

TOURISM RECOVERY WEBINAR SERIES

# Adapting to New Market Realities

24 NOVEMBER 2020



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TOURISM RECOVERY WEBINAR SERIES

# **Adapting to New Market Realities**

Welcome



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# tourism**recovery**.ca

Tourism **HR**  
Canada



**RH** Tourisme  
Canada



Government  
of Canada

Gouvernement  
du Canada



# Meaningful Communication



MINDSETS



MARKETING



MESSAGING



METHODS



MEASUREMENT



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# Meaningful Communication

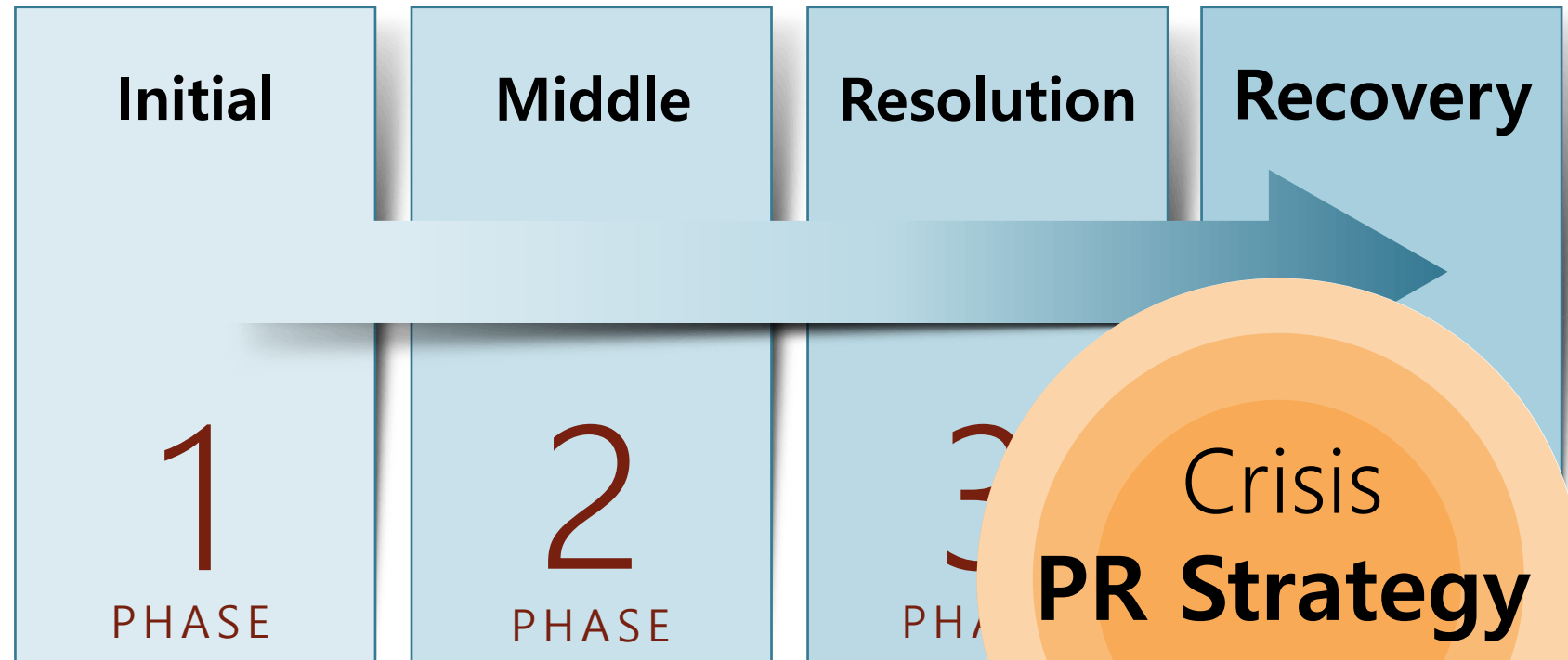
TWO MAIN **STAKEHOLDER** GROUPS



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Meaningful Communication

# MINDSETS



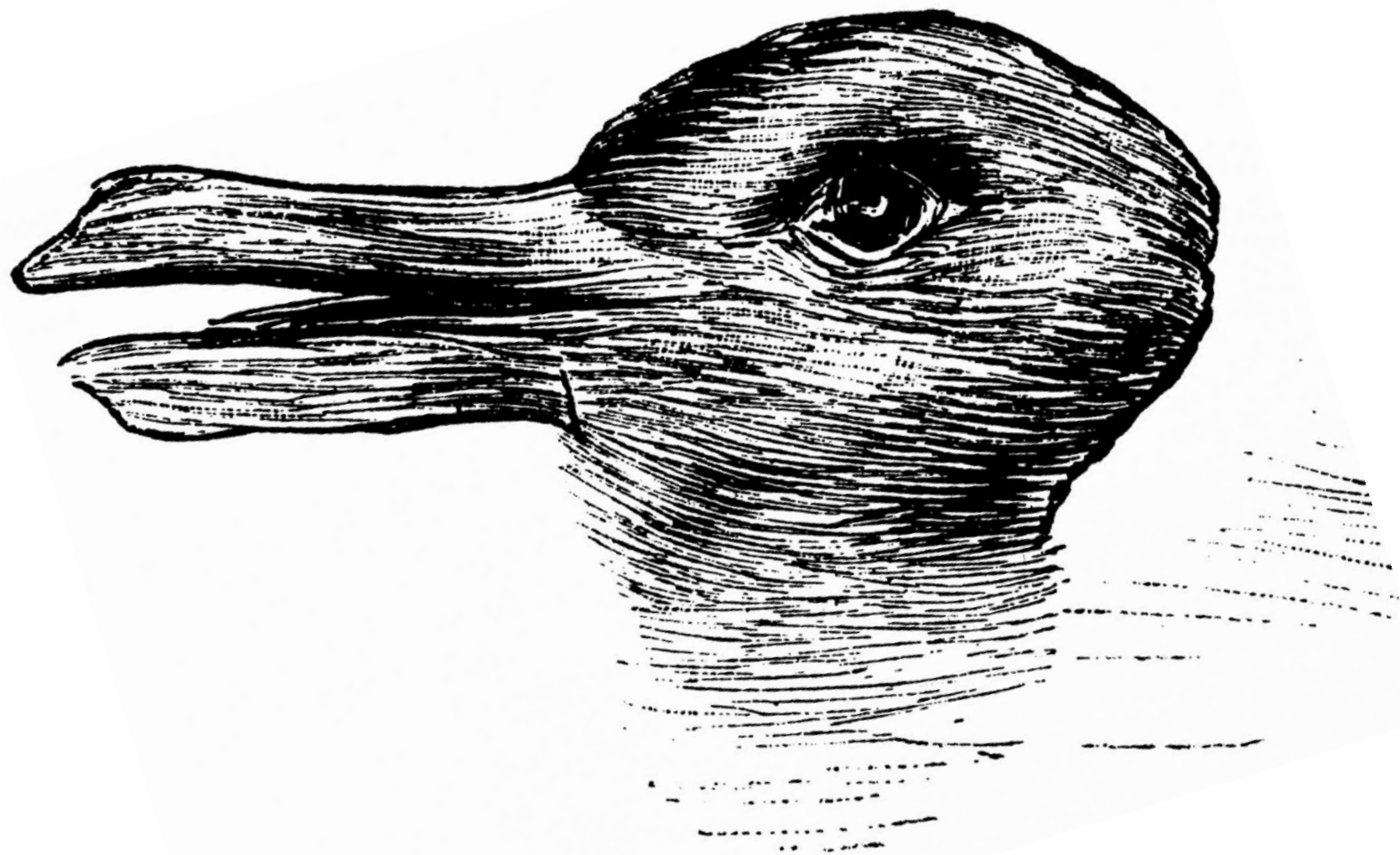
Crisis  
**PR Strategy**  
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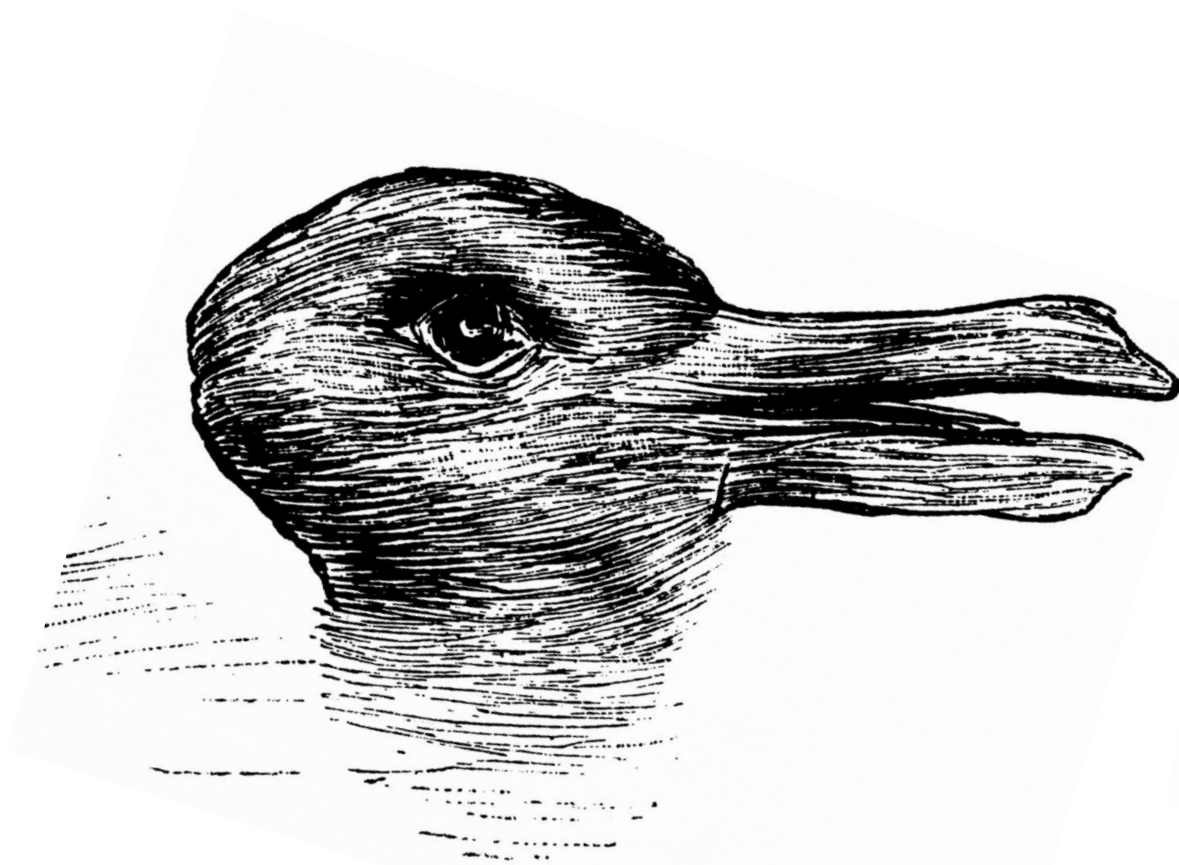


Rabbit or Duck?

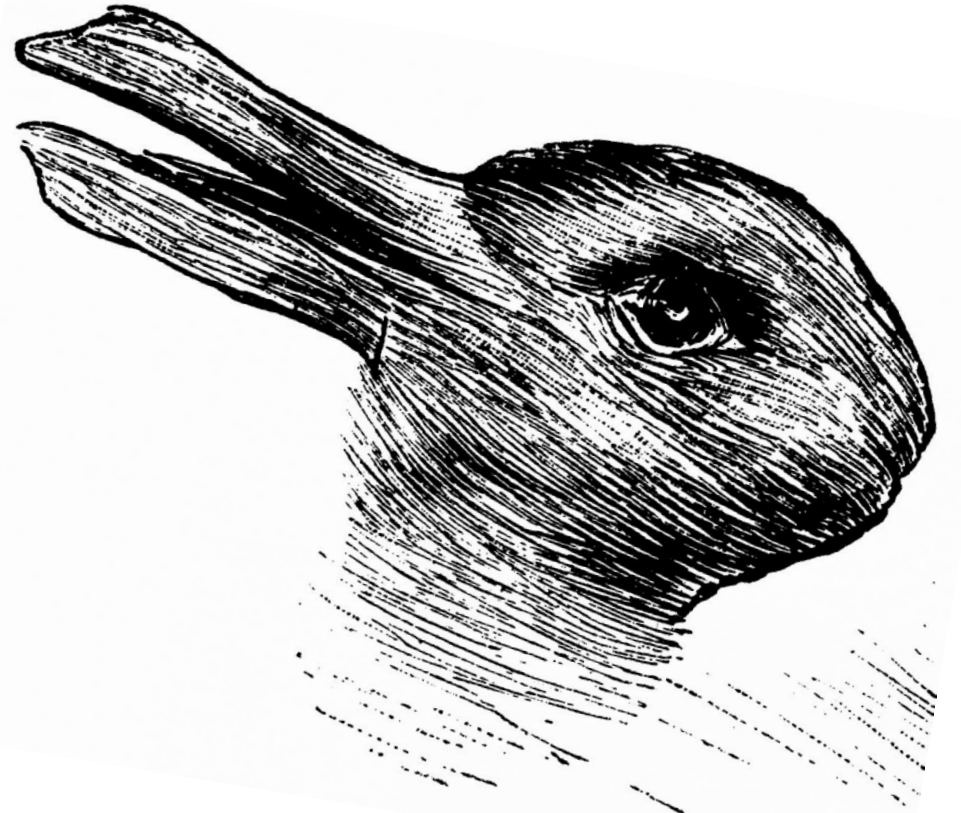




# Rabbit or Duck?



Quack, quack



Nibble, nibble

Meaningful Communication

# MARKETING vs SALES



## MARKETING

A business strategy to gain customers and drive sales

## SALES

A transaction:  
selling a product or service



# Develop Sales and Marketing Plan for New Markets

## CHECKLIST

### Develop Sales and Marketing Plan for New Markets

#### CHECKLIST

#### Back to Basics

COVID-19 has changed the playing field. For tourism businesses to survive and grow, they will need to quickly react to the profound changes in the economy. Businesses now must align products and services with new markets, respond to new regulations, mitigate risk associated with their supply chain, learn to work with very different staffing situations, recover from significant losses in revenues, and more.

Tourism operators must now revisit their business strategies to align their products and services with new and different markets. The expected focus will be domestic markets (over international markets). This checklist outlines the basics on developing a sales and marketing plan. New and niche markets may have different requirements than previous target markets, therefore a company may need to use different tactics depending on the specific market.

**Develop an organizational profile**, including:

- o Name, address, contact information, and principal partners/owners
- o Business vision and beliefs (in line with target market)
  - What your business is about
  - Your business objectives
- o Core organizational goals and values

*\* Remember to develop the profile with the target market(s) in mind. Use plain language and wording that will be understood and meaningful to the market you are trying to attract.*

**Define overall marketing objective(s)**, for example:

- o Provide premium quality services to domestic markets
- o Deliver authentic guiding experiences to Canadian visitors
- o Increase sales by 10% over the next year
- o Generate \$x to sustain operations

*\* Your marketing objectives should be based on understanding your strengths and weaknesses, the business environment you operate in, and your overall business strategy.*

*\* In difficult economic times, many recommend focusing your objectives on the short term (e.g., next six*

✦ **Free Download**

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✦ **Tailor to Your Needs**



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## Develop an Organizational Profile



- Name, address, contact information, principal partners/owners
- Business vision and beliefs
- Core organizational goals and values



## Define Overall Marketing Objective(s)



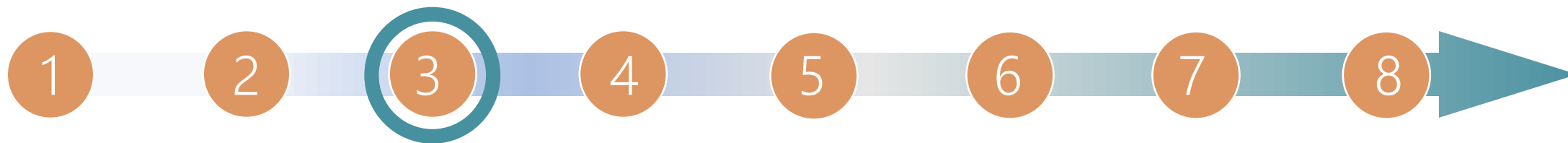
### EXAMPLES

- Provide premium quality services to domestic markets
- Deliver authentic guiding experiences to Canadian visitors
- Increase sales by 10% over the next year
- Generate \$x to sustain operations
- Expand into new markets for the short term



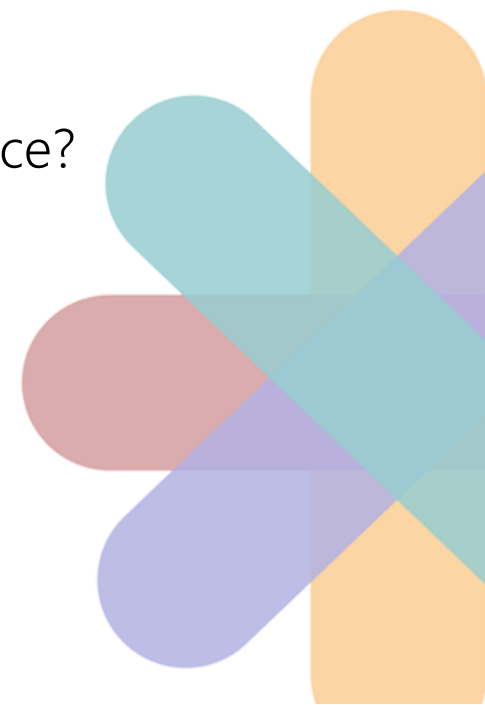
Objectives based on understanding of **strengths, weaknesses, the business environment and overall business strategy**

## Describe Product/Service Offerings



### DETAILS

- What makes the product or service unique?
- How do you differentiate from the competition?
- Why would your target market be interested in your product or service?
- What is the 'value proposition'?



## Outline Characteristics of Target Market(s)



### THINK ABOUT

- Proximity to business
- Demographic/socioeconomic profile
- Psychographic profile
- Motivations and needs



# Outline Threats and Opportunities



- Social/cultural factors
- Technology factors
- Economic variables
- Ecolo
- Po
- R



HELPING YOU MAKE STRATEGIC BUSINESS DECISIONS

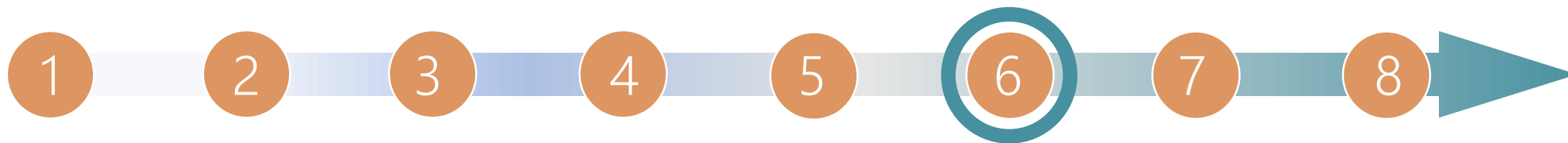
## PESTLE Analysis

Political	Economic	Social	Technological	Legal	Environmental
Tax implications Immigration policies Industry regulations Global trade agreements	Exchange Rates Economic growth/decline Labour costs Consumer spending trends	Consumer demographics Workforce demographics Lifestyle choices	Automation Use of AI Impact of disruptive technology Data storage needs	Changing labour laws Changes in safety and health regulations Risk management	Use of sustainable resources Ethical sourcing of goods, procurement practices CSR

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## Determine Your Market Tactics



### THINK ABOUT

- What product or service will you offer?
- Do you need to change what you have offered in the past?
- What price will you set? What price with the market bear?
- What is best way to promote or reach your target market?
- What are your sales objectives?



## Develop Contingency Plans



Dealing with potential challenges, for example:

- New regulations
- Shifts in trends or buyer's preferences
- Environmental issues
- New competition
- Staffing issues

If you fail to plan, you plan to fail



# Implement Plan



- Set schedule of tasks
- Identify resources (people, money, tools) for each task
- Identify costs and set budget

Task (Action Item)	Resources Needed			Allocated Budget	Person Responsible
	People	Tools	Money		



# Tapping into New Visitor Markets

## CHECKLIST

### Tapping into New Visitor Markets

#### CHECKLIST

#### Focusing on the Domestic Traveller

International visitor markets will be slow to return, and tourism businesses need to look locally. This involves getting a good understanding of the local market and what it means to adapt the type of product or service offered. This checklist is a framework to help business owners revisit business strategies to attract domestic markets.

- Define your new visitor market(s):**
  - o Who is your new customer? Ask yourself:
    - Where do they live; how far is it from your business?
    - What is their demographic/socioeconomic profile (e.g., age, income, education level, ethnic group, religious affiliation)?
    - What is their psychographic profile (e.g., attitudes, values, beliefs, interests, lifestyle preferences)?
    - Is this market growing or shrinking?
    - What trends do they follow?
  - o What are your new customer's needs? Ask yourself:
    - What type of travel (e.g., family holiday, business)?
    - What are their buying habits and interests?
    - Why would they be interested in what you have to offer; what differentiates you from the competition?
    - Do they require special accommodations?
  - o How can you meet those needs?
- Get to know more about the target market and what you offer:**
  - o Who uses your current product or service?
  - o Does your new target market have a need for what you offer, or how does it need to change? What is important to them (e.g., personal health, enjoying the outdoors, professional success, family time)?
  - o What are their lifestyle habits (e.g., healthy diet, exercise, avid reader, sedentary)?
  - o What would the new target market be willing to pay?
  - o What other products or services would they need or be interested in?
- Get to know your competition:**
  - o Who are they?
  - o Where are they located?
  - o What products and services do they offer? How do your products differ from your competitors'?

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 **Print Ready**

 **Tailor to Your Needs**



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# Local Market



# Local Market

Neighborhood, City, Rural Area

Day Trip

Short Overnight

Short Stays (2+ nights)

Long Stay



**"Atlantic Bubble"**

**Local  
Market**



# Meaningful Communication

## MESSAGING



Brands are personal: the meaning can be unique to each person

Brands are dynamic and organic

Brands have feelings

Brands create value, and increase innovation, and productivity

Brands inform your marketing strategy

### BRAND

“ “ A person’s perception of a product, service, experience, or organization. ” ”

David Ogilvy





# Adapting How We Communicate

## HELPFUL TIPS

### Clarity, Relevance

- Break down message into parts
- Starting with acknowledge the situation and validating the feelings of our audience
- Avoid overused phrases like “unprecedented times” and “times of uncertainty” (find another way to say it)

There's no way to know how long this pandemic will last. We need to keep communicating and operating — and adapting the ways we do both. This is what will see us through to the other side of this crisis, and this is what will help us come out stronger.



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# Communications

COVID-19 has disrupted value chains and stakeholder networks for several tourism businesses. Travellers, employees and stakeholders want reassurance and guidance, but knowing how – and when – to respond isn't easy.

In this section of the Toolkit, you'll gain insight into emerging best practices to help your business better communicate and collaborate during COVID-19.

## Learn How To:

- \* Understand stakeholder and traveller mindsets during pandemic
- \* Prepare, tailor and launch key messages and content
- \* Develop a crisis PR strategy that's confident and real
- \* Communicate the specifics of the crisis and your res
- \* Maintain interest and loyalty via digital and tradit

# Plan Resources

# Respond Resources

 PLAN

The importance of CO

[View](#)

 RESPOND

[View](#)

 PLAN


[View](#)

The importance of COVID-19 signage

 PLAN

Preparing key messag

[View](#)


 PLAN

[View](#)

Preparing

 RESPOND

[View](#)

 PLAN

Map your stakeholde

Crisis PR Strategies

 PLAN

Creating a crisis communication plan

 RESPOND

Using traditional media including radio and database marketing

[View](#)



# Crisis PR Strategies



Forecasting and  
Monitoring



Understand the  
Issues



Focus on the  
Essential



Be Honest



Learn from  
Every Crisis



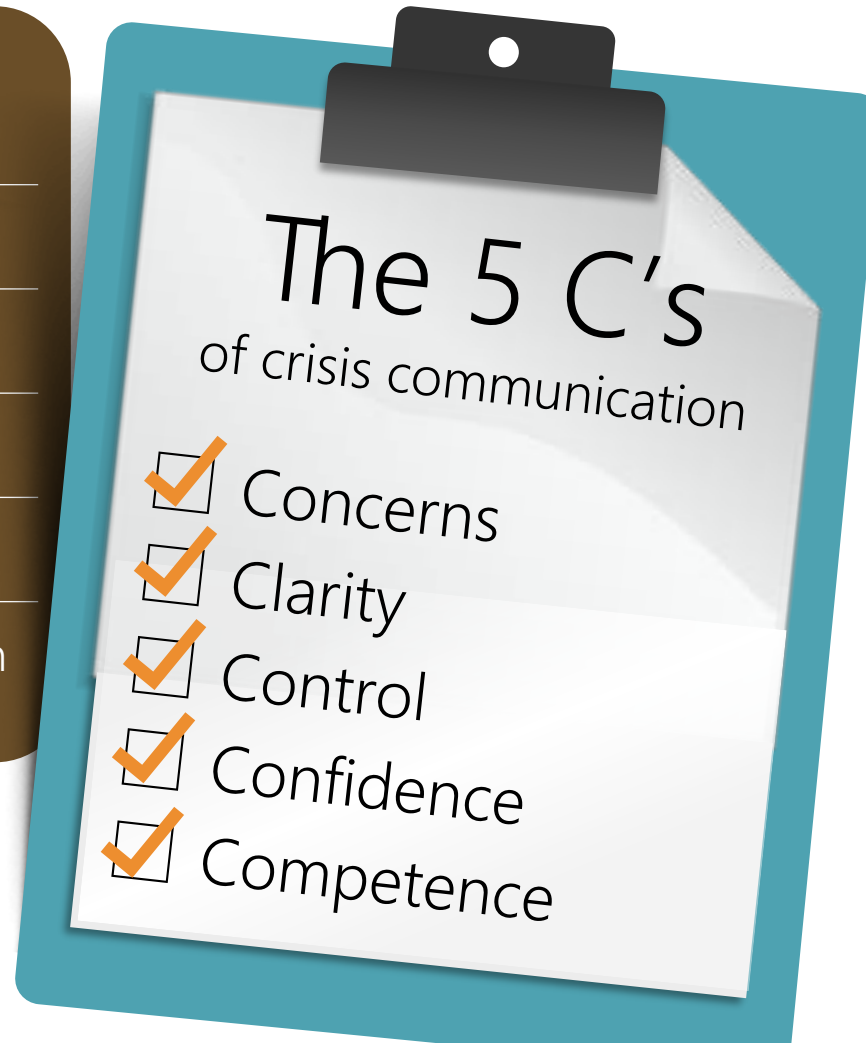
# Creating a **Crisis Communication Plan**

OVERVIEW FROM [TOURISMRECOVERY.CA](http://TOURISMRECOVERY.CA)

COMMUNICATIONS

## Strategies

- 1 Spokesperson response
- 2 Proactive damage control
- 3 Case escalation
- 4 Social media response
- 5 Customer feedback collection



Put people first  
Manage concerns  
Nurture your  
brand

# Communicating with Teams, Stakeholders, and Communities **During COVID-19**

Give people what they need, when they need it

1

Communicate clearly, simply, frequently

2

Choose candor over charisma

3

Revitalize resilience

4

Distil meaning from chaos

5



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# Customer **Messaging**

OVERVIEW FROM [TOURISMRECOVERY.CA](https://tourismrecovery.ca)

- Accept and confront reluctance
- Create advocates among first adopters
- Implement constant reassurance
- Shift focus along with shifting sentiments
- Integrate inspiring messaging with physical distancing
- Be a storyteller
- Differentiate among the clamour for recovery
- Support public health



[tourismrecovery.ca](https://tourismrecovery.ca)



# Rebuilding Traveller Confidence:

The importance of keeping top of mind and in plain sight

**1 Stay informed**

**2 Emphasize safety**

**3 Adapt your business**

**4 Embrace shoulder season**



## Top tips for creating COVID-conscious content<sup>4</sup>



**Focus on desirable experiences, such as the outdoors, wildlife, relaxation.**



**Demonstrate socially-distant experiences and small tours.**



**Emphasize either the physical space or intimacy offered by specific experiences.**



**Consider if images are reflecting a household group or multiple household groups.**



**When clearly household groups, the scene could include up to six people. For multiple groups, all parties should be six feet apart.**



**Reconsider physical affection and greetings in imagery. Avoid hugs, high-fives etc.**



**If content is shot during the pandemic, consider subtly including COVID-19 safety precautions such as masks, plexiglass, social distancing markers without dominating the shot.**

COVID-19 Updates: Learn about our [commitment to cleanliness](#) and [our extended cancellation policies](#)



**COVID-19 Updates: Learn about our [commitment to cleanliness](#) and [our extended cancellation policies](#)**

RECENTLY VIEWED

# COURTYARD OTTAWA EAST

VIEW RATES

HOTEL DETAILS

Destination: Try "JFK"

Dates: Tue, Nov 17 | Wed, Nov 18 | 1 NIGHT

FIND HOTELS



Check out Rakuten. Activate 2.0% Cash Back.

**FREE CANCELLATION** Risk free 100% refund

- ✓ Low Price Guarantee
- ✓ No Booking Fees

COVID-19 Overview Itinerary Important information Reviews



### Travel safe during COVID-19

#### A note from Self-Guided Audio Walking Tour of Assiniboine Park

This is a self-guided tour, so you'll be using your own smartphone device & earphones (optional). Please abide by all Manitoba health rules, socially distance & wear a mask when that's not possible.

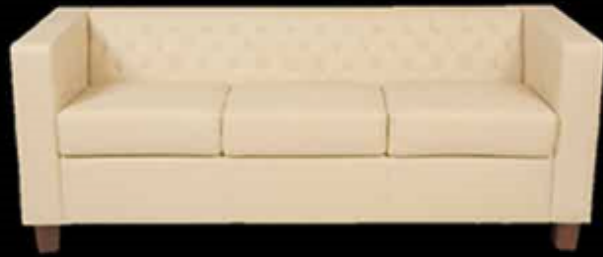
Read less

#### Community

- Ask a question
- Write a review

### Key Details

- Duration: 90-150 minutes
- Mobile Ticket Accepted
- Free Cancellation up to 24 hours in advance
- Languages Offered: English



STAY AT HOME



The Bellhop, The Art of Waiting



Watch later



Share

FAIRMONT BANFF SPRINGS PRESENTS

# THE ART OF WAITING

## THE BELLHOP

[https://www.youtube.com/channel/UC787o0FyZuD-0pTHnm\\_utaw](https://www.youtube.com/channel/UC787o0FyZuD-0pTHnm_utaw)

IF YOU COME INTO THE  
STORE WITHOUT A  
MASK WE WILL HAVE  
TO TAKE YOUR  
TEMPERATURE!  
P.S. WE ONLY HAVE RECTAL  
THERMOMETERS!

1 IN 5 PEOPLE DON'T  
WASH THEIR HANDS. EW.  
  
DON'T MAKE IT WEIRD  
WASH YOUR HANDS.  
CustomSigns.com



*El Arroyo*   
MY DOG IS LOOKING  
AT ME LIKE "SEE  
THIS IS WHY I CHEW  
THE FURNITURE"

*El Arroyo*   
HAS EVERYONE  
PICKED OUT THEIR  
OUTFITS TO WEAR TO  
THE LIVINGROOM?

**No mask  
on your face**  
you big disgrace,  
spreading your germs  
all over the place  


**Masks  
are required  
at ALL times**  


# Meaningful Communication

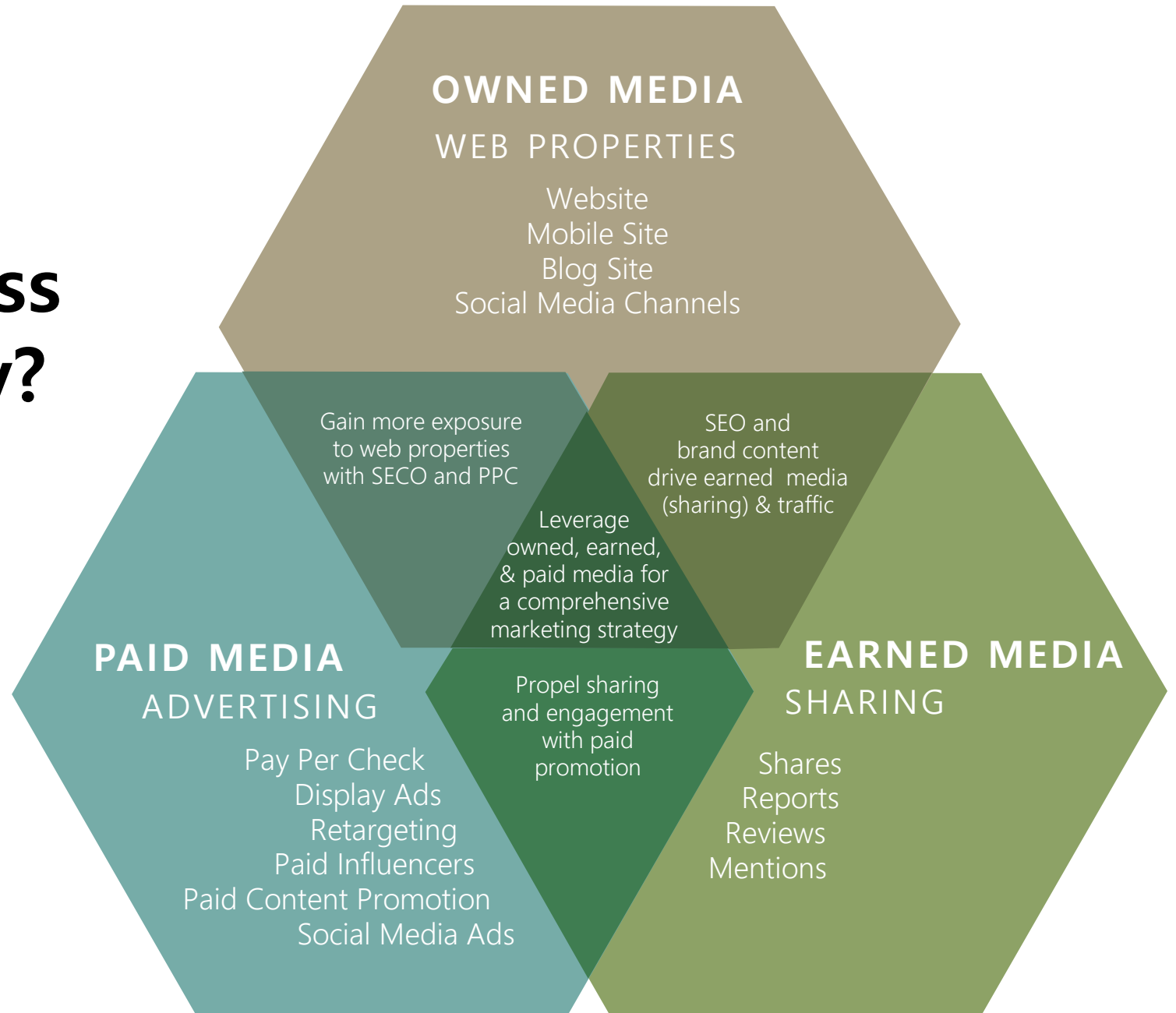
## **METHODS**



1. Clear
2. Concise
3. Concrete
4. Correct
5. Coherent
6. Complete
7. Courteous




# Is your business digitally ready?







 [Financial support and resources](#) available for businesses impacted by COVID-19.

[Home](#) > [Articles and tools](#) > [Entrepreneur's toolkit](#) > [COVID-19: Sales and marketing planning](#)

COVID-19



Start or buy a business



Business strategy and planning



Money and finance



Marketing, sales and export



Employees



Operations



# COVID-19: Sales and marketing planning

During times of business disruption, such as the current COVID-19 pandemic, demand for your products and services may vary from the norm. Relationships with customers and channel partners need special attention. In some industries, customer buying behaviour has put a renewed focus on e-commerce.

To manage cash flow and operations and ensure your business is positioned to resume to normal in a few months, adapting to consumer behaviour and maintaining your pipeline of sales and prospects is critical.

## In this article:



TOOL

## Adapting your marketing strategy: Priorities during COVID-19

Provide timely outreach, elevate your brand and measure success with this step-by-step guide.

[Download now](#)

# E-commerce basics



## 3 keys to online sales success

### 1 Start with a plan

- Identify the goals for your online store in the short, medium and long term.
  - Who is your ideal target audience?
  - What are your top selling products that you thinking people still want to buy during COVID-19?
  - What assets do you have – photos, content, pricing?

### 2 Build your e-commerce presence

- Consider your budget and capabilities to either hire an agency or use a provider such as Shopify.
- Shopify provides tools to create a basic website that includes:
  - Online store with digital shopping cart
  - Various payment methods
  - Online product catalogue
  - Options for customer reviews and feedback
  - Sales data to help track performance

### 3 Be ready to fulfil orders

- Your company must be ready to handle the demand from the online store.
- Infrastructure needed to handle orders, shipping and returns.
- Integrate online efforts with other operations. For example, sales reps should know about online promotions.

# Top 7 Marketing Tactics

## FOR ALL TOURISM BUSINESSES

- Set up and manage a website
- Engaging in social media and other online content marketing strategies
- Managing current and potential customer's
- Using email marketing tactics
- Work with industry trade partners to distribute product
- Building relationships with other like-minded tourism businesses
- Measure and reviewing marketing effectiveness



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# Five Tips To Stay Afloat

## MARKETING YOUR BUSINESS IN THE MIDST OF COVID

1. Reassure Your Customers
2. Get Creative
3. Kick Things Up On Social
4. Build Relationships Virtually
5. Improve Your Online Presence

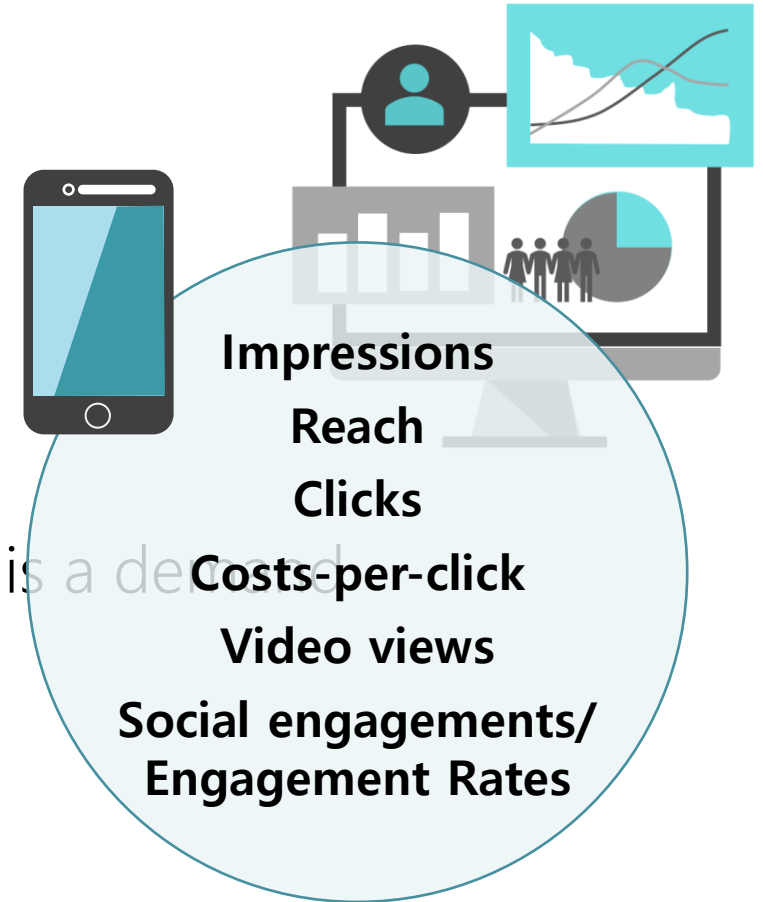


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# Meaningful Communication **MEASUREMENT**



- Building awareness
- Increasing revenues
- Attracting new markets/customers
- Testing new products to see if there is a demand
- ...





# Employment

## Insights into COVID-19's Impact

The Labour Force Survey (LFS), conducted by Statistics Canada, is the source of... LFS sample size is approximately 56,000 households, covering 100,000 individ... Tourism HR Canada receives customized LFS tables that follow the Tourism Sa

Tourism Employment Tracker: Insights into COVID-19's Impact

What's New

Tourism Facts

Tourism by Federal Riding

2019 Tourism Compensation Study

Census Data: Who Works in Tourism?

Tourism Shortages: Jobs to Fill

Tourism Labour Force Survey

Rapid reSearch Tool

adian industries. The monthly... s allows Tourism HR Canada

COVID-19

# COVID-19



Including Links to Government of Canada Relief Programs



## Resource Hub

We have gathered some guidance and a series of resources to help all tourism stakeholders stay healthy, communicate clearly, and remain resilient as Canada takes action to slow the spread of the virus and plans for our recovery.

Explore resources



## FAQs

Governments of all levels are implementing programs to help businesses stay afloat and individuals cope with lost income. But which program is right for you? And how do you access it? We explore the top questions we're hearing from across the country.

View FAQs



**E-newsletter**  
Every Second Wednesday

Insights to help build a competitive workforce

Tourism  
**HR Insider**



# COVID-19 Tourism Workforce Recovery Toolkit

**As Canada's national HR organization working for the tourism sector, our goal is to provide the knowledge and tools to help tourism operators and their teams rebound from the crisis and build a resilient workforce.**

The Covid-19 Tourism Workforce Recovery Toolkit is a practical, web-based program that includes tools, downloadable content and presentations, all designed to give tourism operators the knowledge resources they need to rebound and succeed.





# Budget & Finance

A significant decrease in customers has made weathering COVID-19 exceptionally challenging for the tourism industry, impacting its bottom line. Additionally, many businesses face the

travel limitations persisting in... been more critical, from a financial... your organizational capacity a

In this section of the Toolkit, you... budgetary measures your business... survive and recover from the... moving forward.

## Learn How To:

\* Consider new revenue strategies specific to your sector

\* Do

## Managing Cash Flow During Recovery

CHECKLIST

Suggestions to Improve Cash Flow

Managing cash flow is vital to the success of a tourism business, especially in uncertain economic times. It is important to carefully manage inventory, sales, accounts receivables, costs, and more.

### CASH FLOW ESSENTIALS

**Know business variables**

- o Seasonal shifts
- o Inventory cycles
- o Monthly sales fluct
- o New or increased
- o Need for new (une
- o Vendor relationsh

**Focus on key principles:**

- o Cut out spending

## Develop Smart Inventory Control System

CHECKLIST

Sourcing, Storing, Selling, and Saving

Smart management of inventory is imperative to tourism businesses, especially in times when cash flow is strained and your company is adjusting to new business conditions, such as having to change products or services to match new visitor markets.

A smart inventory management system will help tourism businesses:



TOURISM RECOVERY

# 2020 Webinar Series



**Strategic  
Planning**  
for Business  
Continuity

1

WEDNESDAY  
OCTOBER 14

Creating  
**New  
Revenue  
Strategies**

2

WEDNESDAY  
OCTOBER 28

Building  
Strategic  
**Community  
Partnerships**

3

TUESDAY  
NOVEMBER 10

**Adapting  
to New  
Market  
Realities**

4

TUESDAY  
NOVEMBER 24

**Workforce  
Power  
Session**

5

WEDNESDAY  
DECEMBER 9



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# Thank You

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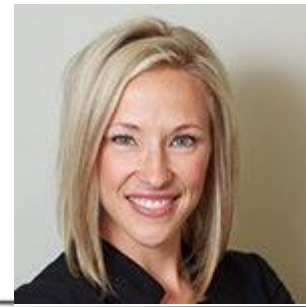
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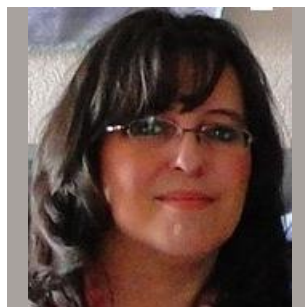
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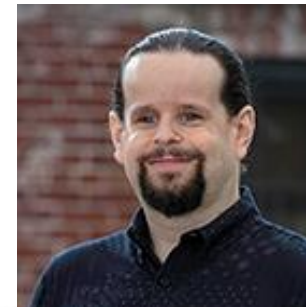
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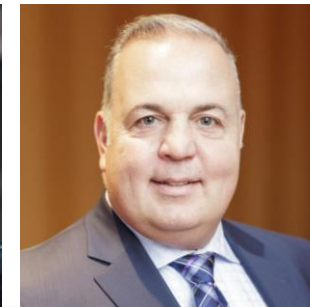
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WEBINAR · 24 NOVEMBER 2020

# Adapting to New Market Realities

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Wishing you a safe  
and healthy season.  
(Remember, it's 1 month until Christmas!)



# 3 Ws

## WASH YOUR HANDS



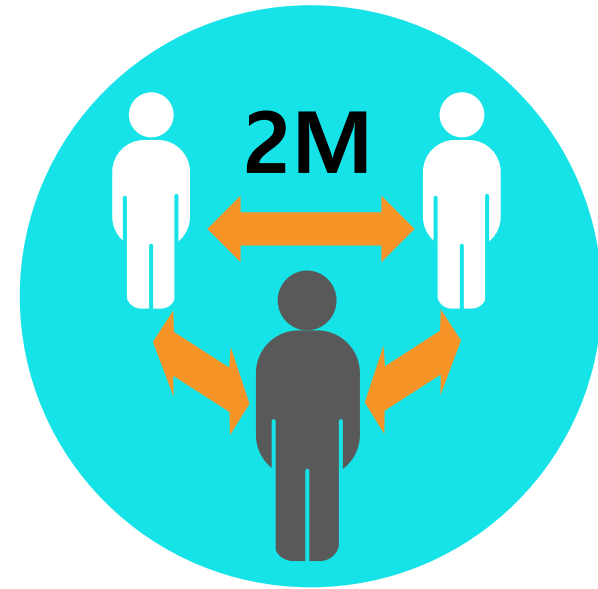
**Thoroughly wash hands for at least 20 seconds;** wash palm and back of hand, between fingers, under nails, thumbs

## WEAR A MASK



Wash hands before use.  
**Securely cover the nose, mouth and chin without gapping.**  
Avoid touching your mask and your face.

## WATCH YOUR DISTANCE



**Maintain a physical distance of at least 2 meters (6 feet) between you and others**

Tourism HR Canada is a pan-Canadian organization with a mandate aimed at building a world-leading tourism workforce. Tourism HR Canada facilitates, coordinates, and enables human resource development activities that support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce.

Tourism HR Canada is your source for current human resources issues and solutions, and works with the industry to attract, train, and retain valuable tourism professionals by giving them the tools and resources they need to succeed in their careers and entrepreneurial endeavours.

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