Packaging Manual For Suppliers

The OTMP Packaging Manual Handbook is a resource for tourism operators who are ready to build and market packages for visitors to Ontario. Using specific examples, the manual moves quickly to the "now what?" stage. This information gives industry suppliers the tools and process they need when designing new combinations of experiences that will attract new or repeat customers to Ontario tourism businesses.

The Manual is available in five pdf files; click on a title to download any of the following pages:

- Cover Page and Intro Section
- Section One - What is Packaging and Why Would I Do It?
- Section Two - Building a Tourism Package
- Section Three - Building Your Tourism Package
- Appendices
Ontario Tourism Marketing Partnership

Packaging Handbook
for
Tourism Suppliers

Prepared by

the Tourism Company

February 2000
A complete listing of Ministry of Tourism Field Staff is presented in Appendix E.
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Acknowledgements

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“How to develop and market Cultural Tourism Experiences – A guidebook for cultural organizations” – DRAFT – Slingshot Marketing Group, 1999


“Project Magnet – Creating the Vision for Ontario” Craton, Lodge and Knight Co. Ltd., 1992
Introduction

Why another packaging handbook?
Over the last number of years, a number of provincial and federal efforts have focused on ‘how to’ manuals for packaging in the tourism industry. Many of these manuals were used as resources for this manual. All of the manuals are useful.

This Handbook is intended to act as a resource for those operators who are ready to invest the time, trust and energy to build packages for visitors to Ontario and get them to market. This manual moves beyond the theoretical and moves quickly into the ‘now what’ stage. Many examples from the industry are presented throughout the Handbook to address front line issues of packaging. It also works towards specific opportunities and demand in the marketplace that packages can meet. In other words, it provides you with the tools and process to design new combinations of experiences that will attract new or more customers to your Ontario operations.

How to use this Handbook
The Packaging Handbook is presented in three main sections and a number of appendices. Section One answers the questions – what is packaging and why would you do it? Section Two outlines a number of steps to building a package and presents words of wisdom gathered from front-line operators. Section Three provides a series of worksheets for your use as you build your packages. You may want to keep a copy of blank worksheets for use in the future. The appendices provide some detailed information for your reference and use.

The Link to OTMP
The Ontario Tourism Marketing Partnership is actively pursuing a number of strategic directions – packaging is one of these areas. Research on what visitors to Ontario are looking for has been used to identify areas of highest interest. These market opportunities are included in the appendices of this Handbook to assist you as you build your packages.

OTMP also facilitates a link to the marketplace through advertising and marketing opportunities that reach the same markets that the packages are being built for. Contact Field Staff in your area for the most current information.

For OTMP Information contact: 416 325 9832 or www.ontario-canada.com/ then go to “Tourism”.
**Glossary of Terms – A Quick Guide**

A number of terms and acronyms are used throughout this handbook. The list below provides a quick reference point for these terms.

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>CTC</td>
<td>Canadian Tourism Commission -- public/private partnership, which promotes Canada’s tourism product to the world. See Appendix E.</td>
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<tr>
<td>CVB</td>
<td>Convention and Visitor Bureau – a marketing organization that promotes a city or region to both visitors and the meetings and conventions markets.</td>
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<tr>
<td>DMO</td>
<td>Destination Marketing Organization – an organization dedicated to developing and marketing tourism, typically defined by a geographic or political area such as a town, city or region.</td>
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<tr>
<td>Consolidator</td>
<td>Someone who puts all the ground components of a package together. For example, bus, activities, accommodation, programming.</td>
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<tr>
<td>FAM tour</td>
<td>Familiarization tour – a sponsored tour for travel writers, agents and other influencers to introduce them to a new or refined tourism experience/facility.</td>
</tr>
<tr>
<td>FIT</td>
<td>Fully Independent Travel – travel that is independent, not part of a group.</td>
</tr>
<tr>
<td>Hub and spoke</td>
<td>Hub and spoke is a travel pattern where the traveller stays in one place for a number of days and takes different day trips from the central point. This is in contrast to ‘touring’ where the traveller changes location every day or so.</td>
</tr>
<tr>
<td>OTMP</td>
<td>Ontario Tourism Marketing Partnership -- public/private partnership that markets Ontario’s tourism product. See Appendix E.</td>
</tr>
<tr>
<td>Outbound Operator</td>
<td>An operator that sells the travel experience to outbound travellers. For example, buying a trip to another country that you buy before you leave.</td>
</tr>
<tr>
<td>Receptive Operator</td>
<td>An operator that sells the travel experience in the market where it takes place. For example, a tour that you buy once you are at your destination.</td>
</tr>
<tr>
<td>Travel Trade</td>
<td>People and companies that resell travel product to the visitor that they have bought and reserved from other parties.</td>
</tr>
<tr>
<td>TICO</td>
<td>Travel Industry Council of Ontario -- an organization that administers the Travel Industry Act, which governs travel agents and wholesalers registered in Ontario. It also governs the Ontario Travel Industry Compensation Fund. See Appendix E.</td>
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Section One

What *is* Packaging...

and why would I do it?
What is Packaging?
When a tourist plans and books a trip to a destination for leisure purposes, they are buying an experience comprised of a range of products. A package, from a tourism perspective, is the linking of a number of individual products/services into a single experience, typically for a single price. A package is a saleable item, with a set price for a set period of time. There is a broad range of products and services that can be linked in a package, including:

- Food and beverage
- Accommodation
- Built attraction – museum, art gallery, theme park etc.
- Natural attraction – waterfalls, scenic vistas etc.
- Transportation
- Programming – gourmet cooking, wine tasting, wood carving etc.
- Guided tour
- Entertainment – theatre performance, stage show, concert
- Event/festival
- Shopping
- Activity – hiking, kayaking, alpine skiing, snowmobiling
- Ability to experience local culture.

Packages can be linked in many ways and for a variety of lengths of time – from a half day to multiple day packages. It is important to note that packages are not limited to the group market and, in fact, are getting increased demand from the independent traveller.

Packaging for Groups versus the Individual Traveller
Packaging for groups, such as motorcoach tours, clubs or organizations, has different needs and characteristics from packaging for the Fully Independent Travel (FIT) market. Group tours are typically very tightly scheduled, expect discounts as a part of the package and are sold through a third party. They also have specific capacity requirements for such facilities as bus parking, washrooms and food and beverage outlets. Packaging for FIT, on the other hand, can be more flexible and may offer some price reduction, but more likely includes unique, value-added features.

This Handbook focuses primarily on packaging for the FIT market, where there is significant demand and growth potential for packages that offer a range of experiences in Ontario.
Packaging versus Product Development
Packaging is only one step in product development. Product development includes a broader range of features and can include everything from the physical set-up of your operation to the training you provide for your staff.

All tourism products are not necessarily ready for packaging opportunities. For example, an operation that cannot provide interpretive staff during the low season or which has hours that are somewhat restrictive may not be ready for packaging. The readiness of the operation, its owners and stakeholders to deal with partners may also be a barrier to packaging. To test your market readiness for packaging, complete the “Market Readiness Checklist, on page 3-2.

The Stages of Package Development
The packaging development continuum is the process by which an individual product is converted into an experience. Packaging is one step along the product development continuum as outlined below.

A more detailed description of each stage of packaging follows, which outlines customer benefits and what it means to a tourism supplier who is providing the package. Potential benefits of packaging from a supplier perspective are presented in the following section.
## Stages of Package Development

<table>
<thead>
<tr>
<th>Stage</th>
<th>Customer Benefits</th>
<th>Supplier Resource Commitments</th>
</tr>
</thead>
</table>
| **Stage 1**  
Unattached Attractions, Facilities and Services | ✓ Minimal beyond core services  
✓ Minimal linking of complimentary facilities or services -- perhaps display of lure brochures from other suppliers  
✓ Minimal value added | ✓ Minimal beyond base level marketing and operations |
| **Stage 2**  
Themed Travel Itineraries | ✓ Convenience of organized trip planning information, potentially including assistance with customizing itineraries  
✓ Linking of complimentary facilities and services through a market desired theme;  
✓ Value added could include coupons/discounts and momentos -- i.e. Circle Tour Certificate, 'passports'. | ✓ Co-ordinated advertising among multiple suppliers to support/enable theme  
✓ Investment in coupons/discounts and momentos  
✓ Staff awareness/time to provide trip planning information and promote the itinerary  
✓ System for distributing, collecting, accounting for coupons/discounts; system for distributing momentos |
| **Stage 3**  
Single Supplier Packages | ✓ Themed experience in response to market interest  
✓ Convenience of bundled services with single point of purchase  
✓ Enhanced trip planning service  
✓ Value added through price savings and/or enhanced offer | ✓ Investment in advertising/promotion of package  
✓ Investment in price discounting/enhancing offer  
✓ System for recognizing package customers and delivering package services, accounting for discounts  
✓ Allocation of inventory – rooms, seats. |
| **Stage 4:**  
Multiple Supplier Packages – single point of sale/single purchase; multiple points of sale/single purchase; multiple points of sale/multiple purchases | ✓ Themed experience in response to market interest  
✓ Convenience of larger bundle of services, single purchase – less for multiple purchases  
✓ Enhanced trip planning service  
✓ Value added through price savings and/or enhanced offer | ✓ If one supplier purchases and resells others services/facilities, then investment in “supplies”  
✓ Investment in co-operative advertising/promotion of package  
✓ Investment in price discounting/enhancing offer  
✓ Systems and policies for bookings, cancellations, and tracking/recognizing customers in multiple locations, distribution of revenue among suppliers, accounting for discounts  
✓ Staff time/knowledge to sell packages, off-site bookings, customer tracking  
✓ Allocation and availability of inventory  
✓ Time to invest in partnership relationships |
| **Stage 5**  
Tour Operator Packages | ✓ All of benefits from Multiple Supplier Packages, plus “insurance” of deposit and pre-payment (for Ontario residents)  
✓ Broader sales and distribution network | ✓ Investment in discounted price/commissions  
✓ Allocation and availability of inventory such as rooms, theatre seats etc. |

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Stage 1: Unattached Attractions, Facilities and Services

Stage 1 includes any tourism service or facility that is not connected to other facilities and services. For example:
- bed & breakfast, inn, hotel, motel, resort, or campground;
- theme park;
- national/provincial park/conservation authority;
- restaurant;
- boat tour;
- theatre; and
- museum.

Stage 2: Themed travel itineraries

Themed travel itineraries are typically self-guided routes that link like facilities. An example is the “Make a Garden Tour” which links greenhouses, flower shops and garden centres from Pickering to Belleville to Peterborough. Travellers use the guide map to go wherever they wish on the tour, but have made no obligation ahead of time. Other examples are Niagara’s Wine Tour that highlights the many vineyards in the area and the many Studio Tours around the province, which showcase artists’ studios through maps, and present routes for walking, or driving. The “African-American Heritage Tour” is a good example of a themed travel itinerary linking a number of facilities that played a role in the Underground Railway from the United States to Canada into an experience for the visitor.

Stage 3: Single Supplier Packages

A single operator provides the package. Examples include:

“Tides, Whales and Lighthouses”, offered in New Brunswick – includes a 2 hour whale watching cruise, marine interpretation, use of foul weather gear, and a snack for $35 per adult.

“Explorer’s Passport” sold by The Niagara Parks Commission, which includes passes to three major attractions and an all-day transportation pass for one price.
Stage 4: Multiple Supplier Packages

There are a number of models of multiple supplier packages, with the main point of difference being how and where the ‘sale’ takes place from the visitor’s perspective.

Single point of sale/single purchase
One lead supplier purchases all other components of the package. The visitor buys the package from this lead supplier. For example...

Fredericton’s “River of History Tour” — 2 nights accommodation, 1 hour cruise aboard ‘The Carleton’, family pass to King’s Landing, $30 meal ticket, kids T-shirts, 1 hour historical walking tour of City of Fredericton, special Fredericton treat. Sold by Howard Johnson Hotel for $239 per family of four.

Theatre/accommodation package that includes a guestroom, 10% off show tickets, parking and a $25 voucher for the in-house restaurant.

Multiple points of sale/single purchase
The guest pays just once, but can purchase the package from any of the participating partners.

“The Gourmet Trail” in British Columbia is offered by five upscale inns, located on Vancouver Island and Salt Spring Island. The package is available at any of the hotels for the same price and same features, or they can be linked into a six-day tour. For $650 per couple (June to September) and $550 per couple (May to October), you receive a 4-course dinner, accommodation and breakfast for two.

The Causeway Coast “Golf Links Package” sells for $185 and provides you with a ticket to four golf courses within a 20km radius in Ireland. Tickets are valid for play over a 2-week period and can be purchased from any one of the courses. It is available only to golfers living outside Northern Ireland.

Multiple points of sale/multiple purchases
The guest buys each component of the package directly from each partner.

“Inn to Inn Snowmobile Tour” in eastern Ontario – can be purchased at any of the participating Inns. The first inn you contact will book the remainder of your trip for you, but you pay at each inn. Therefore, the visitor is making multiple purchases.
Stage 5: Tour Operator Packages

Any of the above example packages can also be ‘tour operator’ packages, simply by selling them through a different channel – a third party. The third party acts as the agent for the package. Packages can be sold through receptive tour operators, who sell to visitors arriving at the destination or through outbound operators, who sell in the country of origin before the visitor departs. Receptive tour operators and outbound operators can offer either custom or scheduled tours.

For the customer, the main differences of a tour operator package are ‘insurance’ of deposit, the need to pre-pay and a broader sales and distribution network to buy from.

There are significant differences in a tour operator package from the supplier perspective. Once you sell through a tour operator, your legal liability increases. For example, if you sell through an operator who sells to the German market, you must deliver exactly as advertised or you could be sued. There is also an opportunity for the supplier to “use” networks/databases/contacts the tour operator has developed to sell their product. Some tour operators are good at continually building demand for your product, while others are not. Therefore, you need to evaluate the relationship with tour operators on a regular basis. The relationship with tour operators is two-way. You must continually encourage the tour operator to sell your product by keeping your product top of mind. Provide them with the tools they need to highlight your product such as photos and other marketing materials, familiarization tours, and updates on ‘what’s new’. Additional discussion on the role of the travel trade is presented in Sections Two and Three.
Why Package?

Packages have many advantages for you as a tourism supplier. Remember, however, that packages should be only one part of your product offering. Here are some advantages to packaging for you to consider – from the visitors’ point of view and from your point of view as an operator. The benefits from packaging listed below will vary with the type of package you design and deliver.

Packages sell! Visitors want packages!
Packages or itineraries that someone else has already thought through simplify planning for the visitor. A package provides one stop shopping, often at one, all-inclusive price. In many cases, a package costs less than when the customer assembles the same product into an experience themselves. For some travellers, this is an attractive feature. Visitors first look for a destination or area to visit and typically base this on a region or area that has the type and variety of attractions and services they are seeking. Then, once that destination has been identified, more detailed planning takes place. Some like their entire trip planned ahead of time, with a detailed and fully planned itinerary. Others will use packages as only part of a larger experience.

F.I.T. is a growth market
Fully Independent Travel (FIT) is growing. With this growth, there is increased demand for packages as part of an independent travel experience. Packages for the FIT traveller can be as short as two hours or be many days in length. For example, an independent traveller can book a farm stay package in New Zealand that enables them to pick and choose from an extensive list of farms throughout the country. They are still free to pick and choose where they go and what they do, but have the accommodation element secured. A family from the mid-west U.S. on a three-week tour of Ontario may want some structured days included in their itinerary.

Competitive advantage
By creating a new experience through packaging, you can give yourself a competitive advantage by offering a combination that is not offered by others. Packages have been successful at driving significant revenue streams without capital investment.

Encourages repeat business
Packages with new components or value-added features, which are not available during normal operations, will be attractive to some visitors. For example, the only way you can see backstage at the theatre or see the chef in operation is through a package. By adding these extras, you make your offering different than others, and also build repeat visits.
Allows guests to have a ‘trial run’
You can package a short experience to entice travellers to a new product or new facility. It allows them to try the experience without a big commitment of time or money. For example, Ste. Anne’s Spa used this approach and introduced a series of one day spa packages from Toronto, with VIA Rail as a partner.

Makes the experience ‘new’
By simply adding a new feature or theme, a product is seen as ‘new’. Seasonal residents who never visit may be motivated by your package to visit and bring along their guests from out of town. Similarly, guests who traditionally visit in one season may be motivated to return in another season to take advantage of the new experience.

Extends market reach/leveraged marketing
In many packages, you will be joining forces with other tourism suppliers in different businesses or who serve a different clientele. By joining forces you have told a new group of travellers about your product. In addition, any marketing/advertising you do in partnership with other suppliers within the package will leverage your marketing resources for stronger market reach. For example, an inn to inn experience linked by a themed event may introduce your property to someone who is outside of your ‘normal’ geographic reach. A package which has a theatre experience as the main component, but also includes 2 for 1 admission at an area museum may attract visitors to the museum who would normally not consider it in their itinerary. This approach was used successfully in a Kingston area package, with an historic B&B/1000 Island Cruise package that included incentives for optional activities.

Provides a ‘story’
A well-designed package provides you with a reason to make new contact with media, travel trade and your customers. You can ‘announce’ the package in a creative manner to build interest.

New partnerships
Many first-time packagers have little trust in working with competitors. However, time after time, the experience is a positive one. New relationships are built that can extend beyond packaging including shared databases, a new approach to advertising, and experience with new/different technology. What you share and learn is a very individual decision, but packaging provides one avenue to test new relationships.

Yield management- fills low periods of time/builds volume/steers demand/creates demand
Packages can be designed to manage yield or create demand during low periods. Low periods can be days of the week in your peak season or weeks or months when your site is not busy. For example, the RMS Segwun created an overnight dinner cruise in

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partnership with other area suppliers (resorts, restaurants) and brought them all business on Sunday night and Wednesday night in the summer season when the ship typically sat idle and the resorts and restaurants had extra capacity. A well-known example is a hotel/motel that is full mid-week with business travellers who then offers a family getaway package to motivate weekend stays.

**Pre-booked business**
Business that is booked ahead of time through packages allows you to shift your efforts/resources to other business/market opportunities. This happens primarily with packages sold through the travel trade.

**Predictable cash flow**
Early payment/deposits from the sale of packages provides predictable cash flow - you know now, what your cash flow will be later. This benefit is particularly important for some operators when typical booking periods are short. This will vary with the type of package as well - a weekend getaway package or day trip will not necessarily prompt earlier booking if sold directly to the visitor. But packages that have a longer time commitment and have a higher financial commitment from the visitor, and are sold through the travel trade may bring earlier cash flow.

**Opportunity to increase margins**
Many tourism operators assume that a discounted price is a necessity when building a package. However, packaging is also an opportunity to increase your margins by adding a low cost feature which has high value to the customer and therefore, allows you to raise the price. For example, by including a ‘private viewing’ at a local art gallery as part of the tour, you have added value. In fact, the private viewing takes place one hour before the gallery is open to the general public and so, has very low or no cost to you.

**Contributes to bottom line/against fixed costs**
Packages that are designed to motivate business in low periods of demand can provide cash flow at times when you normally have little or none. This contribution towards fixed costs can be an important benefit of packaging.
Section Two

Building a Tourism Package
The Steps to Building a Tourism Package

There are a number of basic steps you must go through to build your package, which are outlined below and detailed in the following pages. Each step has an important function as you move forward with your packaging. For each step, a series of questions or “what ifs” are presented, as each package will be unique.

1. IDENTIFY MARKET OPPORTUNITY
   - To define target markets and the type of experience they are looking for.

2. DEFINE YOUR REASON FOR PACKAGING
   - To ensure that your package supports your objectives.

3. DEFINE PACKAGE COMPONENTS
   - To identify what is in your package, to determine if you need partners and if so, who?

4. IDENTIFY PACKAGING PARTNERS
   - To build the complete package.

5. CREATE AND NURTURE PACKAGE PARTNERSHIP
   - To establish a sound working relationship with package partners.

6. DEVELOP DETAILED ITINERARY
   - To understand each step, no matter how small.

7. PRICE THE PACKAGE
   - To ensure you are competitive while reaching your own financial goals.

8. NAME OR THEME THE PACKAGE
   - To create a presence and sales tool.

9. DEVELOP OPERATIONS PLAN FOR THE PACKAGE
   - To ensure that you and your staff understand the implications on operations and sales.

10. COMMUNICATE OPERATIONS PLAN FOR THE PACKAGE
    - To make sure all your staff understands and contributes to the package.

11. MARKET AND DISTRIBUTE THE PACKAGE
    - To sell and distribute your package in the most efficient manner.

12. TRACK RESULTS/EVALUATE
    - To provide you with sound tools to evaluate your efforts – should you continue or exit?

13. REFINE PACKAGE
    - To respond to input received and to improve for next package offering.
You must identify the target market to understand the type of experience they are looking for. This understanding forms the foundation for building your package.

There are a number of sources of information for you to identify the market opportunity as outlined below. Lists of contacts are included in Appendix E.

- **Market knowledge.** Start with what you know. What are customers asking for? What activities are growing in demand? How can you retain existing customers better? How can you attract desirable market segments? What can you learn through industry associations that you belong to or Ministry of Tourism Field staff, area Destination Marketing Organizations (DMOs), and Ontario Travel Information Centres (OTICs)? Contact information for Field Staff is included in Appendix E.

- **The competition.** What are competitors doing? Think of your competition as any leisure activity that competes with your experience for the time and money of visitors and residents. Look beyond your immediate region and province. After all, when overseas and U.S. visitors think of Canada, they have a wide range of activities and experiences to choose from. Can you match or exceed what is offered elsewhere? What do you see on your own travels?

- **Market research.** OTMP has completed an analysis of a wide range of product and market research to identify the best market opportunities for Ontario tourism suppliers in the near future. Regional itineraries, such as the Shakespearean Tour, Historic Huronia Tour and Frontier Trail Tour and themed experiential tours, such as Gardens and Arboretums, Ontario’s Marine Heritage and National Parks in Ontario are intended to highlight itineraries throughout Ontario, promote longer stays and encourage more travel throughout the province. A complete list for 2000/01 is included in Appendix C. The Canadian Tourism Commission, the Tourism Industry Association of America and many special interest organizations (Ecotourism Society, Ski Canada etc.) also have relevant research available. Refer to the appendices for the details and apply them to your operation with a critical eye. When using the Internet for research, use credible sources only, as there is no quality control on information on the Internet.

- **Demographic information** can also play a key role in identifying trends for the future. Statistics Canada can produce customized reports from the census. Articles and books in the popular press by such authors as David K. Foot (Boom Bust and Echo 2000) and Faith Popcorn (The Popcorn Report) are also good sources of demographic and trend information.

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Your target market can be defined by a number of variables as presented below. Each of these variables will have an influence on how you design and market your package.

**Where they come from…**
- Domestic, U.S. or overseas.
- Local/regional
- Year round or seasonal residents

**How they travel…**
- Fully Independent Traveller (FIT)
- In a pre-arranged group. What size is the group?

**Who they travel with…**
- As a family – how many generations? How old are the children?
- As a couple
- With friends
- Alone

**What they like to do…**
- Adventure – soft (less active) or hard (very active)
- Culture – museums, historical sites, natural heritage, etc.
- Experience various cuisine
- Shop
- Automobile touring
- Ecotourism and other conservation activities

**How they connect their experiences…**
- Tour – travel from place to place to combine a number of activities in one trip.
- Hub and spoke – set up a home base to take day trips from.

**What their financial resources are…**
- Do they want a high-end experience or a value-based experience?

**When they plan and book travel…**
- plan and book last minute or plan and book months in advance.
- Spontaneous traveller.
Once you start to get a picture of who you are targeting, you should then ask yourself the following questions:

- Are these opportunities compatible with the markets I currently attract or wish to serve? For example – is it appropriate for a hunting camp operator to market to ecotourists?
- Is the market big enough to target for my product?
- Is the target market available when I have capacity/inventory?
- Is the target market compatible from a price point and level of quality perspective – can you deliver what they want?
- Are they affordable to pursue from a time and cost perspective and in relation to other market opportunities?
- Is the target market receptive to new experiences?

From the voice of experience...

The more in-depth understanding of who you are targeting makes the packaging exercise easier. This approach was a key to the success of a hotel/train tour package introduced by Pinewood Park Inn Resort and Conference Centre.
2. **DEFINE YOUR REASON FOR PACKAGING**

It is important to articulate your reasons for packaging to ensure that your package supports your objectives. What do you want to achieve by introducing a new package or itinerary? There are many reasons to package as outlined below.

**Fill periods of low demand…**
- To keep staff busy.
- To utilize physical plant.

**Financial objectives…**
- Improved cash flow
- To generate contribution towards fixed costs during slower periods or off-peak times.
- Increased sales from non-package components – i.e. gift shop, restaurant, etc.
- Increased margins and profit.
- Increased revenue from current clientele by increasing length of stay.

**Build repeat business…**
- Provide a new reason for coming back.

**Build new relationships…**
- Extend marketing reach

**Introduce a new product…**
- To create new demand
- To encourage repeat visits
- To attract new target market

**Capitalize on a special event/occasion…**
- In celebration of your own operation – i.e., 25\textsuperscript{th} year of business
- Traditional holiday periods – Easter, New Year’s
- Anniversaries, weddings, reunions
- Local/regional events – fall fairs, studio tours

When you set your objectives, be as specific as possible. For example – increase business by 10\% in October and November. Or, sell 5 trips in the first year and 10 in the next year.

*From the voice of experience…*

The more detailed the objectives, the more accurate the monitoring of success and in turn the greater opportunity to grow your package business.
3. DEFINE PACKAGE COMPONENTS

Defining the package or itinerary components helps you evaluate if you need partners or can build the package on your own. Think about and plan each part of the package or itinerary from the visitors’ point of view. To help your planning, ask yourself the following questions…

Where will most of the visitors come from and how long will it take them? The answer puts limits on the timeframe of the package, particularly for a half-day or full-day package.

Is the experience in a remote area? Should a meal be included as part of the package or ‘on their own’? Catered or picnic? Fast food or fine dining?

Will visitors need any special equipment (bikes, binoculars, skis etc.)

Is accommodation an important part of the experience or will they likely make their own arrangements?

Is it an outdoor experience that is subject to weather conditions? Do I need alternate ‘rainy day’ plans?

Is an interpreter, guide or host required?

How will visitors travel between stops – on their own or does the package need to include transportation?

Is a ‘branded’ experience important to the visitor? For example, is it a value-added feature to have a well-known outfitter as part of the package, or can you use a variety of outfitters to supply equipment/expertise?

Is capacity of one component a limiting factor? If so, how can capacity be expanded? You could use a number of similar suppliers who provide the same/similar experience to reach the capacity you need. For example, a number of outfitters may be needed to provide equipment such as snowmobiles or kayaks.

Once the major package components are identified you then need to ask yourself…

Can I meet these opportunities alone? In partnership with others?

What do we currently offer that we do well and would add value to another supplier?

From the voice of experience…

Ensure all package components are compatible in terms of service, quality level and business culture.
4. IDENTIFY PACKAGING PARTNERS

Often you need partners to complete the package you are building. As you consider who makes the best partner for your package, think from the visitor’s perspective – what is the overall experience the visitor is looking for? And remember that it is not always ‘hard’ goods that you need or that you can contribute. Programming expertise/design and local knowledge, for example, can add unique components to a partnership. Think about…

✓ **Private sector operators** of all sizes and from all sectors – the van rental company, the local step-on guide, a restaurant, art gallery, B&B, retail stores. On and on!

✓ **Public sector operators** such as parks, conservation authorities, historical sites, museums, municipal theatres.

✓ **Look beyond traditional tourism suppliers** to include a really unique aspect. For example, a regional radio station played a leadership role in developing the themed itinerary “Make a Garden Tour”.

✓ **The hidden gems can add real value.** Hidden gems are those local attractions or natural features that very few people know about. Sometimes, the owners/operators of these hidden gems will not think of themselves in the business of tourism, and so will need some convincing to become involved. Some hidden gems recently involved in tourism packages are the Diefenbaker Bunker in the Ottawa area and the Indian Motorcycle Collection in Campbellford, Ontario.

✓ **Look right next door! Look beyond your own property.** Who are your neighbours? Just because you haven’t worked with them in the past, doesn’t mean you can’t work with them now! Access to the trails that start next door may be an important feature to your guests.

✓ **Look beyond traditional boundaries.** For example, a circle tour may take your package (and your guests…) into areas that provide the most unique feature of the package.

*From the voice of experience…*

Look for partners from both an experience perspective and from an operational perspective. For example, does one partner have a call centre/sales staff that can be used for this new package? Compatible goals and ideals of the private sector partners was an important component to the success of the “STOP” program, developed in the Ottawa Valley.
5. CREATE AND NURTURE PACKAGE PARTNERSHIP

Creating and nurturing the partnership is almost as important as building the package itself. It is important to establish a sound working relationship with your packaging partners.

Building a package with other tourism suppliers means negotiating your relationship. Negotiations are all different, mainly because the people negotiating are all different. Here are some general guidelines for you as you create your packaging partnerships...

- Remain flexible in order to be responsive to ideas of other partners – but stay focused on your own objectives and what the customer wants.
- Share any philosophical approaches to doing business as well as any facility limitations/opportunities in early discussions. For example – is there a religious affiliation? Smoking versus non-smoking; are children encouraged/discouraged? Accessible and appropriate for physically challenged? Special language skills?
- Anticipate and plan ahead for the trade-offs you are prepared to make and know your limits. How much can you realistically lower or raise your price? Are there additional features that you are prepared to add?
- Record agreements as you go.
- Make sure you are negotiating with the right person. Is it a strategic decision? Do you need to talk to the operations person once you move to the details?
- Invest enough time to determine if there is a ‘fit’ between the partners – different goals and motivations may not be immediately apparent.
- Trust your instincts and don’t force a partnership.
- Ask as many questions as you need to!

A key factor to any successful partnership is open, frank, and frequent communications. It will be important to determine how you and your package partners will communicate.

From the voice of experience...

Host planning meetings at the sites of the various partners to introduce all the players to the rest of the package components. This knowledge of the other operations becomes invaluable in selling the package, as each partner can talk first hand about the others. This approach was particularly effective in the development of the Spirit Walks in the Kawarthas.

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Building a detailed itinerary, step by step, helps you to understand how to price it, identify who brings what to the table, and to understand the impact on your operations. But most importantly, this detailed planning helps you design the optimum experience for the visitor by ensuring that everything fits together in a logical fashion.

To plan your detailed itinerary, start by blocking major sections of time for each activity. Then add in time for travel, viewing, taking pictures, shopping and interaction with local hosts/residents and culture.

Consider the following:

Contingencies… for bad weather, for delays in transportation.

How much time is enough at each stop along the way?

How do the individual parts of the experience connect? Connections can happen, for example, by transportation (snowmobile, van, bus, bike, foot, canoe, etc.), by interpretation by a guide or audiotape.

Does the amount of structured time versus unstructured time fit the needs of your target market?

The length of the package. A half-day package will have different needs than a multi-day package.

Once the itinerary is developed, pre-test it by actually doing the complete trip to test all components. A pre-test will confirm actual travel time between stops and identify issues with operations/facilities included in the package. And remember – sometimes simpler is better!

From the voice of experience…

Have someone not involved in the detailed planning review your detailed itinerary to see if it makes sense to them.
Price and pricing are major determinants of profitability. Therefore, you must price your package to ensure you are competitive, while achieving your own financial goals. The price is also an important marketing tool. In determining how much you should sell your package for, one good rule of thumb is to meet your costs of providing the package. Your price should also reflect good value for money. A good check to determine if this is the case is to compare the package price to the price when all the individual components are added up. Many visitors expect to buy a packaged experience for less than it would cost them to assemble it on their own or to receive a unique feature, available only with the package.

Beyond these two guiding factors, you must also consider:
- Your market niche. How are you positioning your product, your operation (e.g., luxury market, middle market, budget market)? and
- Your competitors’ pricing.

The price of your package has a number of components to it, as outlined below.

- Total variable costs per person
- Total package fixed costs
- Marketing costs
- Overhead costs, including gratuities
- Commissions (if applicable)
- Your Profit
- Taxes, if appropriate.

Or put another way…

- What you are charged for each person
- What you have to pay no matter how many people arrive/visit
- What it costs you to advertise, promote and sell the package
- Any other overhead costs
- What you agree to pay a third party for selling the package, if applicable (i.e. travel agent commissions)
- Your profit margin, if not included in costs estimated above.
- Taxes, if appropriate.
Variable costs
These are the costs that change depending on how many clients are booked. Typically such costs are incurred on a per person basis. For example:
- meals, snacks and beverages;
- accommodation e.g. room rates, single supplements;
- entrance fees at entertainment facilities, parks, theatres; and
- rental of special equipment (binoculars, canoe/paddles).

Package Fixed costs
These are the costs that are specific to the package and remain fixed regardless of how many clients are booked and may include such costs as:
- chartered transportation e.g. motor coach, airplane, van rental; and
- guide or interpretive services.

The price per person may change with the number of participants, as there are more people to spread the fixed costs across. This will become particularly evident if you offer a package designed for FIT travel to the group market. Will you lower your price to reflect this or keep at the same level to achieve increased margins?

Package Marketing Costs
These are costs that you incur as a direct result of marketing this package, and could include:
- Paid advertising in appropriate publications (OTMP Guide, local newspaper, magazine);
- Lure brochure;
- Travel trade information kit;
- Direct mail to former guests;
- Web page; and
- Hosting of travel media/OTMP staff.

Overhead
This would typically be an allocation towards your overhead and will include such items as office rent, administration, mailing, telephone and other communications costs. Because this is an allocation, it is not as precise as some other components of your pricing. You should also include gratuities if appropriate. It is also useful to factor in costs that may be unanticipated or a contingency.

Commissions
Commissions must be built into your package price when a third party is compensated for selling your product to visitors. Commission can be from 10-35% of the package price.
Your Profit
Your profit should be built into your portion of a package before negotiating with other
partners, in a multiple supplier package.

Taxes
In a package that you are pricing for the Travel Trade to resell on your behalf, you must
include your taxes. In the case of other selling options, you can include or note that
‘taxes are extra’. An all-inclusive price that includes taxes will be attractive to many
purchasers.

What is a Margin?
The margin is the difference between your net costs (described above) and the final
package price. The markup should cover the cost of commissions to be paid to suppliers
and importantly, your profit. In the final analysis, the price you set should make you
competitive within the market.

Setting the Package Price on a Per Person Basis for Group Tour Packages
It is common practice in the tourism industry to calculate per person costs by dividing
total costs by 70% of the number of persons expected to purchase your package.

Some tips as you price your package…
- Know your fixed costs and determine how low you can afford to go. This
  information is competitive information and is for your use only.
- Review competitive packages to determine if yours is attractive/competitive.
- How does the price appear when reviewed in context with other area offers? Do
  the value-added features of your package justify a higher price?
- Look for opportunities to increase your margins by adding value. This can be
  achieved by adding a feature that the visitor values highly, but that has no or low
  cost to you. For example, late checkout, a trip momento (T-shirt, hat, photograph), a
  tour of the ‘back of the house’ (the kitchen, the stage), a free
dessert. Other examples of added value to increase your margin and enhance the
package include:
  - A guest appearance of local historian, author or chef;
  - Servicing for special equipment needs--an alpine ski package which
    includes free ski waxing or the use of high end demonstration skis for 2
    hours; and
  - A local feature or benefit added in -- a fly-fishing package, which includes
    local flies.

From the voice of experience…
Look for the opportunity to increase your profit margin by adding a low cost feature
that is perceived by your target market as having high value.
NAME OR 'THEME' THE PACKAGE

Naming or theming the package may seem like a simple step. The name of the package is your opportunity to create a presence, as it can act as a sales and marketing tool. Is it acceptable to the markets you are targeting? Are there different meanings in another culture?

Some good examples to consider...

**Stress Express** – the half-day and one day spa packages offered by Ste. Anne’s Spa, done in partnership with Via Rail. “Express” can tie into the train and also to the short stay.

**Passage to Rosseau** – an overnight cruise on the RMS Segwun. The word ‘passage’ brings to mind a bygone and elegant era, which ties in with visits to private cottages on millionaires’ row.

**Inn to Inn Snowmobile Package** and **Inns & Arts** tells you exactly what the packages are. These package names are short, simple, and effective.

You can even go as far as creating a brand with a logo and symbol as has been successfully done with the Maple Kaido route, a circle tour in Ontario developed specifically for the Japanese market.

As you consider a name for your package, think of weaving the story and painting the picture by using key words or phrases that create the image. Take time to research historical and cultural accuracy as well.

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**From the voice of experience**...

Look for a catchy name that is short, easy to remember and tells something about the package. This will make it easy to include in all marketing and sales tools.
DEVELOP OPERATIONS PLAN FOR THE PACKAGE

There are many questions that you will have about how a package really works – between the partners of the package, for your own operation (internal operations plan) and between the visitor and the tourism supplier. By completing an operations plan, you will be better prepared for the ‘unexpected’ because you have taken the time to anticipate all contingencies. Read on to find out more about the “behind the scenes of packages”!

For the Visitor

Booking the package
The most ideal situation for the visitor is one contact number that can be called. But this will depend on where the package is on the package development continuum.

Guaranteed Space
Expected! In booking the package, however, the buyer must be made aware of any minimum or maximum requirements – for example “Cook with the chef” package requires a minimum of 10 guests. What are the options if this is not reached? When is the cut-off point? How will the guest be informed? What are refund/credit options?

Cancelling the booking
The last date for cancellation and refund must be stated clearly when the visitor books.

For the Tourism Supplier

The central booking agent, facility, or consolidator reports to each component of the package. Some tools include weekly booking report from the central agency to each supplier via email, fax, telephone, or partner-only section of web page. Each sales staff/effort must be consistent and be supported by training.

All partners must agree to a date that is used to determine if the package is a ‘go’. This will assist in operational planning. For example, in the “Cook with the chef” package, if the minimum is not met by the cut-off date, no supplies will be bought.

Establishing a release date is particularly important when selling through a third party, as once the date is passed, unsold inventory can now be released to non-package visitors.

The cancellation will be handled and reported by the partner who has agreed to act as the central contact point. All parties must identify and agree to the last cancellation date, so that adjustments to operational plans can be made.
Payment

Similar to booking, this will be somewhat dependent upon the complexity of the package and how it is sold. In some instances, the visitor pays all partners directly. In others, the visitor pays once to the central booking party. Partners must set clear guidelines for the financial settlement of the package. When and how does this take place? There are a couple of strategies to consider:

- **buy coupons ahead of time at discounted rate;** for example, a hotel that is including admission to an area attraction buys a number of discounted tickets up front. They assume the risk, because the tickets are not refundable if they are not sold as part of the hotel package.

- **the ticket does not become activated until issued.** In this case, the admission to the attraction is only issued when a guest requests it. The selling agent gets a copy, the customer gets a copy and the attraction gets a copy.

Arrival and beyond...

What choices does the visitor have to make upon arrival? For example, which sitting for dinner? The cruise on Tuesday or Wednesday? Does the visitor receive a coupon, voucher or ticket to take to other partners or is there an internal system in place to identify who is on what package?

How will each customer be identified at each site? Operations with gated or controlled entry or check-in points are the easiest to work with.

Partner commitment

What can the visitor expect from each partner? Is this clearly spelled out before the guest books and arrives? Which party is ultimately responsible?

Who provides what, when? How are complaints dealt with? These become points of negotiation between partners. The complexity of these negotiations will be directly dependent upon the complexity and type of package. A single supplier/single point of sale package is more straightforward than a multiple supplier/multiple point of sale package.

From the voice of experience...

Examine operational needs from three perspectives – the visitor, your own operation and partner to partner.
COMMUNICATE OPERATIONS PLAN FOR THE PACKAGE

It is important to make sure that all the front line staff who interact with visitors when they inquire, book and arrive understand the complete package. Staff can contribute significantly to the animation and delivery of a package. The best example of this is the Disney approach in which all staff are actors at all times. In your own situation, consider what role the staff can play with the target market. A family market will need a different approach than a couples or group tour market.

- Train all staff on the features of the package – what is included and not included, when it is available, price, payment schedule (deposit?), start time etc.
- How is the package booked?
- How do different tourism suppliers know who is on a package? – coupon, ticket, voucher?
- How and where does redemption occur for coupon, ticket or voucher?
- How do different facilities within one property know who is on a package? Many accommodation operators have integrated computer systems that can be accessed as a guest moves from facility to facility. For example, when booking a tee off time, the golf shop can see from the computer that Room 202 is on a “Deluxe Golf Package” that includes a cart.
- What is the ‘cut-off’ date for both the visitor and the operator? The ‘cut-off’ date is the last date that the package can be booked.
- Staff should be trained to subtly ‘upsell’ through optional items/activities.
- What are contingency plans for such things as bad weather or the handling of complaints for yourself and your partners?

Provide a scripted response for all inquiries related to the package. This can be as simple as a reference sheet by the phone or computer that provides frequently asked questions and answers. In addition, provide sales staff with a reference person and number for those unexpected questions.

From the voice of experience…

Have front line staff tour/experience the entire package so that they are knowledgeable about every facet.

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MARKET AND DISTRIBUTE THE PACKAGE

Now that you have designed the perfect package, how do you get visitors to buy it and come to your site? What is the most efficient manner to market and distribute your package? Each package will require a unique marketing and distribution plan. Think of the following factors as you plan your marketing and distribution.

**Who you are targeting?** Where do they live? Are they repeat customers or new? How do they plan their trip activities? For example, area seasonal residents find out about your package very differently than someone arriving from California or Germany.

**The capacity of the package.** If your package is limited to two weekends in March and has a capacity of 8 per weekend, this will require different tactics than a package that is available for 10 weeks in the winter season with capacity for 100 people per day. Therefore, you must match the reach of sales/marketing efforts to your capacity, as it will do more harm than good if you oversell your package and can’t meet demand.

**Timing of marketing and distribution efforts.** For example, a package that is sold through the travel trade will not typically show any results for at least two or more years out. Does this match your needs and expectations or do you need faster results?

You have a number of options to consider as you market and distribute your package.

1. **Sell the package yourself**
   This approach suits a single supplier package and has various options to consider. Look at your in-house sales and marketing activities to see which ones support this package. You could do a targeted mailing and include in a newsletter to previous guests or include in regular print ads you run. Selling the package yourself will be important when there is an element of customization so that you can respond accurately, as is the case with Ste. Anne’s Country Inn and Spa Stress Express Packages.

2. **Sell the package in co-operation with the other partners of your package**
   This approach is suited to themed travel itineraries and multiple suppliers/multiple points of purchase packages. Purchase a print advertisement in media which targets the markets you are seeking, or produce and distribute a lure brochure which then directs them to the partner who has taken on the central booking function. Establish a dedicated 1-800 number or Internet presence which is jointly supported by the partners.
These tactics work well when there is an established anchor operation/facility, which enhances the ability to use these networks and resources.

3. **Sell the package through an objective/unconnected third party.**

Selling the package through a third party has advantages that may be attractive to you, as someone else can provide the following services, which allows you to focus your efforts elsewhere:

- ✔ Booking
- ✔ Revenue sharing and distribution
- ✔ Issues coupons
- ✔ Tracking and reporting.

You should expect to pay the third party for these services and consider this payment a part of your marketing investment. There are a number of options for selling through other parties, as discussed below.

**Area DMO or CVB**

The area Destination Marketing Organization (DMO) or Convention and Visitor Bureau (CVB) can act as the consolidator as was the case in the African Heritage Tour where the Windsor-Essex CVB acted as the booking agent. None of the individual operations had the infrastructure to support the bookings and inquiries, but the CVB did. The CVB then generates revenue through a fixed fee or commission per booking. This approach works particularly well in the case of operations with limited staff resources such as small museums, theatres or B&Bs and for themed itineraries or other packages designed for the independent traveller. Other organizations to consider include the local Chamber of Commerce or Department of Economic Development. The Royal Botanical Gardens acts as the booking agent for a group of their partners and charges 25c per person to offset administration costs.

**Travel Trade**

The travel trade is an important sector of the tourism industry and can be defined as people and companies that resell travel product to the visitor that they have bought and reserved from other parties. Travel trade is often thought about only for the group market, but in fact, can play a useful role in selling packages to the FIT market. Generally, the travel trade know their business and how to get travellers to buy. They have extensive networks to draw upon and can add value to your packaging efforts. This is expertise that they have typically built up over a number of years and is expertise that you will have to pay for, usually in the form of commission on each package sold on your behalf. Some other travel trade options are outlined below for your consideration.
<table>
<thead>
<tr>
<th><strong>Wholesaler</strong></th>
<th>A wholesaler buys the product then resells to a tour operator or direct to travel agents, who then sell directly to the consumer.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tour Operator</strong></td>
<td>Sells directly to the consumer.</td>
</tr>
<tr>
<td><strong>Scheduled Tour Operators/Wholesalers</strong></td>
<td>Offer tours with a number of departure dates; typically offer a number of destinations.</td>
</tr>
<tr>
<td><strong>Charter/Custom Tour Operators/Wholesalers</strong></td>
<td>Tour companies with tour planner on staff who arranges package at request of client.</td>
</tr>
<tr>
<td><strong>Local Travel Agents</strong></td>
<td>Local travel agents are often overlooked as sales agents, but could play a significant role. Identify travel agents that will give your product the attention it deserves. Invite them to experience the package themselves so that they can speak to it first hand.</td>
</tr>
<tr>
<td><strong>Receptive Tour Operators/Wholesalers</strong></td>
<td>Based in market where product takes place (Ontario) who promote and specialize in packaging and selling Ontario to out-of-province visitors or tour operators.</td>
</tr>
<tr>
<td><strong>International Outbound Tour Operators/Wholesalers</strong></td>
<td>Package tours to be sold to outbound travellers; often have offices in primary destinations.</td>
</tr>
<tr>
<td><strong>Membership-based organizations</strong></td>
<td>These include university alumni associations, special interest clubs and other groups of like-minded people.</td>
</tr>
</tbody>
</table>

Working with travel trade requires different selling tools and techniques. You must invest time into building the relationship. For example, you need to provide travel trade with the most current information and contacts for your package and provide them with marketing tools that suit their needs. You must also understand the markets the travel trade is selling to – the message for an Asian market may be very different than that for a North American market. Ensure that you understand and objectively evaluate the implication and effort required before working with travel trade.

Travel trade does not necessarily suit all packages, as noted earlier. There are a number of good resources on dealing with the travel trade by origin market through the Canadian Tourism Commission as listed in the Appendices.

**The Need for Licensing**

In Ontario, if you sell a travel product to Ontario consumers on behalf of another party (the packagers) or hold money on behalf of a customer, you are defined as a travel agent. When this happens you are subject to the Travel Industry Act of Ontario and must be licensed and bonded. On the other hand, if the transaction occurs directly between the tourism supplier and the customer, it is not subject to the Act. In cases where one of the package partners will be licensed, it may make sense to let them take the lead booking/consolidation role.
This is an area that you are responsible for. Contact the Travel Industry Council of Ontario (TICO) for assistance in this matter (contact information is in Appendix E). You are also responsible for understanding the liabilities by origin market. OTMP and CTC can provide general information on this.

*From the voice of experience…*

Match sales and marketing efforts with the scope and timing of your package. If working with a tour operator, seek one that matches your business style and target market and who already knows and sells the area/product.
Any investment you make must be evaluated to determine if the efforts have provided you with a suitable return on your investment. It also provides you with sound tools to evaluate if you should do again or exit. Yet, this is one step many operators forget about or don’t pay attention to. Plan for it now!

Why track?
- Gives you an objective assessment of your efforts.
- Provides a base to compare efforts in future years.
- Provides you and your partners with information to evaluate if you have reached your objectives.

Before designing your tracking tools, you must also refer to what the original goals of the package were.

Tracking tools must complement your marketing efforts. Include ‘how did you find out about this package?’ in all communications with visitors – at all stages – from inquiry through to when they arrive at your site. Some challenges of tracking include various levels of commitment and accuracy of the various partners. You will find that when money changes hands, the counts become very accurate!

Tracking tools for your consideration…

1. **Number of inquiries received**

   ✓ **By Phone at your own operation and others:**
   Tracking can be as simple as a manual count by the phone. In a sales/call centre setting, you can direct inquiries through advertising efforts to one operator. You may have seen recent ads for Newfoundland and Labrador that indicated “ask for Sue”. Those who ask for Sue are then responding from a certain campaign.

   ✓ **By return coupon/postcard**
   May be used in conjunction with various print publications, by including a return card service that is forwarded by the magazine to you for fulfillment.

   ✓ **On existing computer sales system**
   Add a field/value/option to indicate inquiry about packages.

   ✓ **By hits to web page**
   Measured by number of hits to pages that deal with the package.
2. **Number of inquiries that booked/bought**
   This gives you the conversion rate, which can be a useful tool in forecasting bookings.

3. **The number of coupons/tickets/vouchers turned in/used**
   - Issue special coupons for your package only – different size/colour of paper/font; numbered tickets where a certain range of tickets are used for the package only;
   - Counting at the gate by receipts issued.
   - Vouchers issued by third party.
   - Prepaid coupon.

4. **Guest Satisfaction**
   - Follow-up telephone interview with a sample of package guests.
   - Provide comment cards/evaluation forms.
   - Train or encourage staff to make subtle inquiries.
   - Observe and listen.

5. **Impact on your bottom line**
   There are a number of considerations as you track and evaluate the impact on your bottom line. Again, refer to any financial goals you originally stated.

   Calculate the final **cost of sale**. If you spent $10,000 promoting and selling the package, but received only $4,000 net profit, you may want to reconsider the package.

6. **The unexpected benefits**
   In some cases, the unexpected benefits of packaging are the most rewarding for the operator. Unpaid media coverage and new partnerships are some of the unexpected benefits you may encounter. These unexpected benefits must also be considered in your overall evaluation of your packaging efforts.

*From the voice of experience…*

Include ‘tracking’ in first discussions with packaging partners or when first designing your in-house package. Motivate guests to provide feedback, as successfully done by the Durham Countryside Adventure who offer entry into a contest for a grand prize to those who complete an evaluation form.
The final step in your packaging exercise closes the circle by using all the information you have gathered to refine your package for the next time.

The first question to ask yourself and your partners is – do we want to do it again? If yes, how can the package be refined and improved? Refining the package should consider information and feedback you have received from both guests and partners to improve it.

And next time...!

From the voice of experience...

Build in the opportunity for feedback from guests through all stages of the package experience. Spend time with guests and ask their opinion.
Section Three

Building Your Tourism Package
Building Your Tourism Package

Section Three of this Handbook gives you a series of checklists and worksheets to use as you build your own tourism packages. It builds on the thirteen steps to packaging that were identified and described in Section Two. You will not necessarily need or use all of these – it will depend on what stage you and your tourism product are at. You may need some worksheets for some packages, but not for others.

The first consideration is if you and your facility are market ready. Complete the following checklist to see how you rate on this very important factor.
Market-Readiness Checklist

Packaging adds a new dimension to your site/operation by committing to a set of conditions and agreement. Use this checklist to determine if you and your partners are ready for the market. Use this checklist to identify areas that need attention as you strive to become market ready. You do not necessarily need to answer all questions in the affirmative to be considered market ready.

Motivation
- Is attracting and serving tourists from outside my region consistent with my own goals?
- Do I (and does my organization as a whole) see increased tourism as a positive opportunity for my site?

Product
- Does my facility offer a quality experience to visitors? How do I know? (increase in visitors, high repeat visitation, independent accreditation/standard such as CAA.)
- Does my facility offer something unique? What is it? How do I know it is unique? (no one else in general area offers a similar product; independent media coverage, awards, etc.)
- Is my facility considered competitive….
  - Locally?
  - Regionally?
  - Nationally?
- Do my seasons and hours of operation match the demand from visitors?
- Do I have capacity? If so, when?

Staff
- Is my staff trained in hospitality? To provincial or international levels?
- I have enough staff/volunteers to provide a high-level of experience to visitors even if my numbers increase.

Communications
- Can I be reached 24-hours a day, 365 days a year by
  - Phone
  - Fax?
  - e-mail?
- Can I return messages within 24 hours?
- Do I have a web page where others can
  - Obtain Information?
  - Request Information?
Transportation/Access

- Is my site/product easy to access by road? By air? By water?
- Are there directional signs helping people find my site/product?
- Is any transportation to my site for people who do not have cars?
- Is there enough parking for:
  - Cars?
  - Buses?
  - Recreational Vehicles?
  - Other modes of transport (boats, snowmobiles) related to my site?
- Is my location convenient to other tourist attractions/services?

Services

- Do I have enough washrooms for:
  - Casual Visitors
  - A Bus-Load of People (47 people), if pursuing motorcoach market
- Are food services available:
  - On-Site?
  - Within Walking Distance?
  - Convenient to my site?
  - Are food service hours compatible with mine?
- Are gifts/souvenirs available?
- Do I offer bilingual services?
- Do I offer services/information in foreign languages related to my target markets?

Marketing

- Do I know my current market (i.e., the characteristics of visitors)?
- Do I have a marketing plan that identifies:
  - Target markets? (and those I do not wish to attract)
  - Competitive advantages for those markets?
  - Ways and means to reach the target markets?
  - Compatibility between target markets (i.e. seniors/schools)
- Do I have promotional material that presents the product, the price, dates and key reason to visit?
- Is there a person in my organization responsible for marketing?
- Do I have a reasonable budget for marketing?
Price/Tickets
☐ Do I have a price structure that allows for commissions, net rates and other discounts?
☐ Can I set and confirm rates at least one year in advance?
☐ Am I able to consider selling tickets/vouchers off-site?
☐ Am I able to accept block bookings by tour operators (if that is my market)?

Partnering
☐ Can I negotiate and confirm agreements with private-sector partners?
☐ Can I acknowledge my partner in publicity?
☐ Do I have the characteristics of a good partner? Am I
  ▪ willing to be share information about my markets, prices, product lines, services?
  ▪ willing to give up some control?
  ▪ willing to adapt my facility/activities to meet the needs of the partnership?
  ▪ willing to invest time and resources in a partnership?
  ▪ willing to enter into long term partnership?
☐ Am I a member of any type of consortium? i.e., purchasing group, Chamber of Commerce, tourism organization?

Health and Safety
☐ Does my site comply with all local/regional health and sanitation standards?
☐ Is my site clean at all times?
☐ Do I have an up-to-date government license to operate?
☐ Do I have suitable business and liability insurance coverage?
☐ Am I prepared for accidents?
  ▪ Are staff trained in first-aid and accident procedures?
  ▪ Do I have a well-stocked first-aid kit?
What is the Market Opportunity?

Using the many sources of information that are available to you, provide as much detail as you can on your target market for the package or itinerary that you are interested in developing.

<table>
<thead>
<tr>
<th>Where do they come from?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontario? U.S.? overseas? Area residents?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How do they travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIT? Group?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Who do they travel with?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family? Couple? Friends? Alone?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What do they like to do?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>How do they connect their experiences?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tour? Hub and spoke?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial resources?</th>
</tr>
</thead>
<tbody>
<tr>
<td>High-end? Mid-market? Value-based?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>When do they plan and book travel?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last minute? Spontaneous? Months in advance?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What do you feel would entice them to consider and buy your package?</th>
</tr>
</thead>
</table>
Are these opportunities compatible with the markets I currently attract or wish to serve? For example – is it appropriate for a hunting camp operator to market to ecotourists?

Is the market big enough to target for my product?

Is the target market available when I have capacity/inventory?

Is the target market compatible from a price point and level of quality perspective – can you deliver what they want?

Are they affordable to pursue from a time and cost perspective and in relation to other market opportunities?

Is the target market receptive to new experiences?
Define Reasons for Packaging.

To consider...

**Fill periods of low demand...**
- To keep staff busy.
- To utilize physical plant.

**Financial objectives...**
- Improve cash flow
- To generate contribution towards fixed costs during slower period or in off-peak times.
- Increase sales from non-package components – gift shop, restaurant, etc.
- Increase margins and profit.
- Increase revenue from current clientele by increasing length of stay.

**Build repeat business...**
- Provide a new reason for coming back.

**Build new relationships...**
- To extend marketing reach.

**Introduce a new product...**
- To create new demand
- To encourage repeat visits
- To attract new target market

**Capitalize on a special event/occasion...**
- In celebration of your own operation – 25th year of business
- Traditional holiday periods – Easter, New Year’s
- Anniversaries, weddings, reunions
- Local/regional events – fall fairs, studio tours
Define Package Components

Describe package in as much detail as possible.

To help your planning, ask yourself the following questions...

Where will most of the visitors come from and how long will it take them? The answer puts limits on the timeframe of the package, particularly for a half-day or full-day package.

Is the experience in a remote area? Should a meal be included as part of the package or ‘on their own’? Catered or picnic? Fast food or fine dining?

Will visitors need any special equipment (bikes, binoculars, skis etc.)

Is accommodation an important part of the experience or will they likely make their own arrangements?

Is it an outdoor experience that is subject to weather conditions? Do I need alternate ‘rainy day’ plans?

Is a guided tour important?

How will visitors travel between stops – on their own or does the package need to include transportation?

Can I meet this opportunity on my own?
## Identify Packaging Partners

Remember to think of private sector, public sector, non-traditional partners, the hidden gems, your neighbours and outside traditional boundaries.

<table>
<thead>
<tr>
<th></th>
<th>What can I offer?</th>
<th>Who else can contribute?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attraction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities – parking, theatre for presentation etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food and beverage facilities, catering, services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guiding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural features/green space</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programming</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other: Sales expertise</td>
<td>Access to markets</td>
<td>Contacts</td>
</tr>
<tr>
<td></td>
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</tr>
</tbody>
</table>
## 5. Create and Nurture Package Partnership

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>When is the first partner meeting?</td>
<td></td>
</tr>
<tr>
<td>Where is the first partner meeting?</td>
<td></td>
</tr>
<tr>
<td>Who will organize the first meeting?</td>
<td></td>
</tr>
<tr>
<td>Who will record?</td>
<td></td>
</tr>
<tr>
<td>What questions/concerns do I have?</td>
<td></td>
</tr>
</tbody>
</table>
**Develop Detailed Itinerary**

As noted earlier, this is a critical step to understanding your costs and the operational needs of your package/itinerary. Outline an hour by hour itinerary that includes every detail of the package. The following table format allows you to also complete **Step 7**, Price Your Package and to start thinking about **Step 9**, Develop Operations Plan. Some sample Itinerary/Costing and Operations tables follow to give you an idea of how to use this format.

<table>
<thead>
<tr>
<th>Itinerary Item</th>
<th>Cost per person</th>
<th>Fixed and other Costs</th>
<th>Operational Reality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>
Sample Itinerary/Pricing and Operational Notes

The Package: Family City Sampler
Available Tuesdays, Wednesdays and Thursdays from June 15 to August 30.

Target Market: Families on extended vacations to Toronto and area and those visiting friends and relatives.

Package Benefits: pre-booked and paid admissions at group rates; ground and ferry transportation arranged – no navigating in an unfamiliar city!

The Package Partners:
- Science Centre
- Toronto Ferry Service
- Hotel (for ground transportation and picnic lunch)
- Ontario Place

<table>
<thead>
<tr>
<th>Itinerary Item</th>
<th>Cost per person</th>
<th>Fixed Costs</th>
<th>Operational Reality</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 a.m. Meet in Hotel Lobby at designated meeting point. Board van to Science Centre</td>
<td>$$$$</td>
<td>$$$$</td>
<td>Hand out coupons for Science Centre to one family member.</td>
</tr>
<tr>
<td>9:30 Arrive Science Centre; 9:30 – 11:30 Tour S.C on own.</td>
<td>$$$</td>
<td>$$$$</td>
<td>Remind guests they can enter through group line</td>
</tr>
<tr>
<td>11:30 – 12:00 Travel to ferry dock</td>
<td>$$$</td>
<td>$$$$</td>
<td>Scheduled for 12:15 ferry Take coolers with picnic lunches</td>
</tr>
<tr>
<td>12:15 Ferry to Centre Island</td>
<td>$$$</td>
<td>$$$$</td>
<td>Guide to have proof of payment for group.</td>
</tr>
<tr>
<td>12:30 Arrive on Centre Island</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12:45 Picnic Lunch on own</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1:00 to 4:00 Afternoon at Centre Island – on own</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4:15 – 4:45 Return Ferry to mainland</td>
<td>$$$</td>
<td>$$$$</td>
<td></td>
</tr>
<tr>
<td>4:45 Travel to Ontario Place</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dinner on own and free time</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7:00 Imax show at Cinesphere</td>
<td>$$$</td>
<td>$$$$</td>
<td>Note age-appropriateness of Imax films</td>
</tr>
<tr>
<td>8:30 Transportation back to starting point</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sample Itinerary/Pricing and Operational Notes


The Package Partners:
- Inn A – home base
- Area provincial park for trail use in free time and access to area rivers for fishing
- Guide Company – provides instruction and guiding services
- Restaurant by the River – dinner on second night

<table>
<thead>
<tr>
<th>Itinerary Item</th>
<th>Cost per person</th>
<th>Fixed Costs</th>
<th>Operational Reality</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DAY ONE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arrival and Check-in by 4pm to Inn A. Single rooms</td>
<td>2 nights for total $100</td>
<td>Trail passes and trail map handed out at check-in</td>
<td></td>
</tr>
<tr>
<td>Free time until dinner</td>
<td></td>
<td></td>
<td>Confirm numbers with Guiding company and highlight any special needs</td>
</tr>
<tr>
<td>Welcome dinner 7:00 p.m.</td>
<td>$24</td>
<td>Screen and video ready to go before arrival for dinner</td>
<td></td>
</tr>
<tr>
<td>8:30 slide show and introduction to fly-fishing lecture; Fitting for ‘free’ waders.</td>
<td></td>
<td>Waders set up in room off lounge.</td>
<td></td>
</tr>
<tr>
<td><strong>DAY TWO</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breakfast 7:00 a.m.</td>
<td></td>
<td></td>
<td>Packed lunches ready by 7:30 a.m.</td>
</tr>
<tr>
<td>9:00 Meet at front desk; walk to open lawn area.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9:15-11:00 a.m. cast training on lawn</td>
<td></td>
<td>Coffee delivered at 10:15 in thermos.</td>
<td></td>
</tr>
<tr>
<td>11:15 a.m. Meet at van for transport to fly-fishing launch point at Provincial Park</td>
<td>Inn Van</td>
<td>Inn van gassed up and ready to go. Provide receipt for Park admission to group leader.</td>
<td></td>
</tr>
<tr>
<td>11:45a.m. Arrive at launch point, introduce guides</td>
<td>1 guide for every 2.</td>
<td>Equipment</td>
<td></td>
</tr>
<tr>
<td>12:15 p.m. Picnic lunch</td>
<td>$12</td>
<td>Wine included</td>
<td></td>
</tr>
<tr>
<td>1:30 – 4:00 On river</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4:30 – 5:30 Free time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:30 meet for transportation to “Restaurant on the River”</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6:00 – 7:00 p.m. “fish stories’ in lounge</td>
<td>$5 /for snacks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7:00 dinner</td>
<td>$28 all-in</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:30 return trip to home Inn</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>DAY THREE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7:00 breakfast</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:30 Depart for river</td>
<td></td>
<td></td>
<td>Receipt for Park admission to group leader.</td>
</tr>
<tr>
<td>9:00 – 12noon On River with Guides</td>
<td></td>
<td></td>
<td>Take photos to send later</td>
</tr>
<tr>
<td>Lunch and checkout</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Price Your Package

Once your detailed itinerary is finalized, you can then start to price each portion of the package or itinerary, using the same table format. Partners will have to work together to arrive at a price that is competitive and that will be attractive to the target market.

Think about the following components as you price your package.

- Total variable costs per person
- Total package fixed costs
- Marketing costs (what will your portion of package marketing costs be?)
- Overhead costs (administration, gratuities, and contingencies)
- Commissions (if applicable)
- Your Profit
- Taxes

Note to myself as I price my package...

Name or Theme your package

Does the name reflect the package or itinerary?
Is it acceptable words/language to the target market?
Is it easily transferable to all marketing and sales tactics?
9. Develop Operations Plan

Working from the detailed itinerary you have now developed, think through every facet of the operational side of the package/itinerary. Here are some examples of operational challenges that a package may present for you.

**Weekend accommodation package with food and beverage included.**
- You must guarantee the type of room you have advertised is available, or be prepared to upgrade for the package buyer if it is not available. At what point can you release the rooms you are holding for package sales? (what is the deal with the selling agent etc?)
- You must manage when the packagers eat so that they do not come to dining facilities when it is at capacity. Require that reservations must be made by sitting when they check in.

**An outdoors experience subject to inclement weather.**
- Under what conditions would you adjust/cancel the experience? How are purchasers made aware of this? What alternatives are available? What special equipment/clothing could be included in the package?

**A package that includes an experience outside of your ‘normal’ operating hours or the normal operating hours of the tourism supplier. For example, early morning or late night expeditions and back of the house tours.**
- Are there any security issues that need to be addressed?
- Back of the house tours (theatre, kitchens etc.) add value, but can distract performers/chefs/artisans if they take place at an inappropriate time. Negotiate timing for back of the house tours and limit to interaction with only one or two key players.

**Theatre or other fixed seating capacity operations.**
- You must guarantee the price level of seating that is advertised in the package.

**A guided experience.**
- Is there a minimum or maximum number of participants that are optimum?
- Can the guide provide education/orientation services as part of your agreement with them?

**A package designed for low season or off-peak times.**
- Are area food and beverage operations open when your package arrives? If not, consider a catered or picnic lunch/dinner as part of the package. What about shopping opportunities? As an alternative, visit an...
artisan’s gallery, which is a scheduled part of the itinerary.

Do you have adequate staffing at the right time and with the right skills to deliver the product?

Are supplies and other resources readily available?

Is there a range of equipment available that fits all sizes/shapes safely? Should you ask for basic information upon registration/purchase – i.e. have you ever canoed before – what level? What is your height? Is a signed waiver required?

Is your operation used to serving the family market?

Are there appropriate food choices? Is there a potential for conflict with other guests?

Plan for a visible and easily accessible meeting point.

Build in a cushion for waiting time, in case some guests will be late for the rendezvous point.

Your package may target seniors, which typically may not be as mobile as your regular clientele. Build in appropriate meal and refreshment choices, time to move around and consider general mobility and interest in walking.

Notes to myself on operational needs of my package.

From the guest point of view

For my own operations

Partner to partner
Communicate Operations Plan

Internal Communications Plan
Your sales, front desk and anyone who answers the phone or email needs to know:

- Name of Package
- What is and is not included in the package
- Date(s) package available
- Price of package, including variations (for example, room upgrade)
- Payment policy and options
- Final booking/cancellation date
- Refund policy
- Reference person for all other questions

Date and location for staff training:

Who will be included?

Partner to Partner Communications Plan

- Method and frequency of communications on bookings/inquiries
- How guests redeem package
- Payment between partners – how often and when?
- Final booking/cancellation date
- Tracking to be used
- Date for evaluation and refinement for future
Be sure that you ask yourself some questions before you make decisions about how to market and distribute your package.

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who are you targeting?</td>
<td></td>
</tr>
<tr>
<td>Where do they live? Repeat or new?</td>
<td></td>
</tr>
<tr>
<td>Capacity of Package</td>
<td></td>
</tr>
<tr>
<td>How many people is the package trying to attract and how does that impact planning for marketing and distribution?</td>
<td></td>
</tr>
<tr>
<td>Timing of marketing and distribution efforts.</td>
<td></td>
</tr>
<tr>
<td>Immediate/short term?</td>
<td></td>
</tr>
<tr>
<td>One year or more ahead of booked business?</td>
<td></td>
</tr>
<tr>
<td>Advertising/marketing/public relations plan</td>
<td></td>
</tr>
<tr>
<td>Who sells?</td>
<td></td>
</tr>
</tbody>
</table>

To consider

- Sell the package yourself
- Sell in co-operation with package partners
- Sell through third party (DMO, CVB, Chamber, etc.)
- Travel trade
  - Tour Operator
  - Tour Wholesaler
  - Custom Tour Operator/Wholesaler
  - Local Travel Agents
  - Receptive Tour Operators
  - Outbound Operators
  - Member-based organizations

To assist you in your evaluation of whether or not travel trade is for you, complete the questionnaire, which follows.
Is Travel Trade for You?

There are many benefits to selling your package, itinerary or experience through travel trade. You will expect certain things from the tour operator, travel agent or wholesaler. What services can you expect for the commissions that you pay them? In turn, the travel trade has expectations and needs as well. Working with the travel trade is not for everyone. This checklist helps you determine if travel trade is for you.

- Tour operators advertise their trips many months ahead of the scheduled start date. The deadlines for publications that they put these in are even farther ahead of the start date.
  - **Can you guarantee a price 12 to 18 months ahead of the start date of a package?**

- Your relationship with travel trade is a legal agreement in which you pay the travel trade a commission for each of your products sold. It is typical that the travel trade would keep this commission from the first payment made by the visitor that is buying the trip. Commissions range from 10-35% of the total price to the visitor. Your operation may not receive the remainder of the cash until the visitor arrives and the trip is complete.
  - **Are you prepared to pay the travel trade for their efforts? Do you value their efforts?**

- Are you willing to give up some cash flow in order to benefit from the efforts of the travel trade?

- Travel trade requires that you block out and guarantee capacity.
  - **Are you willing to hold and guarantee capacity for travel trade?**

- Travel trade/tour operators often require invoices for billings.
  - **Is your operation set up to generate invoices on a regular basis?**

- Travel trade wants all-inclusive prices, which include all taxes and gratuities.
  - **Can you provide all-inclusive prices?**

- Travel trade prefer to work with partners who can work with them on a year round basis.
  - **Are you willing to provide travel trade with capacity/services in your peak season in order to get their support when you need them more?**

February 2000
### Track Results

The package will be tracked in the following ways:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Tracking Tool</th>
<th>How often reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inquiries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Phone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Return postcard/coupon</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• On existing computer system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Hits on web page</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• E-mail inquiries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Booked/bought</td>
<td></td>
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<tr>
<td>Redemption</td>
<td></td>
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<tr>
<td>Guest Satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My own Bottom Line</td>
<td></td>
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<td>Unexpected Benefits</td>
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## Refine Your Package

<table>
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<th>Date for post-package evaluation</th>
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<tr>
<th>Should we do it again?</th>
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<tr>
<th>How can the package be improved?</th>
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<tr>
<th>What will we change? How will these changes impact any of the steps to packaging, particularly pricing and operations?</th>
</tr>
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</table>
Appendix A

Pilot Workshop Participants
Arts in the Wilds
January 12 and 13, 2000
Held at Limberlost Lodge, Huntsville

Gordon Baker  Algonquin Outfitters
Rene Brunet  Wildlife Art International Inc
Bill Byrick  The Canoe Museum
Caryn Colman  Smoothwater Outfitters
Wayne Cowling  Haliburton Forest & Wildlife Reserve Ltd.
Don Curry  The Canadian Ecology Centre,
Jennifer East  Killarney Outfitters
Brenda Hobbs  Hudson Bay Company
Nancy Jackson  Worldwide Adventures
John Langford  Voyageur Quest
Sheila Marshall  White Mountain Academy of the Arts
Jeff Miller  Look-See-Paint
Linda Sarazin  The Anishinabe Experience
Shelly Schell  Haliburton School of the Arts
Maria Spatafora  McMichael Gallery
Dave Sproul  Ontario Parks – Killarney/French River
Rob Stimpson  Windsong Adventures
John Travers  Algonquin Park
Colleen Veitch  Town of Huntsville
David Wells  Naturally Superior Adventures
Andrew White  Wanapitei C.A.N.O.E.,

OTMP:
Steve Bruno
Mark Vincent
Lori Waldbrook
### Grand River Country

**January 19, 2000**

Held at Adventures-on-the Grand, Paris

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don Bowman</td>
<td>Adventures on the Grand</td>
</tr>
<tr>
<td>Neil Aitcheson</td>
<td>Drayton Festival Theatre Inc.</td>
</tr>
<tr>
<td>Dana Albin</td>
<td>Grand River Dinner Cruises</td>
</tr>
<tr>
<td>Marjorie Brown</td>
<td>Waterloo/St. Jacobs Railway</td>
</tr>
<tr>
<td>Barbara Burechails</td>
<td>Horseback Adventures</td>
</tr>
<tr>
<td>Kevin Catton</td>
<td>Log House B&amp;B</td>
</tr>
<tr>
<td>Donna Clements</td>
<td>Southern Ontario Tourism Organization</td>
</tr>
<tr>
<td>Ken Collins</td>
<td>Grand River Trout Outfitters Ltd.</td>
</tr>
<tr>
<td>Cheryl Ewing</td>
<td>The Elora Festival</td>
</tr>
<tr>
<td>Guy Exley</td>
<td>Ale Trail</td>
</tr>
<tr>
<td>Ellen Fegan</td>
<td>Fergus Market</td>
</tr>
<tr>
<td>Brad Fisher</td>
<td>Green Valley Bicycle Adventures</td>
</tr>
<tr>
<td>Robin General</td>
<td>Odrohekta (The Gathering Place)</td>
</tr>
<tr>
<td>Cathy Hiscock</td>
<td>Best Western Brant Park Inn /Kirby’s Food Emporium</td>
</tr>
<tr>
<td>Lisa Tersini-Holt</td>
<td>University of Guelph</td>
</tr>
<tr>
<td>Marijo Howard</td>
<td>Bingemans Resort and Conference Centre</td>
</tr>
<tr>
<td>Jamie Kent</td>
<td>Grand Experiences</td>
</tr>
<tr>
<td>Karen O’Grady</td>
<td>African Lion Safari</td>
</tr>
<tr>
<td>Skip Pennell</td>
<td>Kanata – 17th Century Iroquoian Village</td>
</tr>
<tr>
<td>Ron Pine</td>
<td>Ruthven Park</td>
</tr>
<tr>
<td>Kim Porter</td>
<td>Chiefswood National Historic Site</td>
</tr>
<tr>
<td>Jan Rainey</td>
<td>Rainey Ginseng Farms Ltd.</td>
</tr>
<tr>
<td>Carol Richardson</td>
<td>Comfort Inn by Journey’s End - Simcoe</td>
</tr>
<tr>
<td>Byron Shantz</td>
<td>St. Jacobs, The Village</td>
</tr>
<tr>
<td>Sandra Shantz</td>
<td>Stone Crock Restaurant</td>
</tr>
<tr>
<td>Marlene Sharpe</td>
<td>Sanderson Centre for the Performing Arts</td>
</tr>
<tr>
<td>Rosemary Smith</td>
<td>Arboretum, University of Guelph</td>
</tr>
<tr>
<td>Mona Sorensen</td>
<td>Best Western Emerald Inn</td>
</tr>
<tr>
<td>Scott Storey</td>
<td>SportsWorld</td>
</tr>
<tr>
<td>Don Sylvester</td>
<td>On the Grand B&amp;B</td>
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<tr>
<td>Brad Walters</td>
<td>Walters Family Round-Up</td>
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<tr>
<td>Tim Weiler</td>
<td>Country Livery Services Inc.</td>
</tr>
<tr>
<td>Valerie Wilson</td>
<td>Tourism Brantford</td>
</tr>
<tr>
<td>Ken Wright</td>
<td>Southworks Outlet Mall</td>
</tr>
</tbody>
</table>

**OTMP:**
- Janice Schuyler
- Jim Shuttleworth
- Lori Waldbrook

February 2000
Rideau Heritage Route
January 25, 2000
Held at The Stage Coach Inn, Newboro

Sandra Ash  Deerwood Farm B&B
Jacques Avery  Avery’s Guest House
Jeannette Bossman  Providence Point B&B Retreat Centre
Bob Bradley  A Bit of Gingerbread B&B
Chris Broughton  Ottawa Tourism
Herb Buehler  Rideau Valley Marketing
Gary Clarke  Sam Jakes Inn
Terry Cowan  The Cove Country Inn & Spa
Yolande Drumm  Big Rideau Lake Boat Tours
Bill Gibbons  Gibbons Family Farm, Maple Sugar House & Museum
Heather Hamilton  E. Ontario Biodiversity Museum
Sharon Heggie  Bonnie Brae B&B
Janet McGinnis  Hudson House B&B
Ann Miller  Woodrow Guest Ranch and B&B
Carol Miller  Mill of Kintail Museum/Purdon C.A
Jeff Miller  Rocks & Trees Travel
Kate Morrison  Hershey Canada
Jim Mountain  Rideau Heritage Route (Co-ordinator)
Harvey Powell  Watson’s Mill
Ian Paige  Rocks & Trees Travel
Kim Robinson  Parks Canada, Rideau Canal
David Strong  Smiths Falls Railway Museum
April Smith  Heritage House Museum/Rideau Canal Museum
Linda Walsh  Stagecoach Inn
Brenda Ward  Arts & Accents

OTMP:
Mary Eaton
Janice Schuyler
Lori Waldbrook
Ottawa – Theatre and Shopping
January 26th, 2000
Held at The National Arts Centre, Ottawa

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization/Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christine Broughton</td>
<td>Ottawa Tourism and Convention Authority</td>
</tr>
<tr>
<td>Michael Bowen</td>
<td>Ottawa Little Theatre Inc</td>
</tr>
<tr>
<td>Peggy Ducharme</td>
<td>Downtown Rideau</td>
</tr>
<tr>
<td>Janice Eastman</td>
<td>Westmont Hospitality</td>
</tr>
<tr>
<td>France Faucher</td>
<td>National Gallery of Canada</td>
</tr>
<tr>
<td>Gienna Gosewich</td>
<td>Ottawa Citizen Bluesfest</td>
</tr>
<tr>
<td>Nicole Lalonde</td>
<td>Lord Elgin Hotel</td>
</tr>
<tr>
<td>Diane Landry</td>
<td>National Arts Centre</td>
</tr>
<tr>
<td>Nathalie Lavallée</td>
<td>The Westin Ottawa Hotel</td>
</tr>
<tr>
<td>Kim Legault</td>
<td>Howard Johnson Hotel</td>
</tr>
<tr>
<td>Doug Little</td>
<td>Canadian Tulip Festival</td>
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<tr>
<td>Gilles Lortie</td>
<td>C/O National Arts Centre</td>
</tr>
<tr>
<td>Chris MacIntosh</td>
<td>Rideau Carleton Raceway and Slots</td>
</tr>
<tr>
<td>Leslie Manion</td>
<td>Ottawa Festival Network</td>
</tr>
<tr>
<td>Trina Mather</td>
<td>Turtle Island Tourism Company</td>
</tr>
<tr>
<td>Kim McWaters</td>
<td>Rideau Centre</td>
</tr>
<tr>
<td>Mark Monahan</td>
<td>Ottawa Citizen Bluesfest</td>
</tr>
<tr>
<td>Caroline Obeid</td>
<td>Arts Court</td>
</tr>
<tr>
<td>Lynda O'Donnell</td>
<td>Le Casino de Hull</td>
</tr>
<tr>
<td>Chris Parker</td>
<td>Ottawa International Jazz Festival</td>
</tr>
<tr>
<td>Jacqueline Richards</td>
<td>Holiday Inn Select</td>
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<tr>
<td>Judith Samuels</td>
<td>National Capital Commission</td>
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<tr>
<td>Lise Sarazin</td>
<td>Les Suites Hotel Ottawa</td>
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<tr>
<td>Simone St. Pierre</td>
<td>La Nouvelle Scène</td>
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<tr>
<td>Judy Tonin</td>
<td>Canadian Museum Civilization</td>
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<tr>
<td>Cindy VanBuskirk</td>
<td>Rideau Centre</td>
</tr>
<tr>
<td>Jantine Van Kregten</td>
<td>Byward Market Business Improvement Area</td>
</tr>
<tr>
<td>Neil Ernest Williamson</td>
<td>Ontario East Business Development</td>
</tr>
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</table>

OTMP:
Guy Desjardins
Jonathon Harris
Kevin Hicks
Lori Waldbrook
Thunder Bay – Gateway to the Outdoors
February 1, 2000
Held at Old Fort William

Jasson Brassard  Travelodge Hotel – Airline
Earl Busch  Canadian Helicopters
Shannon Cassidy  Old Fort William
Marisa Farrow  Event-Full Calendars
Pat Forrest  Tourism Thunder Bay
John Hakala  Kakabeka Falls Gift & Amethyst Shoppe, Kakabeka Falls Mine
Lynda Horman  Kakabeka Falls Provincial Park
Bruce Hyer  Wildwaters Nature Tours
Tara Ingram  NONTA
Rebecca Kruthaup  Westjet Airlines
Clint Kuechak  Thunder Bay Community Auditorium
Tim Lukinuk  Amethyst Mine Panorama & Amethyst Gift Centre
Rosemarie Mancusa  Tourism Thunder Bay
Marilyn McIntosh  Tourism Thunder Bay
Laura McLennan  Blue Loon Adventures
Lois Nuttall  Lake Superior Visits
Nancy Oster  Valhalla Inn
Paul Pepe  Old Fort William
Cathy Pressenger  Tourism Thunder Bay
Bill Rogoza  Northern Ontario Native Tourism Association
Mark Scott  Thunder Bay Community Auditorium
Cam Snell  Sleeping Giant Provincial Park
Carolyn Stewardson  NorWester Resort Hotel

OTMF:
Steve Bruno
Dave Van Wagoner
Lori Waldbrook

Review of draft copy of Handbook:
Marie Cheeseman
Anne Marshall
Patti Watson
PRODUCT/MARKET MATCH TABLES

The following tables outline the best opportunities for each product and are based on the most recent research available for the Ontario market. Use these as a starting point as you design your package or itinerary.
### Touring Product

Priorities
- Develop touring product with an emphasis on the shoulder seasons and/or high yield economic potential markets.
- Partner with Cities, Outdoor and Market Committees to identify market opportunities.
- Extend the touring patterns of U.S. short-haul travellers by providing creative itineraries and packages.
- Increase spending by hub and spoke and VFR travellers by expanding day packages, tours and itineraries.
- Develop effective communication and distribution channels (e.g. Publications and Information Services Strategies).

<table>
<thead>
<tr>
<th>Touring</th>
<th>Winter</th>
<th>Spring</th>
<th>Summer</th>
<th>Fall</th>
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<tbody>
<tr>
<td>Domestic</td>
<td>Festivals: Winter carnivals, Lights festivals, Maple syrup; Wine tasting, cooking schools Attractions and Museums</td>
<td>Festivals, Regional theatre, Heritage touring, late-spring cruising Unique Accommodation (B&amp;Bs, Inns, Resorts)</td>
<td>Touring itineraries: Small towns, Cruising, Festivals, Resorts/golf, Special interest/Learning vacations Agri-tourism, Unique Accommodation (e.g. inns, B&amp;Bs, Farm Stays) Historic Sites</td>
<td>Touring itineraries: Small towns, Cruising, Fall fairs, Regional theatre, Wine regions, Studio tours, Rail tours Unique Accommodation (B&amp;Bs, Inns, Resorts)</td>
</tr>
<tr>
<td>US &amp; Americas</td>
<td>Festivals: Winter carnivals, Lights festivals, Maple syrup; Wine route/small towns, Snow train Adult Getaways Attractions and Museums Specialty Shopping Unique Accommodation (e.g. inns, B&amp;Bs, Farm Stays)</td>
<td>Festivals, Regional theatre, Unique communities, Resorts &amp; Country Inns, Wine regions, Boatlines Specialty Shopping</td>
<td>Touring itineraries: Small towns, Cruising, Summer festivals; Resorts, Country Inns, Unique communities, Culture and Heritage Agri-tourism Regional/ Summer Theatre Learning Vacations Scenic Tours (waterways, coastal communities Parks and Historic Sites as Attractions Specialty Shopping</td>
<td>Touring itineraries: Fall colours, Harvest festivals, Fall fairs; Regional theatre; Wine regions; Small towns; Studio tours, Rail excursions, Unique Accommodation (e.g. inns, B&amp;Bs, Farm Stays) Specialty Shopping</td>
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<td>Winter/Spring</td>
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<tr>
<td>Europe</td>
<td><strong>Winter/Shoulder</strong>&lt;br&gt;Festivals: Winter carnivals, Lights, Maple syrup; Wine tasting, cooking schools; Country Inns; Resorts &amp; resort-related outdoor product: sleighrides, Cross-country skiing, recreational snowmobiling, snowshoeing, skating, Museums and Attractions, Specialty Shopping, Unique regional cultures/heritage including Aboriginal experiences.</td>
<td><strong>Touring itineraries:</strong> Small towns, Cruising, Heritage; Summer festivals; Resorts/golf; Country Inns; Studio tours; Rail tours; Soft adventure, Special Events&lt;br&gt;Gardens, Museums&lt;br&gt;Agri-tourism&lt;br&gt;Specialty Shopping&lt;br&gt;Unique regional cultures/heritage including Aboriginal experiences.</td>
<td><strong>Touring itineraries:</strong> Fall colours, Harvest festivals, Fall fairs; Regional theatre; Wine regions; Small towns; Studio tours, Rail excursions&lt;br&gt;Specialty Shopping Unique regional cultures/heritage including Aboriginal experiences.</td>
<td></td>
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<tr>
<td>Asia Pacific</td>
<td>Festivals: Winter carnivals, Lights festivals, Maple syrup; Las Vegas-style shows; Reverse seasonality&lt;br&gt;Specialty Shopping Unique regional cultures/heritage including Aboriginal experiences. Wine Country (Ice Wine tastings).</td>
<td>Spring Maple route; British heritage; Festivals; Wine region; Short cruises; Golf; Student programs&lt;br&gt;Specialty Shopping&lt;br&gt;Unique regional cultures/heritage including Aboriginal experiences.</td>
<td>Maple &amp; Algonquin Kaido; Fall colours; Harvest festivals &amp; fall fairs; Wine regions; Small towns; Rail tours; Heritage&lt;br&gt;Specialty Shopping&lt;br&gt;Unique regional cultures/heritage including Aboriginal experiences.</td>
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## City Product

### Priorities
- Expand market-ready “Big City” product- combining entertainment, culture, heritage/architecture, dining, sports, themed and unique shopping (including underground).
- Strengthen Primary and Secondary Gateway Cities and links with Countryside (e.g. wine regions) and resort areas.
- Develop the MC&IT market by targeting meeting planners and decision-makers; creating pre and post convention tours and incentive and spousal programs.

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<th>Spring</th>
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<th>Fall</th>
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<tbody>
<tr>
<td>Domestic</td>
<td>Attractions: theatre, performing arts, professional sports, Cultural</td>
<td>Attractions: theatre, performing arts, professional sports, Cultural</td>
<td>City/Country Tours.</td>
<td>City/Country Tours</td>
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<td></td>
<td>tours e.g. (museums, shopping, dining)</td>
<td>tours e.g. (museums, shopping, dining)</td>
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<tr>
<td></td>
<td>Packages with events and festivals, pre-Christmas events, shopping.</td>
<td>Packages with events and festivals, City gardens and Historic Homes</td>
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<tr>
<td></td>
<td>Romance, shopping</td>
<td>Day excursions (inner city, historic sites, unique neighbourhoods</td>
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<td></td>
<td>Dining</td>
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<td></td>
<td>Learning vacations</td>
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<td></td>
<td>Meeting, Convention and Incentive Travel</td>
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<td>Winter</td>
<td>Spring</td>
<td>Summer</td>
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</tr>
<tr>
<td><strong>US &amp; Americas</strong></td>
<td>Shopping</td>
<td>Theatre, arts/cultural events, heritage sites, parks and gardens, festivals/fairs, shopping and dining, nightlife</td>
<td>Museums, Art Galleries, Theatre, arts/cultural events, heritage sites, festivals, City parks and gardens, shopping and dining upscale and cafes, unique neighbourhoods and architecture nightlife</td>
<td>Theatre, cultural events, festivals/fairs, parks/sites, shopping and dining, nightlife</td>
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<tr>
<td></td>
<td>Package/thematic attractions: Theatre, performing arts, professional sports</td>
<td>Sporting events</td>
<td>sporting events</td>
<td>sporting events</td>
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<tr>
<td></td>
<td>Events, festivals &amp; carnivals</td>
<td>MC&amp;IT; pre and post tours</td>
<td>MC&amp;IT; spousal/family programs</td>
<td>MC&amp;IT;</td>
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<td></td>
<td>Rest and relaxation</td>
<td>Couple and family getaways</td>
<td>Outdoor samplers</td>
<td>Outdoor samplers; walking, spas</td>
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<tr>
<td></td>
<td>Dining and romance</td>
<td>Casinos</td>
<td>Casinos</td>
<td>Casinos</td>
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<tr>
<td></td>
<td>Museums, Golf Packages</td>
<td>City/Country Tours (e.g., Niagara)</td>
<td>City/Country Tours (e.g., Niagara, St. Jacobs)</td>
<td>City/Country Tours (e.g., Niagara, St. Jacobs) and Outdoor Samplers</td>
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<td>Spas, Urban Gardens and Parks</td>
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<td></td>
<td>Meeting Convention and Incentive Travel</td>
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<td>City/Country Tours</td>
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<td>/ pre and post tours/family getaways</td>
<td></td>
<td>Tours (e.g. Niagara)</td>
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</tr>
<tr>
<td><strong>Europe</strong></td>
<td>Winter/Shoulder</td>
<td>Historic sites, theatre, professional sports, Cultural tours e.g., museums</td>
<td>Historic sites, Shopping, Dining, Theatre and performing arts, Professional sports, Festivals and events, City/country tours and learning vacations (fall harvest, cooking schools, wine region), spas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>City getaways: Toronto, Ottawa &amp; Niagara Falls with historic sites, specialty shopping, theatre / performing arts / blockbusters/spectacles in Toronto</td>
<td>Packages with events and festivals historical activities, re-enactments, Day excursions (inner city, architecture, unique neighbourhoods) City/Country Tours –(parks and gardens, aboriginal, wine country)</td>
<td>Outdoor Samplers</td>
<td></td>
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<td></td>
<td>Fine dining</td>
<td>Learning vacations</td>
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<td></td>
<td>Events and festivals Cultural experiences including Aboriginal and Canadian Special interest tours: e.g., cooking schools Spas</td>
<td>Spas</td>
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<td></td>
<td></td>
<td>Outdoor Samplers</td>
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<td>CITY</td>
<td>Winter</td>
<td>Spring</td>
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<tr>
<td>Asia Pacific</td>
<td>Toronto/Niagara Falls tours Attractions: Theatre, performing arts, professional sports Specialty Shopping districts/areas and dining Learning vacations (e.g., seniors, students, social, technical and cultural programs) Events and festivals (e.g. lights) Casinos and Gambling</td>
<td>Toronto/Niagara and other city/country tours. Attractions, Shopping, Festivals, (e.g., Tulip Festival) Learning Vacations Including aboriginal and Canadian culture, parks and gardens.</td>
<td>Toronto/Ottawa: Traditional city activities, festivals and events, historic sites, specialty shopping, learning vacations Casinos and gambling Parks and gardens</td>
<td>Toronto/Ottawa: Traditional city activities, festivals and events, historic sites, specialty shopping, learning vacations Casinos and gambling Parks and gardens Professional sports</td>
</tr>
</tbody>
</table>
## Outdoor Product

### Priorities
- Grow the capacity and capability of niche outdoor tourism operators to access markets and deliver quality product.
- Build traffic in areas and seasons with excess capacity by developing niche outdoor products (e.g. "non-ski" winter, aboriginal experiences linking culture and nature, parks, conservation lands, waterways and natural and cultural heritage sites as attractions, water-based recreation (canoeing, kayaking, diving etc.), fishing/hunting, soft outdoor (non-consumptive, e.g. hiking, wildlife viewing etc.), festivals and events)
- Partner with City and Touring Committees, Gateway Cities and Corporate Sponsors to create experiences to broaden market appeal.

<table>
<thead>
<tr>
<th></th>
<th>Winter</th>
<th>Spring</th>
<th>Summer</th>
<th>Fall</th>
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</thead>
<tbody>
<tr>
<td><strong>Domestic</strong></td>
<td>2-3 day packages (Value-oriented family and Adult) providing diversity and variety, Niche opportunities, i.e., enthusiasts</td>
<td>Spring camping, Cycling, Birding, Golf and resorts, Wildlife viewing, Sportfishing</td>
<td>Camping/Provincial parks, Ecological &amp; niche adventure, Waterways, Walking/hiking tours, Golf &amp; resorts</td>
<td>Camping/Provincial parks, Canoeing, Kayaking, Fishing, Hunting, Cycling, Walking/hiking tours, Golf &amp; resorts</td>
</tr>
<tr>
<td><strong>US &amp; Americas</strong></td>
<td>Resorts &amp; Country Inns enhanced &amp; complemented by diverse products; Niche opportunities, i.e., enthusiasts</td>
<td>Cycling, Hiking, Birding, Golf &amp; resorts, Country Inns, Canoeing, Parks, Wildlife viewing, Sportfishing</td>
<td>Camping/Provincial parks, Birding, Canoeing, Shipwrecks, Walking/hiking tours, Golf &amp; resorts/Country Inns</td>
<td>Camping(incl. RV) Canoeing, Kayaking, Cycling, Hiking tours, Golf &amp; resorts/Country Inns, Fishing, Hunting Canoeing, Beaches</td>
</tr>
<tr>
<td><strong>Asia Pacific</strong></td>
<td>Soft adventure: Small guided tours combined with touring product, e.g., resorts, dogsledding</td>
<td>Wildlife, Provincial parks, Birding, Butterfly migration, Golf</td>
<td>Soft adventure, Provincial parks, walking/hiking, Golf &amp; resorts, Hard adventure</td>
<td>Soft adventure, Wildlife viewing, Provincial parks, Ecotourism, Golf</td>
</tr>
</tbody>
</table>
Appendix C

Regional Itineraries and Experiential Themes for Ontario

The suggested itineraries and experiential themes have been developed based on past OTMP Touring Guides. They will be used as the basis for annual tourism publications that are distributed to 1-800 telephone and other inquiries. The publications are used primarily by visitors from the United States and Canada as they plan their trip.

Use these themes to motivate your own thinking. Can your build a ‘buyable’ package that supports these themes/itineraries? Link to existing brands such as Grand River Country and Rideau Heritage Route or on provincial-wide experiences such as “theatre”, whenever possible. This approach will build a critical mass of experiences and awareness of “Ontario – More to Discover” in the consumers’ mind.
## EXPERIENTIAL TOURS

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<th></th>
<th>Summer Theatres Around Ontario</th>
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<th>Wine Country</th>
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<td>2</td>
<td>Hike Ontario</td>
<td>13</td>
<td>Golfing in Ontario</td>
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<td>3</td>
<td>Ontario’s Aboriginal Heritage</td>
<td>14</td>
<td>Beer and Spirits</td>
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<td>4</td>
<td>Provincial Parks/ World Biospheres &amp;</td>
<td>15</td>
<td>Spring/Summer Festivals</td>
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<td></td>
<td>Carolinian/Boreal Forests</td>
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<td>5</td>
<td>Ontario’s Museums (including aircraft</td>
<td>16</td>
<td>National Parks in Ontario</td>
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<td>collections)</td>
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<td>6</td>
<td>Ontario’s Rail Heritage</td>
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<td>Discover Ontario’s Historic</td>
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<td>Waterways</td>
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<td>7</td>
<td>Ontario – Fun For Kids of All Ages</td>
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<td>Canoe Routes of Ontario</td>
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<td>8</td>
<td>Living History (Pioneer Villages of</td>
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<td>Fishing in Ontario</td>
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<td>Ontario, Historic Homes, Ontario’s</td>
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<td>Forts)</td>
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<td>9</td>
<td>Gems of Ontario</td>
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<td>Cruising in Ontario</td>
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<td>10</td>
<td>Gardens and Arboretums</td>
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<td>Caves to Explore</td>
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<td>11</td>
<td>Wildlife Viewing/ Birding</td>
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<td>Great Beaches of Ontario</td>
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<td>Route Description</td>
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<td><strong>1.</strong> Toronto on the Town</td>
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<td>Theatre, galleries, concerts, museums, sports,</td>
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<td>neighbourhoods, shopping, wining and dining, outdoor</td>
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<td>pursuits.</td>
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<td><strong>2.</strong> Toronto – Family Style</td>
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<td>CN Tower, SkyDome, Casa Loma, Science Centre,</td>
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<td>Living History, Harbourfront, Toronto Islands,</td>
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<td>Toronto Zoo, Ontario Place</td>
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<td>Special Events</td>
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<td><strong>3.</strong> Pride in Black Heritage</td>
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<td>Windsor, Amherstburg, Point Pelee National Park,</td>
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<td>North Buxton, Chatham, Dresden.</td>
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<td><strong>4.</strong> Ontario’s West Coast Tour</td>
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<td>Sarnia, Petrolia, Grand Bend, Bayfield, Goderich, Blyth</td>
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<td><strong>5.</strong> Niagara Peninsula Circle Tour</td>
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<td>Niagara Falls, Queenston, NOTL, St. Catharines, Jordan,</td>
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<td>Vineland, Beamsville, Grimsby, Welland, Port Colborne,</td>
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<td>Fort Erie, Niagara Falls</td>
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<td><strong>6.</strong> Grand River Tour</td>
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<td>Fergus, Elora, West Montrose, Guelph, Cambridge, Paris,</td>
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<td>Brantford, Haldimand-Norfolk, Dunville.</td>
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<td><strong>7.</strong> Mennonite Country</td>
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<td>Kitchener-Waterloo, Fergus, Elora, Elmira, St. Jacobs</td>
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<td><strong>8.</strong> Shakespearean Tour</td>
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<td>Shakespeare, Stratford, St. Marys, London, St. Thomas,</td>
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<td>Port Stanley, Port Burwell, Long Point, Tillsonburg,</td>
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<td>Ingersoll, Woodstock</td>
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<td><strong>9.</strong> Hamilton Circle Tour</td>
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<td>Hamilton, Burlington, Oakville, Milton, Halton Hills,</td>
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<td>Acton, Guelph, Cambridge, Ancaster, Dundas, Hamilton</td>
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<td><strong>10.</strong> Bruce Peninsula Tour</td>
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<td>Kincardine, Port Elgin, Southhampton, Sauble Beach,</td>
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<td>Wiarton, Lion’s Head, Tobermory (Refer to specific</td>
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<td>product information provided by Bruce County Office</td>
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<td>of Tourism.)</td>
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<td><strong>11.</strong> Southern Georgian Bay Tour</td>
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<tr>
<td>Meaford, The Blue Mountains, Collingwood, Wasaga Beach,</td>
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<td>Midland/Penetanguishene.</td>
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<td><strong>12.</strong> Historic Huronia Tour</td>
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<td>Holland Marsh, Alliston, Barrie, Orillia, Rama.</td>
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<td><strong>13.</strong> Muskoka Playground</td>
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<td>Port Severn, Mactier, Bala, Gravenhurst, Bracebridge,</td>
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<td>Huntsville, Lake of Bays, Algonquin Provincial Park</td>
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<td>Tour Name</td>
<td>Locations</td>
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<td>14.</td>
<td>Lake Ontario Ports</td>
<td>Whitby, Oshawa, Clarington, Fort Hope, Coborg, Colbourne, Brighton</td>
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<td>15.</td>
<td>Lake Ontario Historic Tour</td>
<td>Trenton, Carrying Place, Picton, Belleville, Napanee</td>
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<tr>
<td>16.</td>
<td>Kawarthas Tour</td>
<td>Lindsay, Fenelon Falls, Bobcaygeon, Buckhorn, Burleigh Falls, Petroglyphs P.P., Lakefield, Peterborough</td>
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<tr>
<td>17.</td>
<td>Haliburton Highlands</td>
<td>Dorset, Minden, Haliburton, Bancroft, Whitney, Madawaska</td>
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<tr>
<td>18.</td>
<td>Tour Historic Upper Canada</td>
<td>Lancaster, Cornwall, Morrisburg, Prescott, Brockville, St. Lawrence Islands National Park, Gananoque, 1000 Islands, Kingston</td>
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<tr>
<td>19.</td>
<td>Upper Rideau Canal</td>
<td>Smiths Falls, Perth, Carlton Place, Ottawa, Kemptville, Merrickville, Smiths Falls</td>
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<tr>
<td>20.</td>
<td>Canada’s Capital Region</td>
<td>Parliament Buildings, Museums, National Arts Centre, National Gallery, Shopping, Dining, Sports, Outdoor Fun</td>
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<tr>
<td>21.</td>
<td>Near North Adventure Tour</td>
<td>North Bay, Temagami, Mattawa, Sundridge, Magnetawan, Burk’s Falls, Algonquin Park</td>
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<tr>
<td>22.</td>
<td>Follow the Ottawa Valley</td>
<td>Arnprior, Renfrew, Eganville, Balaclava, Foymount, Wilno, Barry’s Bay</td>
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<tr>
<td>23.</td>
<td>Georgian Bay Explorer Tour</td>
<td>Parry Sound, Sturgeon Bay Provincial Park, Grundy Lake Provincial Park, Killarney, Sudbury, Espanola, Manitoulin Island</td>
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<tr>
<td>25.</td>
<td>Frontier Trail Tour</td>
<td>Timmins, Iroquois Falls, Cobalt, Haileybury, New Liskeard, Cochrane, Kapuskasing, Hearst</td>
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<tr>
<td>26.</td>
<td>North Superior Tour</td>
<td>Thunder Bay, Kakabeka Falls, Sleeping Giant Provincial Park, Nipigon, Roseport, Terrace Bay, Marathon</td>
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<td>27.</td>
<td>Sunset Country Circle Tour</td>
<td>Fort Frances, Sioux Narrows, Kenora, Lake of the Woods, Vermillion Bay, Ear Falls, Red Lake, Dryden, Quetico Provincial Park, Fort Frances</td>
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</tbody>
</table>
Appendix D

Highlights of ‘Case Studies’

Ontario has a wide range of packages and itineraries to learn from. The following table presents highlights of case studies from around Ontario as completed by Tourism Field Staff. Refer to this information for key factors to success and additional insights into building packages and itineraries. Many of these fit into the Packaging Continuum presented in Section One.
### Unattached attractions, facilities, services

<table>
<thead>
<tr>
<th>Package</th>
<th>Partners</th>
<th>What is the value-added?</th>
<th>Key Results</th>
<th>Keys to Success</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>St. Jacobs Country</strong></td>
<td>Range of tourism suppliers in St. Jacobs area</td>
<td>Opportunity to see rural Canada</td>
<td>No gate or other means to track/evaluate</td>
<td>Awareness of the destination as providing a quality experience</td>
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<tr>
<td>Shopping, farmers’ market,</td>
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<td>Little or no entrance fee</td>
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<td>factory outlet, tours – all</td>
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<td>No parking charge</td>
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<td>branded under one name.</td>
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<tr>
<td>Destination-based tour</td>
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<tr>
<td>“Grand River Country”</td>
<td>Private sector tour operators, educational tour operators, DMOs, OTAP, Conservation Authority and OMT staff</td>
<td>Itineraries</td>
<td>Unpaid media coverage</td>
<td>Good team work</td>
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<tr>
<td>Itineraries and packages sold</td>
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<td>Increased support of partners</td>
<td>Not expensive to participate</td>
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<td>under an umbrella brand to</td>
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<td>All partners understood the bigger picture</td>
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<td>encourage participation by</td>
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<td>small suppliers</td>
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<tr>
<td><strong>Festival of the Falls</strong></td>
<td>Muskoka Tourism</td>
<td>Free event with wide range of experiences</td>
<td>Difficult to gauge, as venues are not gated and are spread out</td>
<td>Commitment of Town Council</td>
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<tr>
<td>Bracebridge</td>
<td>The Bracebridge Chamber of Commerce and area accommodation providers</td>
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<td>Estimated attendance at opening ceremonies increased from 350 in first year</td>
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<td>Free weekend event - April</td>
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<td>to 600 in second year</td>
<td>Appeal of theme</td>
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<td>Self guided exploration of</td>
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<td>Wide range of activities</td>
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<td>the 22 waterfalls of the</td>
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<tr>
<td>Bracebridge area</td>
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<td>Established in 1998</td>
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<td><strong>Themed Travel Itineraries</strong></td>
<td>Ottawa Valley Tourist Association (OVTA) – promotes and sells tape</td>
<td>Historical and geographical background</td>
<td>Over 200 tapes sold annually by OVTA. Program now under review – do</td>
<td>Each partner brought different expertise to the project - Madawaska</td>
</tr>
<tr>
<td>“Up the Line” auto touring</td>
<td>Madawaska Communications – produced and sells tape</td>
<td>background of region</td>
<td>opposite direction? Find corporate sponsor? Produce in french as well?</td>
<td>Communications knew how to develop content for tape and OVTA had existing</td>
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<td>tape for Ottawa Valley</td>
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<td>Samples of local music</td>
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<td>distribution channels.</td>
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<tr>
<td>Package</td>
<td>Partners</td>
<td>What is the value-added?</td>
<td>Key Results</td>
<td>Keys to Success</td>
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<td><em>Durham Countryside Adventure</em></td>
<td>Local communities, private sector business owners, historic sites, working farm operations etc.</td>
<td>Each tour participant must offer an educational component or unique experience not normally offered to the public. Examples include tours of private homes, free gifts, samples, demonstrations etc.</td>
<td>Increased awareness of diverse features of region. More tour visitors each year.</td>
<td>Dedicated volunteers, local sponsors, co-operation and commitment from communities and their leaders.</td>
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<td></td>
<td>Each site pays a fee to be included in tour. Visitors are sold ticket to participate.</td>
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<td>Commercial sites have increased sales and repeat business.</td>
<td>Support from local area regional media – send complimentary passes to media reps and tour writers.</td>
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<td>The organization is financially self-sufficient after 3 years.</td>
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<td><strong>“Make a Garden Tour”</strong></td>
<td>Classical 96 and 103FM radio stations in Cobourg</td>
<td>Suggested themed itinerary</td>
<td>Number of participating garden centres is increasing</td>
<td>Promotion</td>
</tr>
<tr>
<td>Self-guided, free garden tours</td>
<td>Area green houses, flower shops, garden centres from Pickering to Belleville to Peterborough</td>
<td>Savings and specials offered to tour participants</td>
<td>Positive feedback from garden centres</td>
<td>Early participation by high-end centres, which motivated interest from others</td>
</tr>
<tr>
<td>Self-guided touring itineraries in Huron County focused on 75 agri-tourism and other tourism suppliers.</td>
<td>Brochure acts as planning and directional resource Complements existing overnight getaways within market area</td>
<td>Some operators rely on this initiatives as only source of advertising New community partnerships, co-operative promotions between suppliers and events in planning stages</td>
<td></td>
<td>Energetic team</td>
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<td><strong>Small Town Ontario Pleasures “STOP”</strong></td>
<td>Fulton’s Forest and Farm Tours, Conservation Area, Stonebridge of Pakenham (retail, B&amp;B, tea room), Textile Museum, Almonte BIA, other B&amp;Bs</td>
<td>1-800 number</td>
<td>Increased FIT business Increase in customized tours for corporate groups New co-operative efforts between partners</td>
<td>Partners were all forward thinkers Sharing of administrative tasks</td>
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<tr>
<td>Package</td>
<td>Partners</td>
<td>What is the value-added?</td>
<td>Key Results</td>
<td>Keys to Success</td>
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<td><strong>Single Supplier Packages</strong></td>
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<tr>
<td><strong>Hotel and Attraction Package</strong></td>
<td>Pinewood Park Inn Resort and Conference Centre; Timber Train/Canadian Ecology Centre; ONTC; City of North Bay</td>
<td>One-stop shopping</td>
<td>Initial response was excellent – received 3:1 return on investment in first year (room revenue to advertising costs)</td>
<td>Interesting package</td>
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<td>Good deal on all components</td>
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<td>Great value</td>
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<td>Strategic/focused marketing</td>
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<td><strong>Stress Express</strong></td>
<td>Ste. Anne's Country Inn and Spa; VIA Rail</td>
<td>Package deals and group rates set at better price than sum of individual components</td>
<td>High % of repeat customers</td>
<td>VIA as partner</td>
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<td>Proximity to GTA</td>
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<td>Affiliation with Independent Innkeepers of Ontario as marketing tool</td>
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<td><strong>Multiple Supplier Packages</strong></td>
<td>Primary: Kingston Historic Inns – Rosemount Inn and Hotel Belvedere and Kingston 1000 Island Cruises Thousand Island Playhouse Fort Henry Marine Museum Chez Piggy Restaurant</td>
<td>All dinner reservations made Complimentary dessert with either lunch or dinner 2 for 1 offer at museum $25 gift certificate for return visit to accommodation provider</td>
<td>One Inn has increased sales dramatically as a result of this package Midweek package a key driver to increased mid-week sales</td>
<td>Good product with value for money spent</td>
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<td>Good brochure highlighting packages offered</td>
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</table>
| **Passage to Rosseau** | RMS Segwun | The packaged experience | Demand generated to increase from one cruise in 1998 to three in 1999. Five are planned for 2000. | Unique product
Overnight cruise – developed, marketed and delivered by RMS Segwun
Scheduled for traditionally slow times for ships
Private cottage owners – summer and year round
Clevelands House Windemere House

| **Bluesfest Festival Packages** | The Bluesfest festival, variety of hotels, VIA Rail Canada, Casino de Hull | Package available at lower price than if bought a la carte | Surpassed target of 200 packages in 1999 – sold 300 packages
Increased visitation of out-of-town visitors | Quality and established product as anchor
Aggressive marketing campaign
Bluesfest passes, transportation by VIA rail, hotel accommodation, shuttle service to/from festival site and Hull Casino (VIP treatment) and Bluesfest T-shirt

<table>
<thead>
<tr>
<th><strong>Multiple Supplier Packages (continued)</strong></th>
<th>Package (name and description)</th>
<th>Partners</th>
<th>What is the value-added?</th>
<th>Key Results</th>
<th>Keys to Success</th>
</tr>
</thead>
</table>
| **Overnight package to African Lion Safari** | African Lion Safari
Overnight accommodation and a family day “On Safari” Hotels provide Safari admission tickets as part of package. | 7 hotel partners
1 other attraction | Hotels added breakfast, kids packages (safari room), discounted 2nd night if package was booked | All hotels exceeded 1st year expectations
New ticket sales to Safari | Working closely with hotels and printer to create effective price |
| **Ontario East Scuba Diving Adventure:** Scuba | **Ontario East Tourism Association**  
Various accommodation providers in Kingston, Gananoque, Prescott, Brockville and Prince Edward County  
Scuba diving operators | **Accommodation and meals at a lower rate**  
**Coupons for savings at partner facilities** | **No detailed tracking tools in place**  
**52 hits to web site requesting brochure** | A neutral body (OETA) to coordinate partners who were traditional competitors.  
Web site, 1-800  
Communication skills of individual suppliers – ability to talk to interested groups. |
|---|---|---|---|
| **Inn to Inn snowmobile packages**  
– 10 available over various routes in eastern Ontario which all include accommodation, meals and trail map.  
Visitors pick a route, book package and follow trail map. | **Ottawa Valley Tourist Association (OVTA)**  
Various accommodation providers  
Area snowmobile clubs | **Accommodations and meals at lower rate**  
**One-stop shopping – first accommodation provider can book the rest of the route; trail permits sold by OVTA if not available at first stop, detailed map of trails** | **Brochures produced doubled from 7,000 to 15,000 due to interest**  
**3,600 new leads generated**  
**126 room nights booked for 250 individuals** | Promotions  
Participation in snowmobile trade shows |
### Package Partners

<table>
<thead>
<tr>
<th>Package</th>
<th>Partners</th>
<th>What is the value-added?</th>
<th>Key Results</th>
<th>Keys to Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spirit Walks</td>
<td>16-20 people built the program and represented individual sites such as Petroglyphs PP, Canoe Museum, Serpent Mounds, artists' studios, craft sites, individual communities – Alderville, Curve Lake private sector accommodation provider – Victoria Inn</td>
<td>Brochure provides context for and listing of Aboriginal experiences Custom itinerary planning is available Personal contact through Spirit Guides who host the visitor</td>
<td>Higher profile for individual sites 8 groups of 20 during each week of June and September 5 tours during July/August increased sales at retail crafts outlets</td>
<td>Extensive planning including holding meetings at partner sites Partners held similar values and goals; also had commitment and respect for each other Previous experience with area tourism initiatives Sufficient product quality to package</td>
</tr>
<tr>
<td>“Inns and Arts”</td>
<td>25 properties located in southern Ontario Providers of on-site programs/activities as arranged by the Inns</td>
<td>A new reason to visit A motivator for day trippers</td>
<td>Total incremental revenue of $750,000 to $1.0 million achieved.</td>
<td>Working with key sponsors who had right “fit”</td>
</tr>
</tbody>
</table>

### Tour Operator Packages

<p>| Conservation Nature Tours | Saugeen Valley and Grey Sauble Conservation Authorities, Grey-Bruce Tourism Association, other DMOs and local adventure outfitters | Leaders/guides are experts who have travelled the world | Increase in trip offerings – started with a few, in 2000 will offer 40 different tour packages Demand for trips increasing dramatically | Diversity of product |</p>
<table>
<thead>
<tr>
<th>Package</th>
<th>Partners</th>
<th>What is the value-added?</th>
<th>Key Results</th>
<th>Keys to Success</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Northern Ontario Native Tourism Association (NONTA)</strong></td>
<td>Non-profit association to promote operations of native entrepreneurs in Northern Ontario.</td>
<td>Unique learning opportunities Authentic product</td>
<td>US angling program has grown 10-20% a year since inception</td>
<td>Partnering with all three levels of government and private sector.</td>
</tr>
<tr>
<td>Various fishing trips, wildlife viewing, canoeing, hiking and native culture visits</td>
<td></td>
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<tr>
<td><strong>Niagara Falls Tours</strong></td>
<td>Niagara Falls Tours</td>
<td>Professional vacation planning</td>
<td>Decreased average phone time from 45 to 25 minutes as packages that have been refined are selling better</td>
<td>Link with Shaw Festival gave NFT instant credibility</td>
</tr>
<tr>
<td>Receptive operator acting as ‘official package partner’ for Shaw Festival</td>
<td>Shaw Festival</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Royal Botanical Gardens (RBG)</strong></td>
<td>RBG, area attractions such as Dundurn Castle, Niagara Parks Commission, Shaw Festival, local hotels</td>
<td>Convenience, one stop shopping Discounted admission rates</td>
<td>54% increase in group sales in first year</td>
<td>Maintain administrative control</td>
</tr>
<tr>
<td>various packages with area attractions – guided tours, luncheons, dinners, festivals/events luncheon theatre</td>
<td>RBG is booking agent – confirms, controls, tracks Charges .25 cents service charge per person</td>
<td></td>
<td>full-page co-op ads in tour planners and tour operator catalogues for fraction of price</td>
<td>Custom designed booking/database software</td>
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<td></td>
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<td></td>
<td></td>
<td>Package price same as rate operator would package for</td>
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</tr>
<tr>
<td><strong>Stratford Festival Accommodations Bureau</strong></td>
<td>Stratford Festival 186 B&amp;Bs 47 Guest Houses 35 hotels/motels room allotted to booking service at average per booking cost of $4 contracts are signed that set standard fees and room allocations</td>
<td>Extensive database of partner properties Link from ticket office of Festival for seamless transaction for visitor</td>
<td>Increased bookings for supplier. Many B&amp;B’s discontinue partnership after becoming established and repeat business.</td>
<td>Customer service approach Cross marketing – Telephone number of Bureau is in all marketing pieces of Festival</td>
</tr>
<tr>
<td>Toll free accommodation booking service.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Stratford Festival administers programme, maintains database, hires and trains staff for call centre.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Suppliers contribute to costs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

February 2000
Appendix E

Contact Information – Ontario Tourism Marketing Partnership, Tourism Field Staff and other Useful Contacts

Ministry of Tourism Field Staff in your area can provide you with the most current and relevant information and a wide variety of other useful contacts, including Ministry of Citizenship, Culture and Recreation or Ministry of Agriculture and Rural Affairs as appropriate. A number of other contacts and Internet addresses are also included for your reference.
Field Staff with Tourism Assignments

OTMP
900 Bay Street, 10th Floor
Hearst Block
Toronto, Ontario M7A 2E1
416 325 9823

www.ontariotravel.net and www.tourismpartners.com Tourism

CENTRAL REGION
Linda Zeisner
Tourism Consultant
MTOUR
590 Rossland Rd. East
Whitby ON L1N 9G5
Tel: (905) 665-4040
Fax: (905) 430-7273
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BRACEBRIDGE OFFICE
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Fax: (705) 755-2631

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OTMIP
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Fax: (807) 475-1589
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Glenn Warren
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Tourism Advisor
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Mark Vincent
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Fax: (705) 494-4069
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Last Updated February 17, 2000
Other Useful Contacts
for tourism-based research

**OTMP - Research**
www.ontario-canada.com/tourism/research

Provides current forecasts, review of visitation to date and links to a wide range of tourism-related sites.

**Canadian Tourism Commission (CTC)**
8th Floor West, 235 Queen Street
Ottawa, Ontario
K1A 0H6 Canada
Phone: (613) 946-1000
www.canada tourism.com

Provides research by origin market – “Pleasure Travel to North America” for a range of origin markets including Germany and United Kingdom, with focus on how to deal with travel trade by market; also provides range of sector specific research.

**Tourism Information Exchange**
www.ctc-ctx.com

**CTC Tourism Reference and Documentation Centre (TRDC)**
613 954-3943 or email: trdc.ctc@ic.gc.ca

**Canadian Tourism Research Institute**
www2.conferenceboard.ca/ctri/

**Travel Industry Council of Ontario (TICO)**
2700 Matheson Blvd. East
Suite 402, West Tower
Mississauga, Ontario L4W 4V9
Tel: 905 624 6241
1-888 451 8420 (TICO)
fax: 905 624 8631
www.tico.on.ca

*TICO is responsible for administering the Ontario Travel Industry Act, which governs approximately 3,000 travel retailers and wholesalers.*
Northern Tourism Marketing Corporation (NTMC)
Suite 310, 1100c Memorial Ave.
Thunder Bay, Ontario P7B 4A3
Phone: (807) 346 6862
Fax: (807) 346 6892
e-mail: info@ntmc.on.ca
http://www.ntmc.on.ca

Statistics Canada
www.statscan.ca

Can provide custom runs of household spending from most recent census and also do customized runs of the International Travel Survey

Tourism Statistics Program
Statistics Canada
3-R.H. Coats Building
Tunney’s Pasture
Ottawa, Ontario K1A 0T6

Travel and Tourism Research Association (TTRA)
P.O. Box 2133
Boise, Idaho 83701, USA
Tel: 208 429 9511
Fax: 208 429-9512
Email: ttra@worldnet.att.net
www.ttra.com

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Fax: 613 237-3963
Douglas.w.meredith@ca.pwcglobal.com
Tourism Industry Association of America (TIAA)
1100 New York Avenue NW
Suite 450
Washington, D.C. 20005-3934
Tel. 202 408 8422
Fax 202 408 1255
www.tia.org

provides range of research including trends for future, and travel patterns of the U.S. market.

The Ecotourism Society
P.O. Box 755
North Bennington, VT 05257
Tel.: 802-447-2121
Fax: 802-447-2122
email: ecomail@ecotourism.org
www.ecotourism.org

Source of world-wide research on ecotourism; trends in ecotourism, access to publications.

American Sightseeing International
www.sightseeing.com

Green Tourism Association
www.greentourism.com

Ontario Motorcoach Association
www.omca.com

Green Hotels Association
www.greenhotels.com

Hospitality Net
www.hospitalitynet.nl
Resource for the global hospitality industry.