

# Tourism Vancouver Island 2012/13 Strategic Marketing Plan

In spring 2011 Tourism Vancouver Island’s Marketing Committee began development of a new five-year strategic marketing plan. We have since learned however, that planning trends indicate there is no longer the same value in long-term plans given the rapidly changing marketplace and continued global economic upheaval. Therefore, the plan that follows is a one-year plan (for Fiscal Year 2013) that will establish baseline measurables with the intent of developing a two or three-year strategic marketing plan moving forward.

The focus of effort in both this plan and the accompanying FY13 Marketing Plan is largely on our primary markets of Vancouver Island, the Lower Mainland and Alberta, which falls in line with the province’s newly released “Five-year Strategy for Tourism”. Specifically, the provincial plan supports Tourism Vancouver Island’s belief that Regional and Community DMOs should take the lead role in marketing to the “high volume/strong repeat visitation” markets of BC, Alberta and Washington State while Tourism BC plays the lead role in the established “high revenue/high spend per visitor” long-haul and emerging markets with the Regional DMOs playing a supporting role.

Moving forward, the Strategic Marketing Plan will aid Tourism Vancouver Island staff in developing the annual tactical marketing plans, which will ensure success in meeting the overall goals and objectives not only of this plan, but the organization as a whole.

## PRIMARY MARKETS

### VANCOUVER ISLAND

Goal #1: Increase Vancouver Island residents’ use of their region for more and longer vacations and getaways.

Objectives:

- Increase target group’s awareness of and preference for/intent to use the Vancouver Island region as a vacation destination.

<u>Strategies</u>	<u>Measurables</u>
a) Execute coordinated multi-media projects that focus on activities and things to do within the Vancouver Island region and within our communities.	<ul style="list-style-type: none"> <li>• Visits to project landing pages</li> </ul>
b) Ensure that all projects include specific value-proposition calls-to-action and can be executed both regionally and at the community level.	<ul style="list-style-type: none"> <li>• Click-throughs to stakeholder websites</li> </ul>
c) Ensure key messaging in creative design includes value propositions from participating stakeholders.	<ul style="list-style-type: none"> <li>• Number of stakeholders offering value propositions</li> </ul>
d) Use social media channels to inform/educate the target group about opportunities for travel/activities within the region.	<ul style="list-style-type: none"> <li>• Increased number of Facebook fans, Twitter followers and interactions</li> </ul>

e) Execute a coordinated media relations program in the target market in cooperation with participating regional communities with messaging that inspires travel within the region.	<ul style="list-style-type: none"> <li>Articles written by on-Island media about travel within the Vancouver Island region</li> </ul>
f) Conduct an Omnibus survey to establish baseline levels of awareness and/or intent to travel within the Vancouver Island region.	<ul style="list-style-type: none"> <li>Level of awareness</li> <li>Level of intent to travel</li> <li>Attitude shifts</li> </ul>

- Broaden stakeholder participation and investment.

<u>Strategies</u>	<u>Measurables</u>
a) Deploy the Stakeholder Business Development team with projects and information that will inspire and encourage participation and investment.	<ul style="list-style-type: none"> <li>Increased stakeholder investment</li> <li>Increased number of participating stakeholders</li> </ul>
b) Develop co-operative marketing projects that are appealing and desirable to stakeholders.	<ul style="list-style-type: none"> <li>Establish baseline stakeholder satisfaction</li> <li>Maintain minimum 2:1 Tourism Partner Program leveraging ratio</li> </ul>
c) Communicate the value of individual projects to stakeholders through use of targeted demographic research/data	<ul style="list-style-type: none"> <li>Increased stakeholder investment</li> <li>Increased number of participating stakeholders</li> </ul>

- Increase the Vancouver Island residents' knowledge of the value of tourism.

<u>Strategies</u>	<u>Measurables</u>
a) Facilitate a coordinated media relations program in cooperation with participating regional communities with messaging to increase residents' understanding of the value of tourism to the region for their own lifestyle.	<ul style="list-style-type: none"> <li>Articles appearing in on-Island media sources</li> </ul>

- Maximize the value propositions available to residents travelling within the Vancouver Island region.

<u>Strategies</u>	<u>Measurables</u>
a) Facilitate the development of packages and cross-promotions that maximize the quality of the visitors experience and the revenue potential.	<ul style="list-style-type: none"> <li>Number of stakeholders that develop packages together</li> <li>Amount of bookings resulting from new packages</li> </ul>

## **LOWER MAINLAND**

**Goal #2:** Increase vacation and getaway visitor traffic to and around the Vancouver Island region.

### **Objectives:**

- Increase target group's awareness of and preference for/intent to use the Vancouver Island region as a vacation destination.

<u>Strategies</u>	<u>Measurables</u>
a) Execute coordinated multi-media projects	<ul style="list-style-type: none"> <li>Visits to project landing pages</li> </ul>

that focus on activities and things to do within the Vancouver Island region and within our communities.	<ul style="list-style-type: none"> <li>Establish baseline level of consumer awareness and preference/intent to travel utilizing Omnibus surveys</li> </ul>
b) Ensure that all programs include specific value-proposition calls-to-action and can be executed both regionally and at the community level.	<ul style="list-style-type: none"> <li>Click-throughs to stakeholder websites</li> </ul>
c) Ensure key messaging in creative design includes value propositions from participating stakeholders.	<ul style="list-style-type: none"> <li>Number of stakeholders offering value propositions</li> </ul>
d) Deliver direct messaging to target market using social media channels to inform and educate about opportunities for travel within the region. Focus messaging around close-to-home getaway travel.	<ul style="list-style-type: none"> <li>Increased number of Facebook fans, Twitter followers, interactions</li> </ul>
e) Participate in selected consumer shows that supplement the delivery of the key messages developed for the multi-media projects.	<ul style="list-style-type: none"> <li>Number of guides distributed</li> <li>Increased subscribers to “Island Moments”</li> <li>Contest entries</li> </ul>
f) Execute a coordinated media relations program in the target market in cooperation with participating regional communities that supplements the delivery of the key messages developed for the multi-media projects.	<ul style="list-style-type: none"> <li>Travel articles written about the Vancouver Island region</li> </ul>
g) Conduct an Omnibus survey to establish baseline levels of awareness and/or intent to travel to the Vancouver Island region	<ul style="list-style-type: none"> <li>Level of awareness</li> <li>Level of intent to travel</li> <li>Attitude shifts</li> </ul>

- Broaden stakeholder participation and investment.

<u>Strategies</u>	<u>Measurables</u>
a) Deploy the Stakeholder Business Development team with projects and information that will inspire and encourage participation and investment.	<ul style="list-style-type: none"> <li>Increased stakeholder investment</li> <li>Increased number of participating stakeholders</li> </ul>
b) Develop co-operative marketing projects that are appealing and desirable to stakeholders.	<ul style="list-style-type: none"> <li>Establish baseline stakeholder satisfaction</li> <li>Maintain minimum 2:1 Tourism Partner Program leveraging ratio</li> </ul>
c) Communicate the value of individual projects to stakeholders through use of targeted demographic research/data	<ul style="list-style-type: none"> <li>Increased stakeholder investment</li> <li>Increased number of participating stakeholders</li> </ul>

- Reduce target group’s perceived concerns over access to Vancouver Island.

<u>Strategies</u>	<u>Measurables</u>
a) Execute multi-media projects including social media with positive messaging that counters the concerns of the target	<ul style="list-style-type: none"> <li>Visits to project landing pages</li> <li>Number of Facebook interactions (i.e.: “likes” and comments)</li> </ul>

market relative to Vancouver Island access. Develop messaging for all media components that include specific value-proposition calls-to-action specific to the market and ease of access (i.e.: “less than a tank of gas”).	<ul style="list-style-type: none"> <li>• Number of Twitter re-tweets</li> <li>• Number of Twitter “mentions”</li> </ul>
b) Work with BC Ferries and other access point providers to raise their perceived value of the potential revenue from the tourism visitor. Target the opportunity of a co-op marketing communications program.	<ul style="list-style-type: none"> <li>• Visits to project landing pages</li> <li>• Number of projects participated in by BC Ferries et al</li> </ul>

- Maximize the value propositions available to visitors travelling within the Vancouver Island region.

<u>Strategies</u>	<u>Measurables</u>
a) Facilitate the development of packages and cross-promotions that maximize the quality of the visitors experience and the revenue potential.	<ul style="list-style-type: none"> <li>• Number of stakeholders that develop packages together</li> <li>• Amount of bookings resulting from new packages</li> </ul>

## **ALBERTA**

Goal #3: Increase vacation and getaway visitor traffic to and around the Vancouver Island region.

### Objectives:

- Increase target group’s awareness of and preference for/intent to use the Vancouver Island region as a vacation destination.

<u>Strategies</u>	<u>Measurables</u>
a) Execute coordinated multi-media projects that focus on activities and things to do within the Vancouver Island region and within our communities.	<ul style="list-style-type: none"> <li>• Visits to project landing pages</li> <li>• Establish baseline level of consumer awareness and preference/intent to travel utilizing Omnibus surveys</li> </ul>
d) Ensure that all projects include specific value-proposition calls-to-action and can be executed both regionally and at the community level.	<ul style="list-style-type: none"> <li>• Click-throughs to stakeholder websites</li> </ul>
e) Ensure key messaging in creative design includes value propositions from participating stakeholders.	<ul style="list-style-type: none"> <li>• Number of stakeholders offering value propositions</li> </ul>
b) Deliver direct messaging to target market using social media channels to inform and educate about opportunities for travel within the region. Focus messaging around earlier springs/longer summers.	<ul style="list-style-type: none"> <li>• Increased number of Facebook fans, Twitter followers, interactions</li> </ul>
c) Participate in selected consumer shows that supplement the delivery of the key messages developed for the multi-media projects.	<ul style="list-style-type: none"> <li>• Number of guides distributed</li> <li>• Increased subscribers to “Island Moments”</li> <li>• Contest entries</li> </ul>
d) Execute a coordinated media relations	<ul style="list-style-type: none"> <li>• Travel articles written about the</li> </ul>

program in the target market in cooperation with participating regional communities that supplements the delivery of the key messages developed for the multi-media projects.	Vancouver Island region
e) Conduct an Omnibus survey to establish baseline levels of awareness and/or intent to travel to the Vancouver Island region	<ul style="list-style-type: none"> <li>• Level of awareness</li> <li>• Level of intent to travel</li> <li>• Attitude shifts</li> </ul>

- Broaden stakeholder participation and investment.

<u>Strategies</u>	<u>Measurables</u>
a) Deploy the Stakeholder Business Development team with projects and information that will inspire and encourage participation and investment.	<ul style="list-style-type: none"> <li>• Increased stakeholder investment</li> <li>• Increased number of participating stakeholders</li> </ul>
b) Develop co-operative marketing projects that are appealing and desirable to stakeholders.	<ul style="list-style-type: none"> <li>• Establish baseline stakeholder satisfaction</li> <li>• Maintain minimum 2:1 Tourism Partner Program leveraging ratio</li> </ul>
c) Communicate the value of individual projects to stakeholders through use of targeted demographic research/data	<ul style="list-style-type: none"> <li>• Increased stakeholder investment</li> <li>• Increased number of participating stakeholders</li> </ul>

- Reduce target group's perceived concerns over access to Vancouver Island.

<u>Strategies</u>	<u>Measurables</u>
a) Execute multi-media projects including social media with positive messaging that counters the concerns of the target market relative to Vancouver Island access. Focus messaging on ease of access through direct flights to multiple entry points.	<ul style="list-style-type: none"> <li>• Visits to project landing pages</li> <li>• Number of Facebook interactions (i.e.: "likes" and comments)</li> <li>• Number of Twitter re-tweets</li> <li>• Number of Twitter "mentions"</li> </ul>
b) Work with WestJet and other access point providers to raise their perceived value of the potential revenue from the tourism visitor. Target the opportunity of a co-op marketing communications program.	<ul style="list-style-type: none"> <li>• Visits to project landing pages</li> <li>• Number of projects participated in by WestJet, etc.</li> </ul>

- Maximize the value propositions available to visitors travelling within the Vancouver Island region.

<u>Strategies</u>	<u>Measurables</u>
a) Facilitate the development of packages and cross-promotions that maximize the quality of the visitors experience and the revenue potential.	<ul style="list-style-type: none"> <li>• Number of stakeholders that develop packages together</li> <li>• Amount of bookings resulting from new packages</li> </ul>

## SECONDARY MARKETS

### REMAINDER OF BC

Goal #4: Increase vacation and getaway visitor traffic to and around the Vancouver Island region.

#### Objectives:

- Increase target group's awareness of and preference for/intent to use the Vancouver Island region as a vacation destination.

<u>Strategies</u>	<u>Measurables</u>
a) Execute coordinated multi-media projects that focus on activities and things to do within the Vancouver Island region and within our communities.	<ul style="list-style-type: none"> <li>• Visits to project landing pages</li> <li>• Establish baseline level of consumer awareness and preference/intent to travel utilizing Omnibus surveys</li> </ul>
b) Ensure that all projects include specific value-proposition calls-to-action and can be executed both regionally and at the community level.	<ul style="list-style-type: none"> <li>• Click-throughs to stakeholder websites</li> </ul>
c) Ensure key messaging in creative design includes value propositions from participating stakeholders.	<ul style="list-style-type: none"> <li>• Number of stakeholders offering value propositions</li> </ul>
d) Deliver direct messaging to target market using social media channels to inform and educate about opportunities for travel within the region.	<ul style="list-style-type: none"> <li>• Increased number of Facebook fans, Twitter followers, interactions</li> </ul>
e) Execute a coordinated media relations program in the target market in cooperation with participating regional communities that supplements the delivery of the key messages developed for the multi-media projects.	<ul style="list-style-type: none"> <li>• Travel articles written about the Vancouver Island region</li> </ul>
f) Conduct an Omnibus survey to establish baseline levels of awareness and/or intent to travel to the Vancouver Island region.	<ul style="list-style-type: none"> <li>• Level of awareness</li> <li>• Level of intent to travel</li> <li>• Attitude shifts</li> </ul>

- Broaden stakeholder participation and investment.

<u>Strategies</u>	<u>Measurables</u>
a) Deploy the Stakeholder Business Development team with projects and information that will inspire and encourage participation and investment.	<ul style="list-style-type: none"> <li>• Increased stakeholder investment</li> <li>• Increased number of participating stakeholders</li> </ul>
b) Develop co-operative marketing projects that are appealing and desirable to stakeholders.	<ul style="list-style-type: none"> <li>• Establish baseline stakeholder satisfaction</li> <li>• Maintain minimum 2:1 Tourism Partner Program leveraging ratio</li> </ul>
c) Communicate the value of individual projects to stakeholders through use of targeted demographic research/data	<ul style="list-style-type: none"> <li>• Increased stakeholder investment</li> <li>• Increased number of participating stakeholders</li> </ul>

- Reduce target group’s perceived concerns over access to Vancouver Island.

<u>Strategies</u>	<u>Measurables</u>
a) Execute a multi-media campaign including social media with positive messaging that counters the concerns of the target market relative to Vancouver Island access.	<ul style="list-style-type: none"> <li>• Visits to project landing pages</li> <li>• Number of Facebook interactions (i.e.: “likes” and comments)</li> <li>• Number of Twitter re-tweets</li> <li>• Number of Twitter “mentions”</li> </ul>
b) Work with BC Ferries and other access point providers to raise their perceived value of the potential revenue from the tourism visitor. Target the opportunity of a co-op marketing communications program.	<ul style="list-style-type: none"> <li>• Visits to project landing pages</li> <li>• Number of projects participated in by BC Ferries et al</li> </ul>

- Maximize the value of every visitor to the Vancouver Island region.

<u>Strategies</u>	<u>Measurables</u>
a) Facilitate the development of packages and cross-promotions that maximize the quality of the visitors experience and the revenue potential.	<ul style="list-style-type: none"> <li>• Number of stakeholders that develop packages together</li> <li>• Amount of bookings resulting from new packages</li> </ul>

## **CLOSE-IN USA**

**Goal #5:** Increase vacation and getaway visitor traffic to and around the Vancouver Island region.

### **Objectives:**

- Increase target group’s awareness of and preference for/intent to use the Vancouver Island region as a vacation destination.

<u>Strategies</u>	<u>Measurables</u>
a) Monitor the U.S. economic situation closely in order to determine appropriate timing in re-entering the market with co-operative projects.	<ul style="list-style-type: none"> <li>• Tourism BC data on international visitor arrivals (especially same-day vs. overnight)</li> </ul>
b) Maintain presence in the market by delivering direct messaging to target market using social media channels to inform and educate about opportunities for travel within the region. Focus messaging on ease of access and, where applicable use “less than a tank of gas” messaging.	<ul style="list-style-type: none"> <li>• Increased number of Facebook fans, Twitter followers, interactions</li> </ul>
c) Participate in selected consumer shows that supplement the delivery of the key messages delivered through social media and also highlight ease of access through direct flights to the region.	<ul style="list-style-type: none"> <li>• Number of guides distributed</li> <li>• Increased subscribers to “Island Moments”</li> </ul>

- Reduce target group’s perceived concerns over access to Vancouver Island.

<u>Strategies</u>	<u>Measurables</u>
a) Deliver positive messaging that counters the concerns of the target market relative to Vancouver Island access utilizing social media and media relations efforts. Collaborate with various ferry services and focus messaging on ease of access through multiple ferry routes.	<ul style="list-style-type: none"> <li>• Visits to project landing pages</li> <li>• Number of Facebook interactions (i.e.: “likes” and comments)</li> <li>• Number of Twitter re-tweets</li> <li>• Number of Twitter “mentions”</li> <li>• Travel articles written about the Vancouver Island region</li> </ul>
b) Collaborate with various ferry services and focus messaging on ease of access through multiple ferry routes.	<ul style="list-style-type: none"> <li>• Number of collaborating transportation providers</li> </ul>

- Maximize the value propositions available to visitors travelling within the Vancouver Island region.

<u>Strategies</u>	<u>Measurables</u>
a) Facilitate the development of packages and cross-promotions that maximize the quality of the visitors experience and the revenue potential.	<ul style="list-style-type: none"> <li>• Number of stakeholders that develop packages together</li> <li>• Amount of bookings resulting from new packages</li> </ul>

## **REMAINDER OF NORTH AMERICA**

Goal #6: Increase vacation and getaway visitor traffic to and around the Vancouver Island region.

### Objectives:

- Increase target group’s awareness of and preference for/intent to use the Vancouver Island region as a vacation destination.

<u>Strategies</u>	<u>Measurables</u>
a) Support Tourism BC’s media relations and travel trade departments’ efforts in North American long-haul priority markets with press trips and familiarization tours.	<ul style="list-style-type: none"> <li>• Number of press trips supported by Tourism Vancouver Island’s media department</li> <li>• Number of trade FAMs supported by Tourism Vancouver Island’s trade department</li> <li>• Increased product offerings tracked in tour operator brochures</li> <li>• Increased nights within the region tracked in tour operator brochures</li> </ul>
b) Deliver direct messaging to target market using social media channels to inform and educate about opportunities for travel within the region. Include messaging on awareness of Tourism Vancouver Island presence at in-market consumer shows.	<ul style="list-style-type: none"> <li>• Increased number of Facebook fans, Twitter followers, interactions</li> </ul>
c) Participate in selected consumer shows that supplement the delivery of the key messages delivered through social media and also highlight ease of incorporating Vancouver Island into travel plans (esp.	<ul style="list-style-type: none"> <li>• Number of guides distributed</li> <li>• Increased subscribers to “Island Moments”</li> </ul>

trips to Alaska).	
-------------------	--

- Reduce target group’s perceived concerns over access to Vancouver Island.

<u>Strategies</u>	<u>Measurables</u>
a) Deliver positive messaging that counters the concerns of the target market relative to Vancouver Island access utilizing social media and presence at in-market consumer shows.	<ul style="list-style-type: none"> <li>• Visits to project landing pages</li> <li>• Number of Facebook interactions (i.e.: “likes” and comments)</li> <li>• Number of Twitter re-tweets</li> <li>• Number of Twitter “mentions”</li> <li>• Number of guides distributed</li> </ul>

- Maximize the value propositions available to visitors travelling within the Vancouver Island region.

<u>Strategies</u>	<u>Measurables</u>
a) Facilitate the development of packages and cross-promotions that maximize the quality of the visitors experience and the revenue potential.	<ul style="list-style-type: none"> <li>• Number of stakeholders that develop packages together</li> <li>• Amount of bookings resulting from new packages</li> </ul>

## **SELECTED & ESTABLISHED OVERSEAS**

Goal #7: Increase vacation and getaway visitor traffic to and around the Vancouver Island region.

### Objectives:

- Support the provincial tourism strategy and Tourism BC in long-haul priority markets.

<u>Strategies</u>	<u>Measurables</u>
a) Participate in Tourism BC-led travel media and travel trade events (i.e.: Discover BC, Australia Mini Expo, Calgary & Vancouver Media Dinners)	<ul style="list-style-type: none"> <li>• Increased opportunity for press trips</li> <li>• Increased opportunity for FAMs</li> </ul>

- Increase travel trade offerings of Vancouver Island product.

<u>Strategies</u>	<u>Measurables</u>
a) Provide more suggested itineraries of unique and different product	<ul style="list-style-type: none"> <li>• Increased product offerings tracked in tour operator brochures</li> <li>• Increased nights within the region tracked in tour operator brochures</li> </ul>
b) Facilitate and educate key account staff on the additional opportunities and possibilities of the Vancouver Island region product	<ul style="list-style-type: none"> <li>• Increased visitation to all regions of Vancouver Island (i.e.: more to Campbell River)</li> <li>• Number of FAM tours attended by key and secondary accounts</li> <li>• Number of training sessions conducted for product managers and/or reservations staff</li> </ul>

- Increase travel media coverage of the Vancouver Island region as a preferred travel destination.

<u>Strategies</u>	<u>Measurables</u>
a) Develop a Vancouver Island media relations strategy with and executed at the community level	<ul style="list-style-type: none"> <li>• Ad equivalency value</li> <li>• Number of press trips</li> </ul>

## **RESEARCH**

**Goal #8:** Improve utilization of research and data collection to appropriately measure results of marketing objectives.

**Objective:** Set baselines for social media, consumer awareness and all landing page statistics.

<u>Strategies</u>	<u>Measurables</u>
a) Execute Omnibus surveys	<ul style="list-style-type: none"> <li>• Level of awareness</li> <li>• Level of intent to travel</li> <li>• Attitudes about preference for Vancouver Island</li> </ul>
b) Record social media Facebook, Twitter measures	<ul style="list-style-type: none"> <li>• Fan</li> <li>• Followers</li> <li>• Interactions</li> <li>• Re-tweets</li> <li>• Klout score</li> </ul>
c) Record statistics on all campaign landing pages using Google Analytics	<ul style="list-style-type: none"> <li>• Visits</li> <li>• Page views</li> <li>• Bounce rates</li> <li>• Average time spent</li> <li>• Click-throughs to stakeholder websites</li> </ul>
d) Support Tourism BC's regional research plan	<ul style="list-style-type: none"> <li>• Acquiring completed research pieces (Publications Review, Stakeholder Survey, Economic Importance of Tourism to the Region)</li> </ul>