or professionals.

The experience of other adventure tour companies is also supportive of this trend. Beta Research Corporation (1980) found that 70.2 percent of adventure travelers were employed in professional and managerial positions. Mountain Travel felt that their clients came from the following fields of occupation:

1. business - especially owners
2. medical field professionals
3. occupations related to the general sciences
4. educators

In view of these findings and in consideration of SAWA's product potential clients should be considered to come primarily from the business and professional fields. Within these fields, business

owners and medical professionals would appear to be especially significant. Due to the educational aspects of **SAWA's** product, individuals employed as educators and scientists should also be considered as high potential clients.

3.5 Income

Past guests of SAWA have tended to come almost exclusively from the high income categories. The majority of these guests have come from financially well established families as opposed to the "nouveau riche".

Findings in all other categories support this characteristic of increased adventure product participation with higher incomes. Beta Research Corporation (1983) study on U.S. resident travel to Canada shows that on a one-to-one basis individuals in higher income bracket were more likely to have travel led to Canada in 1982 than those in lower income brackets. Outdoor recreation participation data shows that higher family incomes are associated with higher levels of activity in expensive outdoor pursuits (Kelly, 1980). "Explore Alberta's" survey found that 72 percent of their respondents earned over \$20,000 per year. Finally, other adventure travel operators supported this trend in that Beta Research Corporation (1980) found that 65.2 percent of adventure travelers earn over \$25,000 u.S. per year and Mountain Travel stated that almost all of their clients were in the \$30,000 U.S. and up income range.

In view of the dominant findings stated above, potential clients for SAWA should be considered to come from the \$35,000 Canadian and up range. Even though SAWA offers some relatively inexpensive programs the transportation costs associated with getting up to Fort Smith restrict the market to high income or wealthy individuals.

3.6 Socio-Demographic Summary

Table 1 summarizes the discussion of the **socio-demographic** characteristic of adventure travelers. The highest potential **clients** for SAWA range in age from 30 to 50 years old. Individuals over 50 consist of the second most important age group. Both males and females would be attracted to the product in equal proportions. Some extra marketing to the females stressing the cultural and natural history aspects of the product would overcome any reluctance related to traditional stereotyping of the outdoors as a man's domain. College educated individuals are more likely to purchase the product than less formally educated individuals.

People employed in business and professional positions are prime candidates especially those who own their business or are in the medical field, or are employed as educators.

Finally, those individuals who earn \$35,000 or more per annum in the equivalent of Canadian funds are high potential clients of SAWA. The marketing of **SAWA's** product should ideally be aimed at individuals who possess all or a majority of these characteristics, but special attention should be given to the income characteristic as it is a limiting factor which would tend to dominate most others.

Table 1

SOCIO-DEMOGRAPHIC CHARACTERIS

Charac- teristics	I N F O R M		
	PAST SAWA GUESTS	TOURISTS IN GENERAL	OUT PAR
Age	children to seniors - majority in 40's	- majority 38 - 54	- t /
Sex	- even distribution	- even distribution	- f t
Education	- college graduates	- college graduates slightly dominant	c s
Occupation	- professionals - business people	- profess/technical - business - not employed (retired)	- p i
Income	- high income	- high income	- h

4. GEOGRAPHIC LOCATION OF MAJOR MARKETS

This section of the report identifies the primary continental United States markets for SAWA's product. The emphasis of the geographic location identification has been addressed at a regional level. The top five geographic market regions are first identified on the basis of **SAWA's** past experience, the findings of general tourism studies, a survey of various tourism experts, and a survey of the major airlines which have been involved in the transport of U.S. tourists to the North. A further reduction to four regions is then made based on a comparison of each area's **socio-demographic** characteristics with consideration given to the previously established ranking. It should be noted that the regions used in this study correspond to those used by the U.S. Bureau of the Census and to most published tourism market studies. The names and locations of these regions are identified in Figure 1.

Once the final recommendation of the top four regions is made, up to five specific cities in each region are identified as market foci. The identification of the cities was made based primarily on population.

4.1 U.S. Adventure Product Market Analysis by Region

4.1.1 First Level Selection

SAWA has not concentrated on specific U.S. market areas in the past but have had guests from various parts of that country. A rough ranking of the regions of origin of these guests is:

1. Pacific
2. Mountain (Montana)
3. East North Central
4. New England and
5. Middle Atlantic (New York).

The distribution of these guests was felt to be largely a result of various media articles about SAWA appearing in publications circulated in these areas.

Studies examining the origin of general tourism to Alberta and the Northwest Territories showed a rough ranking of:

1. Pacific
2. Mountain
3. West North Central
4. West South Central, and
5. Middle Atlantic.

The 1982 Alberta Travel Survey (13) divided the **Pacific** region into a northern half and a southern half. These halves were still ranked 1 - 2 showing the overall dominance of this region. It should be noted that the above ranking reflects auto-traffic tourists which may explain the high ranking given to the West North Central region in the Gallup (1983) study.

Varying suggestions as to the best U.S. market area for an adventure travel product were provided by the various tourism experts (see list of interviews) who were consulted. The one market area which was emphasized by all was the Pacific. The majority of these experts actually divided this region into the south (California) and the north (Washington and Oregon). These two halves

were often ranked one and two out of all the U.S. markets. Using a weighting system of the rankings provided, the following overall regional market priority was revealed:

1. Pacific
2. West North Central
3. West South Central
4. East North Central, and
5. Middle Atlantic.

It should be noted that the South Atlantic region was very close to making the fifth ranked position.

Consultation with airline marketing individuals resulted in the following market ranking:

1. Pacific
2. Middle Atlantic
3. East North Central
4. West South Central, and
5. West North Central.

The Mountain region was also identified as a significant market area, but was ranked slightly lower than the other regions listed. A note of caution is advised in relation to the airline findings. It was generally found that adventure **traveller** passengers represented a fairly minor portion of each airlines total passenger market. The individuals contacted from the airlines were therefore less confident of their rankings than the tourism experts had been. Never-the-less, four out of the five regions listed for the airline category were included in the tourism experts category only in a slightly different order.

Table 2 shows the regional market ranking of each category just discussed. The overall summary ranking was calculated based on a reverse weighting system. A value of 5 was awarded to the top ranked region in each category, 4 to the second ranked region in each category, and so on down to 1 for the last ranked region in each category. These values or scores were then added together for each region, to determine the overall ranking. The Pacific

Table 2

FIRST LEVEL RAN

#	SUBARCTIC WILD. ADVEN.	GENERAL TOURISM DATA	TOURISM
1.	Pacific	Pacific	Pacific
2.	Mountain	Mountain	West Nor
3.	East North Central	West North Central	West Sou
4.	New England	West South Central	East Nor
5.	Middle Atlantic	Middle Atlantic	Middle A
6.			

region received the highest score possible at 20 points and therefore received the number one overall rank. The West North Central, East North Central and Mountain regions were all tied at second with a total of 8 points each. Just slightly **below at** 7 points stands the Middle Atlantic region and the West South Central region. It is these six regions which will be examined in terms of their socio-demographic characteristics to identify the apparent top four ranked regions.

4.1.2 Second Level Selection

This section re-examines the identified market regions on the basis of three standard **socio-economic** characteristics: income, education and population. Section 3 of this report emphasized the importance of both a high level of income and a high level of education as indicators of high potential SAWA clients. Table 3 illustrates the respective ranking based on regional averages of each of these traits. The table also includes a ranking of the regional population averages. Areas of higher population were identified by tourism experts as the most favorable adventure product markets (McGowan). The most recent American data available was used to establish the ranking indicated for these three regional features. This source was the 1984 Statistical Abstract of the United States. The final regional ranking was determined by adding the numerical rank of each **socio-demographic** trait for each region. In this instance the lowest total score indicated the highest possible rank.

The analysis of this data reveals that California is once again ranked very strongly in the number one position. The following three ranked regions are the Middle Atlantic region at number two, the East North Central region at number three and the West South Central region at number four. These are the four regions on which future SAWA marketing should focus. Missing the cutoff point were the West North Central and Mountain regions ranked five and six respectively.

Table 3

REGIONAL RANKINGS OF SOCIO-DEMOGRAPHIC FEATURES

	Income	Education	Population	Score
1. Pacific	1	1	3	5
2. Mid Atlantic	2	5	2	9
3. East North Centr.	3	6	1	10
4. West South Centr.	4	3.5	4	11.5
5. West North Centr.	5	3.5	5	13.5
6. Mountain	6	2	6	14

Source: U.S. Department of Commerce

4.2 Recommended Metropolitan Markets

The selection of the following cities identified within each region as market foci have been made primarily on the basis of population. Suggestions provided by tourism experts were also incorporated into the listings.

1.	Pacific	Population
	Los Angeles	11,498,000
	San Francisco	5,368,000
	Seattle	2,093,000
	Portland	1,298,000
	San Diego	1,868,000

- Portland was ranked higher than San Diego as a potential market on the basis of the tourism experts comments.
- It should be noted that this region may contain other worthwhile marketing centres due to its overall high potential, e.g. Salem.

2.	Middle Atlantic	Population
	New York	17,539,000
	Philadelphia	5,681,000
	Pittsburgh	2,423,000
	Buffalo	1,243,000

3.	East North Central	Population
	Chicago	7,937,000
	Detroit	4,753,000
	Cleveland	2,834,000
	Indianapolis	1,167,000

- Minneapolis/St. Paul does not actually fall within this region, but its proximity to the area may merit further investigation.

4.	West South Central	Population
	Houston	3,101,000
	Dallas/Fort Worth	2,931,000

-Tourism experts felt that the primary market in this region was Texas, therefore only the major cities in Texas are listed.

4.3 Canadian Markets

While the primary focus of this research is to address the United States markets the following comments consider also the Canadian market. There are three main motivations for clients attracted by SAWA's tours:

- a) non-consumptive wildlife,
- b) cultural, and
- c) adventure/wilderness motivations.

The demand characteristics of each group are considered briefly below.

a) Non-Consumptive Wildlife Related Activities

We have reviewed a study by the Canadian Wildlife Service entitled "The Importance of Wildlife to Canadians" which was based on 1982 data. This study, conducted by survey, suggests 19.4 percent of Canadians (3.6 million people) participate in trips or outings whose primary purpose is a non-consumptive, wildlife related activity. Table 4 indicates provincial characteristics of some aspects of these activities.

"Primary Non-Consumptive Wildlife Related Trips" is defined in the survey as a special type of outing which has as its main purpose to observe, photograph or study wildlife. The most common sub-activities were watching and photographing wildlife. Activities that were specifically excluded consisted of incidental wildlife encounters, hunting, and home-based activities.

Primary non-consumptive wildlife related trips were most popular among males. Participants aged 25 - 34 years of age constituted 27.9 percent of trip takers and 33.6 percent possessed education beyond secondary school. The Northwest Territories and Yukon Territory were not included in the survey.

Expenditures on primary non-consumptive wildlife related trips or outings were distributed as follows:

Equipment	52.7%
Transportation	21.0%
Food	12.6%
Accommodation	8.1%
Other	5.6%

This distribution of the average daily expenditure per participant (Table 4) suggests that a large proportion of trips were of a one-day period, were unescorted, used road transportation and/or were based on camping accommodation. The sheer magnitude of this category suggests this is a group whose interest in wildlife is already aroused. The group therefore presents an attractive target for marketing attention. Average annual expenditures per participant in this category are, with the exception of hunting, the largest annual expenditure category in wildlife related activities as demonstrated below:

Table 4

SURVEY DATA: CANADIAN PARTICIPATION IN
PRIMARY NON-CONSUMPTIVE TRIPS OR OUTINGS - 1981

	NFLD	PEI	N.S.	N.B.	QUE	ONT	MAN	SASK	ALTA	B.C.	NAT ' L AVERAGE
Percentage Participation	14.0	13.7	19.9	18.2	18.9	19.9	17.4	16.7	20.0	21.6	19.4
Average # of Days Engaged by Participants	13.3	15.4	12.3	15.2	15.6	14.5	16.3	15.9	20.1	18.2	15.8
Average Daily \$ Expen- diture/Participant	43	20	38	28	27	34	36	45	43	55	37

<u>Total Expenditure by all participants</u> \$ million	<u>Wildlife Related Activity</u>	<u>Average yearly expenditure per participant</u> \$
119.4	Wildlife Organizations	107
529.8	Maintaining Natural Areas	455
196.9	Residential Activity	16
2,111.4	Primary Non-Consumptive Trips	589
84.9	Incidental Encounters on Other Trips	10
1,192.6	All Game Hunting	662
<u>4.2 Billion</u>	Total	

Adjustment by the consumer price index for recreation adjusts the average Alberta daily expenditure per participant in the category of Primary Non-Consumptive Trips from a 1981 estimate of \$43.00 to a 1984 estimate \$50.74.

Participants did not differ much from the **socio-demographic** profile of the Canadian population, although the Atlantic provinces fell below national averages. The study therefore suggests that in this category, as in the U.S., the market in Canada generally follows population distribution.

b) Cultural, and c) Adventure/Wilderness Tour Travelers

The travelers in these two categories will likely conform in Canada to the profiles demonstrated for the U.S. This suggests attention to the larger metropolitan areas, particularly those centres with major secondary educational institutions, should be considered as prime targets.

d) Summary of Canadian Markets

5. LIST OF U.S. MARKET CONTACTS

The purpose of this section of the report is to provide Subarctic Wilderness Adventures Ltd. (SAWA) with U.S. market contacts. These contacts have been listed on the basis of the previously identified market areas of the Pacific, Middle Atlantic, East North Central and West South Central regions. Individual contact lists have been developed under the following sections: special interest groups, media contacts, tourism industry contacts and U.S.A. Field Offices for Tourism Canada. Each of these sections has been recognized as playing a potentially important role in SAWA's future marketing strategy.

The separate lists appearing in this report each have a brief introduction which outlines the source for the list, the potential marketing impact of the represented target group and some very general suggestions as to the way to utilize the list of contacts. Common points to remember when formulating a detailed marketing plan for each group are to:

- o Emphasize the benefits to the contact groups of SAWA's proposal.
- o Be clear about your marketing intentions.
- o Provide proof of SAWA's legitimacy by way of professional brochures, official recognition from provincial and territorial tourism departments, newspaper features, etc.
- o Utilize the services of Travel Alberta and Travel Arctic for their expertise and their legitimacy.

A variety of sources were used to identify suitable marketing contacts listed in the introduction to each list. The budget limitations of the project did not enable telephone verification to be made with all of the contacts listed, however, a series of

spot checks was made. Approximately forty of the contacts listed including samples from each category of list were verified as being appropriate through direct telephone conversations to agency representatives. All of the contacts which were verified in this manner have been identified with an asterisk (*) by their listing. It has been assumed that contacts not checked in this manner would parallel the verified contacts in terms of appropriateness.

Brief descriptions of the nature of the contacts have been provided in the introduction to each list in instances where the individual contacts are essentially similar with the exception of location (eg. State Bar Associations). Individual contact descriptions have been listed where the contacts within the list vary substantially from each other and where the information was readily available or could be gleaned from the source used. These descriptions in combination with the ranking of each major section as a primary, secondary or tertiary market and the ranking of the geographic regions, provide SAWA with the basis to decide its future marketing strategy.

In many instances the contact person listed in this report holds the highest paid position within the organization. This individual may not necessarily handle SAWA's marketing request himself/herself, but will be in a position to delegate this task. The inherent advantage in this is that a fast and cooperative response can be expected from employees who have been assigned to a task by the organization's top administrator.

A final point to note is that the contact lists are not intended to be exhaustive. The contacts contained in this report are felt to represent some of the most significant markets in the U.S. However, they are essentially a starting point for your marketing efforts. Each successful contact made has the potential of

identifying several related contacts. An example of this would be the environmental groups which may be able to recommend similar organizations who would be interested in SAWA's product.

It is important to monitor the results of your marketing efforts. Those contacts which prove to be more effective in terms of generating business for SAWA should become the focus of your marketing efforts.

The lists of contacts provided in this report concentrate on the U.S. market areas as outlined in the study's terms of reference. However, the type of contacts listed in this report parallel those which would exist in Canada.

5.1 Special Interest Groups

Five separate special interest groups have been identified as significant marketing contacts for Subarctic Wilderness Adventures (SAWA) Ltd. These groups were thought to be significant marketing contacts on the basis of parallels between their memberships' interests and the characteristics of **SAWA's** product. The groups were also identified on the basis of their membership having similar socio-demographic characteristics to those identified earlier in this report as representing high potential adventure travelers. The special interest groups listed in this section include environmental groups, cultural interest contacts, outdoor recreation clubs, outdoor recreation equipment retailers and professional organizations.

5.1.1 Environmental Groups

This section lists major national environmental groups as well as environmental group contacts within each marketing region by state. It is felt that the contacts listed below represent a primary marketing target group for SAWA due to their strong interest in wilderness and natural history. Additional environmental contacts have been listed within the tourism industry contact section of the report due to the groups having specific travel divisions.

Major national level conventions have been listed when it appears that they have a marketing potential which suits SAWA's objectives. Details on the exact marketing potential of each conference should be investigated through personal correspondence. Major events at a state or local level should also be identified through your initial exchange of correspondence with these agencies.

The contacts listed in this section were initially identified through interviews with individuals at the University of Alberta

and contact with the Calgary based office of the Environmental Coordinator. This latter source helps to administer and coordinate the Alberta Wilderness Association, Federation of Alberta Naturalists and the Alberta chapter of the National and Provincial Parks Association.

In addition to these sources, the following documents provided the detailed addresses for the contacts listed:

1. The 1984 Conservation Directory published by the **American** Wilderness Association
2. The 1985 Encyclopedia of Associations which lists all **major associations registered** in the United States

The general marketing approach suggested for this category is to write directly to the contacts listed introducing them to your product. It is important that the natural history/environmental aspects of SAWA be emphasized. You might choose to raise the possibility of a speaking tour to their area if you feel that it is appropriate to your plans. The possibility of an article or advertisement in their newsletter should also be raised. It should be noted that the first contact listed under each state relates to a federation of environmental groups and may lead to a number of additional contacts. A second significant consideration is that the primary focus of these groups may be local but that many would take a special interest in environmental topics away from their locale.

*
National Audubon Society
950 - 3rd Avenue
New York, New York
10022
Telephone **(212)** 832-3200

Convention - biennial
June 16 - 21, 1985 - Lake George, New York
Theme: Journey of HOpe

Comments

National Audubon Society members would be an excellent market for SAWA because of the members

interest in natural history and bird life. Kristian Stamatoz of the Society's marketing section suggested the following possible marketing avenues.

1. Offering your services to their expedition section:
Audubon Expeditions
Attention: Marshal Case
N.E. Audubon Center
RR1, BOX 171
Sharon, Connecticut
06069
2. Advertisement or listing in the publication "Audubon Action". Information on this publication could be obtained through the head office with the request addressed to the attention of Chris Wile.
3. Local club speaking tours. These tours would have to focus on natural history first and marketing second. Further discussions would be required with Mr. Stamatoz.

Paul C. Pritchard, President
National Parks and Conservation Association
1701 - 18th Street **N.W.**
Washington, **D.C.**
20009

Telephone (202) 265-2717

Convention

November, 1985 - Washington, **D.C.**

Comments

The purpose of this national association is to promote and protect American National Parks along with the general environment. Although the Association has a U.S. focus its members may be receptive to National Parks in general.

* Michael **McCloskey**
Executive Director
Sierra Club
530 Bush Street
San Francisco, **California**
94108

Telephone (415) 981-8634

Comments

The Sierra club represents a very significant market for SAWA with its 350,000 members including 56 state groups and 300 local clubs. The membership of the Sierra Club is actively concerned with nature and its interrelationship with man. This environmental group is therefore closely aligned with SAWA's philosophy. The best way for SAWA to tap this market is through the Sierra Club's **Outing** (Touring) Department. The appropriate contacts for this have been listed in the travel industry section of this report. General contact should also be established with the address provided above outlining services such as environmental speaking engagements with local clubs which might be arranged. The national organization should be able to provide you with specific contacts in identified areas.

Jack H. Berryman
Executive Vice President
International Association of Fish and Wildlife Agencies
1412 - 16 Street, N.W.
Washington, D.C.
20036
Telephone (202) 232-1652

Convention
September, 1985
Sun Valley, Idaho

Comments

This Association has a membership of 450 with 65 of these being state and provincial fish and wildlife agencies, and 382 officials. The stated purpose of the Association is to educate the public to the economic importance of conserving natural resources and managing wildlife property as a source of recreation and a food supply, to seek better conservation legislation, administration and enforcement.

Joan A. Fordham
Administration
International Crane Foundation
Rt. 1, **Box** 230C
Shady Lane Road
Baraboo, Wisconsin
53913
Telephone (608) 356-9462

Convention

September, 1984 - **Baraboo**, Wisconsin
September, 1985 - not determined yet

Comments

This Foundation has a membership of 2,700. These members include scientists and other individuals committed to research, habitat preservation, captive propagation and restocking of the crane. In addition to the conference listed, a potential marketing avenue with this organization is the speakers bureau sponsored by this agency. **Emphasis** should be placed on your preservationist and conservationist aspects and you should be aware that Foundation members may be sensitive towards the effects of tourism development in Wood Buffalo.

Jerome J. Pratt
Secretary Treasurer
Whooping Crane Conservation Association
3000 Meadowland Drive
Sierra Vista, Arizona
85635

Telephone (602) 458-0971

Convention

March, 1985 - Washington, **D.C.**

Comments

This Association has a membership of 500 which includes naturalists, ornithologists, and **aviculturists**. The underlying purpose of the Association is to prevent the extinction of the whooping crane. Again, you should be aware that the Association may be sensitive to the impact of tourism on the whooping cranes. Members of this Association would be attracted to the natural history aspects of your tours, not just the whooping crane attraction of Wood Buffalo.

PACIFIC

CALIFORNIA

Executive Director
California Natural Resources Federation
2820 Echo Way
Sacramento, California
95821

Telephone (916) 323-2602

Cofranents

A representative statewide organization, affiliated with the National Wildlife Federation, primarily devoted to the wise use, conservation, aesthetic appreciation, and restoration of wildlife and other natural resources.

Publication: "Natural Resource News"

Bruce A. Bolt, President
California Academy of Sciences
Golden Gate Park
San Francisco, California
94118

Telephone (415) 221-5100

Comments

The object of this organization is the exploration and interpretation of natural history. The Academy maintains research collections and operates a museum complex in partial fulfillment of this objective. Total membership is 13,500 with monthly newsletter called "Academy Newsletter". May be interested in natural history talks, articles and advertising.

Robert A. Ricker, Executive Director
California Wildlife Federation
1023 J. Street, Suite 203
Sacramento, California
95814

Telephone (916) 443-6850

Comments

A non-profit statewide organization of councils, clubs, and individual members dedicated to promote the conservation, enhancement, scientific management and wise use of all our natural resources.

Membership: 10,000

Monthly Newspaper: "California Wildlife"

OREGON

David W. Doran, President
Oregon Wildlife Federation
2753 N. 32nd
Springfield, Oregon
97477

Telephone (503) 747-8400

Comments

A representative statewide organization, affiliated with the National Wildlife Federation, primarily devoted to the wise use, conservation,

aesthetic appreciation, and restoration of wild-
life and other natural resources.
Publication: "Resource Review"

* James Monteith, Executive Director
Oregon Wilderness Coalition
271 W. 12th Avenue
Eugene, Washington
97401
Telephone (503) 344-0675

Comments

A statewide association of conservation, sports-
men, and educational organizations actively invol-
ved in citizen action for wise use and stewardship
of Oregon's public lands and waters.
The Oregon Wilderness Coalition felt that they
would be an appropriate contact for your marketing
efforts. A total of 2,000 individuals and 90
groups make up the membership of the Coalition
whose mailing list could be made available to SAWA
for a direct mailing campaign. The major publica-
tion of the Coalition is titled "Wild Oregon", of
which 2,500 copies are sold and distributed to its
membership. Advertising rates for a one-time
black and white display ad range from \$75.00 U.S.
for a full page to \$22.00 U.S. for 1/4 page.
Classified space sells for \$5.00 U.S. a column
inch (1" x 3"). For more details on this publica-
tion and the possibility of other marketing acti-
vity such as speaking engagements, written corres-
pondence should be mailed to James Monteith.

WASHINGTON

John M. Stone, Executive Secretary
Washington State Sportsmen's Council
P.O. Box 357
Clear Lake, Washington
98235
Telephone (206) 856-4774

Comments

A representative statewide organization, affi-
liated with the National Wildlife Federation,
primarily devoted to the wise use, conservation,
aesthetic appreciation, and restoration of wild-
life and other natural resources.
Publication: "News and Reports"

Don Ziegler, President
Wildlife Society Washington Chapter
246 G. Street SE
Ephrata, Washington
98823
Telephone (509) 754-4624

Comments

A statewide organization with the objective of conserving wildlife. No other information available.

MIDDLE ATLANTIC

NEW YORK

* Francis E. Hartman, President
New York State Conservation Council
8 E. Main Street
Ilion, New York
13357
Telephone (315) 894-3302

Comments

A representative statewide organization, affiliated with the National Wildlife Federation, primarily devoted to the wise use, conservation, aesthetic appreciation, and restoration of wildlife and other natural resources.

The most promising marketing avenue identified by Pat Dudeck of the Conservation Council was the placement of display advertising in their publication "Conservation Council Comments". This publication has a circulation of about 16,000 and is published ten times per year. A one time black and white advertisement would range from \$200.00 U.S. for one full page to \$40.00 U.S. for one eighth of a page. Further details on advertising or the possibility of submitting an article can be obtained from: William Hill, Editor

NYS Conservation Council Comments
5115 Bear Road
Sanborn, New York
14132

Telephone (716) 285-3211 (wk)
(716) 731-9984 (hm)

Morgan Jones III, President
Federation of New York State Bird Clubs
184 Temple Street
Fredonia, New York
14063

Comments

A federation of bird clubs and organizations from throughout the State of New York.
Publication: "The Kingbird"

Robert E. Chambers, President
Wildlife Society New York Chapter
Wildlife Resources Center
Delmar, New York
12054

Comments

Organization dedicated to the preservation of America's wildlife. No other information available.

PENNSYLVANIA

Frank H. **Felbaum**, Executive Secretary
Pennsylvania Federation of Sportsmen's Clubs, Inc.
1718 N. Second Street
Harrisburg, Pennsylvania
17102
Telephone (717) 232-3480

Comments

A representative statewide organization, affiliated with the National Wildlife Federation, primarily devoted to the wise use, conservation, aesthetic appreciation, and restoration of wildlife and other natural resources.
Publication: "The Pennsylvania Sportsman/Outdoor People"

David J. Putnam, President
Wildlife Society Pennsylvania Chapter
256 South Main Street
Pleasant Gap, Pennsylvania
16866
Telephone (814) 234-4090

Comments

Organization dedicated to the preservation of America's wildlife. No other information available.

NEW JERSEY

Cole Gibbs, President
New Jersey State Federation of Sportsmen's Clubs
BOX 267
Cologne, New Jersey
08213

Comments

A representative statewide organization, affiliated with the National Wildlife Federation, primarily devoted to the wise use, conservation, aesthetic appreciation, and restoration of wildlife and other natural resources.

Publication: "Sportsmen's Newsletter"

* Thomas J. **Gilmore**, Executive Director
New Jersey Audubon Society
P.O. Box 125
Franklin Lakes, New Jersey
07417
Telephone (201) 891-1211

Comments

Promotes conservation of natural resources in New Jersey, through educational programs; operates a wildlife research unit, the Cape May Bird Observatory and nature centers; and maintain open space acquisitions. Membership: 4,500

The New Jersey Audubon Society would welcome written correspondence from SAWA outlining your interest in speaking engagements, article submissions to their magazine, "New Jersey Audubon", and paid advertising. In addition to the magazine, the society also distributes a newsletter and operates three nature centers in New Jersey.

EAST NORTH CENTRAL

WISCONSON

Robert A. Lachmund, President
Wisconsin Wildlife Federation
Tranquil Acres
Reeseville, Wisconsin
53579
Telephone (414) 927-3131

Comments

A representative statewide organization, affiliated with the National Wildlife Federation, primarily devoted to the wise use, conservation, aesthetic appreciation, and restoration of wildlife and other natural resources.

Kirk H. Beattie, president
Wildlife Society Wisconsin Chapter
310, CNR, University of Wisconsin
Stevens Point, Wisconsin
54481

Telephone (715) 346-2269

Comments

Organization dedicated to the preservation of
America's wildlife. No other information
available.

ILLINOIS

Tom Mills, President
Illinois Wildlife Federation
123 S. Chicago Street
Rossville, Illinois
60963

Telephone (217) 748-6365

Comments

A representative statewide organization, affi-
liated with the National Wildlife Federation,
primarily devoted to the wise use, conservation,
aesthetic appreciation, and restoration of wild-
life and other natural resources.
Publication: "Illinois Wildlife"

Warren R. Dewalt
Illinois Audubon Society
P.O. Box 608
Wayne, Illinois
60184

Telephone (312) 584-6290

Comments

Promotes conservation of natural resources in
Illinois.
Publication: "Audubon Bulletin"

MICHIGAN

* Thomas L. Washington, Executive Director
Michigan United Conservation Clubs
Box 30235
2101 Wood Street
Lansing, Michigan
48909

Telephone (517) 371-1041

Comments

A representative statewide organization, affi-

listed with the National Wildlife Federation, primarily devoted to the wise use, conservation, aesthetic appreciation, and restoration of wild-life and other natural resources.

The Michigan United Conservation Clubs would welcome a written submission from SAWA outlining its product and briefly identifying its marketing proposal. Advertising in the Club's major publication was suggested as a particularly effective marketing approach. The "Michigan Out of Doors" Magazine has an estimated circulation of 102,000. Display advertising rates for black and white one-time ads range from \$195.00 U.S. for 1/8 of a page to \$1,375 for a full page. Classified ads cost \$27.50 U.S. per column inch or 50 cents per word.

Roger Sutherland, President
Michigan Audubon Society
7000 N. **Westridge** Avenue
Kalamazoo, Michigan
49007
Telephone (616) 344-8648

Comments

Promotes conservation of natural resources in Michigan.

publication: "The Jack-Pine Warbler"
"Michigan Audubon Newsletter"

INDIANA

Dean Jessup, President
Indiana Wildlife Federation
Box 283
Zionsville, Indiana
46767
Telephone (317) 873-3915

Comments

A representative statewide organization, affiliated with the National Wildlife Federation, primarily devoted to the wise use, conservation, aesthetic appreciation, and restoration of wild-life and other natural resources.

Publication: "Hoosier Conservation"

Bill Harnden, President
Association of Great Lakes Outdoor Writers
301 Cross Street
Sullivan, Indiana
47882
Telephone (812) 268-6232

Comments

Organization of outdoor writers (staff and free-lance) with an active concern for the conservation of the natural environment.

Marge Riemenschneider, president
Indiana Audubon Society
Mary Gray Bird Sanctuary
R.R. 6
Connersville, Indiana
47331
Telephone (317) 825-9788

Comments

Works for the conservation of wildlife, especially birds. Membership: 980
publications: "The Indiana Audubon Quarterly"
"The Cardinal"

OHIO

Betty James, Office Manager
League of Ohio Sportsmen
4330 Clime Road N
Columbus, Ohio
43228
Telephone (614) 279-3444

Comments

A representative statewide organization, affiliated with the National Wildlife Federation, primarily devoted to the wise use, conservation, aesthetic appreciation, and restoration of wildlife and other natural resources.
Publication: "Out-Of-Doors"

Charity Krueger
Ohio Audubon Council
1816 Harlan Road
Toledo, Ohio
43615

Comments

Works to promote, foster, and encourage the conservation and preservation of all wildlife, plants, soil, water, air and other natural resources for the benefit of all citizens.

WEST SOUTH CENTRAL

TEXAS

Alan **Allan**, Executive Director
Sportsmen's Clubs of Texas
311 Vaughn Building
807 Brazes Street
Austin, Texas
78701

Telephone (512) 472-2267

Comments

A representative statewide organization, affiliated with the National Wildlife Federation, primarily devoted to the wise use, conservation, aesthetic appreciation, and restoration of wildlife and other natural resources.

Publication: "SCOT Wildlife News"

Gary Valentine, President
Wildlife Society Texas Chapter
Soil Conservation Service
P.O. BOX 648
Temple, Texas
76503

Telephone (817) 774-1291

Comments

Organization dedicated to the preservation of America's wildlife. No other information available.

5.1.2 Cultural Interest Groups

Only major contacts are listed in this section. Through library and telephone research it was found that few specific groups exist which would combine the interest and ability to travel with a specific interest in northern cultural groups. One group which was identified consisted of educators in the field of **anthropology**. Consideration was given to listing the numerous anthropology departments at universities in the **U.S.** market areas identified but was rejected on the basis of the small number of relevant contacts which would be made. However, advertising or features in journals or newsletters subscribed to by this group would be able to reach interested individuals. The first two contacts listed represent the major two North American journals specializing in northern cultures.

Correspondence should be sent to these contacts emphasizing the cultural aspects of **SAWA's** program. Inquiries about advertising and articles in relevant newsletters also should be made. The Arctic Institute of North America has indicated that they would be interested in publishing a 500 to 700 word article on SAWA. This would be a very effective marketing promotion especially if accompanied by a paid advertisement.

* Arctic Institute of North America
University of Calgary
2500 University Drive **N.W.**
Calgary, Alberta
Attention: Claudette **Upton**
Telephone (403) 284-7515

- publish a scholarly journal called "Arctic"
- for a \$250.09 fee they will include promotional flyers with the journal
- also have a less formal newsletter in which they would be happy to publish a 599 - 759 word article regarding your operation
- published quarterly - next available issue - March
- U.S. and Canadian distribution
- **1500** - 1799 subscribers

* Dr. **Allen** McCartney
Department of Anthropology
University of Arkansas
Fayetteville, Arkansas
72701
Telephone (501) 575-2508

- editor of "Arctic Anthropology"
University of Wisconsin, Madison
- 700 subscribers

Comments

Direct contact with Dr. McCartney has indicated that advertising may be restricted in the journal, but it was suggested that this could be verified through:

Al Friedmen
University of Wisconsin Press
114 N Murray Street
Madison, Wisconsin
53715

Dr. McCartney also indicated that the publication is a **scholarly** journal and that an article about Wood Buffalo Park would be welcome if it were written in this manner. This type of article and exposure may be worth pursuing with Dr. McCartney, but it is felt that it will be less effective than contact with the Arctic Institute of North America.

Kathleen Spalzburg
INS TAAR
Institute for Arctic and Alpine Research
University of Colorado
Boulder, Colorado
80309
Telephone (303) 492-6387

Comments

- no major publication was identified with this institute
- simple correspondence directed toward Ms. **Spalzburg** informing institute members of the SAWA's product and inviting them to participate on the tours is recommended.

An additional contact related to the cultural and geographic aspect of **SAWA's** product has been listed below. Of special merit is the conference associated with this association.

Dr. Ellen Reisman **Babby**
Association for **Canadian** Studies In the United States
1776 Massachusetts Ave **N.W.**
2nd Floor
Washington, **D.C.**
20036
Telephone (202) 822-8688

Convention
September, 1985 - Philadelphia, Pennsylvania

Comments

The purpose of the Association is to promote scholarly activities including study research, teaching and publication about Canada at all educational levels and in all disciplines in the Us.

5.1.3 Outdoor Recreation Clubs

The contact list in this section is divided into **nordic** skiing and canoeing clubs which are listed by marketing area and state. These groups were identified on the basis of being representative of outdoor recreation groups in general. Outdoor recreation groups are felt to be a secondary target group for your marketing plans. It is felt that although the members of these groups have an obvious interest in outdoor activities they do not necessarily have high incomes or other **socio-demographic** characteristics identified with potential clients.

The lists given in this section were provided by the national associations of each activity group. Skiing clubs were identified by the U.S. Ski Association and canoeing clubs were identified by the American Canoe Association. In both instances clubs of a recreational nature were requested, although these two associations do also have major competitive aspects to their program.

A general marketing approach for these clubs would be to send them promotional material emphasizing the adventure and wilderness aspect of **SAWA's** product. These groups might also be interested in your outfitting service. You should also suggest an article and/or advertisements in their newsletter if applicable. The possibility of a personal speaking engagement could also be raised but is only recommended in conjunction with other marketing activity (eg. Travel Shows) in the area. The national conventions of these Associations may also be worth your marketing efforts.

NORDIC SKIING CONTACTS

Roger **Dahlberg**
Western Region Nordic Director
* U.S. Ski Association
1750E East Boulder St.
Colorado Springs, Colorado
80909
Telephone (303) 578-4600
*original source of contacts

U.S. Ski Association Convention
April 30 - May 4, 1985
Colorado Springs, Colorado

Jill Eyre
Eastern Region Nordic Director
U.S. Ski Association
Merchants Bank Building
205 **Main** Street
Brattleboro, Vermont
05301
Telephone (802) 254-6077

Claudia **Saveley**
Central Region Nordic Director
U.S. Ski Association
15 Spinning Wheel Road, #422
Hinsdale, Illinois
60521
Telephone (312) 325-7780

NORDIC SKIING CONTACTS

Comments

The U.S. Ski Association is a national level organization chartered as the official governing body for skiing in the U.S. by the International Ski Federation and the U.S. Olympic Committee. The Association has a membership of 80,000 and a staff of 40. The major focus of the Association is competitive downhill skiing, but it also acts as the only national level association for recreational nordic skiing.

The Nordic Division of this Association is devoted to the nordic or cross-country style of skiing. Within this Division, the

focus is on competitive skiing, but a significant emphasis is also directed towards recreational skiing and nordic ski-touring. It is this focus which we asked to be reflected in the contacts which the Association provided to us. A brief assessment of the nature of each contact is given based on the informal comments of the Association employee who provided the contact addresses.

PACIFIC

CALIFORNIA

Gail Gross
U.S. Ski Association Contact
BOX 4986
Incline Village, Nevada
89450

-has a good knowledge of recreational **nordic** ski clubs in the Nevada and California areas.

Debbi Waldear
U.S. Ski Association Contact
P. O. Box 77
Kirkwood, California
95646

-is familiar with the existence of recreational nordic ski clubs in the California area.

OREGON

Oregon Nordic Center
P.O. BOX 1031
Bend, Oregon
97709

-a nordic skiing area which may be able to post information on SAWA's product.

WASHINGTON

Mac Dunstan
U.S. Ski Association Contact
3320 Meridian Avenue N.
Seattle, Washington
98103

- familiar with the nordic ski clubs which exist in the Seattle area.

MIDDLE ATLANTIC

NEW YORK

Lapland Lake Nordic Ski Center
Rd. 2 Benson
Northville, New York
12134

- a **nordic** skiing area which may be able to post information on SAWA's product.

EAST NORTH CENTRAL

ILLINOIS

Northwest Nordic Association
P.O. Box 5
Arlington Heights, Illinois
60006

an association of
nordic ski clubs in the
Illinois region.

MICHIGAN

Boyne Nordican Lodge
Boyne Falls, Michigan
49713

a nordic skiing resort
which may be interested
in posting SAWA info.

Copper Ski Club
BOX 214
Calumet, Michigan
49913

a local level club
active in nordic skiing

WEST SOUTH CENTRAL

RECREATIONAL CANOEING GROUPS

NATIONAL ORGANIZATION

Susan Chamberlain, **Commandor**
* American Canoe Association Corp.
7217 **Lockport** Place
P.O. Box 248
Lorton, Virginia
22079
Telephone (703) 550-7523

Convention
November, 1985 - Mystic, Connecticut

Annual Camp
August - Gananoque, Ontario

Comments

The American Canoe Association is the national governing body for canoe and kayak activity in the Us. It is dedicated to the sport of canoeing and kayaking and to the preservation of streams and rivers. The Association provides information on canoe sports and offers computerized services on canoe clubs, manufacturers, liveries and outfitters. It is the information on outfitters which should be of most interest to SAWA. SAWA should provide the Association with information on its services so that it may be passed along in response to member requests. Publications such as the "American Canoeist" (newsletter) and the bi-monthly magazine "Canoe" offer potential advertising avenues for SAWA.

Individual clubs within the Association vary in focus from competition to recreation and touring. The Association was requested to identify the latter type of clubs. A review of the club names and the general comments provided by the Association contact indicate that there is an emphasis on white water paddlers and on canoe touring. Individual contact descriptions are therefore not provided, thereby avoiding repetition.

PACIFIC

CALIFORNIA

National Outdoor College
c/o Ronald Hilbert
P.O. BOX 962
Fair Oaks, California
95628
Telephone (916) 338-3600

Redwood Paddlers
c/o Jerry **Albright**
226 Gilbert Drive
Santa Rosa, California
95405

River Touring Section
Sierra Club Angeles Chapter
11275 Westminster Avenue, #211
Los Angeles, California
90066
Telephone (213) 398-0012

Oregon Kayak and Canoe Club
c/o Penny **Kelley**
P.O. Box 692
Portland Oregon
97207
Telephone (503) 629-1863

Willamette Kayak and Canoe Club
P.O. Box 1062
Corvallis, Oregon
97330

WASHINGTON

Washington Kayak Club
Box 24264
Seattle, Washington
98124

MIDDLE ATLANTIC

NEW YORK

Metropolitan Canoe and Kayak Club
c/o Mike **Dorsky**
P.O. Box 1868
Brooklyn, **N.Y.**
11202

PENNSYLVANIA

Keystone River Runners
c/o Donald B. Frew
R D 6
Box 359
Indiana, Pennsylvania
15701

PAC
c/o Ray F. Garman
113 Edward Street
Athens, Pennsylvania
18810
Telephone (717) 836-4739

Lancaster Canoe Club
c/o Donna Hammond
442 South Broad Street
Lititz, Pennsylvania
17543
Telephone (717) 626-9355

Lehigh Valley Canoe Club
c/o Robert **Bell**
P.O. Box 2726
Lehigh Valley, Pennsylvania
18001
Telephone (215) 250-0840

NEW JERSEY

Monoco Canoe Club
c/o Mr. **Waalewyn**
173 Van **Brackle** Road
Matawan, New Jersey
07747
Telephone (201) 583-2830

EAST NORTH CENTRAL

WISCONSIN

Wisconsin Hooper Outing
Wisconsin Memorial Union
c/o Bob Obst
800 Langdon Street
Madison, Wisconsin
53706

ILLINOIS

Chicago Whitewater Assoc.
c/o **Marge Cline**
1343 N. Portage
Paltine, Illinois
60067
Telephone (312) 359-5047

INDIANA

Ark Canoe Club
Indiana
c/o David K. Davies
P.O. BOX 3862
Evansville, Indiana
47737
Telephone (812) 425-1357

St. Joe **Valley** Canoe and Kayak
c/o **Bill May**
200 East Jackson Blvd.
Elhart, Indiana
46514

Evansville Canoe Association
c/o Mike **McClarney**
3717 **Cathleen**
Evansville, Indiana
47715
Telephone (812) 479-6443

OHIO

Dayton Canoe Club
c/o Francis H. **Raley**
1020 Riverside Drive
Dayton, Ohio
45405
Telephone (513) 222-9392

WEST SOUTH CENTRAL

TEXAS

Texas Canoe RaCing Association
102 Fawn Trail
Lake Jackson, Texas
77566
Telephone (409) 297-3110

The following organization has a more universal membership than either the skiing or canoeing oriented clubs. Marketing efforts directed at this Association, such as a commercial display at its annual convention, would expose SAWA's product to a broad range of people with strong interests in leisure activities such as adventure travel.

John H. Davis, Executive Director
* National Recreation and Parks Association
3101 Park Center Dr., 12th Floor
Alexandria, Virginia
22302

Telephone (703) 820-4940

Convention
October, 1985 - Dallas, Texas

Comments

The NRPA is dedicated to improving the human environment through improved park, recreation and leisure opportunities. Its membership is made up of practitioners in the field of recreation and park services throughout the United States. The contact to correspond with in regard to commercial displays at their convention is Susan Hudak, Convention Manager. Preliminary contact suggests that a travel product would be a suitable commercial display. Unfortunately, no cost estimates were available during our initial contact.

5.1.4 Outdoor Recreation Equipment Retailers

Outdoor recreation equipment retail outlets are listed by market area and metropolitan centers. Correspondence with these retailers should be addressed to "The Manager".

It is felt that this group of retailers represents a secondary target group for your marketing. The customers of these stores have a demonstrated interest and willingness to pay for their outdoor activities. It should be noted however that there is no guarantee that these same individuals would be willing to travel great distances for their recreation.

The addresses listed in this section were identified on the basis of **recommendations** from a major supplier of top quality outdoor recreation equipment in the U.S. who requested that the company name not be used in the report. Additional retail outlets were identified from listings and advertisements contained in the yellow pages of each city's telephone directory. Outlets which clearly identified a product line featuring quality wilderness equipment were listed with the assumption that they would appreciate the merits of **establishing** contact with SAWA, i.e. they could provide their customers a **service**. The actual spot checks of these contacts and discussions with major suppliers show that the receptiveness towards this type of marketing approach by retailers is generally good. However, since the majority of the outlets listed were not directly contacted, it should be recognized that you may draw some blanks. That is the reason why this group has been listed as a secondary market for SAWA .

In-store promotions featuring a slide show, personal presentation or simply the distribution of promotional material would be the most effective way of utilizing this list. It is essential when approaching these retailers to convince them that their store will benefit financially as a result of an in-store promotion,

i.e. attract customers. Any special advertising required by the retail outlet to promote a SAWA visit will have costs which will have to be met. It is suggested that a speaking or promotion tour of this nature should only be done in conjunction with some other marketing activity in the area.

It is worth noting that the North Face stores in San Francisco and Seattle have a working relationship with **SOBEK**. You may, therefore, find it beneficial to establish contact with these stores through **SOBEK**. The Burger Brothers outlet in Minneapolis has had a history of working with adventure tour operators. Travel Alberta could probably help establish the contact in this instance. In the majority of other instances though, it is suggested that you correspond directly with the store manager and outline your proposal.

Individual contact descriptions are generally not provided because they all are essentially the same. All outlets are major retailers of quality outdoor recreation equipment in their respective geographic areas.

PACIFIC

LOS ANGELES

- * Adventure 16 Wilderness
Camping Outfitters
11161 W. Pico Blvd
West Los Angeles, California
90015
Telephone (213) 473-4574

Comments

This store has run in-store adventure travel promotions in the past and has found them to be effective in attracting customers. They would be happy to receive written correspondence outlining SAWA's proposal and product. Depending on the extent of pre-show promotions, the cost of these promotions could be split. The contact person in this regard would be the store manager - **Connie Sels.**

REI
405 W. Torrance Blvd
Carson, Los Angeles, California
Telephone (213) 538-2429

SAN FRANCISCO

The North Face
292 Winston Drive
San Francisco, California
94132
Telephone (415) 665-6044

Sierra Designs Inc
4th & Addison Berkeley
San Francisco, California
94131
Telephone (415) 843-2010

SEATTLE

The North Face
4560 University Way NE
Seattle, Washington
98105
Telephone (206) 633-4431

RE I
1525 - 11th
Seattle, Washington
98134
Telephone (206) 433-0771

PORTLAND

The Mountain Shop
628 NE Broadway
Portland, Oregon
97232
Telephone (503) 659-3373

Oregon Mountain Community
60 NW Davis
Portland, Oregon
97209
Telephone (503) 227-1038

SAN DIEGO

Pat's Ski and Sport
3081 **Clairmont** Drive
San Diego, California
92117
Telephone (714) 276-4611

Sierra Sports
4796 **Clairmont** Mesa Bl
San Diego, California
92117
Telephone (714) 292-7022

SPOKANE

Loulou's Ski and Surf
E 428 Pacific
Spokane, Washington
99202
Telephone (509)624-2422

Selkirk Bergsport
N 1611 Ash
Spokane, Washington
99205
Telephone (509) 328-0442

MIDDLE ATLANTIC

NEW YORK

Kreeger & Son Ltd.
16 W 46
Manhattan, New York
10011
Telephone (212) 575-7825

* EMS The Outdoor Specialist
725 Saw Mill Riv Rd
Ardsly, New York
10502
Telephone (914) 693-6160

Comments

EMS expressed an interest in hosting an in-store presentation/slide show by SAWA. It was suggested that a written description of SAWA's product and proposal should be sent to the attention of Chris.

Tents and Trails
21 Park Place
New York, NY
10007
Telephone (212) 227-1760

PHILADELPHIA

Appalachian Trail Outfitters
Main & Oakland Ave
Doylestown
Philadelphia, Pennsylvania
19127
Telephone (215) 348-8069

T. Goldberg
902 Chestnut Street
Philadelphia, Pennsylvania
19107
Telephone (215) 925-9393

PITTSBURGH

Avalanche
4868 - 4870 **McKnight** Road
Pittsburgh, Pennsylvania
15220
Telephone (412) 367-4311

The Mountain Trail Shop
5435 Walnut Street
Shadyside
Pittsburgh, Pennsylvania
15202
Telephone (412) 687-1700

BUFFALO

* EMS The Outdoor **Specialists**
1270 Niagara Falls **Blvd**
Buffalo, New York
14223
Telephone (717) 838-4200

Comments

A favorable response to the idea of in-store promotions was indicated by this store's sister outlet in New York.

Surplus Center
2840 Delaware Ave Kenmore
Buffalo, New York
14217
Telephone (717) 875-8188

EAST NORTH CENTRAL

CHICAGO

Camping Unlimited
5201 N. Milwaukee
Chicago, Illinois
60630
Telephone (312) 286-1414

Canoe Corner
1321 Ogden **Downrs** Grv
Chicago, Illinois
60610
Telephone (312) 852-9245

CLEVELAND

Camp and Trail Hutte
199E Market
Akron, Ohio
44308
Telephone (216) 535-1225

Base Camp
1600 W. Mill Avenue
Cleveland, Ohio
44147
Telephone (216) 657-2110

INDIANAPOLIS

Green Mountain
5516E 82 & Allisonville Rd
Indianapolis, Indiana
46220
Telephone (317) 842-7900

Wanderlust
1319 S **Rangeline** Rd **Carmel**
Indianapolis, Indiana
Telephone (317) 844-6765

MINNEAPOLIS

* Burger Brothers
5927 John Martin Dr
Brooklyn Center
Minneapolis, Minnesota
55430
Telephone (612) 560-6310

Comments

Bud Burger, one of the co-owners of the store, indicated that they have sponsored in-store promotions for outfits like Mistahi Seepee from Fort **Chipewyan**, Alberta. He feels that these promotions are beneficial to all parties involved because they "whet the appetite" of potential customers both of the store and of the adventure travel company. The Burger Brothers Store has special seminar rooms available **designed** for this type of presentation. Bud would welcome written correspondence from **SAWA**.

EMS
1627 W County Rd B
St. **Paul**, Minnesota
55113
Telephone (612) 631-2900

Comments

A favorable response to the idea of in-store promotions was indicated by this store's sister outlet in New York.

WEST SOUTH CENTRAL

HOUSTON

Wilderness Equipment
1961 W Gray
Houston, Texas
77003
Telephone (713) 721-1530

Rich J. Sports Ltd.
2367 Rice **Blvd**
Houston, Texas
77005
Telephone (713) 529-8767

DALLAS

Backwoods
6116 Luther Ln
Dallas, Texas
75225
Telephone (214) 363-0372

The Wilderness Adventurer
9830 North Central Expressway
Dallas, Texas
75231
Telephone (214) 739-0321

5.1.5 Professional Organizations

This section lists contacts with the **State** Bar Associations within each of the major geographic market areas. **Medical** associations within these same areas were also identified but upon closer investigation were not felt to be appropriate contacts for marketing since most of their journals or newsletters do not carry advertising. However, the "Western Journal of Medicine" has been listed as a possible contact in terms of advertising and might be used as a test case to see if marketing towards physicians would be effective. These contacts are felt to represent a tertiary market for SAWA.

Professional management associations are also addressed in this section. As with the medical associations, there appear to be significant limitations regarding the effectiveness of marketing through the management associations in an attempt to reach their membership. All of these professional organizations were investigated on the basis of earlier findings that professionals in high income brackets are high potential adventure travelers.

The contacts provided in this section were identified through the official lists of the American Bar Association, the 1985 Encyclo-
pedia of Associations and direct telephone contact as indicated by an astrisk next to each relevant listing.

AMERICAN BAR ASSOCIATION

The American Bar Association consists of 300,015 attorneys in good standing at the bar of each state. Functions and services are aimed directly at professional interests related to the practice of law. Although the potential of successful marketing at a national level is felt to be low, SAWA would have the potential to successfully market at the individual State level of the Bar Association. This marketing would take the form of advertising SAWA's product in State Bar publications.

As is the case with their parent organization, the publications of the State Bar Associations focus on articles of professional interest. These publications do not, therefore, have travel sections or articles devoted to general interest travel. Advertising space within the State Bar Bulletins is, however, generally available and would be a good way of reaching this market group. Contact with a representative of the "Oregon State Bar Bulletin" established that their advertising policies and prices are generally representative of the other State Bar publications. The Oregon representative did say that some states were more restrictive in their advertising policies, but that the trend was toward greater flexibility. A one-time black and white display ad would cost \$135.00 U.S. for 1/6 page and increase to \$515.00 U.S. for a full page display. An advertisement in the classified section would cost \$35 per insertion for 30 words or less and 75 cents for each additional word. It is suggested that an ad in the "Oregon State Bar Bulletin" would serve as a good test case to measure the effectiveness of a SAWA ad in this medium. If the response is encouraging, then other State Bar publications should be contacted and advertisements submitted.

NATIONAL ORGANIZATION

George M. Gold
Staff Director, News Publications and Information
American Bar Association
33 West Monroe
Chicago, Illinois
60603

PACIFIC

J. David **Ellwanger**
Executive Director
* State Bar of California
555 Franklin Street
San Francisco, California
94102
Telephone (415) 561-8200

Comments

The major publication of the State Bar of California is the "California Lawyer Magazine" with an estimated circulation of 105,000. Representatives from the advertising section of the magazine indicated that SAWA's product would be an acceptable advertisement. A one-time black and white display ad ranges from \$365.00 U.S. per 1/12 of a page to \$2,495.00 U.S. for a full page.

Robert J. **Elfers**
Executive Director
* Oregon State Bar
1776 S.W. Madison Street
Portland, Oregon
97205
Telephone (503) 224-4280
See section introduction

John **Michalik**
Executive Director
Washington State Bar Association
505 Madison Street
Seattle, Washington
98104
Telephone (206) 622-6054

MIDDLE ATLANTIC

William J. Carrel
Executive Director
New York State Bar Association
One Elk Street
Albany, New York
12207
Telephone (518) 445-1221

Peter P. Roper
Executive Director
Pennsylvania Barr Association
100 South Street
P.O. Box 186
Harrisburg, Pennsylvania
17108
Telephone (717) 238-6715

Dalton W. **Menhal**
Executive Director
New Jersey State Bar Association
172 West State Street
Trenton, New Jersey
08608
Telephone (609) 394-1101

EAST NORTH CENTRAL

Stephen L. Smay
Executive Director
State Bar of Wisconsin
Post Office Box 7158
Madison, Wisconsin
53707
Telephone (608) 257-3838

John H. Dickason
Executive Director
Illinois State Bar Association
Illinois Bar **Centre**
Springfield, Illinois
62701
Telephone (217) 525-1760

Michael **Franck**
Executive Director
State Bar of Michigan
306 Townsend Street
Lancing, Michigan
48933
Telephone (517) 372-9030

Jack Lyle
Executive Director
Indiana State Bar Association
6th Floor, 230 East Ohio
Indianapolis, Indiana
46204
(317) 639-5465

Joseph B. Miller
Executive Director
Ohio State Bar Association
33 West 11th Avenue
Columbus, Ohio
43201
Telephone (614) 421-2121

WEST SOUTH CENTRAL

Edward D. Coultas
Executive Director
* State Bar of Texas
P.O. BOX 12487
Austin, Texas
78711
Telephone (512) 475-4200

Comments

The "Texas Bar Journal" has an open advertising policy and would welcome an ad placement by SAWA. The "Journal" has a circulation of 46,000. A black and white one-time display ad of one page would cost \$835.00 U.S. while a 1/6 page display would cost \$300.00 U.S. Classified ads were priced at \$48.00 U.S. per 50 words.

MEDICAL CONTACTS

* Western Journal of Medicine
44 Gough Street
San Francisco, California
94103
Telephone (415) 863-5522

Comments

The "Journal" has a circulation of over 50,000 subscribers. Articles printed in the "Journal" are of a professional type only. There are no general interest articles on subjects such as travel. Advertising is primarily medical in nature, but more and more non-medical consumer items have been advertised lately.

- Advertising rates:

Classified rates

- have not had a travel section before but would be acceptable

- # of words - 6 x 5

eg. 30 - 6 x 5 = \$25.00 U.S.

Display Ads - Black & White

1 page - \$1,365.00 U.S.

1/2 page - 995.00 U.S.

1/4 page - 720.00 U.S.

50,000 subscribers

MANAGEMENT ASSOCIATIONS

An initial review of various national **level** management associations revealed that although the membership of these organizations would be a good prospective market, access to them is difficult to achieve. A major association investigated in this regard included the *"American Management Association (AMA)" which has a membership of 85,000 managers in industry, commerce, and government. Unfortunately, the AMA offers no realistic avenue for SAWA's marketing attempts because of its professional focus. Head office staff of the AMA felt that travel articles or travel advertisements in their publications would not be appropriate. Other management associations investigated and rejected included organizations such as the American Association of Industrial Management, Associations for Management Excellence and the Institute of Certified Professional Managers.

The following organizations did, however, show at least some promise for SAWA's marketing and should be followed up:

Valery **Boger**

* Institute of Management Consultants
Box 4145, Station 3
Calgary, Alberta
T2R 5M9

Telephone 244-4487

Comments

One of the functions of this organization is to manage provincial associations who do not have full time employees. Ms. **Boger** suggested that the Institute of Management Consultants and the Alberta Society of Human Resources and Organizational Development were two organizations which would be relevant for SAWA's marketing efforts. Both organizations are made up of people in management positions throughout Alberta. The best vehicle for reaching the members of these organizations would be through a one page insert in their newsletter. An estimate of \$170 for a one page insert in the Institute of Management Consultants newsletter was provided. It is

recommended that you provide Ms. **Boger** with some general information about SAWA's product and ask for detailed advertising rates related to the associations which she deals with and feels are appropriate for your intentions. It should be noted that these associations will all be provincial, not American in nature.

Lara Gomez
* Airline Pilots' Association
1625 Massachusetts Avenue, **N.W.**
Washington, **D.C.**
20036
Telephone (202) 797-4000

Events

Biennial Board of Directors Meeting
November 3-10, 1985, Miami, Florida

Comments

This Association acts as the collective bargaining agent for airline pilots. Advertisements in the Association's monthly publication "Airline Pilot" would reach a large professional group of people with an interest in travel. The magazine has a nationwide circulation of 44,000 consisting of 34,000 active pilots, 7,000 retired pilots and the balance of members being industrial associations and corporations. The advertising representative who we spoke to felt that adventure travel products would be appropriate advertisement in their magazine. Advertising costs are as follows:

Black & White display: 1 pg.	\$1,937 Us.
1/2 pg.	1,166 Us.
1/6 pg.	391 Us.

Classified: \$1.00 per word

At the present time, there appear to be no other avenues open for SAWA marketing with the APA. Some consideration has been given to having a one time travel feature theme for an issue of the magazine. If this were to occur "Airline Pilot" would review a list of their advertisers to see if they could be featured.

* Alberta Aviation Council
220 Terminal Building
Municipal Airport
Edmonton, Alberta
T5G 0W5
Telephone 451-5289

Comments

The Council has over 1000 members ranging from private pilots to insurance companies and airports. Although the Council has a newsletter, at the present time no advertising is included in it and its articles are specifically related to industry issues rather than general interest. The Council does occasionally receive inquiries from members about travel destinations. The Council would, therefore, appreciate a sample SAWA brochure so that they could pass along this information on the occasions when it is requested. Research indicated that there were no similar U.S. agencies which would be effective marketing contacts.

5.2 Media Contacts

The list of media contacts provided in this section consists of travel editors and outdoor editors for the major daily newspapers in each urban area identified previously as a significant market. In addition to the contact address and phone number, the circulation of each paper has been indicated (S. **Circ.** - Sunday, e - weekday evenings, Sat. - Saturday). This list of editors was compiled using the 1984 Editor and Publisher Year Book. The selection of contacts for this list was simply based on the newspapers with the largest circulation in the geographic areas identified.

It is recognized that feature **articles** on SAWA in the major newspapers would be one of the best methods of marketing your product. This media contact list is, therefore, recognized as a primary marketing target for SAWA to concentrate on.

Promotional material should be mailed to all of the contacts listed below. Your correspondence should outline the primary **selling** points of **SAWA's** programs in a simple attractive manner. The paper should be invited to send a representative to participate on one of your trips. Your letter should note that travel arrangements would be made upon request.

It should be recognized that there are essentially two methods of having travel features printed. The first primarily involves the large syndicate papers who tend to send their own reporters with little or no advance notice. These papers must still be notified of **SAWA's** existence and your willingness to be visited. The second method relates primarily to the independent papers who would publish articles by recognized freelance writers. Editors in this category who express an interest in your material could be put in contact with a freelance writer as listed by the Society of American **Travel** Writers. Representatives of the Adventure Travel Section of Travel Alberta could also assist SAWA

and interested newspapers in this regard. In both instances the first step is the same and has been outlined in the preceding paragraph.

PACIFIC

LOS ANGELES

Carol C. Martinez, Travel Editor
Daily News
14539 Sylvan Street
Van Nuys, California
91411
Telephone (818) 997-4111
S. Circ. 152,512

* Jerry Hulse, Travel Editor
Los Angeles Times
Times Mirror Square
Los Angeles, California
90953
Telephone (213) 972-5909
S. Circ. 1,294,274

Comments

The **L.A.** Times often publishes articles on adventure travel, but the major articles do not usually focus on an individual tour operator. Mr. **Hulse** suggested that contact be established with Sharon Diriam of the Travel Section who writes a travel column addressing tour operators like SAWA. When this contact is made you should be clear that you were referred to her by Jerry **Hulse**. Mr. **Hulse** indicated that written correspondence of this nature would be seriously reviewed for its potential as a travel item in the Times.

Kit Snedaker, Travel Editor
Herald Examiner
1111 S. Broadway
BOX 2416
Los Angeles, California
99951
Telephone (213) 744-8999
S. Circ. 269,396

Bob **Hirt**, Travel Editor
Press - Enterprise Co.
3512 - 14 Street
Riverside, California
92502
Telephone (714) 684 - 1200
S. **Circ.** 118,011

SAN FRANCISCO

Richard **Paoli**, Travel Editor
San Francisco Examiner
110 Fifth
San Francisco, California
94103
Telephone (415) 777-2424
S. **Circ.** 692,406
Sunday paper is published jointly with
San Francisco **Chronical**

Zeke Wigglesworth, Travel Editor
Times and News Leader
Amphlett Printing Co.
1080 S **Amphlett** Blvd.
San **Mateo**, California
94402
Telephone (415) 348-4321
Circ. 49,202

Leroy Aarons, Features Editor
The Tribune
409 - 13 Street
Oakland, California
94612
Telephone (415) 645-2000
S. **Circ.** 153,959

SEATTLE

John Engstrom, Travel Editor
* Seattle Post - Intelligence
The Hearst Corp
6th & Wall
Seattle, Washington
98121
Telephone (206) 628-8000
S. **Circ.** 469,448

Comments

The travel section of the Seattle Post normally appears in the Thursday edition. This section is not large and, therefore, tends to focus on general interest travel articles rather than

special interest articles on subjects such as adventure travel. Mr. Engstrom did suggest that SAWA contact the freelance reporters who generally do the articles appearing in the Post. These reporters are:

Barry and **Hilda** Anderson
25832 SE 152
Issaquah, Washington
98027

Telephone: (206) 392-5865

Mr. Engstrom said that if the correspondence had been mailed directly to him he would have **reviewed it** and passed it on to the Andersons to see if they would be interested in writing an article.

John MacDonald, Travel Editor
The Seattle Times
Fairview Ave. N. & John
P.O. Box 70
Seattle, Washington
98111

Telephone (206) 464-2111
S. **Circ.** 469,488

PORTLAND

Milly Wohler, Travel Editor
The Oregonian
1320 SW Broadway
Portland, Oregon
97201

Telephone (503) 221-8327
S. **Circ.** 407,800

SAN DIEGO

Philip Sousa
Travel Editor
Union
The **Copley** Press Inc.
DBA Union - Tribune Publishing Co.
350 Camino de la Reina
San Diego, California
92108

Telephone (619) 299-3131
S 341,840 e 123,092

SPOKANE

Rich Landers, Outdoor Editor
Spokesman - Review/Chronicle
Cowles Publishing Co.
W. 999 Riverside
P.O. BOX 2160
Spokane, Washington
99210
Telephone (509) 455-6933
S. **Circ.** 133,390

MIDDLE ATLANTIC

NEW YORK

Bert Shanas, Travel Editor
New York Daily News
220 E. 42nd Street
New York, **N.Y.**
10017
Telephone (212) 949-1234
S. **Circ.** 1,860,989

Jim Mones, Arts & Leisure Editor
New York Post
210 South St.
New York, **N.Y.**
10002
Telephone (212) 349-5000
Sat. 633,891

Michael J. **Leahy**, Travel Editor
The New York Times Co.
229 West 43rd Street
New York, **N.Y.**
10036
Telephone (212) 556-1234
S. **Circ.** 1,523,113

Robert Raymond, Travel Editor
Staten Island Advance
950 Fingerboard Road
Staten Island, **N.Y.**
10305
Telephone (215) 981-1234
S. **Circ.** 80,821

LONG ISLAND

Steve Schatt, Travel Editor
Newsday Inc.
Long Island, N.Y.
11747
Telephone (516) 454-2020
S. **Circ.** 595,492

NEWARK

Joel **Sleed**, Travel Editor
The Star - Ledger
Newark Morning Ledger
Star Ledger Plaza
Newark, New Jersey
07101
S. **Circ.** 631,735

Rosalie Longo, Travel Editor
The News
News Printing Co.
News Plaza & Straight Street
Paterson, New Jersey
07509
Telephone (201) 684-3000
S. **Circ.** 46,964

PHILADELPHIA

Michael **Shoup**, Travel Editor
The Philadelphia Inquirer
400 N. Broad Street
Philadelphia, Pennsylvania
19101
Telephone (215) 854-2000
S. **Circ.** 994,966

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Circ. 176,083

Ruth Heimbuecher **Wyndle** Watson
Travel Editor Outdoors Editor
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S. **Circ.** 605,787

BUFFALO

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The Buffalo News
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EAST NORTH CENTRAL

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S. Circ. 669,426

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S. **Circ.** 1,116,403

Eileen Brown, Travel Editor
Sunday Herald
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Arlington Heights, Illinois
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S. Circ. 56,717

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S. **Circ.** 788,203

Cynthia **Boal**, Travel Editor
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S. **Circ.** 858,870

John Beckett
Travel Editor
The Ann Arbor News
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Ann Arbor, Michigan
48104
Telephone (313) 994-6989

Jack Bell
Travel Editor

CLEVELAND

David **Molyneaux**, Travel Editor
The Plain Dealer
1801 Superior Avenue
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44114
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S. **Circ.** 500,353

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S. **Circ.** 578,848

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St. Paul Pioneer Press/Dispatch
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55E 4th Street
St. Paul, Minnesota
55101

Telephone (612) 222-5011

WEST SOUTH CENTRAL

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77002

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S. **Circ.** 543,405

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Shelby Hedge
Travel Editor

DALLAS

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A. H. **Belo** Corp.
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75265

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S. **Circ.** 406,893

Ray Sasser
Outdoors Editor
Dallas Times Herald
1101 Pacific
Dallas, Texas
75202

Janet **Fullwood**
Travel Editor

Telephone (214) 744-6111
S. **Circ.** 361,471

5.3 Tourism Industry Contacts

Specific contacts and addresses of adventure tour booking agencies and major wholesale tour operators who specialize in products like SAWA's are listed in this section. These contacts are not listed in geographical order but rather they are listed alphabetically according to company name. The sources for these listings included Travel Alberta, the "Natural History Magazine", the 1983 World Travel Directory and direct contact with some of the agencies identified.

These tourism industry contacts represent a very important market for adventure travel in general. Contacts which merit particular attention by SAWA include the American Museum of Natural History, National Audubon Society Field Seminars, Sierra Club, Smithsonian Institute, and Educational Projects International Inc. These contacts would be very interested in the SAWA product if it is presented to them in a professional manner and tailored to their interests. An attempt has been made to screen out agencies who do not arrange tours in northern areas.

Promotional material and an outline of SAWA's product should be sent to the contacts of most interest to you. This material should focus on the aspects of **SAWA's** product which would be most attractive to the agency. An invitation to test your product should also be offered along with any additional information or references which the agencies require. At all times, SAWA should present themselves in a professional manner and as travel experts in a unique area of the world. SAWA's capacity and basic standard of accommodation may not be attractive to some tour companies who prefer to deal with large groups and luxurious accommodation. However, these barriers may be overcome in part because of the unique experience offered by SAWA.

A short list of "incentive travel" companies has also been included within this section. These companies work with major

industries in the provision of travel packages for employees as a form of providing incentive for increased productivity. Although this trend represents a major new development in the travel market, its effectiveness for **SAWA's** purposes is questionable. Travel Alberta has found that these firms typically deal with hot sunny destinations which have a broader incentive value than special interest products like that offered by SAWA. Nevertheless, you may want to investigate this avenue further, therefore, five of the key incentive travel operations in the U.S. have been listed. The Adventure Travel section of Travel Alberta is in a good position to assist you in this regard.

If further contacts are desired in this area, the "1984 Buyer Directory" for Rendez-vous Canada should be consulted. This directory identifies firms throughout the world involved in travel booking and also identifies the special interests of these firms such as adventure travel.

5.3.1 **Adventure Tour** Booking Agencies

American Museum of Natural History
Central Park West 79 Street
New York, N.Y.
10024

Telephone (212) 873-1440

Comments

Emphasis on environmental and cultural educational tours. Usually deal with a higher level of accommodation than is available through SAWA.

Forum Travel
91 Gregory Lane
Pleasant Hill, California
94523

Telephone (415) 946-1500

Comments

Offer a wide variety of adventure tours in all seasons. Appear to be flexible regarding group size, level of amenities, etc.

Joseph Van Os
Nature Tours
BOX 655 N
Vashon Island
Washington
98070
Telephone (206) 463-5383

Comments

Have had past tours in areas such as Churchill, Manitoba to witness polar bear activity and tours to Alaska, as well as other unique natural feature destinations throughout the world.

* Bob Turner
National Audubon Society Field Seminars
4150 **Darley** Avenue
Suite 4, Department NH
Boulder, Colorado
80303
Telephone (303) 499-5409

Comments

Based out of the Rocky Mountain Regional Office. Offers a wide variety of tours led by Audubon naturalists. Would be particularly attracted to the unique bird life in the Fort **Smith** area. Information provided by marketing office in New York.

Nature Expeditions International
P.O. Box 11496, Dept NH
Eugene, Oregon
97440
Telephone 800-634-0634

Comments

Market wildlife and cultural adventure, based on five of the world's continents.

Princeton Nature Tours
282 Western Way
Princeton, New Jersey
08540
Telephone (609) 683-1111

Comments

Specialize in itineraries emphasizing natural history and have sponsored past tours to Alaska.

* Questers Worldwide Nature Tours
Dept. NH
257 Park Avenue S.
New York, N.Y.
10010
Telephone (212) 673-3120

Comments

This company has had tours which have visited Wood Buffalo Park before, but apparently they were organized by the company with the assistance of Parks Canada. The typical size of tour group is between 15-20 people with accommodation being the best available in the local area. **Michel Parkin** was suggested as the contact through which you could explore the possibility of acting as the local contact for future tours in the area.

* Sierra Club
Gus Benner, Chairman
Alaska Trips Sub-committee
155 **Tanalpais** Road
Berkeley, California
94708
Telephone (415) 849-1890

Comments

The Alaska Trips Sub-committee was identified by George **Wensley** of the Outing Department as the appropriate contact for **SAWA's** service and product. Other **sub-committees** of the National Outing Committee focus on trips to different areas in the world. Apparently, these sub-committees often utilize the services of an outfitter such as yourself. The trips organized are for Sierra Club members only, typically consist of 10-15 people and have a trip leader assigned by the Sierra Club to act in conjunction with the outfitter. These trips have a strong environmental focus and usually take place during warm weather periods, although interest was expressed in the dog sledding product.

The marketing approach suggested is to send a covering letter to Gus Benner offering SAWA's services with an emphasis on its environmental aspects. An offer should be made of a free trip to a potential trip leader. Mr. Benner should also be requested to suggest any other sub-committees or trip leaders who may be appropriate contacts. In addition, it might be beneficial to mention that you were referred to him by George **Winsley** of the Outings Department.

* Smithsonian Institute
Edie Stancroff
Travel Department
Capital Gallery #455
Washington D.C.
20560
Telephone (202) 357-1300

Comments

The Travel Department of the Smithsonian Institute is involved in the organization of educational tours all over the world. All tours have an educational focus but this may cover a broad range including **environemntal**, cultural, geological, etc. The Institute does work closely with various tour operators on a contractual basis with the condition that the tour meets standards of the Smithsonian Institute. Tours range from 15 to 100 people, but most outdoor tours are at the lower end of the scale.

Ms. Stancroff invited you to send her some correspondence outlining SAWA, describing past educational trips and containing a list of contacts or references (past clients, government tourism agencies, travel writers, etc.) Your submission to her should emphasize the educational aspects of your tours and should be presented in a professional manner.

Wilderness Travel Attention: Bill Abbott
1760 NN Solano Avenue
Berkeley, California
94707
Telephone (415) 524-5111

Comments

Very extensive listing of world wide tour destinations including Alaska. Advertise that they cater to small groups and provide expert leaders.

5.3.2 Major Wholesale Tour Operators

Johno Wells
* Adventure Centre
5540 College Avenue
Oakland, California
94618
Telephone (415) 654-1879

Comments

This adventure tour operator does not presently offer any tours into northern Canada. The **company** did indicate that they would appreciate receiving printed information from SAWA and would certainly consider a business arrangement with SAWA if a tour in the area looked attractive.

Melvin C. Singer, President
Adventure Tours
3653 Offutt Road
Randallstown, M.D.
21133
Telephone (301) 922-7000

Comments

Special interest tours including outdoor adventure tours.

Paul Christianson, Executive Director
Adventure Travel Ltd.
801 Second Avenue
New York, NY
10017
Telephone (212) 867-8770

Comments

Special interest tours including outdoor adventure tours.

Liz Busanowski
Educational Projects International Inc.
69 Main Street
P.O. Box 212
Essex, CT
06426
Telephone (203) 767-1620

Comments

Cater to educational groups and may be attracted to the cultural and natural history aspect of SAWA's product.

Sidney Rothkopf, President
The International Academic Travel Corp.
140 **Elm** Drive
East **Hills**, NY
11576

Telephone (516) 621-7747

Comments

Cater to educational groups and may be attracted to the cultural and natural history aspect of SAWA'S product.

L. E. **Lindblad**, Chief Executive
Lindblad Travel
8 Wright Street
P.O. BOX 912
Westport, CT
06881

Telephone (203) 226-8531

Comments

Special interest tours but usually attracted to a larger volume tour operator and a more luxurious package than what SAWA offers.

Dick McGowan
* Mountain Travel
1398 **Solano** Avenue
Albany, California
94706

Telephone (415) 527-8100

Comments

World wide exotic adventure **travel** and destinations.

David **Roderick**, Director
Nature Expeditions International
599 College Avenue
Palo **Alto**, California
94306

Telephone (415) 494-6573

Comments

Emphasis on natural history tours throughout the world.

George Wendt
Sobek Expeditions
P.O. Box 7007
Angels Camp, California
95222

Telephone (209) 736-4524

Comments

Exotic adventure travel with a strong focus on white water rafting. I believe SAWA is well aware of this agency.

* E. **Ergebnright**, president

Thru The Lens Tours

12501 Chandler Blvd.

N. Hollywood, California

91607

Telephone (213) 645-8480

Comments

This company deals with tours ranging from 8 to 17 members. The tours tend to have photography or cultural themes and visit areas throughout the world. Deluxe accommodation is preferred, although some overnight camp-outs are acceptable. It is suggested that written correspondence from SAWA would be welcomed by the firm's general manager, Brian **Vikander**.

5.3.3 Incentive Travel Companies

Harry **Mynell**
Cardillo Travel Systems Inc.
5710 Hannum Avenue
Culver City, California 90230
Telephone (213) 649-6160

Richard E. **Fordyce**
Carlson Marketing Group
12755 State Hwy. 55
Minneapolis, Minnesota 55441
Telephone (612) 540-5514

Harry E. Redman
E.F. MacDonald Travel Co.
113 S Ludlow St.
Dayton, Ohio 45402
Telephone (513) ~~2126-5000~~

Darryl Hutson
Maritz Travel Co.
1385 N. Highway Drive
Fenton, Montana 63026
Telephone (314) 225-4000

William Weller
S & H Motivation and Travel
5999 Butterfield Road
Hillside, Illinois 60162
Telephone (312) 449-4900

Please see the introduction to Section s.3 for comments related to this list.

5.3.4 Additional Tourism Industry Contacts

Mike **Hasler**

* Edmonton Convention Bureau
690, 10123 - 99 Street
Edmonton, Alberta
Telephone 426-4715

Comments

The Bureau is not usually directly involved in the organization of post-convention tours, **however**, they do offer some services which have potential for the marketing of SAWA. Three primary marketing avenues open to Bureau members are:

- a) Listing of SAWA could be included in the Convention Trade Show Planning guide which is provided to interested convention organizers as a promotional and organizational service.
- b) SAWA could receive a listing of conventions to be held in Edmonton over the next 18 months along with the name and address of each convention organizer. Direct correspondence could be sent to the organizer to set up post-convention tours.
- c) **A** third avenue which would be opened up is the informal references provided by the Edmonton Convention Bureau in response to special requests involving adventure travel.

The underlying requirement needed to receive any of these benefits is that SAWA would have to become a member of the Bureau. At the present time the cost of this membership is \$300.00 for tour operators. More detailed information on membership is available through the above contact.

Susan **Delziel**

* Prestige Tours Inc.
#101, 8925 - 82 Avenue
Edmonton, Alberta
T6C 0z2
Telephone 465-5184

Comments

This firm is involved with organizing conventions within Alberta, running city convention tours and organizing post-convention tours. Post convention tours are often sub-contracted out to other tour companies like SAWA. Prestige Tours Inc. caters to special interest groups and expressed interest

in **SAWA's** product. In addition to the American convention market, Prestige **Tours** is interested in the European market. It is suggested that you provide this firm with some general information about SAWA's product and pursue the possibility of working out some type of arrangement for post convention tours.

5.4 Trade **Commissioners** (Tourism) U.S.A. Field Offices

Canadian Trade Commissioners in Tourism are listed by geographic market area. These contacts were obtained from Tourism Canada through Mr. A. Sloan.

Although not a specific market target group, the U.S.A. Field Offices may be valuable in establishing local contacts for SAWA. It should, however, be recognized that these offices generally do not recognize adventure travel products as being a major market. Adventure product marketing is therefore not a high priority with them.

The most effective use of the Field Offices is to contact them well in advance with a specific request. One such request might be to identify additional outdoor equipment retail stores in the area for SAWA to contact.

PACIFIC

LOS ANGELES, SAN FRANCISCO, SAN **DIEGO**

* Mr. Andre Pascal
Trade Commissioner (Tourism)
Canadian Consulate
510 West 6th Street
Los Angeles, California
90014
Telephone (213) 622-4292

Comments

Recommended considerable advance notice to ensure request be answered in time to meet **SAWA's needs.**

Mr. Harry Van der Veer
Trade Commissioner (Tourism)
Canadian Consulate
One Maritime Plaza
Suite 1160
Alcoa Building
San Francisco, California
94111
Telephone (415) 981-8541

SEATTLE

Mr. John Kern
Trade Commissioner (Tourism)
Canadian Consulate
600 Stewart Street
Seattle, Washington
98101
Telephone (612) 223-1777

MIDDLE ATLANTIC

BUFFALO

Mr. Durban Morrow
Trade Commissioner (Tourism)
Canadian Consulate
One Marine Midland Center
Suite 3550
Buffalo, N.Y.
14203
Telephone (716) 852-7370

NEW YORK

Mr. Pierre-Andre Cusson
Trade Commissioner (Tourism)
Canadian Consulate
Exxon Building
1251 Avenue of the Americas
Room 1030
New York, NY
10020
Telephone (212) 586-2400

PHILADELPHIA

Mr. Don Alexander
Trade Commissioner (Tourism)
Canadian Consulate
3 Parkway, Suite 1819
Philadelphia, PA
19102
Telephone (215) 563-1709

EAST NORTH CENTRAL

CHICAGO

Mr. Fred Richard
Trade Commissioner (Tourism)
Canadian Consulate
310 S. Michigan Avenue
12th Floor
Chicago, Ill.
60604
Telephone (312) 427-1666

CLEVELAND

Mr. Pierre Bourgon
Trade Commissioner (Tourism)
Canadian Consulate
55 Public Square
10th Floor
Cleveland, Ohio
44113
Telephone (216) 771-1687

DETROIT

Mr. Pat Coyle
Trade Commissioner (Tourism)
Canadian Consulate
1900 First Federal Building
1001 Woodward Avenue
Detroit, Michigan
48226
Telephone (313) 963-0144

MINNEAPOLIS

Mr. Doug Bourgon
Trade Commissioner (Tourism)
Canadian Consulate
Chamber of Commerce Building
15 South 5th Street
12th Floor
Minneapolis, Minn.
55402
Telephone (612) 332-4316

WEST SOUTH CENTRAL

DALLAS

* **Mr. Frank Lafleche**
Trade Commissioner (Tourism)
Canadian Consulate
St. Paul Tower, 17th floor
750 N. St. Paul St.
Dallas, Texas
75201
Telephone (214) 922-9815

Comments

Stewart Freeman of the Dallas office identified three key areas of their office's activities:

1. Media: travel writers, advertising
2. Meeting & Incentive Travel
3. Travel Industry: tour companies, travel agents

The office would be willing to introduce SAWA to any appropriate contacts which it is aware of in the Texas area.

TELEPHONE AND PERSONAL INTERVIEWS

Tourism Experts

Government Tourism Departments:

Alberta Tourism and Small Business
Dan Cherney

Northwest Territories Tourism & parks
Al **Kaylo**

Yukon Department of Tourism
John Lawson

Adventure Products Promoters

Mountain Travel (Adventure **Travel** Listings)
Dick McGowan

Airlines

Air Canada
Doug **Sladen**
Marketing Manager

Alaskan Airlines
Garry Odle
Director of Marketing

Pacific Western Airlines
Maureen Griffen
Manager of Tourism Travel

Subarctic Wilderness Adventures Ltd.
Jacques van Pelt

Marketing Contact Confirmation

Approximately 40 additional telephone discussions were held to confirm the validity of the U.S. contacts listed in Section 5 of this report. Those contacts which were confirmed as being effective for **SAWA's** marketing efforts have been indicated in the report by an asterisk next to their name.

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