

Explorers' Edge

Marketing Strategy 2012-2015

April 30, 2012



Assignment Overview

Assignment Overview

- **To develop a Marketing Communications Strategy for EE for 2012 to 2015**
- To accomplish this we:
 - Reviewed and synthesized prior research studies
 - Identified high potential customers/prospect audiences through a quantitative research study
 - Segmented these audiences
 - Prioritized these segments into one (1) Primary and three (3) Secondary audiences based on greatest to lesser business potential (which will best drive incremental business for the region as per the RTO12 mandate?)
 - Identified levers we could pull, or barriers we face, in reaching each segment
- **To develop Market Positioning Strategies for these segments**

Key

Research

Findings

Research Methodology

- **Online quantitative research survey:**
 - 1,230 respondents answering 38 questions
 - Distributed to ensure a quota based on age, income, gender, travel habits and geographic location
 - Completed by residents of Southern Ontario (Barrie and south, Durham County and West)
 - Conducted between February 27th and March 2nd 2012

Key Findings

1. Four potential segments for EE identified in Southern Ontario
2. Explorers' Edge brand awareness was established with the Winter Marketing Campaign
3. Alignment between “What groups seek” & “What Explorers' Edge can offer”
4. Off-seasons score well in terms of satisfaction
5. Digital is the most important medium for reaching this audience
6. Relaxation remains key driver for vacation planning
7. Toronto/GTA indexes highest in intention to visit the region
8. We're competing with Niagara and Collingwood
9. Notions of proximity must be challenged

Recommended Segmentation for Optimal ROI

- **PRIMARY: (1) “ONTARIO EXPLORERS”**
 - **Approximate size:** 1,914,481
 - **Interested in Explorers’ Edge region:** 87% or 1,665,598 people
 - **Description:** Travelers who already like to travel in Ontario, they have discretionary money to spend, are “travelers not tourists”. This segment represents the greatest opportunity to convert to visitors to this area and to thereby increase receipts across the region.

Ontario Explorers

Travel all around Ontario – destination proximity is less important to them.

Love outdoor activities in the summer.

Avid downhill skiers in the winter .

Well educated – 62% have undergraduate degree or higher.

Have families - 63% have kids.

Have taken summer holidays in Explorer's Edge and hold favourable opinions of it.

Skews late-30s/early 40s skew – 60% are 35 to 54 years old.

50% have household incomes greater than \$100K

Love to explore and try new things. Even a casino visit is not out of the question.

Go online to plan their vacations – 69% visit a region's website.

Value a relaxing environment with "incredible nature" when choosing a vacation.



62%

63%

50%

60%



Recommended Segmentation for Optimal ROI



- **SECONDARY: (2) COTTAGE COUNTRY ADVOCATES**
 - **Size:** 1,605,694
 - **Interested in Explorers' Edge region:** 80% or 1,284,555 people
 - **Description:** Already familiar with “traditional” cottage country, have been to a cottage in the region and return or intend to return regularly, can be developed to explore region in the shoulder seasons, to visit more of the region in the summer when they are here, and to do more than just visit a cottage (e.g. explore more attractions)

Recommended Segmentation for Optimal ROI



- **SECONDARY: (3) Young Urbanites**
 - **Size:** 2,285,026
 - **Interested in Explorers' Edge region:** 43% or 982,561 people
 - **Description:** Dedicated city dwellers working on careers who have less money to spend on vacations at this time in their lives

Recommended Segmentation for Optimal ROI



- **SECONDARY: (4) Affluent Adventure Seekers**
 - **Size:** 370,545
 - **Interested in Explorers' Edge region:** 95% or 352,017 people
 - **Description:** Socially-connected, upwardly mobile, lovers of the region

Marketing Strategy

Implications

Marketing Implications



- **WIN THE WIN-ABLE:** The primary task is not to convince the target to take a holiday in Ontario, but to get Explorers' Edge in their consideration set:
 - That means we need to get our message in front of the audience as they are searching for Ontario vacation options (usually online)
- **BUILD THE SHOULDER SEASONS:** Fall/Winter represents the greatest opportunity for net new visits to Explorers' Edge
 - Summer represents a cross-sell opportunity, both within the season/cross seasons. Sell short fall/winter trips (i.e., take a break, ditch the kids)
- **MARKET KEY FEATURES to sell Explorers' Edge (incredible nature, relaxation and proximity)**
 - We need to redefine “relaxation” in the context of Naturally Adventurous
- **MARKET TO TORONTO and the GTA:**
 - Speak in empathetic terms, and in their language (see Newfoundland advertising)
- **FOCUS IS CRITICAL** in an expensive media market with a limited media budget (we cannot be all things to all people)
- **CROSS-SELL HEAVILY:** this is a key component of operator participation

Marketing Strategy

Long-Term Marketing Strategy

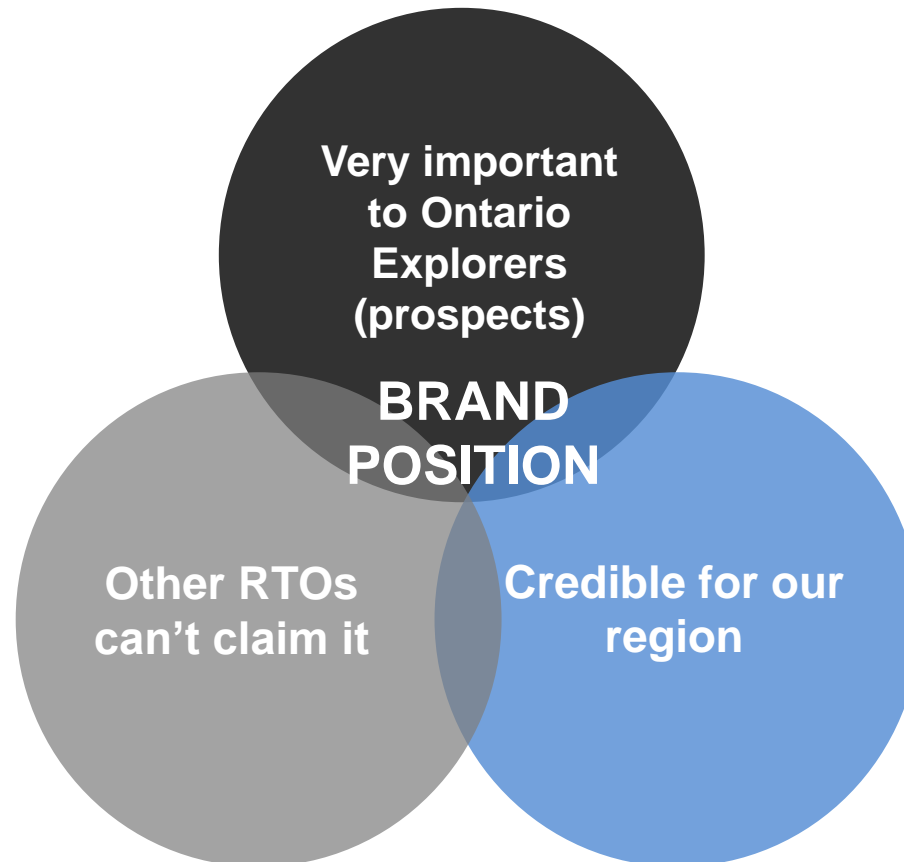
Components of the marketing strategy that will carry the Explorers' Edge brand forward forward for at least the next three years:

1. Brand positioning – what we want the consumer to think when they think of Explorers' Edge
2. Brand Manifesto - a declaration of the core intention and guiding principles of the brand. A brand manifesto turns the intention of the brand positioning into reality
3. Business Strategy/Mission – a behavioural guide for everyone working to build the brand
4. Brand Voice – when Explorers' Edge speaks, how does Explorers' Edge sound?
5. Target Segments – who will primarily address with mar-comm
6. Media Strategy – high level survey of the media we will consistently employ to build the brand

1. Brand Positioning for Primary Segment

- To get the “Ontario Explorers” segment to consider traveling to Explorers’ Edge more often - and throughout the year - we must develop a compelling “brand position”
- Brand positioning is a strategic approach to establishing a sustainable competitive advantage: we are “battling for positioning in their minds”
- It’s a simple, succinct description of the what we want our consumer to think when they think of our brand

Developing Our Brand Position



Recommended Brand Position





A quintessentially
Canadian wilderness
experience just 2
hours from the city



Naturally Adventurous

2. Manifesto – Coming Soon



3. Business Strategy/Mission





Business Objective

To drive incremental tourism revenue in RTO 12 - double receipts by 2020

Business Strategy

To make city dwellers aware of Explorers' Edge and to help them maximize their enjoyment when they visit

Mission

To deliver amazing experiences - with a focus on nature - to city dwellers, precisely matched to the level of comfort they want

Brand Position

A quintessentially Canadian wilderness experience just 2 hours from the city

Tagline

Naturally Adventurous

3. Brand Voice





Brand Voice

Sophisticated, urbane, wise, majestic, empathetic, Canadian...
with a hint of playfulness and wit

5. Media Strategy





Online Display Ads



Local Operator Promotions



Radio



Search



Online Travel Agents



Public Relations & Social Media Outreach



Contests



ExplorersEdge.ca



Email



Digital Out-of-Home



Facebook

AWARENESS

- Radio
- Online Display
- GTA Digital Out-of-Home media
- Social Media Ads
- Online Travel Agency Websites ads
- Display ads
- Travel and lifestyle blogs
- Public relations

RESEARCH

- Search
- Social Media
- Online Travel Agency Websites
- Review sites (TripAdvisor)

CONSIDERATION

- Online Travel Agency Websites
- RTO Website
- eMail Offer
- eNewsletters

BOOKING

- Explorers' Edge.ca
- eMail (Confirmations and Scheduling et al)

STAY

- Social Media
- On-premise efforts (Tactical operator efforts)
- Coupons/Vouchers
- Loyalty card
- Foursquare
- Google API + Photos
- Explorers' Edge POS signage

POST-STAY

- Satisfaction surveys
- eMail
- eNewsletters
- Coupons/Vouchers

Marketing

Plan 2012



Marketing Plan 2012



- Summer
- Fall
- Winter

Summer 2012

Tactical Objective

To build awareness and audience for Explorers' Edge. Acquire 25,000 Facebook new likes and 5,000 email addresses

Key Message

This summer there's much more in Explorers' Edge than you thought

Promotion

Win Ultimate Explorers' Edge Vacation Packages consisting of weekend packages for accommodation, dining and nature experiences across the region

Media

Facebook ads: Targeting Ontario Explorers, Cottage Country Advocates, and Affluent Adventurers driving to a promotional tab on EE's Facebook Page

Online banner ads: On selected websites: Targeting Ontario Explorers, Cottage Country Advocates, and Affluent Adventurers. Ads drive to Facebook tab

On premise: POS materials to promote contest - posters, take-ones, etc.

Operator Program

Facebook deals tab (mirrored on ExplorersEdge.ca). Building on the Gift Certificate App, operators can promote special offers of their choosing for the summer season. Offers will be promoted to Facebook fans and visitors to the region's website

Fall 2012

Tactical Objective

To fill beds across the region during the peak fall foliage period of mid-September to late October

Key Message

The diversity of deciduous vegetation in Explorers' Edge means it's has the most spectacular fall colours in Ontario.

In Asia, the awe-inspiring spring cherry blossoms are cause for a national holiday. Why aren't the fall colours reason for the same in Ontario?

Promotion

Sign our online petition in support of Ontario Fall Colours Day. Supported with a fall colours metre tab on Facebook

Media

Radio: Short, heavy burst of spots celebrate the fall colours and the urgency to see it while it lasts. Runs post-Labour Day to early October

Facebook ads and online banner ads: Targeting Ontario Explorers driving to the promotional tab on EE's Facebook Page and regional website. Regular posts on Facebook timeline about fall colours reach audience acquired during summer

Digital advertising: Placement in downtown Toronto PATH system celebrate the fall colours and the urgency to see it while it lasts

Public Relations and Blog Outreach: To encourage earned media coverage of the movement to celebrate fall colours in Explorers' Edge

On premise: POS materials to promote contest - posters, take-ones, etc.

Operator Program

Facebook deals tab (mirrored on ExplorersEdge.ca). Building on the Gift Certificate App, operators can promote special offers of their choosing for the fall season. Offers will be promoted to Facebook fans and visitors to the region's website

Winter 2012

Tactical Objective

To fill beds across the region during the peak winter period of mid-January to early March

Key Message

Winter turns up the fun in Explorers' Edge!

Promotion

The Explorers' Edge Winter Games are on! Compete in great winter activities to win bronze, silver and gold prizes.

Media

Radio: Short, heavy burst of spots celebrate the real Canadian winter in Explorers' Edge and the Winter Games.

Facebook ads and online banner ads: Targeting Ontario Explorers driving to the promotional tab on EE's Facebook Page and regional website. Regular posts on Facebook timeline about winter activities and snow conditions reach audience acquired during summer

Digital advertising: Placement in downtown Toronto PATH system celebrate the real Canadian winter in Explorers' Edge and the Winter Games

Public Relations and Blog Outreach: To encourage earned media coverage of the rich winter getaway options in Explorers' Edge

On premise: POS materials to promote contest - posters, take-ones, etc.

Operator Program

Facebook deals tab (mirrored on ExplorersEdge.ca). Building on the Gift Certificate App, operators can promote special offers of their choosing for the winter season. Offers will be promoted to Facebook fans and visitors to the region's website

Creative Timing

- Marketing Committee creative presentations scheduled as follows:
 - Summer – May 24, 2012
 - Webinar, 11.30am – 1.30pm
 - Fall – July 17, 2012
 - Webinar, 11.30am – 1.30pm
 - Winter – October 24, 2012
 - Meeting, 11.30pm – 1.30pm
 - Location to be Determined