



# Strategic Marketing Directions

## Final Report

Thank you to the partners who helped make this project possible.



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# Project Overview

Background, objectives, and approach.



# Project Overview

## Phase 1: Custom Data Mining

- Secondary Research
- Strategic Analysis

January – February 2014

## Phase 2: Industry Consultations

- Consultations in four communities (Gravenhurst, Bracebridge, Huntsville and Port Carling)
- Online survey of key stakeholders

February – March 2014

## Phase 3: Applying the Findings

- Synthesize the results of each phase and present key conclusions and strategic recommendations

April – May 2014

# Data Collection Methodology

- TNS, on behalf of the OTMPC, conducted a study of residents in Ontario, Quebec, Manitoba, and the US to identify and segment travellers for the Ontario market.
- For the purposes of this study, a traveller was defined as someone 18 or older who took an overnight trip away from home in the past 12 months.
- The survey was conducted in two parts - the initial survey, which examined travel attitudes, and a return-to-sample survey that looked deeper at perceptions of Ontario as a travel destination.

Region	Screener sample	Incidence	Traveller sample	Weighted traveller population
Ontario	28,784	80%	22,980	7,215,000
Quebec	5,853	78%	4,577	2,961,000
Manitoba	2,057	83%	1,701	447,000
United States	32,399	67%	21,064	69,876,000
<b>TOTAL</b>	<b>69,093</b>	<b>68%</b>	<b>50,322</b>	<b>80,499,000</b>

# Strategic Marketing Directions - Objectives

- Muskoka Tourism commissioned Harris/Decima to conduct further strategic analysis to look deeper at this extensive dataset and identify opportunities for future growth in Muskoka and RTO 12.
- Working within the limitations of the existing dataset to:
  - Explore the highest yield opportunities;
  - Identify customer types with the best potential for growth; and,
  - Define a broader offer to attract these potential new tourism customers.
- Provide Muskoka Tourism and the project steering committee with further details about current and potential travellers in terms of:
  - Geography, especially within Ontario and in particular the GTA;
  - Ethnicity; and,
  - Other key variables of interest.



# Summary Phase 1 Custom Data Mining

Key findings of the data mining and identification of future growth markets.





# Phase 1: Methodology

- Muskoka Tourism commissioned Harris/Decima to analyze data from the OTMPC traveller segmentation study in order to identify new opportunities for growth.
- Working with the pre-existing OTMPC dataset, we formulated an analysis plan driven by guidance and direction provided by Muskoka Tourism and the project Steering Committee.
- Our work examined the research with a new lens, focusing on Ontario travellers who have never visited the region, but are somewhat or very interested in visiting.
  - Geography and ethnicity were particular areas of interest identified by the project Steering Committee.

# Phase 1: Key Findings

- Five high priority growth markets with the best potential for growth were identified: Toronto Core, GTA Suburbs, Southwestern Ontario, Ottawa, and Hamilton-Niagara. These are regions with large traveller populations and good levels of interest in RTO 12.
- Toronto Core and GTA Suburbs offer great potential for growth among younger families, particularly new Canadians within the South Asian and Chinese communities.
- Efforts to attract new visitors from ethnic communities in the GTA should take into consideration their different travel needs and interests, as well as lower familiarity with the region.
- Southwestern Ontario, Ottawa, and Hamilton-Niagara offers potential among younger families with interests that align with the RTO 12 offer.
- For Southwestern Ontario and Hamilton-Niagara, promoting affordable travel options within the region will help them to overcome perceptions that RTO 12 is not accessible to them.
- Ottawa offers affluent, aligned visitors who need encouragement to drive the longer distance to visit the region.

# Profile: Travellers by RTO 12 Visitation

## Ongoing Marketing Initiatives

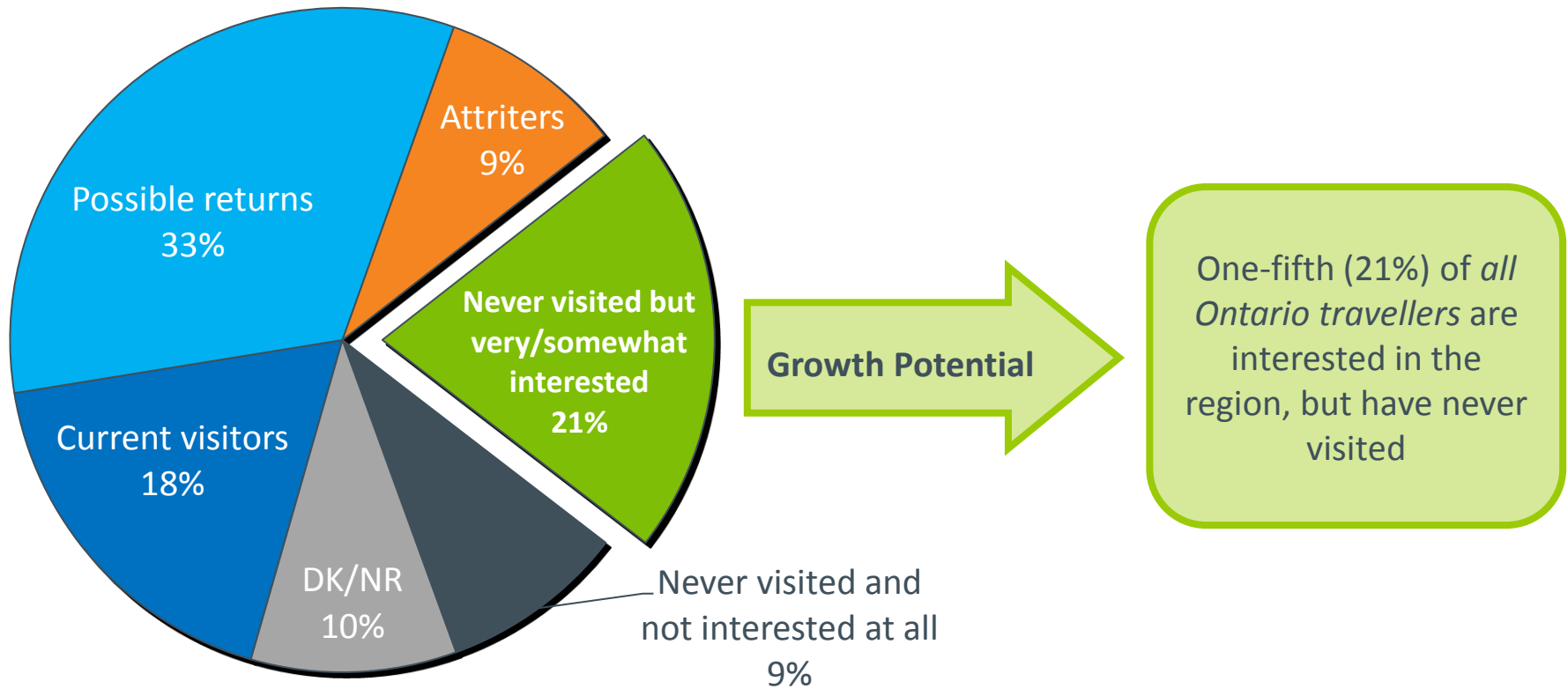
## Growth Potential



	<b>CURRENT VISITORS</b> <i>(within past year)</i>	<b>PAST VISITORS</b> <i>(visited region more than a year ago)</i>	<b>NEVER VISITED</b>
Region	Majority from Ontario	Half from the US	Largest group in study
Age	72% are 35+	Slightly younger than current visitors, 66% are 35+	Slightly younger than current visitors, 67% are 35+
Ethnicity	Born in Canada (69%), white (85%)	Born in Canada (40%) or visiting from the US (51%), white (79%)	Mostly white (81%)
Regional interest <i>(very interested)</i>	High interest in region (62% very interested, 22% somewhat)	Moderate interest in region (41% very interested, 38% somewhat)	Some interest in region (15% very interested, 39% somewhat)
Travel interests / Alignment with current offering	<p><b>Alignment</b></p> <p>Interested in freshwater beaches, outdoor adventure, natural beauty</p> <p>Cottage/time share in ON (33%)</p>	<p><b>Some alignment</b></p> <p>Less aligned with nature, scenery, and outdoor. <u>More interested in cultural and urban pursuits, shopping, history, architecture.</u></p> <p>While many of these past visitors are still interested in the region, approximately one-fifth are unlikely to return.</p>	<p><b>Large and diverse group with some alignment</b></p> <p><u>Smaller pockets of interest in nature, scenery and outdoors.</u></p> <p><b>Growth potential can be found by honing in on the never visited travellers with an interest in the region.</b></p>

# Identifying Growth Potential in Ontario

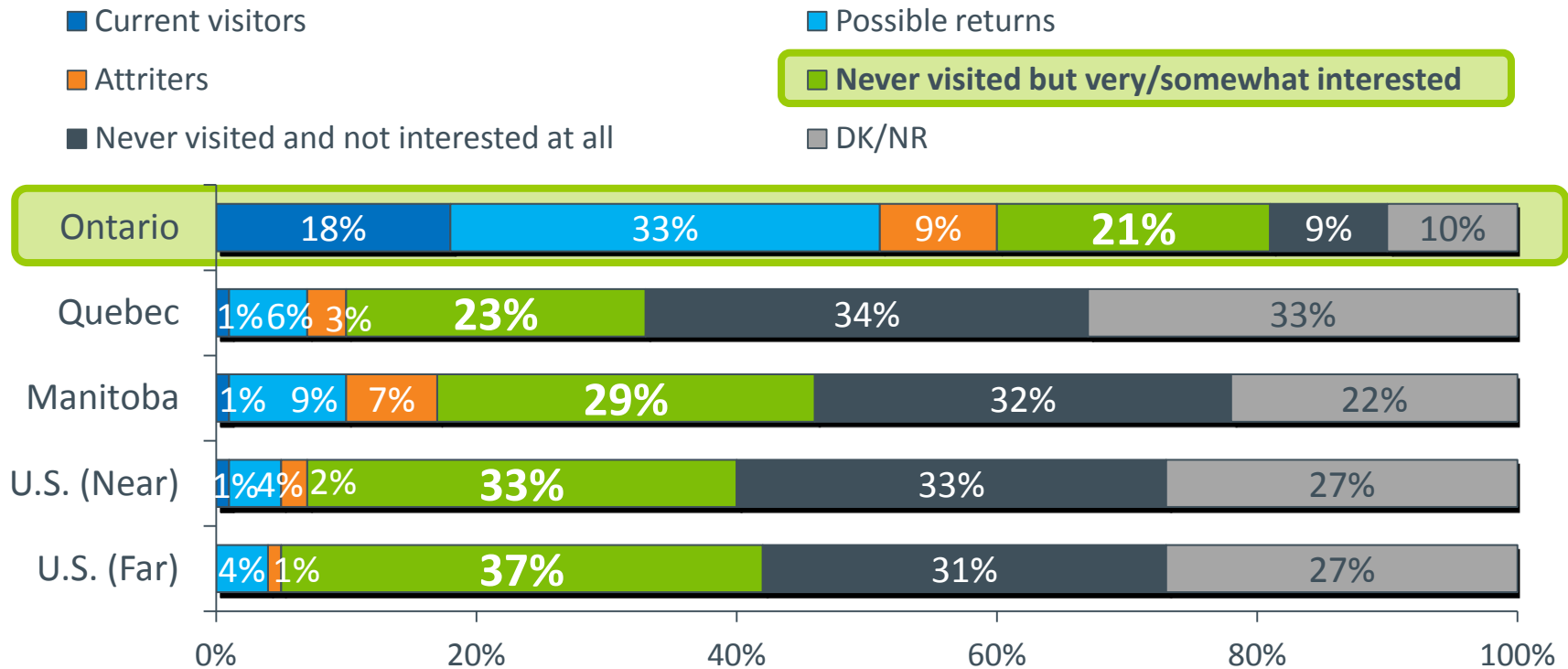
Question: When was the last time you took an overnight pleasure trip to **Muskoka, Parry Sound and Algonquin Park**?  
How interested would you be in taking an overnight pleasure trip to **Muskoka, Parry Sound and Algonquin Park** within the next two years?



# Identifying Growth Potential Across Region

Question: When was the last time you took an overnight pleasure trip to **Muskoka, Parry Sound and Algonquin Park**?  
 How interested would you be in taking an overnight pleasure trip to **Muskoka, Parry Sound and Algonquin Park** within the next two years?

- The **never visited, but interested** group ranges from 21% of travellers in Ontario to 37% in distant US markets.



# Growth Potential **within Ontario**

- Total market size is only part of the story. In order to get at a more realistic estimate of the potential travel market for Muskoka, a metric called ***relative potential*** was calculated.
- The ***relative potential*** takes into consideration the intensity of interest within a region to estimate a more reasonable market size. This is a weight metric that assume 50% of the “very interested” and 10% of the “somewhat interested” are *truly* potential visitors.

# Growth Potential **within Ontario**

**Growth Potential** 

*21% of Ontario travellers who are interested in the region but have never visited*

Priority	Region	Non-Visitors Interested in RTO 12	Market Size	Growth Market	Relative Potential	Average Spend on Ontario Trips <sup>1</sup>
High Priority	GTA (Toronto Core)	27%	2,142,000	573,000	173,000	\$348
	GTA (Suburbs)	23%	1,143,000	261,000	80,000	\$312
	Southwestern Ontario	17%	752,000	132,000	41,000	\$284
	Ottawa	16%	793,000	124,000	35,000	\$359
	Hamilton-Niagara	26%	449,000	116,000	31,000	\$247
Moderate Potential	Eastern Ontario	23%	377,000	88,000	24,000	\$435
	Wellington-Waterloo	13%	328,000	42,000	13,000	\$298
	Northeastern Ontario	14%	205,000	40,000	11,000	\$376
	Huron-Bruce-Grey	20%	204,000	28,000	9,000	\$250
Low Growth	Northwestern Ontario	18%	386,000	70,000	14,000	\$601
	Frontenac-Lennox-Addington	17%	132,000	23,000	6,000	\$326
	Hastings-Northumberland-PEC	11%	133,000	14,000	4,000	\$301
	Peterborough-Kawarthas	9%	86,000	8,000	2,000	\$190
	Haliburton-Nipissing-Parry Sound	7%	88,000	5,000	1,000	\$295
<b>Ontario</b>			<b>7,218,000</b>	<b>1,524,000</b>	<b>444,000</b>	<b>\$332</b>

<sup>1</sup>Average per person expenditures on trips taken within Ontario within past 12 months; results should be interpreted with caution due to small sample sizes.

# Growth Potential *within* GTA

Growth Potential

*25% of GTA travellers who are interested in the region but have never visited*

Region <sup>1</sup>	Non-Visitors Interested in RTO 12	Market Size	Growth Market	Relative Potential	Average Spend on Ontario Trips <sup>2</sup>
Scarborough	35%	530,000	186,000	60,000	\$280
Peel	27%	584,000	139,000	41,000	\$304
North York	27%	474,000	130,000	36,000	\$267
York Region	28%	278,000	78,000	27,000	\$318
Downtown Toronto	27%	214,000	57,000	19,000	\$466
Etobicoke	21%	263,000	56,000	17,000	\$335
East York	31%	113,000	35,000	11,000	\$964
York (Toronto)	24%	100,000	27,000	9,000	\$249
Durham	16%	233,000	37,000	9,000	\$339
East Toronto	22%	163,000	36,000	8,000	\$245
West Toronto	19%	127,000	25,000	7,000	\$285
Central Toronto	18%	90,000	16,000	5,000	\$444
Halton	13%	48,000	6,000	2,000	\$214
<b>GTA</b>		<b>3,217,000</b>	<b>828,000</b>	<b>251,000</b>	<b>\$336</b>

<sup>1</sup>Neighbourhoods within Toronto Core were defined by FSA. See appendix for definitions. GTA Suburbs includes four census divisions (counties): York, Peel, Durham, and Halton.

<sup>2</sup>Average per person expenditures on trips taken within Ontario within past 12 months; results should be interpreted with caution due to small sample sizes.



## Key Takeaways

# Identifying/Ranking High Priority Growth Markets

- With a large population base and good proximity to the region, the GTA – both core and suburbs – is key to the region's current success and future growth.
  - Within the Toronto core, Scarborough and North York offer the best potential. In the GTA suburbs, the Peel Region is the area that offers the best possibility of returns.
- These high priority growth markets offer a large base of potential new visitors with relatively easy access to Muskoka, and a foundation of general familiarity, pre-existing interest, and alignment with your offering that you can build upon.

# Key Takeaways


## Understanding the High Priority Growth Markets

- Each of the high priority markets offers an opportunity to reach a base of potential new visitors who are younger than your current visitor profile. The Toronto core and GTA suburbs offer ethnic diversity that isn't present in the other three markets.
  - Family travel is common in each market. Many travellers in the Toronto core and GTA suburbs are also likely to travel with friends.
  - The internet is the primary source of travel information for all markets. While social media is important for driving future consideration, it is important for operators to have strong web presences through their own sites, third party booking sites, and review sites that drive final decision making.
- The GTA markets (Toronto core and GTA suburbs) offer an opportunity to expand into new ethnic markets (particularly Chinese and South Asian).



# Seasonality

These markets have potential for summer travel, but may also offer opportunities to attract shoulder season visitors.



# Key Takeaways

## Understanding the High Priority Growth Markets

- Each of these high priority markets offers an opportunity to reach a base of potential new visitors who are younger than your current visitor profile.
  - Family travel is common in each market. The Ottawa market favours couples trips more than the others.
  - Markets outside of the GTA are more likely to travel within Ontario during the shoulder season. Look at Southwestern Ontario for Spring, Ottawa for Fall, and Hamilton-Niagara for Winter.
  - Ottawa is the most affluent of the five high priority markets.
  - The internet is the primary source of travel information for all markets. While social media is important for driving future consideration, it is important for operators to have strong web presences through their own sites, third party booking sites, and review sites that drive final decision making.
- Ottawa, Hamilton-Niagara, and Southwestern Ontario are more promising than the GTA for growth in the shoulder season.



# Ethnicity

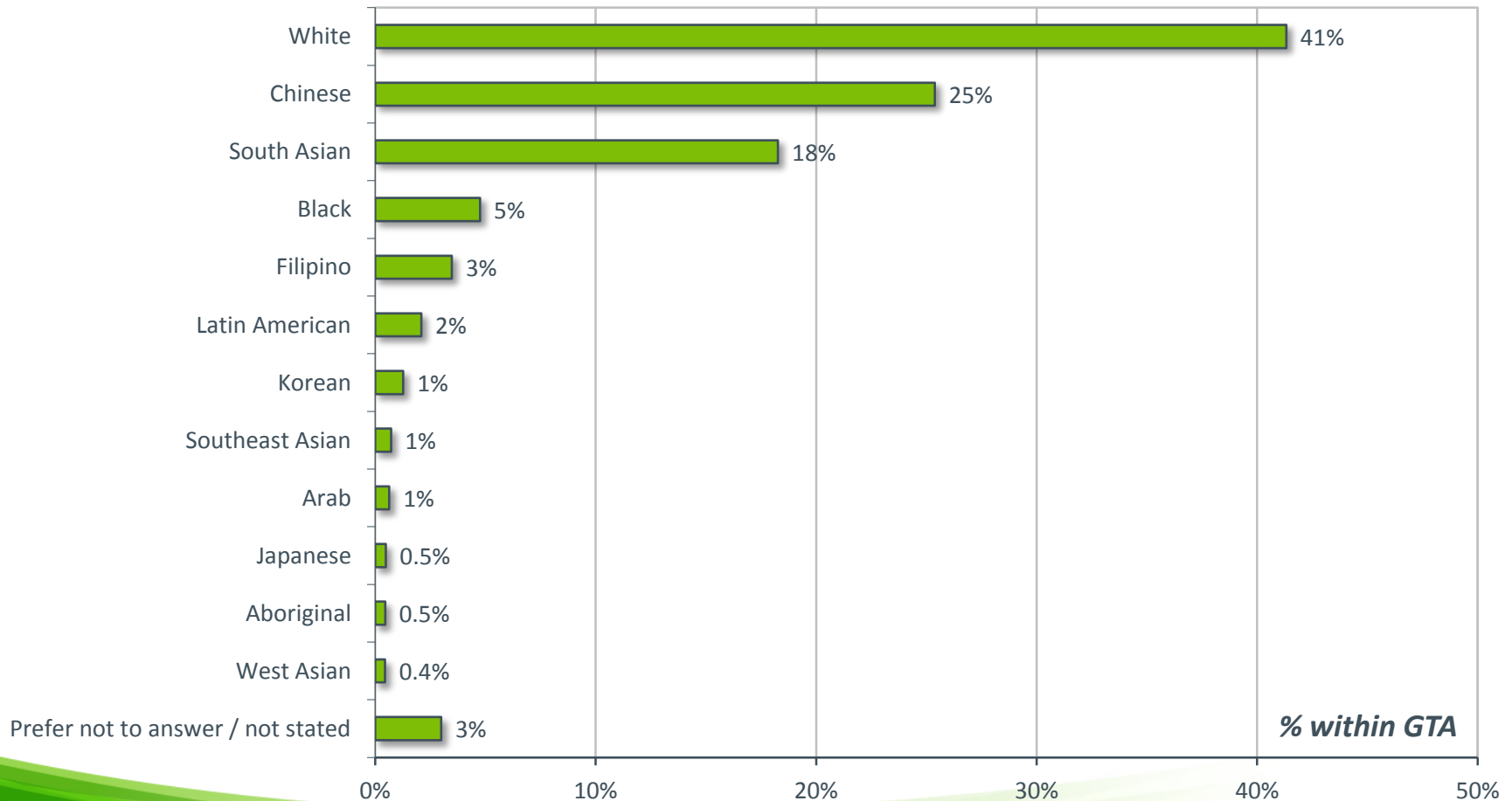
A closer look at growth opportunity within ethnic markets in the GTA.



# GTA Focus Growth Markets by Ethnicity

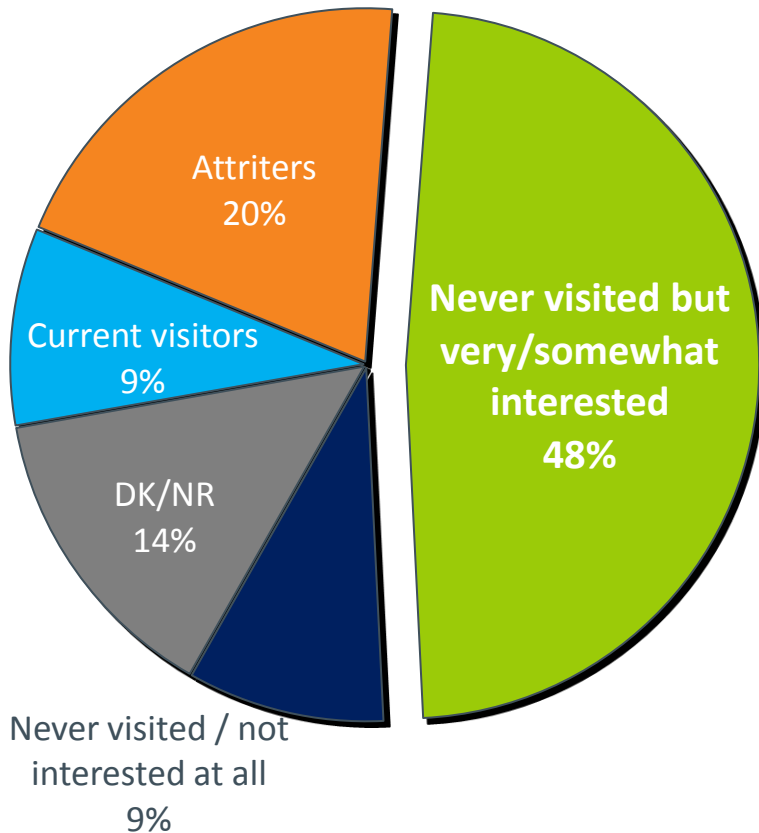
Travellers were asked which ethnic group or groups they personally identify with. This graph shows the ethnic composition of the high priority growth GTA market.

Q101. Do you consider yourself to be...? (Check all that apply)



# GTA Focus South Asian Growth Market

Question: When was the last time you took an overnight pleasure trip to **Muskoka, Parry Sound and Algonquin Park**?  
How interested would you be in taking an overnight pleasure trip to **Muskoka, Parry Sound and Algonquin Park** within the next two years?

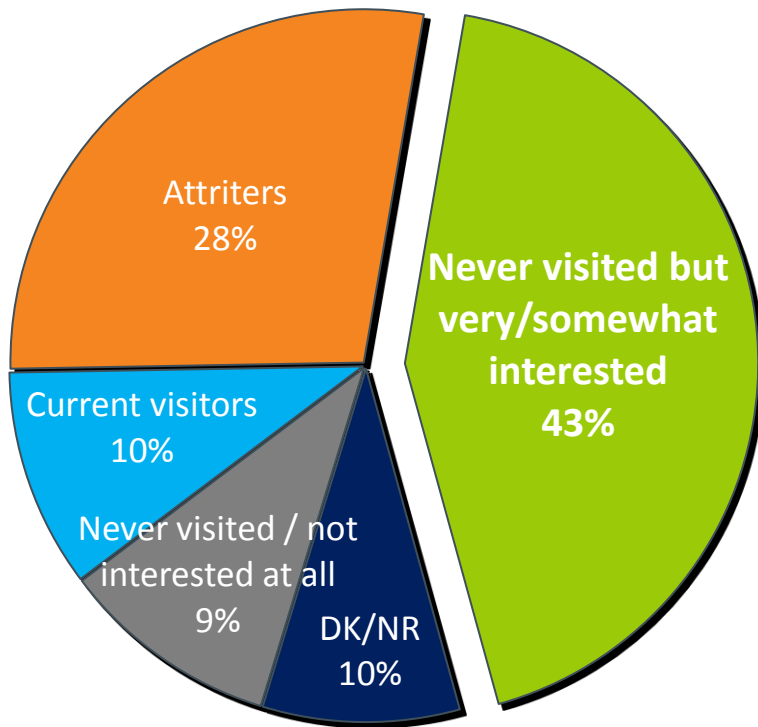


**Growth Potential**

Nearly **one half** (48%) of *South Asian travellers in the GTA* are interested in the region, but have never visited

# GTA Focus Chinese Growth Market

Question: When was the last time you took an overnight pleasure trip to **Muskoka, Parry Sound and Algonquin Park**?  
How interested would you be in taking an overnight pleasure trip to **Muskoka, Parry Sound and Algonquin Park** within the next two years?



Growth Potential

About four in ten (43%) *Chinese travellers in the GTA* are interested in the region, but have never visited



## Key Takeaways


# Ethnic Communities in the GTA

- For both the South Asian and Chinese communities, the growth market mainly consists of established immigrants who have been in Canada for at least 15 years.
  - Another common thread between the two groups is that they are predominantly adults in the 25 to 44 age range – their prime years for working and raising families.
  - Travellers from the South Asian market tend to travel with their immediate families and with larger extended family groups. Chinese travellers also travel in family groups, but also seek travel experiences with groups of friends.
  - While both groups seek out famous destinations and are influenced by what is popular, there are certain drivers of interest in RTO 12 that differ between these communities.
    - Among the South Asian traveller group, an interest in travelling off the beaten path, unique experiences, arts and culture, solitude and isolation, and lasting memories drives interest in RTO 12.
    - For the Chinese group, key drivers are a need for familiar foods, an interest in small towns, and a desire to experience different ways of life.
- These established new Canadians have many interests that are aligned with your key offer, but may lack awareness that can serve as an entry point for them. These travellers may also have different needs and expectations compared to current visitors.



# Summary Phase 2 Industry Consultations

Summary of the results from the townhall meetings and online survey of Muskoka's tourism operators.



## Phase 2: Methodology

- Consultations were held to gain insight on how stakeholders would use the findings from Phase 1 to inform their decision-making and outreach efforts.
- Stakeholders were invited to participate in two consultation forums:
  - Townhall meetings were conducted in four Muskoka communities.
  - Stakeholders were subsequently invited to complete an online survey.
- The combination of in-person consultations and the online survey provided stakeholders ample opportunity to participate and feedback.
- Between the townhall meetings and the online survey, Phase 2 had 61 MTMA members participate.

## Phase 2: Key Findings

- Operators generally agreed that strategic marketing to emerging markets highlighted by the research, particularly the ethnic markets in the GTA, is necessary for future growth.
- While operators readily acknowledge this need, there appears to be a lack of readiness with operators looking for some assistance and direction to assist them in adjusting to meet the needs of new, different visitors. This is especially the case for visitors from the Chinese and South Asian markets.
- Operators are eager to discuss strategies for increasing business by bringing more visitors during the shoulder season.
- Current marketing and general perceptions may not accurately reflect the true diversity of Muskoka's offering and its visitors. The high-end cottage experience is important, but is just one facet of the region's offering that range in nature from budget-friendly family to exclusive resorts.

# Importance of Growth Potential Markets

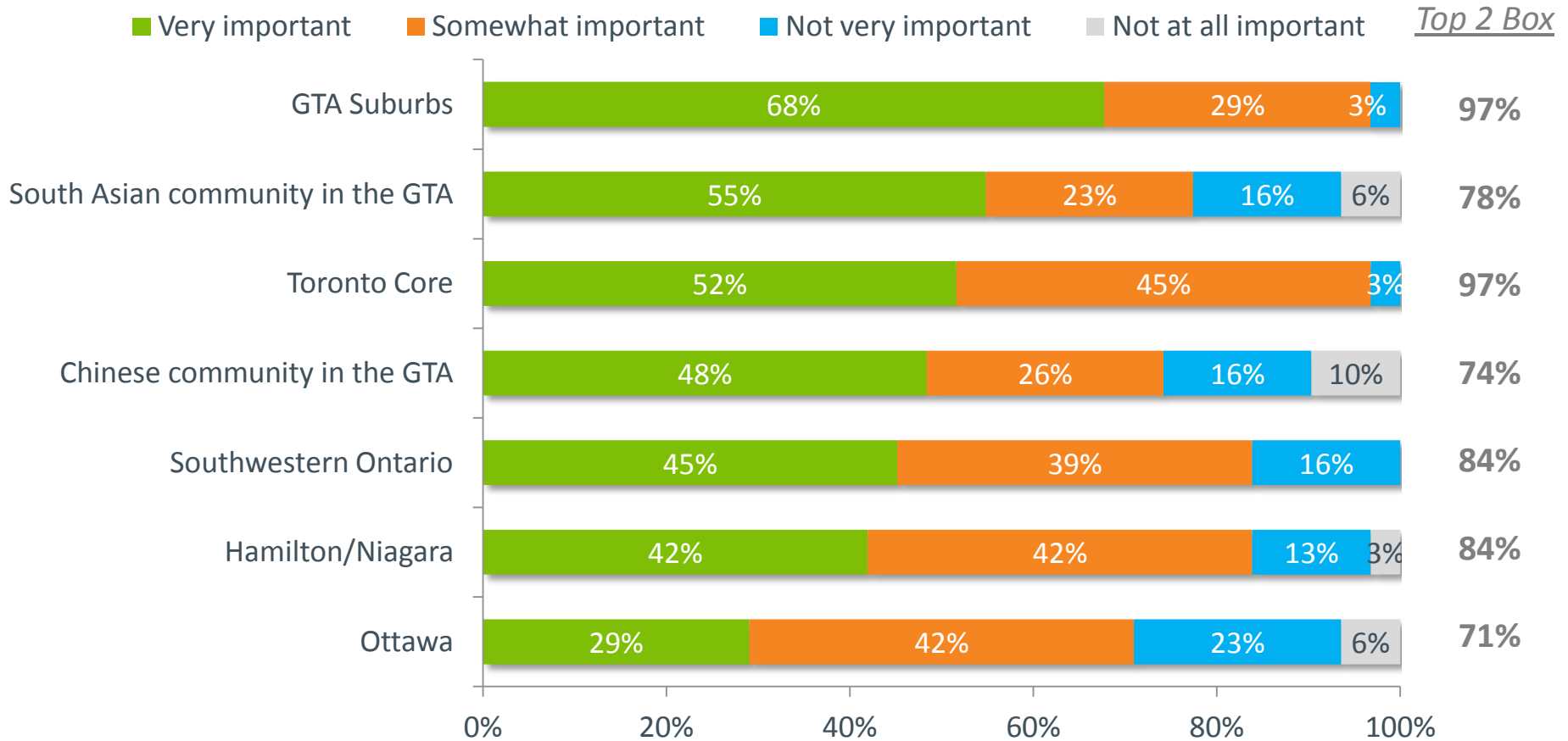
- Results of the online survey suggest that GTA suburbs stands out as the most important market discussed in the Phase 1 research, while Ottawa is a lower priority compared to the others because of the distance barrier.
- According to the online survey, three-quarters believe it is important to market to the South Asian and Chinese communities, although only a quarter are actively marketing to these travellers now.

# Importance of Growth Potential Markets

- Many business owners remarked that they are already observing a shift in market composition. They are noticing an ever increasing number of ethnic communities (especially South Asian and Chinese).
- Some operators are already making changes to their facilities and resources to accommodate these new demographics. Others indicated a need for operator training to better understand their travel expectations and behaviours.
- Of the one-quarter of operators who did not think it was important to market to the South Asian and Chinese communities, concerns were raised about:
  - Muskoka offer may not be a good fit for markets with more moderate incomes, or ethnic communities with different expectations than current visitors.
  - These communities may not stay for very long, or spend money.
- While some operators are skeptical about the potential in these markets, others are interested in learning tactics to form stronger connections with these travellers.

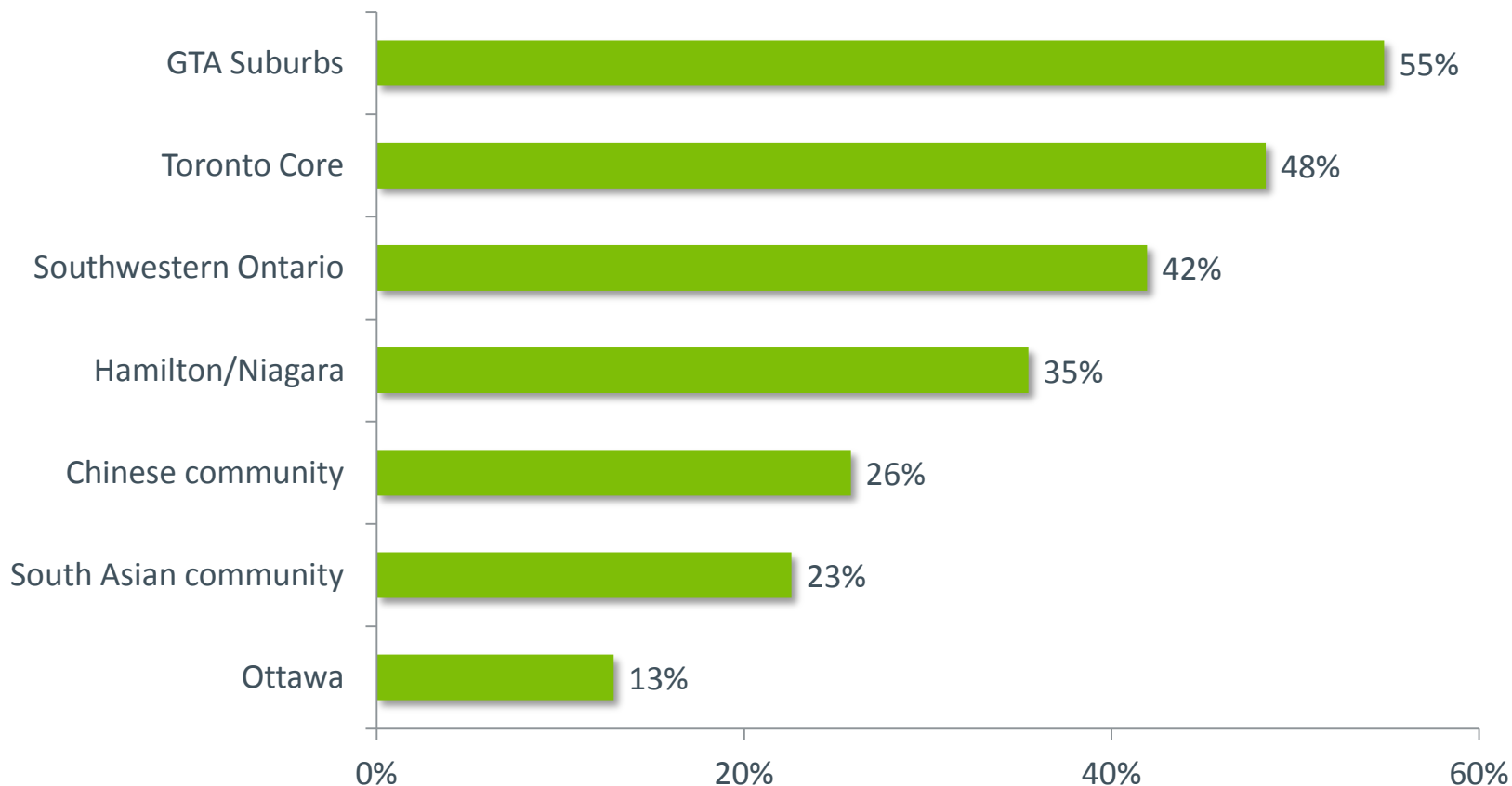
# Importance of Growth Potential Markets

Question: In terms of your own business and its success, how important is tapping the markets identified in this research?



# Current Marketing to Growth Potential Markets

Question: Are you currently marketing to any of these communities? (Please select all that apply)





# Interest in Joint Co-Op Marketing

- Three-quarters of those who responded to the survey said they would be interested in participating in a joint co-op initiative.
- Social media had the highest level of interest.
- When asked how much money they would consider investing in an initiative like this, about half gave an amount of \$500 or more. The average amount suggested was \$1,328.



# Phase 3: **Applying the Findings**

Strategic Recommendations and Strategies.



# Building on Phase 1: Custom Data Mining

- Looking at a five-year horizon for growth, we recommend a growth strategy aimed at reaching new interested visitors within Ontario.
- These high priority growth markets offer a large base of potential new visitors with relatively easy access to Muskoka, and a foundation of general familiarity, pre-existing interest, and alignment with your offering that you can build upon.
- The GTA markets (Toronto Core and GTA Suburbs) offer an opportunity to expand into new ethnic markets (particularly South Asian and Chinese communities) while Southwestern Ontario, Hamilton-Niagara and Ottawa are more promising for growth in the shoulder season.
- Travellers in the high priority growth markets have some perceptions of the region that are not in line with the reality. Marketing to these travellers may require an educational element that challenges preconceived notions and helps them see the region in a new way.

# Building on Phase 2: Industry Consultations

- The townhall meetings with and online survey among operators further identified several key tourism concerns in the region. Most of these concerns were related to attracting new visitors, defining and finding ways to promote a unique *Muskoka experience*, and increasing abilities to use the internet as a means for marketing and promotion.

## New Visitors

- There was a universal agreement that Toronto and GTA are key markets for Muskoka Tourism, especially certain ethnic communities.
- Business owners are already observing a shift in their visitor market. The new market includes an ever-increasing number of ethnic communities (especially South Asian and Chinese).
- While some are already making changes to their facilities and resources to adapt to this new demographic, others indicated a need for operator training to better understand their travel expectations and behaviours.

# Building on Phase 2: Industry Consultations

## *Muskoka Experience*

- Operators agree that the region needs to promote a unique Muskoka Experience delivered through travel packages including multiple activities and experiences.

## **Internet Presence**

- Operators emphasized the importance of third party review sites and indicated a need for operator training to effectively utilize internet tools. In addition, the ability to track the effectiveness of marketing campaigns and using internet analytics is needed.

Building on the findings of the first two phases, there are several **strategies and tactics** Muskoka Tourism should consider in order to **appeal to new visitors from the high priority markets...**

# Recommended Strategy

Product Positioning	Attracting potential growth customers
Promotion	Using the right messaging and channels
Market Readiness	Training and education
Assessing Success	Measuring marketing success

## Recommended Strategy: **Product Positioning**

The ***Muskoka Experience*** needs to be more **clearly defined** in terms of multiple activities and experiences that appeal to these high growth market segments.



# Recommended Strategy: Product Positioning

- Showcase the region's lesser known strengths to break through travellers' preconceptions. Highlight experiences that travellers are less likely to associate with Muskoka (refer to Gap Analysis in Appendix).
- Differentiate Muskoka from other parts of the province. Consider niche, **experiential campaigns**. Focus on key experiences of the region to emphasize the region's competitive advantages, distinct features, and unique activities (refer to Competitive set in Appendix).
- **In order to portray the area in the most favourable light to an internet-savvy audience, increase the use of video and rich media as advertising formats.**
- Content development should be at the forefront of a digital strategy to promote the awareness of the region. **A “create once and populate everywhere” digital strategy will enhance the reach of the region and aid partners in promoting their own accommodations and attractions.**

# Recommended Strategy: **Product Positioning**

- Develop a **clear brand strategy** that puts Muskoka **in control** of the way the region is perceived and highlights the diverse array of experiences and activities on offer.
- In a leadership role, Muskoka Tourism should work collaboratively with operators to **build travel packages** for high potential travellers at different budget thresholds.
  - These packages should showcase classic Muskoka elements, as well as those that may be lesser known (i.e. museums, historic sites, health and wellness attractions, artisans, breweries, etc.).
  - Packages should convey a sense of authentic, personalized, lasting experiences and great family memories.
  - Packages need to appeal to the motivators and key drivers of high priority growth markets.

# Recommended Strategy: Promotion

**Custom messaging** and **unique images** must be promoted in order to attract new growth markets.

# Recommended Strategy: Promotion

- Muskoka Tourism should take a lead role in developing these growth markets for the Muskoka region.
- Marketing to these growth markets requires a sustained effort. Muskoka Tourism and its stakeholders should commit to a three year growth strategy.
- Three-quarters of those who responded to the survey said they would be interested in participating in joint co-op initiative, with social media having the highest level of interest. The average amount stakeholders suggested they would consider investing was \$1,328. Muskoka Tourism should utilize this interest to develop marketing programs for high growth markets, using messaging and channels recommended in the report.

# Profile: Toronto Core

## Who they are



- Younger than current visitor market – 34% are in the 25-34 age range
- Ethnic diversity – large South Asian (15%) and Chinese (27%) communities
- Just 38% were born in Canada
- Family travel, and travel with close friends - only 52% live with a partner or spouse, but 33% have children under 18
- Somewhat less affluent than current visitors – 59% with household income under \$80K

## What to say



- This is the market where luxury message will have the most resonance
- Travel interests generally lean toward arts, culture and famous destinations but opportunities for physical challenge drive interest in RTO 12 in particular
- These travellers tend to be influenced by what is currently popular and this attitude drives interest in RTO 12
- Summer travellers in Ontario – less opportunity for shoulder season travel

## How to reach them



- These travellers are influenced by internet review sites rather than word of mouth; third party booking sites and airlines also influence their travel decisions
- Ethnic communities within Toronto – particularly South Asian and Chinese – offer a largely untapped market for growth

# Profile: GTA Suburbs

## Who they are



- Highest proportion of travellers in the youngest bracket – 10% are in the 18 to 24 range
- Ethnic diversity – large South Asian (26%) and Chinese (22%) communities
- Prefer to travel with their families. Two-thirds (65%) live with a partner or spouse, and nearly half (48%) have children under 18
- Slightly less affluent than current visitors with just 5% above \$150K (household income)

## What to say



- Keen on freshwater beaches, dining experiences
- They are generally interested in famous destinations, learning about the past; seeing different ways of life is a key driver of interest in RTO 12
- They want to feel dynamic and excited on a vacation
- Summer oriented, less likely to travel in Ontario in shoulder season
- 5% of this market is interested in golfing while on vacation
- A good impression of your arts and culture is a driver of interest in RTO 12

## How to reach them



- Friends and family are important in decision making, third-party booking sites are popular
- Strategic marketing by sub-region and ethnicity may be more effective

# High Priority Growth Markets Key Drivers

	Key Drivers (Positive)	Toronto Core	GTA Suburbs
<b>Attitudes</b>	Awestruck by beauty	✓	✓
	Influenced by what is popular	✓	
<b>Motivations</b>	Challenged physically	✓	
	Different ways of life	✓	✓
<b>Impressions</b>	Arts and culture	✓	

# Profile: Southwestern Ontario

## Who they are



- Younger than current visitor market – 39% are between 18 and 34
- Mostly born in Canada (85%) and white (90%)
- Already travelling in Ontario - 74% travelled within Ontario in the past year
- Prefer travelling with spouse or family; 63% live with spouse or partner, 40% have children at home
- Less affluent than current visitors – 52% with household income under \$80K

## What to say



- Travellers in this market are eager to share stories, they are looking for family trips, but they want to know they can get familiar food, and may be a bit nervous about travelling
- They want to feel excited or exhilarated on a trip
- **This region has more travellers willing to explore the province in the Spring**
- Interest in being spontaneous, exploring and learning, and travelling off the beaten path are key drivers of interest in RTO 12

## How to reach them



- More reliant on traditional planning sources like brochures, travel agents, television ads, and mail-outs
- Planning on the internet – they go right to the source, using websites for hotels and attractions
- They are also keen on social media like Facebook, somewhat receptive to email offers



# Profile: Ottawa

## Who they are



- Compared to current visitors, this group is younger with 39% in the 18 to 34 range
- Mostly born in Canada (81%) and white (85%)
- These travellers are more likely to travel as a couple – 65% live with a partner or spouse, but just 29% have children at home
- More affluent than current visitors – 42% have household incomes above \$80K

## What to say



- They want to feel alive, carefree, playful, at ease on vacation
- Engaged, open-minded travellers with high interest in array of experiences & activities
- **Tend to travel in Ontario in summer, but a little more likely to travel during the fall**
- This market is familiar with your region, but they tend to have lower perceptions of RTO 12 and the distance is a likely barrier
- Ottawans who feel that your region is a good fit with their lifestyle and travel needs are substantially more interested in travelling there
- A desire to with family and re-energize on vacation drive interest in RTO 12

## How to reach them



- Internet – travel review sites, official destination websites, websites for specific hotels and attractions
- Deals that entice them to stay longer may help these travellers to overcome the longer driving distance

# Profile: Hamilton-Niagara

## Who they are



- Younger than current visitor market – 40% are between 18 and 34
- Mostly born in Canada (76%) and white (84%)
- Prefer travelling with spouse or family; 73% live with spouse or partner, 35% have children at home
- Largest proportion in lower income range – 24% have household income less than \$40K

## What to say



- These travellers want to feel calm, peaceful, mellow in a vacation
- They want to take charge of their own experience, and they tend to seek an enriching family vacation that helps them connect with each other
- **Of the high priority regions, these travellers are most likely to travel within Ontario in the winter**
- Seeking fun and entertainment, and a need to be re-energized by a vacation drive higher interest in RTO 12

## How to reach them



- Reach them on the internet – in particular, they look at specific websites for accommodations and attractions when planning trips
- They are very reliant on previous experience and word of mouth

# High Priority Growth Markets Key Drivers

	Key Drivers (Positive)	Southwestern Ontario	Ottawa	Hamilton-Niagara
<b>Attitudes</b>	Awestruck by beauty		✓	✓
	Whatever I want, when I want	✓		
	Sharing stories		✓	
	Local architecture / different cityscapes	✓		
	Off the beaten path	✓		
	Nervous when travelling			
<b>Motivations</b>	Stay connected with family		✓	
	Re-energize		✓	✓
	Explore and learn	✓		
	Have fun / be entertained			✓
<b>Impressions</b>	Fits personal lifestyle / travel needs		✓	
	Rest and rejuvenate			✓
	Arts and culture			✓

# GTA Focus South Asian Growth Market

## Who they are



- Established immigrants - around three quarters (73%) moved to Canada > 15 years ago
- Educated - most (86%) have post-secondary or post-graduate education
- Adults in the prime years for working and raising families – 59% are between 25 and 44 years old
- Like to travel with immediate family and extended family groups

## What to say



- This group is keen on freshwater beaches and natural beauty, but they have low familiarity and low impressions when it comes to RTO 12
- They travel in search of learning opportunities and intellectual stimulation, to enrich and strengthen family connections
- Influenced by what is popular, seek out famous destinations
- These travellers have a need for familiar foods and comfortable surroundings
- Key drivers of interest in RTO 12 include an interest in unique places, travelling off the beaten path, seeking solitude, looking for lasting memories and an interest in arts and culture

## How to reach them



- Use a geographically targeted approach - most live in the Peel Region (32%), Scarborough (25%), and York Region (10%)
- Word of mouth and internet are most important, but traditional sources of information (guide books, newspaper ads, television ads) are used more often within this group
- Social media and apps may help you reach out to this group

# Profile: Chinese Growth Market

## Who they are



- Established immigrants - around three quarters (74%) moved to Canada at least 15 years ago
- Educated – 81% have post-secondary or post-graduate education
- Adults in the prime years for working and raising families – 68% are between 25 and 44
- Like to travel with immediate and extended family, as well as groups of friends

## What to say



- This group has very high impressions of RTO 12, but their travel interests are highly varied and not entirely aligned with your current offer
- They appreciate luxury experiences and look for a sense of refinement, knowledge, and culture while travelling
- These travellers are influenced by what is popular, and enjoy visiting famous destinations
- Interest in experiencing different ways of life and seeing small villages are key drivers of interest in RTO 12

## How to reach them



- Look for these travellers in Scarborough (36%), York Region (18%), North York (13%) and Peel Region (9%)
- These travellers are highly influenced by word of mouth from friends and family, so making a good impression is absolutely crucial to building in-roads with this community
- They want to know what they are getting when they travel, and seek information from others through reviews

# GTA Focus How to Reach the Ethnic Markets

	South Asian	Chinese
% reading newspaper	48%	44%
-Daily print	28%	22%
-Daily on a computer	23%	19%
-Daily on mobile	4%	9%
% reading travel section of daily newspaper	43%	42%
% reading magazine	38%	36%
-Professional sports	3%	2%
-Health/fitness/living	12%	9%
-General interest	11%	7%
-Business/finance/investment	15%	7%
-Outdoor activities	6%	5%
Avg. # hrs. watch TV (reg)	5.78	5.62
Avg. # hrs. watch PVR	1.60	1.39
Avg. # hrs. watch TV online	5.50	9.00
-Sports	24%	13%
-News	36%	32%
-Movies	50%	32%
-Situation comedies	13%	13%
Avg. # hrs. listen to radio	2.99	4.68
-News/talk	33%	32%
-Oldies	10%	5%
-Sports	7%	9%

	South Asian	Chinese
% using Internet	87%	82%
-Search engine	46%	58%
-Weather	36%	33%
-Sports	18%	18%
-Network news	27%	27%
-Newspapers	41%	31%
Avg. # hrs. spent browsing per week	10.42	13.58
% using social networks	89%	91%
-Facebook	65%	59%
-Twitter	17%	18%
Avg. # hrs. spent on social networks	4.53	4.30
% using smartphone/tablet when travelling	42%	41%
-Look up information	66%	65%
-Check review sites	24%	39%
-Make reservations	24%	28%
-Use travel apps	15%	19%

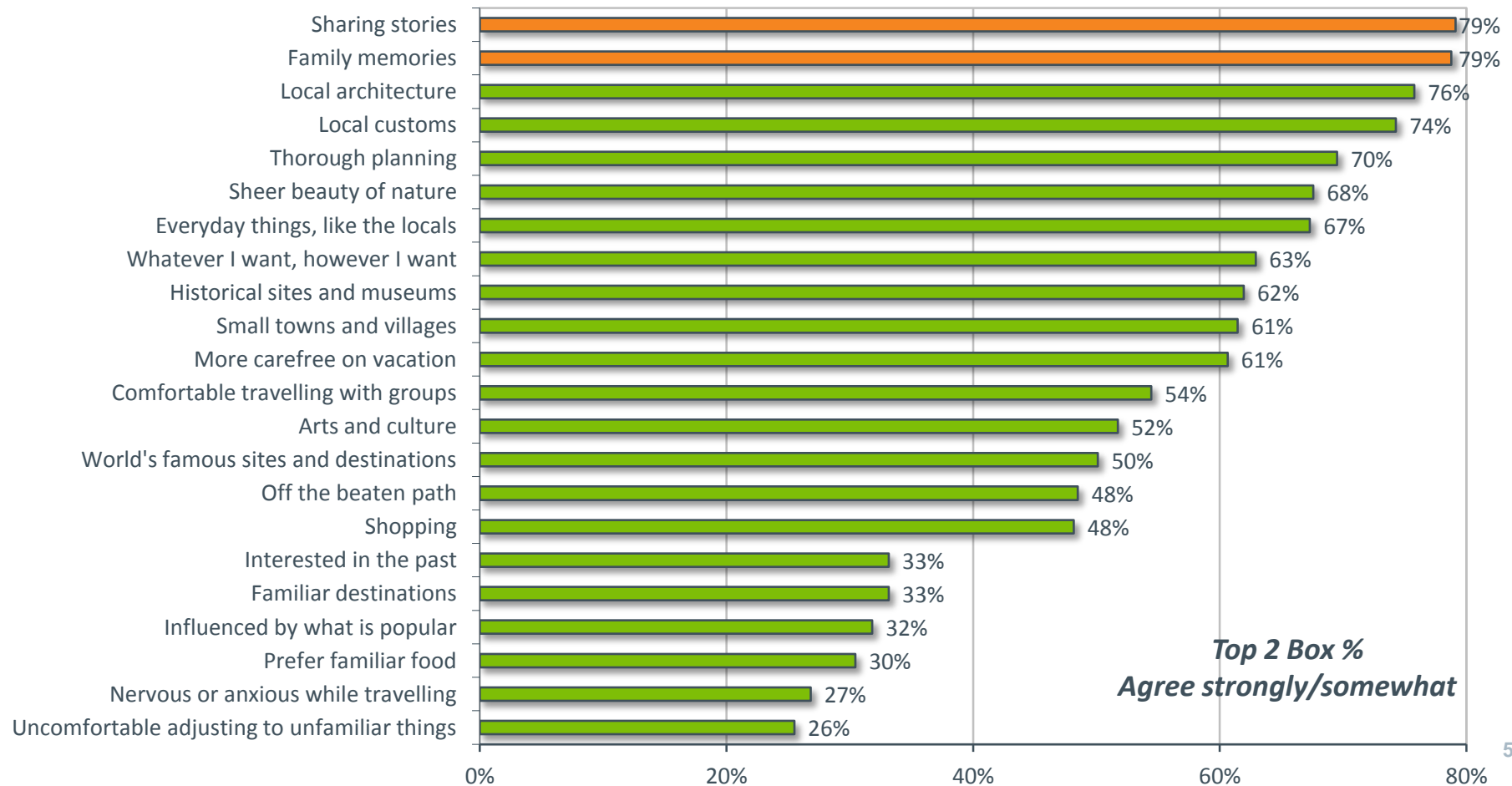
# GTA Focus Key Drivers

	Key Drivers (Positive)	White	South Asian	Chinese
<b>Attitudes</b>	Awestruck by beauty	✓		
	Off the beaten path	✓	✓	
	Arts and culture		✓	
	Familiar foods			✓
	Small towns and villages			✓
<b>Motivations</b>	Intellectual challenge	✓		
	Lasting memories	✓	✓	
	Re-energize	✓		
	Solitude and isolation		✓	
	Experience different ways of life			✓
<b>Impressions</b>	Unique		✓	

# Travel Attitudes: High Priority Growth Markets

Travellers were asked to consider several attitudinal statements about travel.

Q3. We would like to find out more about your attitudes toward travel. Please indicate your level of agreement with each of the following statements.

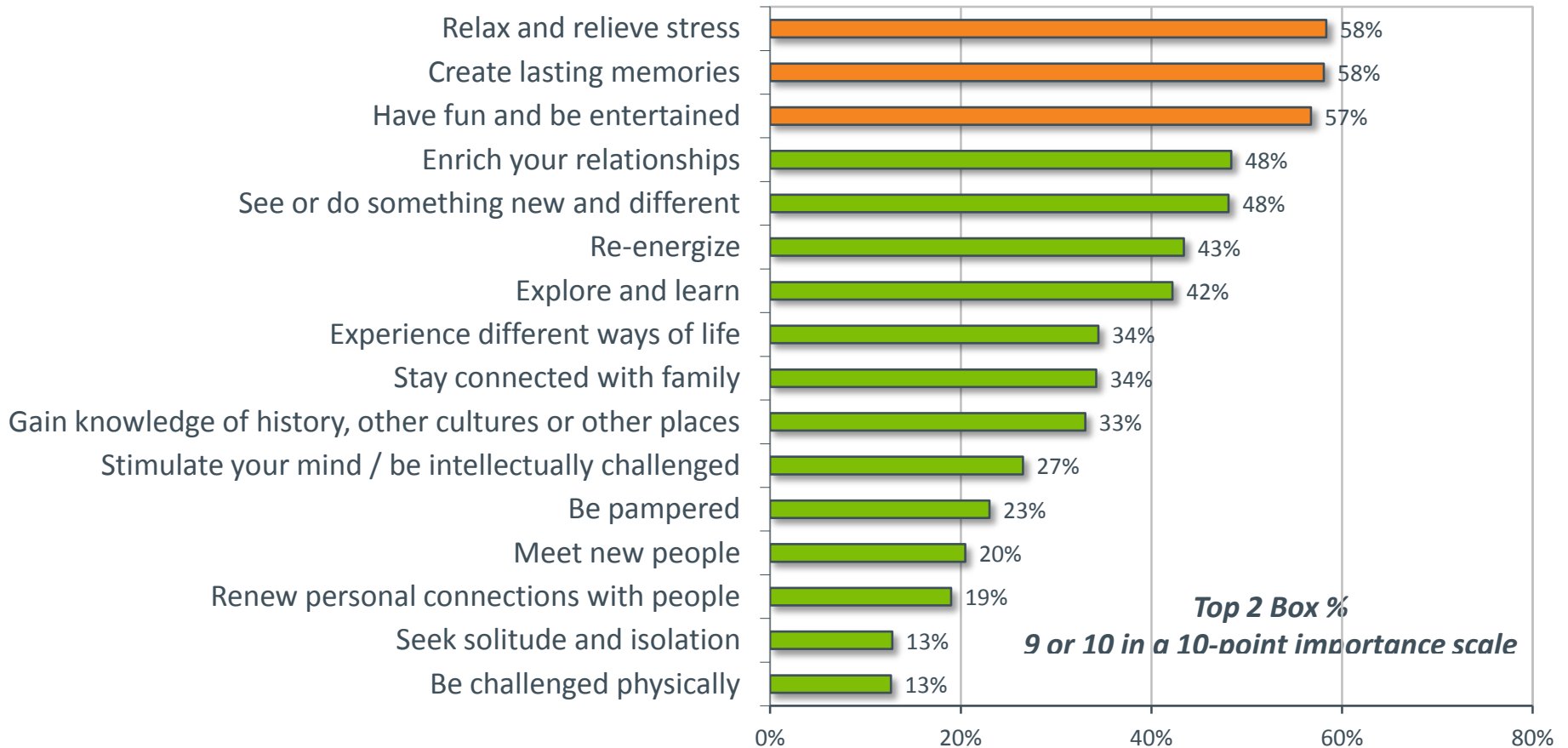




# Travel Motivations: High Priority Growth Markets

Travellers were asked to consider the importance of various travel experiences and elements in their travel decisions.

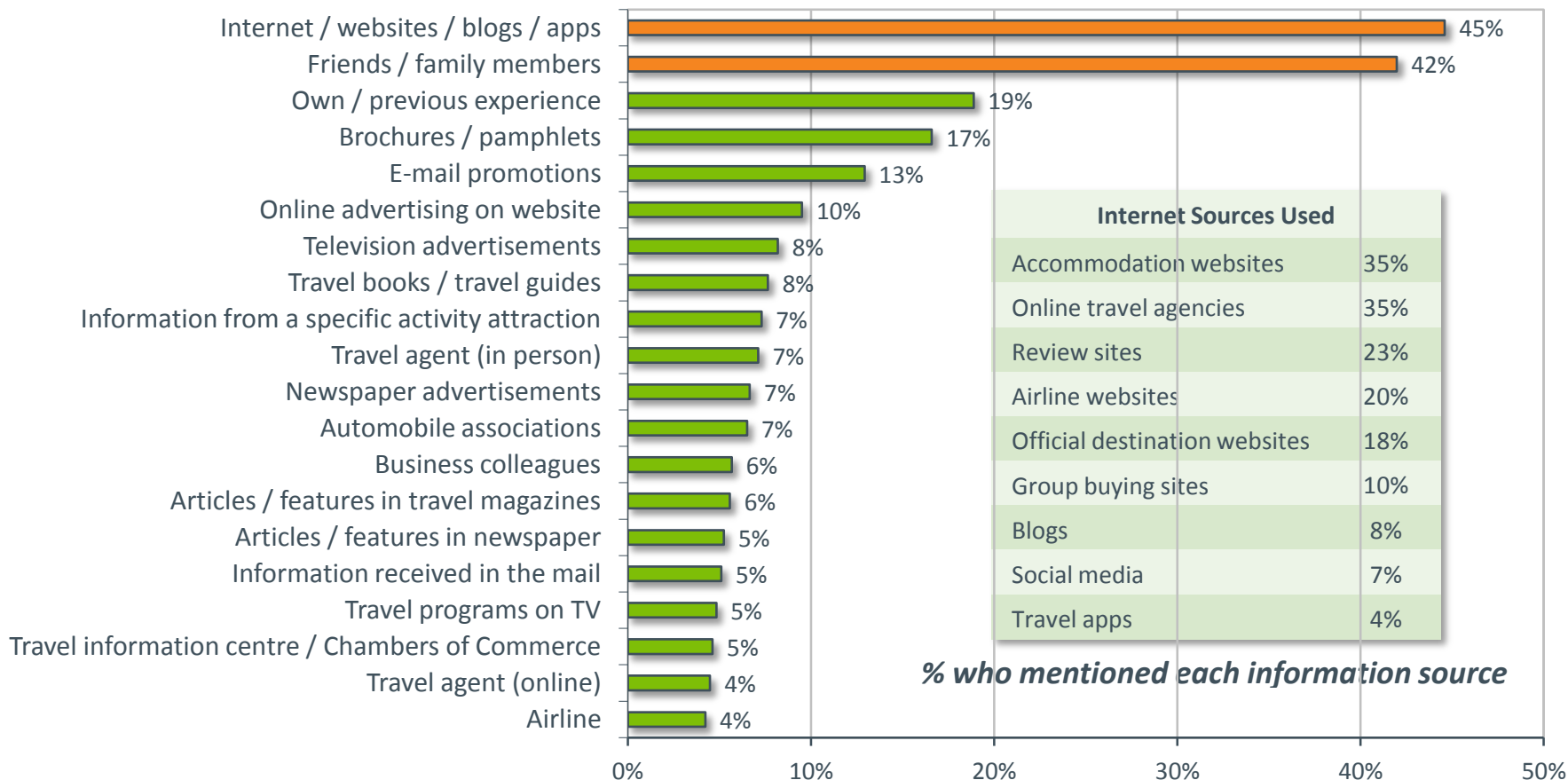
Q4. Using a scale from 1 to 10, please rate each of the following items for its importance to you when considering pleasure or vacation trips of one or more nights away from home. The higher the score, the greater the importance of that item.



# Information Sources: High Priority Growth Markets

Travellers indicated which information sources they used when planning their pleasure trips.

Q5f. Thinking about all of the overnight pleasure trips you have taken within Ontario during the past year or so, which of the following information sources did you use when planning your travel? If you have not taken an overnight pleasure trip within Ontario, please think about your last overnight pleasure trip.



## Recommended Strategy: **Market Readiness**

**Educating** tourism operators on the **needs and wants** of high growth markets is necessary for success.

# Recommended Strategy: **Market Readiness**

- Ethnic diversity is a key defining characteristic of the GTA region; there is great potential to convert new visitors from within the South Asian and Chinese communities. The 2011 census found that 45% of Toronto residents had a mother tongue other than English or French.
- There is a large gap between what operators in Muskoka are currently doing to market to these communities, and the importance they place on these markets in terms of their own business and its success.
- **Further leadership efforts are required to overcome barriers and perceptions that are currently preventing the Muskoka tourism industry from capitalizing on these sizeable potential markets.**
- Create partnerships with the Muskoka Multicultural Association, as well as cultural associations in Toronto. Leverage these partnerships to assist in training Muskoka Tourism partners, serve in focus groups, as well as to attract possible events.
- Muskoka Tourism should take the lead role in providing training and education opportunities to tourism operators in the region. Workshops could be used to help educate on the needs and wants of these high growth markets.

## Recommended Strategy: **Assessing Success**

To determine the true success of Muskoka Tourism's 3-year strategy to attract high growth markets, a process must be implemented to **track results**.

# Recommended Tactics: **Assessing Success**

- Working with partners and stakeholders, Muskoka Tourism should develop a means to measure the success of the strategy over time (3-year growth strategy).
- Metrics that can be established and measured over time could include:
  - ✓ The number of local businesses that participate over time
  - ✓ The number of packages created over time
  - ✓ Co-op marketing dollars invested over time
  - ✓ The number of workshops delivered to address the needs of ethnic communities
  - ✓ The number of outreach programs qualified to ethnic communities
  - ✓ Internet analytics and digital media presence

The background features several thin, light green wavy lines at the top and a series of overlapping, semi-transparent green bands at the bottom, creating a sense of movement and depth. The word "Appendix" is written in a green, sans-serif font on the left side.

# Appendix

# Demographics: High Priority Growth Markets

	Toronto Core (n=1,006)	GTA Suburbs (n=505)	Southwestern Ontario (n=549)	Ottawa (n=355)	Hamilton-Niagara (n=445)
<b>Gender:</b>					
Female	45%	49%	56%	64%	48%
<b>Age of Respondent:</b>					
18-24	8%	10%	6%	7%	6%
25-34	34%	26%	33%	33%	33%
35-44	28%	30%	23%	21%	17%
45-54	19%	20%	19%	17%	24%
55-64	8%	11%	12%	15%	13%
65+	4%	4%	8%	8%	8%
<b>Born in Canada:</b>					
Born in Canada	38%	39%	85%	76%	81%
Lived in Canada 15+ years	42%	40%	4%	8%	8%
Lived in Canada <15 years	18%	20%	9%	12%	9%
<i>Refused</i>	1%	1%	2%	4%	2%
<b>Education:</b>					
High school or less	15%	18%	22%	22%	13%
College / University	63%	67%	66%	64%	73%
Postgraduate degree	19%	13%	9%	7%	11%
<i>Refused</i>	3%	2%	3%	7%	3%
<b>Household Income:</b>					
Under \$40,000	20%	12%	18%	24%	10%
\$40,000 TO \$79,999	39%	36%	34%	35%	31%
\$80,000 TO \$149,999	22%	31%	24%	24%	38%
\$150,000 OR MORE	5%	5%	3%	4%	9%
<i>Refused</i>	13%	16%	21%	13%	13%



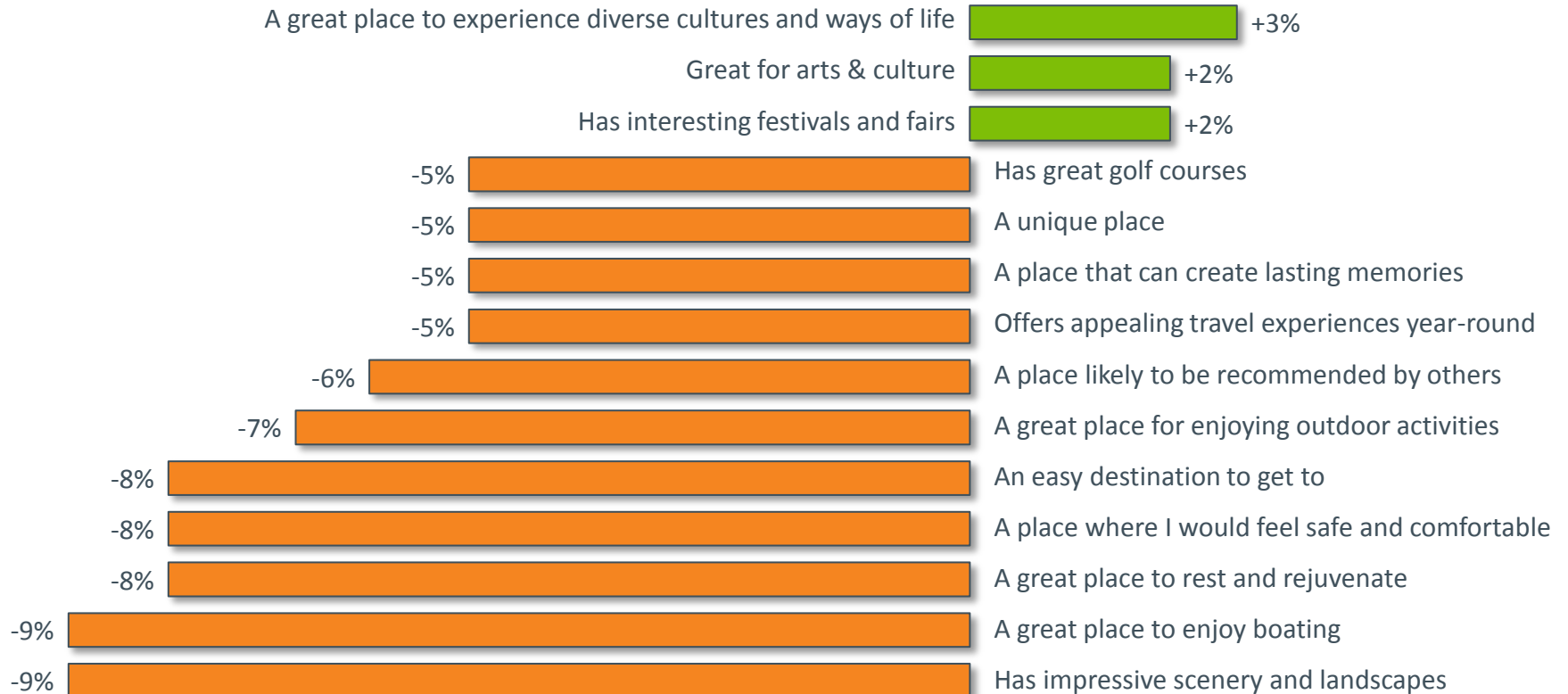
# Demographics: Ethnic Markets in GTA

	South Asian (n=)	Chinese (n=466)
<b>Gender:</b>		
Female	41%	46%
<b>Age of Respondent:</b>		
18-24	9%	15%
25-34	27%	32%
35-44	32%	36%
45-54	17%	13%
55-64	11%	3%
65+	4%	1%
<b>Born in Canada:</b>		
Born in Canada	5%	10%
Lived in Canada 15+ years	73%	74%
Lived in Canada <15 years	21%	16%
<i>Refused</i>	1%	0%
<b>Education:</b>		
High school or less	10%	18%
College / University	56%	61%
Postgraduate degree	30%	20%
<i>Refused</i>	4%	1%
<b>Household Income:</b>		
Under \$40,000	27%	14%
\$40,000 TO \$79,999	45%	46%
\$80,000 TO \$149,999	19%	27%
\$150,000 OR MORE	1%	3%
<i>Refused</i>	8%	11%

# Gap Analysis: High Priority vs. Current Visitors

The gap analysis shows the difference in impression ratings between current visitors and the high priority markets. *Only differences of 2 ppt or greater are shown.*

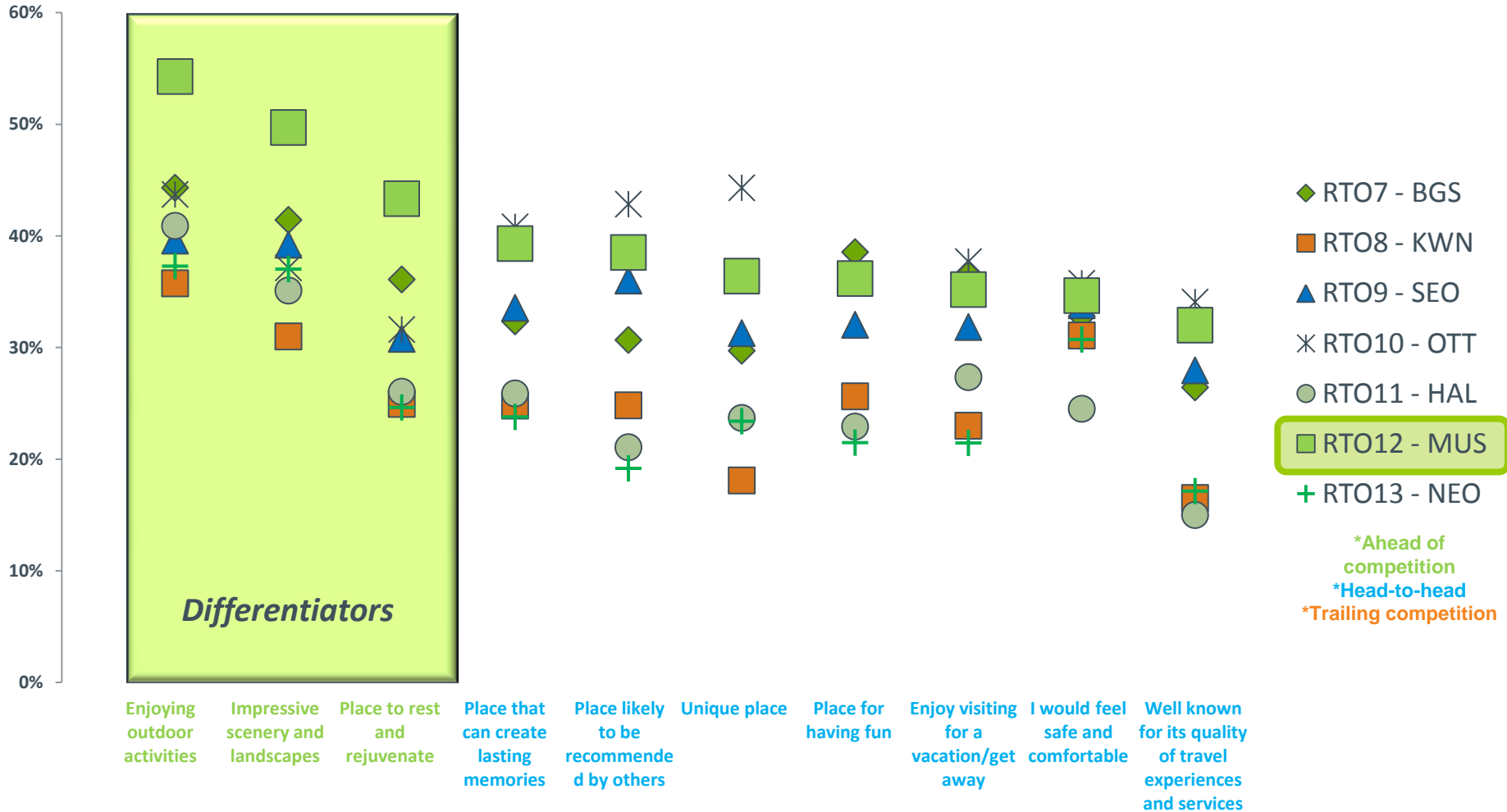
Q15. We would like you to rate this region for a number of specific characteristics. Please use the scale from 1 to 10 shown below where 1 means Do Not Apply At All and 10 means Applies Completely.



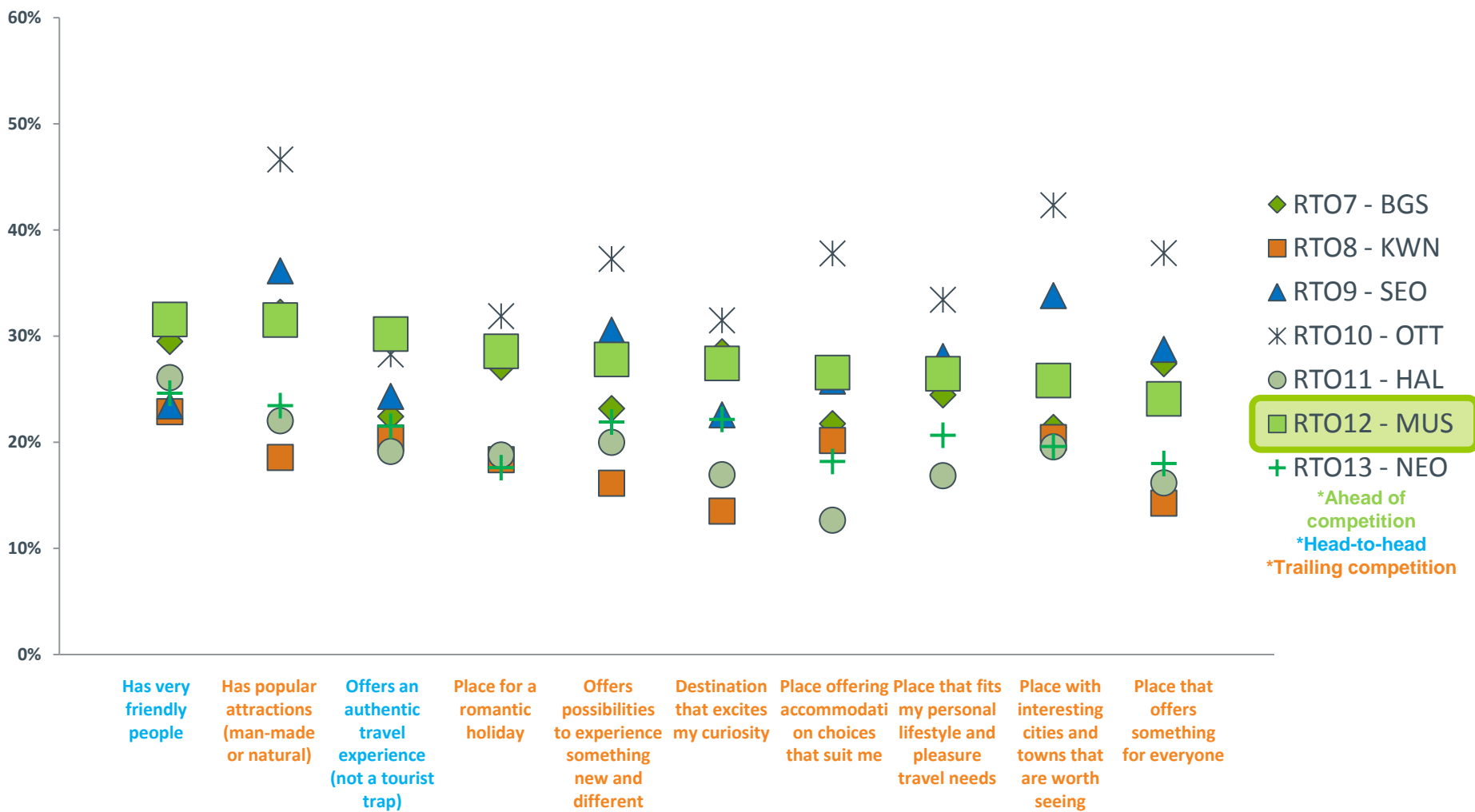
# Competitive Analysis: High Priority Growth Markets

- The competitive analysis looks at the same impressions through a different lens by comparing your region's performance against several competitors within Ontario.
  - For the purposes of this analysis, the competitors are:
    - RTO 7 – BruceGreySimcoe
    - RTO 8 – Kawarthas and Northumberland
    - TRO 9 – Southeastern Ontario
    - RTO 10 – Ottawa and Countryside
    - RTO 11 – Haliburton Highland to the Ottawa Valley
    - RTO 13 – Northeastern Ontario
  - Compared to the competitors, RTO 12 differentiates itself on enjoying outdoor activities, impressive scenery and landscapes, and a place to rest and rejuvenate.
- Promoting these attributes will give RTO 12 an advantage over other regions and can help move the high priority market closer in line with their current visitors.

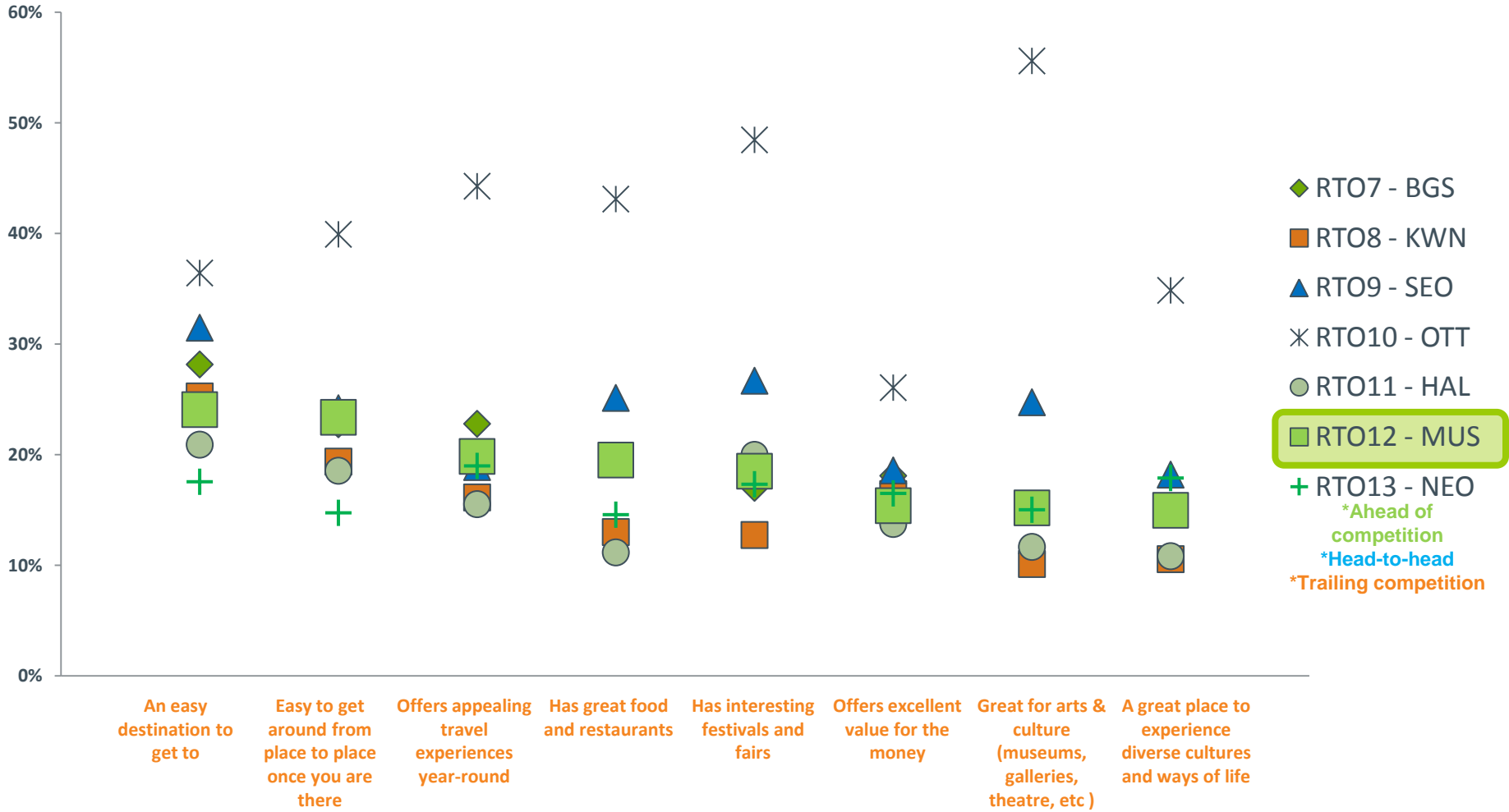
# Your Competitive Advantages



# In Line With the Competition



# Competitive Weaknesses



# Toronto Core: Regions by FSA\*

Central Toronto		Downtown Toronto			East Toronto		
M4N	M5R	M5A	M5J	M5W	M4E		
M5N	M4S	M5B	M5K	M4X	M4J		
M4P	M4T	M5C	M5L	M5X	M4K		
M5P	M4V	M5E	M5S	M4Y	M4L		
M4R		M5G	M5T	M7A	M4M		
		M6G	M5V		M7Y		
		M5H	M4W				
East York		North York			York		
M4B		M3K	M6A	M6L	M9N		
M4C		M3L	M6B	M9L	M6C		
M4G		M3M	M2H	M5M	M6E		
M4H		M3N	M3H	M9M	M6M		
		M3B	M2J	M2P	M6N		
		M3C	M3J	M2M			
		M3A	M2K	M2N			
		M4A	M2L	M2R			
West Toronto		Etobicoke			Scarborough		
M6H		M9A		M9V	M1B	M1K	M1S
M6J		M9B		M8W	M1C	M1L	M1T
M6K		M9C		M9W	M1E	M1M	M1V
M6P		M9P		M8X	M1G	M1N	M1W
M6R		M9R		M8Y	M1H	M1P	M1X
M6S		M8V		M8Z	M1J	M1R	