

*Section 1*

# INTRODUCTION

## 1.1 Why produce this manual?

The primary goal of this manual is to give Ontario tourism industry suppliers the tools to help them better serve French-speaking tourists. It is meant to be used by both French and English speaking suppliers.

The manual is structured to either allow readers to go through the whole content, chapter by chapter, or jump directly to a specific section of a particular topic. Section 10 offers a detailed table of contents and an index.

**Section 1** gives a brief overview of the objectives and the structure of this manual.

**Section 2** offers an overview of the state of tourism in the world, in Canada and in Ontario. This section's objective is to take a closer look at present and projected trends, which should lead to a better understanding of where and how to position francophone tourism in this province. Some of the prevalent tendencies will be examined in detail, offering guidelines and useful tips to interested suppliers.

In **section 3**, we take a closer look at Circuit Champlain, which will become a driving force behind francophone tourism in the province for years to come. How Ontario and its tourism industry can profit from this new offering and what steps must be taken for this endeavour to come to fruition are two of the questions that will be answered in this section; furthermore, it

will offer a number of ideas on how to incorporate Champlain and history into different sectors of the tourism industry.

**Section 4** is about working with the travel trade. As a supplier, you may choose to sell directly to tourists through regular channels — such as advertising or the Internet — or you may elect to work through the industry. Both have advantages and disadvantages, and you need to learn a few basic rules before you tackle this potentially lucrative aspect of your business.

**Sections 5 and 6** break down different aspects of operating your business, from preparing a mission statement, a vision and a business plan to marketing and offering your customers excellence in service.

We have incorporated into **section 7** what we believe to be the top 10 priorities of the tourism industry to assist you in establishing your own agenda of important things to do.

**Sections 8, 9 and 10** identify additional research tools, such as using the Internet or printed material.

You will also find a description of Destination Nord de l'Ontario, a Destination Marketing Organization (DMO), including its goals, some of its initiatives as well as its corporate structure. You will find important information on how to reach Destination Nord.

## 1.2 A word from the Executive Director of Destination Nord

Ontario need not be envious of other tourism destinations anywhere on Earth. Beautiful and lively urban centres, majestic and scenic natural wonders, warm summers and snowy winters, great open spaces: there is something here for everyone to do.

And throughout the province there are francophones.

Did you know that Ontario is second in terms of French-speaking population among all provinces, after Québec?

Could this population and the communities in which they live profit from this by attracting French-speaking tourists from all over the world? Of course, and that's precisely what Destination Nord is doing.

In addition, Canada has recently begun an extended cycle of festivities in celebration of four centuries of French presence in North America. Following in the footsteps of Atlantic Canada in 2004, Québec and Ontario are putting together special activities to celebrate the 400th anniversary of Samuel de Champlain's presence in this part of the country.

Despite this favourable situation, will Ontario's tourism industry be ready? Let's just say there is still some work to be done.

Over the years, efforts to attract French-speaking tourists to Ontario have been

sporadic, which has left certain areas of the province with inadequate tourism infrastructure. Yet there are potential markets just waiting for Ontario to get ready...

Let us not forget that tourists are, by definition, adventurous people; they enjoy discovering new destinations, cultures and people. Imagine the delight of French or Québécois travellers meeting their long-lost cousins from Ontario, all while following in the footsteps of one of North America's most important explorers and founding fathers.

We can all profit from this oncoming wave of tourists, but we have to work together now. 2008 and 2015 are not that far off and that's when celebrations in Québec and Ontario are scheduled to begin. We must start working towards this goal today.

This manual is part of this progression. Hopefully, it is designed to help Ontario's tourism industry suppliers in their preparation. We believe it will be beneficial to you and to your business.

Nicole Guertin  
Executive Director  
Destination Nord de l'Ontario

# Notes

*Section 2*

# THE CURRENT STATE OF TOURISM

## 2.1 Tourism in the world

The world is a small place and it certainly seems as if it is getting smaller daily. It is also increasingly connected, making it look smaller still. Globalization is the buzz word and as far as tourism goes, all the attention is well deserved.

Tourism suppliers may choose to see this globalization in one of two ways: it could be viewed as a threat to their existence, since travellers now have access to sites they never would have considered before. To these people, the world is getting dangerously small. To others, globalization is not a threat, but rather an opportunity just waiting to be nourished and harvested. These people see the 21<sup>st</sup> century as a time of facilitating conditions for tourists to research and discover new destinations. If this describes your outlook, you will find this manual supportive and full of information designed to help you take full advantage of these evolving conditions.

Recent years have not been advantageous for many tourism-oriented businesses, on both a worldwide stage and particularly in Ontario. But the industry is starting to pick up and has rid itself of many of the problems which plagued it since 2001.

Expenditures associated with air travel, those incurred for lodging and the overall number of jobs in tourism have all risen.

This rise in tourism activity in Canada and around the world shouldn't take anyone by surprise.<sup>1</sup> The World Tourism Organization (WTO) has forecasted a large increase in overall number of travellers and number of trips over the next 15 years. Although these forecasts were somewhat hampered by the difficult climate surrounding tourism over the past three or so years, the WTO is not alarmed by what has happened. It is to be expected in an ever fluctuating industry like tourism.

Worries most commonly felt and expressed by travellers since 2001 are disappearing. 2003 was the safest for air travel over the past 60 years. According to the International Organization of Civil Aviation (AIOC), in 2003 the number of death-causing accidents was at its lowest level since 1945, an even more surprising fact when considering that the number of passengers and the number of flights has increased drastically over that time. Air travel is now 100 times safer than it was in 1945, the year the AIOC was founded.<sup>2</sup>

Most encouraging of all is the prediction made by the World Tourism Organization concerning international travel. The overall yearly number of travellers is set to jump from 703 million in 2002 to 1.6 billion in the year 2020, a hike of 128 %. According to the WTO, Europe will continue to be the preferred destination, but Asia and the Middle East will see the largest increases in number of tourists. The Americas will still experience growth of approximately 3.9 % per year, from now until 2020.

## 2.2 Tourism in Canada: more positive figures

According to recent figures (2002), Canada ranked ninth among the world's top tourist destinations, with 20.1 million arrivals. Nonetheless, Canadians still spend more outside the country for tourism than foreign tourists spend in Canada. The end result is simple: we spend more abroad than foreign tourists spend here.

Despite this somewhat unsettling fact, trends are pointing up as far as the Canadian tourism industry is concerned. Recent statistics continue to show that international and domestic travel is increasing.

## 2.3 Tourism in Ontario

The province of Ontario is a major point of entry for tourists travelling to Canada. In 2003, over 6.7 million American tourists (43 % of all American tourists coming to Canada), as well as 1,350,000 tourists from abroad (31 % of the total) chose Ontario as their Canadian destination.

## 2.4 Francophone Ontario opens its doors

Very few studies have made tourism in francophone Ontario their main focus. This is in part due to the fact that surveys have indicated very little enthusiasm on the part of Quebec residents for taking a pleasure trip to Ontario. Therefore, to this day, very little time

and money have been invested in packaging and selling this particular aspect of travelling in Ontario to domestic or international tourists.

Previous efforts at attracting French-speaking tourists made little use of the specific Franco-Ontarian culture, but aimed instead at selling other aspects of tourism, such as Niagara's Falls or Toronto's CN Tower. French-speaking tourists were not sold this destination as a way to meet long-lost cousins and experience a little-known aspect of francophone culture, but rather to see Ontario. This is about to change; bilingual and francophone tourists will now be able to do both.

The recent upward trend in tourism and the unique context in which francophone Ontario presently sits could have a meaningful impact on the industry. For over a year, other Canadian communities have celebrated four centuries of French settlement of the North American continent. In 2003 and 2004, Acadians celebrated the arrival of an expedition organized by Pierre du Gua de Monts which, in 1603, reached what is now New Brunswick. Five years later, in 1608, one of North America's founding fathers, Samuel de Champlain, built his famous Habitation in what is now Quebec City. The province and City of Quebec will hold huge celebrations in 2008 for this special occasion.

After he stayed in Stadaconé (Quebec City) for a time, Champlain pushed his exploration of this new continent westward. He arrived at what is now

the Ontario-Quebec boundary and turned north, exploring the Ottawa River, then headed West through Lake Nipissing and the French River (Rivière-des-Français) all the way to Georgian Bay. In this area lied Huronia, a small area home to a vibrant native community known as the Hurons. All this occurred between 1510, when Champlain sent young explorer and interpreter Étienne Brûlé to the area, and 1515 when Samuel de Champlain travelled there himself to help the Hurons defeat their archenemies, the Iroquois. Upon exploring the Great Lakes — many of which he was credited with discovering — a good portion of Ontario and the northern portion of the United States, Champlain died in Huronia.

Beginning in 2008, gaining momentum in 2010, and hitting its stride after 2015, Ontario will hold its own celebration of Champlain's exploits and of four centuries of settlement by Europeans. It will be our turn to host Canada and the world, inviting everyone to follow in the footsteps of one of the most important explorers of a great chapter in history. Section 3 of this manual describes in greater detail what has become known as Circuit Champlain, which will be the focal point of efforts put forth to develop francophone tourism in Ontario.

These goals will not come to fruition without paying the price of considerable effort: developing tourism products, selling this new destination to domestic and worldwide markets, devising a marketing plan, etc. On the radar screens of francophone and bilingual

travellers, Ontario is but a speck of dust at this point and much work will be required to make sure it is well defined and well known by the time 2015 rolls along. This was the main objective of this manual, as identified by Destination Nord.

To take full advantage of the very special situation presented to the travel industry of Ontario, and especially to suppliers catering to the francophone and bilingual market, there must be an effort made to work together to enhance the tourism experience of every traveller. If we do not make the best of every initiative, be it with the development of new and existing tourism products or with improved marketing efforts, successes could be few. These circumstances are unique and the project is exciting, but in order to squeeze the best results out of them, we must work together.

Destination Nord has indisputably become the leader for the tourism industry of francophone and bilingual Ontario. It has driven a number of key initiatives — most importantly Circuit Champlain, which spearheads many of the projects currently under way — and is a tireless promoter of the importance of tourism to the overall development and good health of the community. Public and private partners are already teaming up with Destination Nord in an effort to fully develop these plans, but success will ultimately depend on the quality of the products and services offered. Tourism is an experience and quality is key, overall and, more specifically in this case, in terms of the lan-



guage in which these products and services will be offered.

## 2.5 Current trends in tourism

The tourism industry is constantly changing. What tourists were looking for in a travel experience 15 or 20 years ago is not necessarily what they are after today. Smart suppliers are always looking out for trends in order to remain on top. Table 2.1 shows some of the changes in these trends over the last two decades.

We briefly discussed the attraction urban centres have on tourists. Niagara Falls and the CN Tower attract millions of tourists each year and will continue to do so for the foreseeable future, but an increasing number of travellers are more educated and earn higher income, leading to a recent trend to explore off the beaten path and to experience a more active form of tourism.

New words and expressions have propped up to reflect these changes: cultural and educational tourism, ecotourism, culinary tourism and others have made their way into the tourism industry's vocabulary. Most of these new trends associate favourably with the development of francophone and bilingual tourism in Ontario and fit the description and attraction of being “off the beaten path”.

As mentioned at the beginning of this section, tourism is a high-growth sector of our economy, with experts predicting a higher demand until 2020 and beyond. On the other hand, Ontario's

economy has reached what could be called a certain level of maturity, especially in terms of tourism, where few new products are presently being developed. With this in mind, francophone and bilingual tourism could play an important part in this province's travel industry's future, not only for suppliers serving a French-speaking clientele, but for the overall development of tourism. Travellers interested in francophone and bilingual tourism are among those who enjoy knowledge-based tourism. Generally, these tourists:

- Earn more money and spend more during holidays;
- Take longer vacations;
- Are more likely to use hotels, motels or a bed and breakfast;
- Is more educated;
- Is older;
- Are more female than male;
- Are more preoccupied with overall physical appearance, health and the impact of prolonged exposure to sunlight.

### 2.5.1 Culture tourism

#### 2.5.1.1 Definition

Culture tourism is based on profitable partnerships between cultural/heritage sites and the travel industry. Culture tourism comprises the use of heritage or historical sites by the tourism industry, as well as the arts, theatre, dance, museums, festivals, aboriginal tourism and cultural tourism.

Unlike experience-based tourism, which

will be covered later in this section, culture tourism does not necessarily comprise a hands-on experience or direct participation.

### 2.5.1.2 Culture, history and nature

Tourism adapts to the needs and the wants of travellers. Recent years have seen a change towards culture and heritage-based activities in tourism (see table 2.1). If wild spending, entertainment, lavish meals and beautiful landscapes were among the top priorities in the 80's, tourists of the 1990's looked for new experiences and learning about different cultures as reasons to travel. This trend continues to this day.

No matter the destination, more travellers are looking to add education to their vacation. In this respect, history and culture are two favourites among

tourists, many of whom are turning to festivals, special events and local culture as ways of adding this dimension to their experience.

To allow travellers to fully immerse themselves in the culture, products need to remain authentic. Make sure your guests are made aware of the local culture, traditions and of what makes your community tick. Present them and yourselves without exaggerating any aspect; be true to who you are. Know your history and try to present it truthfully, without embellishment and as completely as possible. People who frequently work with tourists have an important role to play; they are ambassadors and ambassadors know their history and their culture.

### 2.5.2 Ecotourism

Ecotourism is the trendiest current trend in the tourism industry. It is a hot commodity! While the tourism industry was suffering after the terrorist attacks of September 11, 2001, ecotourism continued to grow, which says a lot about this recent addition.

We have said it before: tourism has grown tremendously as a sector of the economy and will continue to grow. Worldwide, it contributes \$3.6 trillion annually. Of this amazing total, outdoor activities and ecotourism contribute a mere \$160 billion, but the annual rate of growth for this sector alone is 20 % per year. Since 1975, it has grown by 3 % a year in Canada but is garnering more and more interest. In

**Table 2.1**  
**Evolving tourists' preferences**

	1980's	1990's
	%	%
<i>Luxurious aspect of a destination</i>	10	7
<i>Quality of nightlife</i>	22	13
<i>Experimenting with different cultures</i>	17	37
<i>Exploring off the beaten path</i>	23	45
<i>Culture/ecology/heritage</i>	27	50
<i>Natural beauty/scenic panorama</i>	60	73
<i>Hearty meals</i>	25	1
<i>Freely spending money</i>	81	19
<i>New perspectives</i>	40	72
<i>Understant cultures</i>	48	88

Source: *Travel and Leisure Magazine*.

recent years, ecotourism has been nothing short of the jewel in the crown that tourism represents economically. This is the main reason why this portion of the manual is more extensive than others.

From 1993 to 1999, the number of ecotourism products suppliers in Canada has more than doubled to 1,330. In 1999, revenues for this sector were \$362 million, with an income of some \$40 million.

Most ecotourism businesses are small, with 48 % claiming revenues under \$50,000. Only 7 % reported income above \$500,000 in 1999. 84 % operated on a seasonal basis only.

Central and Northern Ontario, where nature always seems a stone's throw away, is particularly blessed with opportunities to develop ecotourism.

### **2.5.2.1 The many definitions of ecotourism**

What is ecotourism? Many will immediately associate it with ecology; others add an element of community involvement. Ecotourism benefits the community and the environment, will not compromise sustainability and will not negatively impact nature. It has little in common with adventure-based tourism, such as snowmobiling or ATV's, other than the fact that they are usually held outdoors.

Ecotourism and civic pride go hand in hand. Partnerships and good commu-

nication are also key components. It implies values such as preservation, conservation, education and minimizing the footprints left behind. Some say it has cultural, philosophical and even spiritual components.

It is mainly based on three principles: promotion and financing of conservation, economic development and site preservation. At times described as "responsible tourism" — towards both the environment and communities — its impacts are positive.

### **2.5.2.2 Diversity of clientele**

Ecotourists are not easily defined or described. Appreciative of soft or extreme adventures, occasionally in search of physical challenges, which are found in activities such as canoeing, rafting or mountain biking, they may be loyal to a single discipline or might appreciate a mix of activities. They may be part-time "ecotourists" or devoted disciples. A rustic retreat might be what they are after, or perhaps a more luxurious experience. It is difficult to put a finger on who practices ecotourism and exactly what they are after.

Generally, they are looking for an activity with a physical aspect, which may be more extreme for some younger travellers and more luxuriating for mature ones. They spend between eight and 14 days on vacation and want access to cultural and educational sites and activities. They look for a wealth of knowledge from their guides.

These tourists have at least one thing in common: they use the environment responsibly. Some apply these principles to their day-to-day lives and will want the entire experience to reflect such values. They may even refuse to stay in a place which does not use alternative modes of energy, such as solar or wind power.

One thing is certain: this clientele is educated, mobile and evenly distributed between women and men. For the most part, they are between the ages of 25 and 54 and wish for good-companionship and to develop friendships during their vacation. They usually earn more than the average worker. Twenty percent make more than \$75,000 a year. Many are professional and work in a managerial-level position.

In 2001, 57 % were Canadian and 25 % were American. As we stated previously, their numbers are on the rise, especially since September 11, 2001.

### **2.5.2.3 Ecotourism as a family or with children**

“Ecotourists” are quite often couples, but they sometimes travel as families. A number of establishments catering to these travellers have had to make conscious decisions about the clientele they wish to attract.

Some establishments prefer not to have children or families among their guests. If this is your situation — and you have every right to target the groups you

would rather serve — children and families should not appear in any of your promotional material. Many will not organize children or family-based activities and will not offer special pricing for children. Simply make sure these are as obvious as possible in any promotional tool you develop for your business.

### **2.5.2.4 Choosing a site and activities**

Natural surroundings and off the beaten tracks are key elements in selecting a great site for any ecotourism activity. Clients are always looking for lakes, rivers, streams and wildlife.

In order to be competitive, you must be able to deliver a unique product. For example, every second provincial or national park in the country has a “beaver trail”. Let’s just say it’s been done before and lacks originality.

Your product must not resemble others and done to perfection, it would become a destination in itself, be an attraction. Ecotourists look for challenges and want to be motivated as often as possible. Surprise them; you will not be disappointed.

Diversifying the products you offer can be an important strategy to attract repeat customers and is also a great way to ensure the sustained profitability of your business venture. Many entrepreneurs achieve this by creating partnerships; you may want to get in touch with Destination Nord who in turn could help you make contact with

another member of the DMO. If you are trying to achieve diversification, offering other forms of activities might be a good way to get there. For example, if you offer canoe trips, why not have your guests dress as *coureurs de bois* or *voyageurs*? Work some form of history, preferably local history, into your plans for the day or the week. Allow your guests to travel in time as they travel to your destination.

Adventure-based tourism and ecotourism can include a large number of activities. Hiking, trekking, hot air ballooning, canoeing, rafting, kayaking, snowshoeing, scuba diving, dog sledding are only few of the ways a growing number of tourists enjoy spending their holidays, in Ontario and in Northern Ontario especially.

In ecotourism, activities must be outdoors and should always have a physical aspect. Added bonuses which you should consider as a supplier is to give your attraction a cultural twist, perhaps trying to teach your guests a thing or two as you are out on an excursion. Many would like to learn about edible plants, or perhaps how the Cree Indians from the James Bay area traded with the Nippissing Indians to diversify their food intake.

Your clients will want to interact with locals as often as possible, learning about them, their customs and lifestyle.

### 2.5.2.5 Trails

Did you know that 131 million North

Americans bike, walk, run, jog or in-line skate? For the purpose of discussion, let's suppose at this point that the proportion of Europeans and of our other target groups practising these sports is similar. That's a lot of people, many of which are tourists or potential tourists.

In Canada, 84 % of the population walk on a daily basis; 44 % bike and 24 % jog. These people travel and they want to use trails built by locals to literally walk in the same footsteps the locals walk in daily, to see what they see, to experience what they experience. It's all part of ecotourism.

The key to planning and building a great trail system is sustainability. Preservation is an integral part of ecotourism and preserving the environment is a core value. But making sure man-made constructions are built to last - with as little effect as possible on their surroundings, of course - is just as important. Ecotourists want to know the infrastructure they use on vacation will be there for a long time.

This means that they must be planned in accordance. Do not underestimate the wear and tear your trails and other constructions will have to endure. Plan in order to suffer minimal effects from natural occurrences such as erosion, exposure to sunlight, wind and rainfall.

Design your projects with future maintenance in mind and try to think of possible problems and headaches before they occur. The design and building team for the *Voyageur* trail system, built

between Thunder Bay and Manitoulin Island, strongly suggest reducing the number of river and stream crossings. Bridges are very expensive to build and require regular maintenance. You may wish to invest more during the construction phase - using much more durable recycled wood products instead of wood itself, for example - and save time and money later when maintenance is required.

Without the proper human and financial resources - and few can boast of these -, maintenance becomes extremely complicated. Ask community groups for their help; scouts or school groups, for example. Why not have a local group help install signage for your trails, or ask businesses to sponsor the signs, with an agreement to have their services advertised on them.

Your trails need to keep users busy. Some estimate that cyclists wish for 80 to 120 kilometres to fill their needs. They look for interesting landscapes, historically significant sites and inspiration.

Trails should offer cyclists of all levels and ages something that will satisfy their needs. Don't demographics as you plan your trails; baby boomers are aging and as they do, they will require trails that are accessible with portions easier to negotiate than others. Vary the level of difficulty.

#### 2.5.2.6 Observation

A number of nature-watching or obser-

vation activities are gaining in popularity. Ornithologists and wildlife observers are the better-known examples. In New Brunswick, over 75 % of all visitors have an interest in some kind of wildlife, especially nature that has not been altered by humans. Such areas abound in many parts of Ontario and can become sought after attractions.

These tourists seek attractions and sites that will allow them to watch nature while respecting every aspect of their surroundings. They want access to a knowledgeable guide or for ways to access the site on their own, setting their own pace. This could mean that lodging, restaurants, clean public washrooms and shelters should be available close to the site.

The government of New Brunswick suggests the province's suppliers of such services to make sure they are able to offer good guides, a well designed trail system and facilities that will allow other, related activities enjoyed by travellers, such as photography.

#### 2.5.2.7 Canoeing and kayaking

Ontario not only offers thousands of navigable waterways, but these lakes and rivers offer great potential as tourist attractions. Used in an intelligent and well-organized manner, they can become great tools for learning-based tourism products, whether for their flora, fauna, to test survival techniques or to give fishermen a crash course in how to prepare shore lunch.

Such products can satisfy the needs and

wants of young and older tourists, families or groups, fishermen or plain and simple nature enthusiasts. They offer access to quaint areas - paradise for a week or even a weekend - in remote areas, many times giving tourists a feeling of being in a different country, or when especially well done, on a different planet. Your guests might go for a canoe-camping combination or a camping excursion in the wild. Equipment rental is often a good idea.

### 2.5.2.8 Tourist outfitters

Many believe outfitters cater exclusively to anglers and hunters. But they offer services to other clientele; meetings or conferences organizers, nature photographers and others appreciate the peace and quiet of nature retreats.

Outfitters must offer impeccable sites, without outside interference or distractions, with a choice of on-site activities, walks and hikes, as well as different opportunities for photographers and nature observers.

### 2.5.2.9 Fishing

A study conducted in New Brunswick in 2003 indicates that 42 % of tourists visiting that province have an interest in fishing. This proportion of tourists is quite high and indicates without a doubt the potential of this sport to the tourism industry.

But it can be difficult at times to justify the inclusion of fishing within the

growing family of ecotourism. It can only be considered as such if it is done without the use of a motor.

When accompanied by a guide, many anglers discover new and interesting aspects of their sport, such as specific or regional techniques. They may also learn the basics of cooking in nature. Some travel agencies or tour operators offer cooking lessons in Tuscany or Provence; why not sell a trip in which aspiring anglers or chefs will learn to filet and cook pickerel on an island on Georgian Bay?

It is interesting to note that many kayakers and canoeists enjoy fishing. Why not offer these as a package to your guests?

### 2.5.2.10 Practical tips

#### 2.5.2.10.1 Go for learning activities

No matter what your product is, quality interpretation to tourists is a must. Any member of your organization who comes in direct contact with tourists should have at least a basic knowledge of nature and the environment, and environmental concerns. Remember: these clients are usually well educated.

Beside a broader knowledge of ecology, you and your personnel should have a good grasp of local issues. Talk to your guests about the local situation and regional conservation efforts. Not only will you impress tourists, but your efforts will help raise awareness for such issues.

### 2.5.2.10.2 Minimize impact

One of ecotourism's main objectives is to leave as small a footprint as possible; no trace activities are ideal. Reduce as much as possible your impact on the environment. Of course, this depends heavily on educating your clientele, but most of these tourists are well aware of the problems and will buy into your goals without any hesitation. Be clear about your objectives; your guests should know what they are expected to do and not to do.

In ecotourism, you must learn to respect and understand your surroundings. You should be passionate about the environment and be able to protect it.

### 2.5.2.10.3 Sustainable development in business

Some entrepreneurs will tell you that sustainable business development is not a result, but rather a process which will guide you beyond established norms. These businesses are often seen as leaders in their communities, either the business community or the local one.

The prefix eco may be attached to the word tourism only in the case of a business for which the owners implement a recycling programme, use products which leave behind little or no garbage.

Your purchasing policy says a lot about the sustainability of your business. Being a conscious buyer may not always be the easiest way to go, but when

considered piece by piece, it may not be that difficult to implement such a programme.

You need to evaluate every aspect of your needs using sound ecological values as your measuring stick. Management, water and energy consumption, garbage disposal and management, dangerous waste management, recycling and composting, using combustible materials or fuels, purchasing policies, community involvement and supplier involvement.

Transportation: Do you use gasoline or electric powered motors? Do you use environment-friendly combustible fuels? Will you promote limited or heavy traffic? Does your maintenance programme promote conservation?

Energy: Is your equipment, such as refrigerators, lighting or others, energy-wise or eco-sensitive? Do you use alternative sources of energy, such as solar or wind power?

Water: Do you use low-flow showerheads?

Management: Do you reuse paper? Do you use recycled materials as often as possible? Do you control and reduce lighting? Are your soaps and cleaning products safe? Do you choose products with as little packaging as possible? Do you produce your own compost?

Your employees: Are they "green" or environmentally conscious? Do they share environmental values with your clients?



## 2.5.3 Experience-based tourism

### 2.5.3.1 Definition

Experience-based tourism provides an authentic experience, in the sense that tourists take part in a hands-on interactive learning activity. According to the Canadian Experience Travel Network (CETN), themes vary: adventure, agriculture, anthropology, archaeology, arts, culture, cuisine, forestry, history, gardening, language, maritime, mining, nature, science, spirituality, sports, wine and wildlife are some of the many types of activities offered.

Travellers take part in such activities to broaden the horizon and open their mind; it can sometimes be a spiritual experience.

In 2004, the Learning and Enrichment Travel Alliance (LETA) became the CETN. This is a non-profit group which works with its members in order to market experience-based tourism in Canada. You will find additional information on CETN at [www.cetn.com](http://www.cetn.com).

### 2.5.3.2 Experience first, destination after

The tourism industry must adapt to changing trends, which also means taking into consideration the demographic evolution of the markets it chooses to target. Tourists have become increasingly knowledgeable and are today sometimes more interested in the experience than in the destination itself...

More and more, we have seen tourism in general make a turn towards such experience-based attractions where a personalized service and a vacation package adapted to the needs of the traveller or the group have become very important. This trend, joined with a growing interest for the environment and environmental issues, health and physical activity, is changing the face of tourism. Add to this the fact that more and more tourists prefer to organize their own vacation and tend to travel by themselves, as couples or small groups and you will quickly understand that the stars are lining up for experience-based tourism.

Tourists want to experience something unique; learning activities, challenges, personal growth, this is what travellers today are seeking.

### 2.5.3.3 A unique product for a unique experience

Offer your guests what they want: an unique experience. They want to learn and travel interactively, perform physical challenges, all the while being entertained. Why not use a thematic approach, with your menus, your interpretation and with your rendering of the local culture. Use as many local ingredients and products as possible. Give them that little extra bonus by which they will surely remember their vacation...and where they took it!

Simply said, your product must be so unique that tourists will go out of their way to be there to experience it. Service

should also be out of the ordinary; why should you aim at meeting everyone's expectations when you could surpass them? Adapt your product to the season's trend, to what is popular today.

#### 2.5.3.4 A change of scenery, but...

Tourists obviously love to travel to new destinations, but they also often want to feel comfortable wherever they go. In this respect, Ontario and particularly francophone Ontario could play an important role within the overall tourism industry in this province and across Canada. French-speaking tourists from across the world will see a bit of themselves here in Ontario if they can travel while speaking their own language.

This is what makes francophone Ontario so unique. For tourists to be able to speak French, to meet French-speaking people and learn about their customs in the middle of a dominant and sometimes crushing North American culture is charming to many.

It is somewhat of a paradox that tourists, who travel for the change of scenery is affords them, also love to surround themselves with things that are familiar to them and that make them comfortable. Being among francophones is such a link.

## 2.6 Trends in tourism

### 2.6.1 Groups

The last few years have seen a slight

drop in tourists' interest in organized group travel, while family and individual trips have gathered momentum. Despite this trend, group travel has been an important part of the tourism industry for a long time and there is no indication it will disappear altogether. To suppliers, they offer the added advantages of bringing a large volume of travellers to a region over a few days, a season or better still, during the whole year. If this is the type of business you seek, it is imperative that you establish a few good contacts throughout the industry.

As a supplier, taking full advantage of groups and group travel can depend on whether or not you are a member of a Destination Marketing Organization, such as Destination Nord de l'Ontario. This organization develops tourism for francophone and bilingual Ontario in general, but mainly for its members. Destination Nord knows the travel trade and has countless key contacts; it is constantly working with tour operators to have them include Ontario or part of the province in the trips these operators offer to travellers or to travel agencies. If one of your objectives is to attract more groups, become a member of Destination Nord de l'Ontario or another DMO. You also need to know how the industry operates from the inside; how do you, as a supplier, deal with a wholesaler, a receptive operator or a travel agency? If you are not sure, ask or find out before you start dealing with the travel trade. See section 4 in this manual entitled "Product development".

### 2.6.1.1 Business travel and conferences

The Canadian Tourism Commission (CTC) emphasizes the importance of overseas markets, especially in the case of business travellers. According to research conducted by the CTC, European business people travelled to Canada 352,000 times during the year 2000. On average, each of these trips generated expenses of \$1,308.

Business trips originating from France numbered 57,000, each costing about \$1,000. Although the average cost is lower for trips from France, the volume has risen by approximately 6 % every year. The CTC will focus on the French market for this segment.

For francophone and bilingual Ontario, language is an obvious benefit when trying to attract such business. The CTC has put together programmes to increase the volume of travellers who come to Canada on business or for conventions and meetings.

The CTC's Meeting, Convention & Incentive Travel (MC&IT) marketing programme targets decision-makers, thanks to an integrated, two-tiered approach: establish relationships and marketing and advertising. The CTC has committed itself to increasing Canada's notoriety as a four-season destination for meetings, conventions and incentive travel, especially with American corporations.

The CTC sponsors events in different regions, such as Showcase Canada. It

also organizes familiarization tours and site inspections under the visit Canada programme. It takes part in various trade shows as well as other relationship building activities.

Following the SARS crisis in 2003, the Ministry of Tourism and Recreation also organized initiatives to increase the number of business meetings and conventions taking place in Toronto and throughout Ontario.

The CTC offers a number of tools to help suppliers and others promote certain sites. If attracting MC&IT is part of your business plan, you should target tour operators who work on business trips, large corporations who offer such motivational trips or athletic associations.

### 2.6.2 Individual travel (FIT)

Many travellers now travel by themselves, as couples or part of small groups. They don't follow the crowds, opting instead to pick and choose the attractions they want to see, not the ones the tour operator likes. They are not part of a group, mostly buy directly from suppliers for local or domestic trips. Many now do their research and even buy through the Internet, which has afforded them new opportunities only available to travel agents just a few years ago. These travellers are also influenced to purchase through regular means of advertising, in print, on radio, through television or with direct mailings.

### **2.6.2.1 An important segment: women**

During the Eco-North Conference in 2002, speaker Marybeth Brown emphasized the importance of women as decision-makers and buyers of tourism products. According to Ms Brown, 70 % of decisions related to travel are made by women. For organized trips, they constitute approximately 65 % of the clientele, often between friends. They are usually mature and travel for longer periods. Safety becomes an important factor in their decision-making process, according to Ms Brown.

## **2.6.3 Families**

### **2.6.3.1 Families and retired travellers**

Tourists in general are well educated and earn a higher income. They often travel as a family - smaller groups of course, as family size is not what it once was -, usually drawing on two incomes. They are fairly well established, financially stable but are also busier than before, with less flexibility as far as scheduling is concerned. Time has become such a concern that more and more people talk of a family escapade rather than a family vacation.

Suppliers may also wish to concentrate on retired tourists, at least those who's health is still good enough to allow them to travel. Health is an important factor and people today live longer and healthier lives. Many baby boomers have travelled the world over. As kids, they used to play in the bushes, close to

home. Now they might turn to closer destinations again, exploring what is essentially their backyard. They have always paid to travel and are willing to pay for a high quality travel experience again. They are looking for nature and quality.

### **2.6.3.2 Families and children**

Tourists, in particular ecotourists, increasingly travel as couples and at times as families. A number of suppliers of tourism products have had to think long and hard about offering services to families and to children.

Some have chosen not to try to attract this clientele. They do this by making sure they never use images of children in their brochures or other marketing tools, by not offering activities to children or by not offering rates for families or children. As a supplier, you will make the ultimate decision, but it is one worth giving some thought to ahead of time.

## **2.7 Preferences and features of target groups**

To succeed as a supplier, you must know who your potential clients and target groups are. Once this has been established, find out all you can about these groups, know what they want and tailor your product to their wants.

### 2.7.1 French travellers

French tourists have certain preferences and peculiarities which warrant your attention. Here are some of the most important:

- ❑ French long-haul travellers are generally between 25 and 54 years old. The average age for these travellers is 45.
- ❑ 56 % of French long-haul travellers are married or live together.
- ❑ French people travel mostly for entertainment or vacation (62 %), but 27 % travel to visit family and friends.
- ❑ Approximately 36 % hold a graduate degree, which is a high figure when compared to other European travellers.
- ❑ 56 % live in Paris or the surrounding region.
- ❑ French travellers love water and mountains and are loyal to such destinations.
- ❑ Holidays must give French travellers an occasion to get some rest and a change of scenery (discovering new sites, friendly atmosphere, social interaction and user-friendliness).
- ❑ Trips made by French tourists take place year-round, with a slight preference for the month of August (12 %) and April (11 %). November (4%) is the least travelled month.
- ❑ On average, the number of nights spent on vacation for French tourists is 20, for long-haul travellers. In Canada, the same trip is shorter, at between 14 and 18 days.
- ❑ French tourists often travel in smaller groups than British or German tourists.
- ❑ Tourists originating from France often live with family or friends, or use moderately-priced hotels.
- ❑ French tourists like to stay at a bed and breakfast.
- ❑ Within Canada, they travel from city to city by bus (45 %) and plane (28 %). They sometimes use a friend's car (26 %) or a rented car (25 %).
- ❑ Compared to tourists from other European destinations, French tourists spend less. This is probably due to the fact that their stays are shorter and that they often stay with family and friends.
- ❑ Daily expenses per person, in 1997, were \$69, which was less than what British tourists spent (\$79) and much less than the \$125 spent by Germans.
- ❑ Generally speaking, French people are not big users of technology. They should be offered other ways of learning more about Canadian products, through regular travel agencies for example. This is an important benefit of membership with Destination Nord de l'Ontario.
- ❑ French tourists prefer easily accessible sites; trails systems with nearby car rental, large parking lots are a few examples.
- ❑ French, Belgian and Swiss travellers are particularly sensible to the following: destinations where French is spoken, hospitality, a change of scenery, green open spaces, care for the environment, a modern, North American way of life.
- ❑ Twenty to 50 % of French long-haul travellers took part in some kind of specialized activity while on their last trip. Some of these include visiting scenic sites, seeing sites of historical

significance, exploring national or provincial parks or forests and short guides tours or excursions.

❑ The French also enjoy other specialized attractions or products, but not as much as by cultural products. These include festivals and events, meeting Native groups or members of these groups, biking excursions, snowmobiling, other winter sports and activities, white-water rafting, touring with recreational vehicles and staying at camping grounds.

❑ In 1997, only 36 % of French people who had visited Canada recently or were planning to had a sufficient knowledge of English to hold a conversation in that language. As far as reading is concerned, that figure was slightly higher, reaching 45 %. This further emphasizes the need to have bilingual or French-speaking staff.

❑ French and Belgian tourists love to be active while on vacation. Having direct contact with local people is also important to these groups. Unfortunately, they do not consider Canada to be an ideal destination for this type of activity. Marketing campaigns will have to be designed in order to remedy these misconceptions potential tourists have about Canada.

❑ French tourists believe Canada's natural tourist attractions could improve, especially the aspects of security and cleanliness.

### 2.7.2 Tourists from Quebec

Even though a large percentage of tourists from Quebec choose a destination in their home province for a holi-

day of three or more days, 43 % prefer to go outside of Quebec.

During the 2002-2003 Winter holiday season, 46 % of Quebecois travelled at least once over the winter. According to Tourism watch Quebec, those who travel more frequently are from the greater Quebec City area (53 %), are aged between 35 and 44 (54 %), are couples without children (54 %), earn an average household income above \$60,000 (59 %) and are professionals (60 %).

During the summer, 49 % of all residents of Quebec travel, 55 % of these travelling more than once.

Tourists from the province of Quebec prefer the following:

- ❑ outdoor/adventure (27%)
- ❑ visiting a tourist attraction (16 %)
- ❑ biking, trails (12 %)
- ❑ museums/historically-significant sites (11 %)
- ❑ swimming (9 %)
- ❑ culture/shows (8 %)
- ❑ natural sites/parks (7 %)
- ❑ festivals and events (7 %)
- ❑ fishing (6 %)
- ❑ downhill skiing/snowboarding (4 %)
- ❑ golf (4 %)
- ❑ cruises/excursion on cruise (3 %)
- ❑ water sports (2 %)
- ❑ hunting (2 %)
- ❑ casinos (2 %)
- ❑ snowmobiling (2 %)

Generally speaking, a tourist from Quebec:

- enjoys historically significant attractions (culture and authenticity)
- likes activities based on agriculture and a rural way of life
- likes less busy areas
- enjoys outdoor activities and vacations: hunting, fishing, nature observation, ecotourism and adventure
- is close to his roots and travels as a family
- has an interest for packaged vacations
- has an interest for thematic vacations or excursions
- loves to feel welcome and pampered
- prefers to be served in French.

Quebecois who have access to the Internet, either at home or at work, are much more likely to be tourists. Seventy-eight percent of those who had access to the web took a holiday, according to a study conducted in 2004. Of all households who did not take a holiday, almost half (48 %) were not connected to the Internet.

For suppliers from Ontario looking at the Quebec market, of particular interest is the fact that Internet is used more to plan a trip outside the province. Lodging is the sector which most profits from this relatively new tool. Not surprisingly, it is people aged 18 to 34 who used the web most often while planning a holiday, with 38 %. An interesting note: 40 % of those who

turn to the Internet for research on a destination (called lookers) eventually buy on-line (bookers)!

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<sup>1</sup> World Tourism Organization, “Long-term Prospects: Tourism 2020 Vision” in Facts and Figures, [on line] [http://www.world-tourism.org/market\\_research/facts/market\\_trends.htm](http://www.world-tourism.org/market_research/facts/market_trends.htm) (last visited on June 29, 2004).

<sup>2</sup> “World Travel in 2003 was safest on record”, The Globe and Mail, september 28, 2004.

# Notes



*Section 3*

# **CIRCUIT CHAMPLAIN**

It was in 1615 that Champlain, who first viewed Canada's shores in 1603, started exploring what was then called Huronia. Having promised the Hurons in Quebec that he would help them fight their sworn enemies the Iroquois, Champlain, wounded during the battle, wintered in a region that he would later spend years exploring. His discoveries extended New France's borders and marked the beginning of successive waves of explorers come to harvest its resources — furs, wood, minerals — and colonize its land. Before becoming anglicized, Detroit, Mackinaw Island, French River, Thunder Bay, Green Bay and many other places were established by the French and had names which would be difficult to recognize today. The main tourism development and marketing efforts in French-speaking Ontario are primarily linked to this circuit (shown on Map 1).

### 3.1 Who created Circuit Champlain?

Circuit Champlain was created by Destination Nord, the only Destination Marketing Organization devoted to developing and highlighting Francophone tourism and cultural products in Northern Ontario. The Quebec firm Moore Communication also played an important role in developing this one of a kind circuit. Over the next decade, Circuit Champlain will be the cornerstone of tourism development in French-speaking Ontario on a provincial, national and international scale. Therefore, it is an

integral part of the structure and framework that the Franco-Ontarian tourism industry needs to leverage to truly benefit from the current favourable trend.

### 3.2 Description of Circuit Champlain

To maximize the region's tourism potential, Circuit Champlain is naturally linked to Montreal, an anchor for many tourists who come to enjoy Quebec's well-developed tourist attractions.

There are attractions for various clienteles:

#### students

- history
- natural sciences
- ecology
- nature-adventure
- museums

#### nature-adventure enthusiasts

- sea kayaking
- scuba diving
- wilderness canoeing
- mountain biking

#### seniors

- Niagara region
- Sainte-Marie among the Hurons historical site
- large-scale productions

Circuit Champlain begins at the charming city of old Montreal with a visit to Marché Bonsecours, recognized as one of Canada's most beautiful heritage

# Map 1 Circuit Champlain



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buildings, where you can taste local products featured on the menu of Montreal's famous Cabaret du Roy restaurant.

You will then head to the Lower Ottawa Valley to visit the Mariposa farm which offers walking trails and gourmet food with a taste of the area. Next is Casselman to take in "L'écho d'un peuple", a large-scale musical production featuring over 300 actors which recounts the history of North America's Francophones and Franco-Ontarians in particular.

Then off to Ottawa, the nation's capital and a major business centre. The area's many museums and attractions - such as the Canadian Museum of Civilization - have something for everyone. You will head North towards Pembroke and view its panoramic and historical murals, then up to Mattawa to visit the studio of Clermont Duval, a Franco-Ontarian artist whose paintings depict Canadian nature and the life of the First Nations. Samuel de Champlain Provincial Park, home of the Canadian Ecology Centre, is an extraordinary place to observe wildlife and learn more about the history of the voyageurs and first explorers.

The Circuit will take you to the Gateway City of North Bay, nestled on the banks of Lake Nipissing, where you can cruise on the impressive Chief Commanda catamaran. While in North Bay, visit the Dionne Quintuplets Museum dedicated to the quintuplets born in 1934 whose story is famous throughout Canada and the world. This

city of 53,000 inhabitants is also the site of an old trading post transformed into a fur trading association head office which now markets furs collected in Northern Ontario.

Passing by Sturgeon Falls and the Sturgeon River House Museum, you will make your way to Sudbury, the largest urban area in North-Eastern Ontario with 165,000 inhabitants. Nicknamed the "Nickel City" due to its rich mineral deposits, it is home to a large French-speaking population. On this stop, you will visit the "Centre franco-ontarien de folklore" which preserves the oral heritage of French-speaking Ontario.

Sudbury caters to travelers who can have a ball discovering Dynamic Earth's, its multimedia show that takes you to the Earth's core and explores real subterranean galleries. Visit Science North and its idyllic surroundings to learn more about nature and science or take in a film on the giant IMAX screen. While at the Science Centre, take a cruise aboard The Cortina in the heart of the city and enjoy a delicious meal in Landings Restaurant.

Killarney Mountain Lodge, on the shores of Georgian Bay, is the next stop. Take in the breathtaking views of a freshwater ocean and a century-old forest as you sail, canoe, sea kayak or hike in this picturesque area of the province.

Head to the magic of Manitoulin Island, the world's largest island in a freshwater lake, with its beautiful

scenery and its rich Native American culture. You will return to terra firma aboard the Chi-Cheemaun ferry which will drop you off at Tobermory, a charming little town located in the Bruce Peninsula separating Lake Huron and Georgian Bay. Here, you can sign up for a boat or scuba diving trip to discover shipwrecks in the region.

Make your way to Collingwood and Blue Mountain, one of the most coveted four-season destinations in Ontario. Enjoy fine cuisine in the warm atmosphere of the Pottery Dining Room. A short distance away, Wasaga Beach's 14 kilometres of sand is an inviting place to lie in the sun or swim in the warm waters of Georgian Bay. After passing by Midland and the recreated village of Sainte-Marie among the Hurons - a shrine dedicated to Canadian martyrs who died 350 years ago - Circuit Champlain will lead you to Penetanguishene Bay where you can explore Discovery Harbour and learn about life at its military naval base during the 19th century.

The trip wouldn't be complete without stopping at Niagara Falls, one of the Seven Wonders of the World, and one of the most visited tourist sites in the world. You can observe the falls from up close aboard the Maid of the Mist. Since you're in the area, you won't want to miss the renowned wineries of Niagara on the Lake and sampling their famous ice wines.

The City of Toronto is the next stop with its famous CN Tower (553.33 metres high!). Take the 58 second

elevator ride to enjoy the view from the top of the tower and savour the fine cuisine at 360° Restaurant. Make your way to Toronto's Distillery Historic District - one of the most "hip" neighbourhoods of the country's largest city - to visit its art galleries and countless historic buildings.

Head North to the cottage country of Muskoka where you can enjoy gorgeous walking trails among majestic Eastern white pines or countless lakes aboard a steamboat. The most famous and oldest park in Ontario, Algonquin Park, has 29 access points for paddlers, 17 self-guided walking trails, two museums and one main building with several displays, a restaurant and a book store.

Foreign tourists arriving in Montreal can depart from Toronto, which is a refreshing change from the traditional Montreal-Kingston-Toronto itinerary.

Circuit Champlain, a 1,500-kilometre long journey, will attract a wide range of clients with its rich history, its wilderness and warm hospitality, its delicious locally-grown products and its unique attractions.

### **3.3 Partners**

There is currently a large group of people interested in developing and promoting the Circuit. L'Alliance Champlain, under the sponsorship of Destination Nord, has already begun working with players from various industries to establish the components of this new tourist attraction. L'Alliance

Champlain held its first meeting in 2004 and it is becoming increasingly obvious so that many of the major players in the tourism industry will join Circuit Champlain.

An Alliance of partners devoted to developing Ontario's new tourism product has been formed.

#### **Francophone partners**

- ❑ Consortium des organismes francophones de l'Ontario

#### **Native American partners**

- ❑ Association autochtone du Nord de l'Ontario

#### **Anglophone partners**

- ❑ tourism businesses
- ❑ Parks Ontario

### ***3.4 Other regions that are not part of Circuit Champlain***

Northern Ontario is a vast territory serviced by the Destination Nord tourist association for several years. Although Circuit Champlain will be its main development project over the next decade, that does not mean Destination Nord is abandoning the areas that the founder of New France did not visit four centuries ago. On the contrary, Champlain's anniversary provides a unique opportunity to open the doors to all of French-speaking Ontario. Circuit Champlain should be seen as a calling card to encourage tourists to follow the explorer's path and then make their own way through Ontario - and specifically Northern Ontario - as

seen on Map 2.

Northern Ontario boasts attractions that are the envy of regions already well-patronized by tourists. Its great outdoors, forests and thousands of lakes and rivers - including Lake Superior, the largest fresh water body in the world - are often still found in a wilderness state, almost as untouched as when the first European explorers arrived.

Northern Ontario also has a living history with an ancient Native American presence and the arrival of French and English colonies centuries ago. Today, more than 159,000 bilingual Francophones originally from Quebec have made Northern Ontario their home and, together with the area's 830,000 Anglophones, have given it a character all its own.

However, there are major challenges facing anyone who wants to contribute to the tourism efforts in Northern Ontario: the immensity of its territory, which makes it difficult for businesses and business people to stay in contact and for tourists to travel. Furthermore, the relatively low level of development in the tourism industry, especially compared to Destination Nord's target markets, hinders contributors.

In spite of the potential, the positive conditions, and the initial momentum behind Circuit Champlain, we must not let any pitfalls slow the progress. To achieve success, the tourism industry must continue to pursue a common goal and gather major players, ideas, energy, and financial resources in order for the project to flourish.

# Map 2 Ontario

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Well-known journalist Yves Ouellet toured the Circuit during the summer of 2004 to evaluate its strengths and weaknesses. After completing his visit, he compiled a report in which he shares some recommendations to improve what the new destination has to offer. Here are some of his recommendations:

“Following my journey down Samuel de Champlain’s path, I can only reaffirm my deep belief that with Circuit Champlain, Northern Ontario possesses an extraordinary asset for creating a new historical tourism circuit aimed at both English and French clientele. However, all aspects of the circuit need improvement.”

His report identifies language-related problems, particularly with road signs, as well as services and documentation offered by tourism companies (hotels in particular), which are mostly in English, and the lack of bilingual employees.

The Circuit is expected to offer a diverse range of activities which many tourists are looking for, French-Canadian and foreign tourists in particular. It is important to continue to develop new products and secondary circuits, to train bilingual employees, and to present products in the most professional way.

### ***3.5 Developing a unique cultural identity***

When it comes to tourism, heritage and cultural products are increasingly promoted by government and constitute a major attraction for many tourists. Travelers want museums and historical

sites which allow them to immerse themselves in the local environment and to learn from their visit.

Destination Nord and other partners involved in the development of Francophone tourism in Ontario are looking to promote a unique cultural identity because it helps to expand and restore our infrastructure, raise awareness about our history and, most importantly, develop the economy in several Ontario regions.

Ontario has over a million Francophones and Francophiles. French culture is a real value-added sector to Ontario’s tourism industry, and making it a key destination on a national or North American level would only help Ontario’s economy (as well as that of all of the province’s tourism-based businesses).

This potential has been identified by Destination Nord which has been hard at work for many years to develop it. While traveling, Canadians like to relate to their surroundings. Many bridges can be built between the history of Franco-Ontarians and that of other Canadian travelers. All Francophones, whether they are from Quebec, Acadie, Ontario or Manitoba, come from the same families, and can be considered distant or close relatives.

Many travelers enjoy a change of scenery but paradoxically, they also like to feel at home. That is the case when they visit their “distant cousins” in Northern Ontario who speak their language and share a part of their culture, etc.



With that perspective in mind, we need to differentiate Franco-Ontarian culture from others in this province. Tourists should know that they are buying a product specific to French-speaking Ontario.

Francophones cover the entire province — a very large territory — and this sometimes requires additional efforts in order to develop and manage tourism. There should be some cohesiveness to the products offered, not to make every attraction similar, but rather to give it a common identity which tourists will be able to recognize.



## ***Circuit Champlain: some ideas and suggestions***

Introducing a new tourism destination affords smart suppliers a number of business opportunities. It is the perfect occasion to create new products from new, reinvent marketing approaches or even freshen up all sorts of existing offers. Many outdoor activities, hotels and motels, culturally or historically significant sites, restaurants and others can be given a fresh coat of paint, presented under a new angle and offer added value to these new destinations. Such new destinations also give suppliers a unique chance to market their products together, often to new markets, perhaps on a national or even an international level.

To adapt products to such themes requires a modicum of effort from suppliers, as well as a good dose of audacity and a lot of imagination. Most importantly, suppliers need to identify parts of the particular theme - history is often central to this task, especially in the case of Circuit Champlain - they think will match their particular offer. They must make this portion of history their own and learn to use it, work with it. Suppliers will either adapt their products or create new ones - a new menu perhaps, an original exhibit at the local museum or anything else for that matter - to become “must stops” on the new tour.

### **Should your business be interested?**

Which tourism products or suppliers should have an interest in what Circuit

Champlain has to offer? The short answer is quite simple: all of them. All sectors of the tourism industry can find ways to adapt their products to this theme, sometimes rather easily, while some may take more time, energy and inventiveness. This section presents some very practical ideas for different sectors of the industry, to act as examples of what can be accomplished by working within the framework of Circuit Champlain.

### **Good sources of inspiration and examples**

Look around you first. You will find them wherever you conduct your day-to-day business or commercial activities. You are probably surrounded by historically significant sites or ideas, perhaps on a path blazed by explorers and adventurers, by missionaries and Voyagers. These sites are all around you, often without even knowing about them.

Do a little research: how did these people travel? What conditions did they live in? What did they eat and how were they dressed? Understand why they were here, in Huronia, all around the Great Lakes, in Northern and Southern Ontario. Learn of interesting stories and anecdotes; these are always great hooks that will attract tourists. And once you have them hooked...

Some answers to these questions are already provided to you by organizations such as Destination Nord and the Regroupement des organismes du

patrimoine franco-ontario (ROPFO). They have published some resources which you are sure to find helpful during the research phase, especially on Champlain, his travels, his time and the regions he discovered. This should be your starting point.

What is especially interesting about Circuit Champlain is the abundance of such information readily available to all suppliers who wish to adapt their products to the theme. This information is practically served to them on a silver platter, in written form on paper or easily accessible on the Internet. This doesn't mean these facts can or should not be completed by doing your own research. Champlain is one of North America's greatest explorers and there is a wealth of information, in French and in English, produced by Canadian, American and European researchers. A simple search using the popular Google search engine yields 316,000 Canadian Internet sites on this topic. Keying in

“Samuel de Champlain” gives the addresses of 72,800 sites. Historians and history buffs will no doubt find here ample source for debate, but more importantly for us, ambitious entrepreneurs will turn to such information to inspire and guide their work, bringing them closer to the collective objectives of Circuit Champlain.

Here are a few websites about Champlain that could be useful:

<http://www.ropfo.ca/champlain/>

[http://www.civilization.ca/vmnf/explor/champ\\_e1.html](http://www.civilization.ca/vmnf/explor/champ_e1.html)

<http://www.republiquelibre.org/cousture/CHAMP2.HTM>

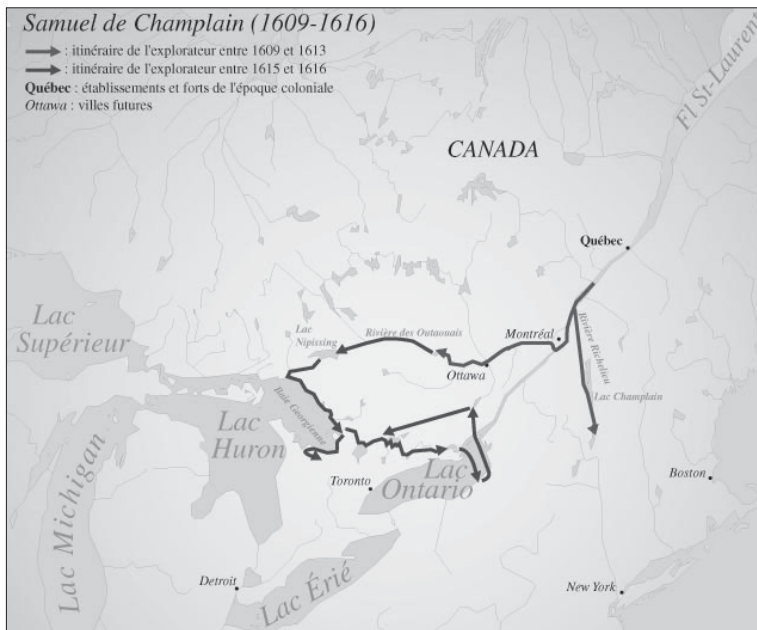
[http://collections.ic.gc.ca/stlauren/hist/hi\\_champlain.htm](http://collections.ic.gc.ca/stlauren/hist/hi_champlain.htm)

<http://www.heritage.nf.ca/avalon/history/champlain.html>

<http://www.cbc.ca/news/background/champlainanniversary/index.html>

[http://encarta.msn.com/Samuel\\_de\\_Champlain.html](http://encarta.msn.com/Samuel_de_Champlain.html)

And if Champlain and the explorers are not for you, why not take examples from those who followed in their footsteps, such as Voyageurs or coureurs de bois, who also left their imprint on the entire province, especially in the North. The number of pertinent and interesting examples of Ontario's rich history available to the tourism industry is limitless.



## What is the foundation of Circuit Champlain?

Let us first state that in order to introduce a completely new tourism destination such as Circuit Champlain, industry insiders and the general public must be made to understand its basis in history, even if this understanding remains rather superficial. In our case, the namesake was a founding father of North America, the founder of New France, an important figure in the founding of Acadia as well as what would eventually become Quebec City. To make a long story short, Champlain left his Habitation in Quebec City to travel to Huronia in order to help his allies, the Huron, defeat their Iroquois archenemies. Champlain was wounded in combat and was forced to stay for the winter, which led to his exploration of the region and a better understanding of the Huron way of life. Samuel de Champlain later became the first European to see the Great Lakes and its native inhabitants. Simply said, Circuit Champlain allows us to travel in the explorer's footsteps as well as those of the Voyageurs and the coureurs de bois, soon to follow. Therefore, Circuit Champlain is not simply walking on a trail blazed by Samuel de Champlain, but rather travelling along a circuit built around the way of life developed during this period.

Today, in order to recreate Champlain's travels, we must follow the Ottawa River, then the Mattawa River, enter Lake Nipissing, discover French River, travel around Georgian Bay, then complete the loop in Huronia.

## The Voyageurs

This theme presents aspects different from those offered by Samuel de Champlain, although it clearly follows in the same general history of the Great Lakes and the major tributaries flowing into the St. Lawrence system, such as the Ottawa, the Mattawa and the French rivers. The epic adventure of those who were called "the bacon eaters" has deeper roots in Northern and other parts of Ontario than the adventures and the period of Samuel de Champlain. This fame can largely be attributed to the length of the Voyageurs' reign, as well as the large territory they covered compared to the explorers who followed a well-established path. The Voyageurs roamed Central and Northern Ontario until the end of the 18th century, some even into the 19th. Therefore, it is only natural that combining both the period of the explorers and that of the Voyageurs adds a number of possibilities to the travel industry's use of history as a tool to attract tourists. In this sense, Circuit Champlain is not only the trail blazed by one of North America's greatest explorers, but also the cycle or circuit of activities that had preceded it or that would follow over the next centuries - Native culture, exploration by Champlain and his contemporaries, coureurs de bois and Voyageurs involved in the fur trade as well as soon to come settlers and wood harvesters.

Some say that the Voyageurs were the legal and honourable successors to the coureurs de bois, long considered illegal traders, practically pariahs in New France. Unlike

Voyageurs, coureurs de bois traded on their own account, out of the reach of the official trading houses, such as the James Bay Company or the Northwest Company. Being a Voyageur was probably the very first typical North American profession. These francophone traders were hired by the big trading companies to travel to the height of land, often starting from Montreal. Their journey started in the spring, aboard a large canoe loaded with provisions for them and for the inhabitants of trading posts, and all kinds of merchandise to be traded with Natives in exchange for pelts. They made their way back in the fall, sometimes the following spring, with a load of furs.

### Already in place...

On Circuit Champlain, Samuel de Champlain Provincial Park already makes use of this theme with its Interpretation Centre as well as with some special activities, such as the Voyageur Adventure Tour, an outing on Mattawa River in a 26-foot canoe. In French, these canoes were called “canot de maître”, a name it got from the original maker of such a canoe, Louis Maître of Trois-Rivières. Today, the word “rabaska” is sometimes used to identify these canoes.

In Quebec, historic Fort Témiscamingue, located on the banks of Lake Témiscamingue, also explores this theme. In Manitoba, a large carnival exploits the theme of the Voyageurs in the communities of St-Boniface/ Winnipeg.

Members of Circuit Champlain will no doubt want to delve into this theme and ideas associated with it. Certain interpretation centres and museums, such as Science Nord, Sturgeon River House and Alouin Park) could increase their use of the theme by having an exhibit or a room dedicated to Voyageurs. Eventually, this Voyageurs theme could become a great drawing card, especially for Northern Ontario where they spent many decades and covered a large part of the territory. With a few exceptions, this theme is not utilized to its full potential and in order to make better use of it, members may wish to offer tourists the chance to visit a reconstructed Voyageurs’ camp, a show or play featuring these fearless travellers or even canoe and outdoor survival courses.

Here is a list of ideas that could be developed around Voyageurs:

- how the fur industry was developed
- its organization and hierarchy
- the way of life of the Voyageurs
- the everyday work of the Voyageurs
- their clothing and equipment
- how did they eat?
- a day in the life of a Voyageur
- how Voyageurs were great storytellers who tended to exaggerate
- the Voyageur’s white spouse
- the Voyageur’s Native spouse
- the “canot de maître”
- the merchant-supplier
- fur trading companies
- trading posts
- the western and northern expansion

- sion of the fur trade
- New France during the period of the fur trade (up to 1760)
- trappers, trapping and traps

### **Other personalities associated with this period**

Champlain is without a doubt the most important character of his time in North America. But others followed in his footsteps to Huronia, some just as interesting and crucial to the development of francophone communities in Ontario. They are also worth exploring when developing history-related products for Circuit Champlain.

#### **A brilliant example: Étienne Brûlé**

A young Frenchman, Étienne Brûlé worked closely and for a number of years with Samuel de Champlain, who considered himself his protector, perhaps even as his adoptive father. Champlain sent Brûlé to visit and live with the Huron in 1609, six years before Champlain set foot in the area. Many say - and there is certain merit to this - that Étienne Brûlé was the real founder and trailblazer, but his career was quiet and lesser known. He learned their language and their traditions in order to establish solid commercial relations with the Huron of the Great Lakes. He was a middleman who so whole-heartedly espoused the native way of life that he eventually came to live more as a Huron than as a European. It is in large part thanks to his travels, his accounts and his experiences that the Great Lakes and surrounding area became known to

Europeans. Étienne Brûlé died in 1633, tortured by the Huron. After Champlain, Brûlé is certainly one of most important characters to develop on Circuit Champlain.

#### **Joseph Le Caron (1586-1632)**

He entered the Récollets congregation in 1611 and upon his arrival in Quebec City in 1615, immediately proceeded to Huronia where he became the first missionary. He would later become Superior of the Récollets.

### **On the trail blazed by the explorers**

The simplest way for any supplier to become an active member of Circuit Champlain is to take full advantage of the fact that it is situated on the circuit. There is no need for your business to be located directly on the banks of the French River, on Georgian Bay or even in the middle of Huronia to take advantage of Circuit Champlain. In this case, close could well be good enough; you simply need to find a link to this new destination.

In this case especially, make sure you mention this in any promotional tools you produce for your product.

#### **Champlain and his image**

As for an image of Samuel de Champlain to be used in any material you may wish to produce, it can be used rather liberally since we know little of

his appearance, or even of his age for that matter.

The best-known image of Champlain was produced in 1654, after his death in 1635. It represents someone other than Champlain, perhaps Michel Particelli D'Emery and was produced by Balthazar Moncornet. Michel Particelli D'Emery was minister of Finance under Kings Louis XIII and Louis XIV.

The signature appearing at the bottom of the picture was inspired by Champlain's actual signature, found on legal documents preserved in archives. It can be used in graphic designs. The picture

is that of J.A.

O'Neil and dates back to 1864.

This picture was obtained online at [www.heritage.nf.ca/avalon/history/champlain.html](http://www.heritage.nf.ca/avalon/history/champlain.html).

There is only one self-portrait of Champlain, representing the man in battle against the Iroquois in 1616.

It unfortunately

yields little information on the man himself or his likeness, since Champlain, wielding a firearm, is but a small portion of a much larger picture. It can nevertheless be used in some documents that could be produced.



*Champlain-*

## Products and activities

You should then find an interesting way of linking your product to Circuit Champlain. In many cases, this can be done rather simply, with a very basic modification of what is presently offered, or by making minor additions. In other cases, you may choose to add new products altogether.

## Outdoor adventure

For example, let's take a look at how a rafting or canoeing service on the Ottawa River could profit from an association with Circuit Champlain. Here is the spot where Champlain himself, as well as countless Voyageurs and "raftsmen", passed on a number of occasions over more than three centuries. Every year, thousands of tourists in search of a thrill go through rapids on this river, without even knowing anything about the river's rich history.

How can suppliers offer added value to tourists by incorporating portions of this history into their products? Here are a few tips:

- ❑ First things first: without going back to history classes, read up on your area's past. You are sure to discover a few things that will inspire you, and more importantly, your clients.
- ❑ Share all your discoveries with your staff. If you offer a guided tour or itinerary, don't you think your clients should learn interesting facts from their guide - your employee - such as the fact that Champlain and the members of his



team travelled up to 40 kilometres each day, with heavy equipment, and had to portage 58 times on their way to the Great Lakes? Once you have discovered such facts, share them with your employees who will in turn enrich the experience of happy tourists. Happy tourists are return clients.

- ❑ Give your tour or itinerary a name that will ring true to Circuit Champlain followers, such as “Voyagers’ Alley” or a similar name.

- ❑ Why not add interesting nuggets of information in your morning briefing, or to the briefing you give at the start of a trip. This will help your clients understand the historical importance of the river and of the trip they are about to embark on. Tell them how three or four centuries ago, freshly arrived Europeans travelled the exact same route they are about to take. How could they not be impressed?

- ❑ Use techniques that were once used by Voyageurs, such as roping or other ways to navigate more difficult spots on your course.

- ❑ When portaging, explain how the Saulteux or Montagnais tribes used the very same trails you are walking on, hundreds of years before they would even see the first Europeans. For decades and centuries after, coureurs de bois and Voyageurs would travel the same paths in search of the best quality furs they could find.

- ❑ Have a member of your team dress in period clothes - just for fun at a stop or in your briefing, or perhaps for the entire trip - and act as Champlain or Brûlé or another historically significant character.

- ❑ Develop products which closely imitate that actual conditions experienced by the explorers or Voyageurs. Move up rapids, sleep under the stars or organize a shore lunch much as Huron would have done during the 17th century.

### Tips for the lodging and food sectors

Are there any easy ways for the lodging and food sectors of the travel industry to take advantage of Circuit Champlain? Yes, and here are a few ideas to get you started:

- ❑ Give your rooms or suites names of explorers or other significant characters, or names of areas they travelled to. It goes without saying that if you choose to give such names to a room, you should be able to explain the historical reasons and significance. A few names are given as examples at the end of this section, but you will surely find other ones as you do more research into regional or local history.

- ❑ Integrate such elements into your decoration, the style of your establishment. Make copies of old maps and drawings of Champlain, or of your area.

- ❑ If you attract American travellers, they will surely be surprised to learn that Champlain was the first to map out the east coast of the United States.

- ❑ Decorate using themes associated with the 17th and 18th centuries. Do the same with furniture.

- ❑ Why not offer tours or excursions based on Champlain-related themes: walking tours, a visit to a local museum,

a canoe trip and many others.

- ❑ ❑ Develop mouth-watering menus with abundant references to centuries past and local products and cuisine. Much of the Natives' and Voyageurs' diet was rather rudimentary, but from their basic foods you should be able to prepare interesting dishes. With a little imagination, corn, fish, wild game, certain vegetables native to North America may be used to create great tasting dishes.

- ❑ Pay attention to and mention, whenever and wherever you can, small details and anecdotes on Champlain. For example, did you know he gave the French name to blueberries (today called "bleuets", but which he called "bluets")? In Europe, they are called "myrtilles" to this day.

- ❑ Offer cooking courses in traditional cuisine.

- ❑ Grow or offer certain vegetables native to North America.

- ❑ Adapt your uniforms to reflect traditional clothing, in part or completely.

- ❑ Give information on eating habits

of the period you wish to cover, or use traditional utensils used in the 16th and 17th centuries.

- ❑ In your menu, explain who Samuel de Champlain was, how you've adapted your

products to reflect this and what Circuit Champlain is all about. Tourists will appreciate this.

- ❑ Offer thematic weeks or weekends: gastronomy, storytelling, specialized conferences or others are some ideas you could develop.

For more information please refer to the "Circuit Champlain Guide: the commemoration of New France" available by contacting Destination Nord de l'Ontario.

### **One example: The Order of Good Cheer**

In 1605, Champlain spent the winter in Port Royal and there he invented The Order of Good Cheer, in order to lift the spirit and maintain the health of his men. This undoubtedly slowed the deadly effects of scurvy, a disease which had a devastating impact on the small group of Europeans on the New Continent. Champlain thought, rightfully so, that scurvy could be linked to bad eating habits.

"We spent this winter in good spirits and ate well, thanks to The Order of Good Cheer which I founded. All found the Order useful for the bettering of our health and thought it more beneficial than any medicine we could have consumed.

Twice per month, a different member of the Order became innkeeper, making sure all his "guests" were well fed and treated with honour.

Before his turn came, each would go hunting or fishing, taking pride in bringing something rare or somehow



*The Order of Good Cheer*

out of the ordinary to the dinner table. When the night came, the host had a chef prepare the meal and would walk around, with a towel over his shoulder, making his rounds, with the official baton in hand and the collar of the Order around his neck. At the end of the evening, the host would pass the collar to his successor along with a glass of wine. Twenty or thirty Indians, men, women and children, took part, ate and drank with the other guests.”

Surely you will be able to find in such an example one or two good ideas, easily applied to your business. The people of Nova Scotia, where Port-Royal is located, understood this and have perpetuated The Order of Good Cheer throughout the centuries.

### **The Voyageur menu**

Voyageurs’ mostly ate simple foods made up of cornmeal or buckwheat flour, lard or bacon, peas, small game, fish and wild berries. The hunted hares, fowl and beaver and at times fished, but had little time for such activities. At springtime, the Voyageur would go on egg hunts from birds’ nests and would exchange foods with Natives. This avowedly simple diet can nonetheless constitute a basis from which imaginative chefs will prepare delicious meals.

### **Gastronomic festivals**

In order to bring chefs and cooks to turn to centuries past as a source of inspiration to develop themes for their

cuisine, food feasts or gastronomic festivals held elsewhere may be offered as good examples to follow. In the Saguenay region of Quebec, a public gastronomic festival is held every fall over a period of 10 days and two week-ends. During this period, every restaurant “adopts” a different nationality and its chefs or cooks offer foods from that particular country. They must research their subject and they are forced to step out of the box, perhaps outside of their comfort zone; an Italian restaurant might become Mexican for 10 days! Quite the difference, although these establishments do not automatically or necessarily turn their back on their regular menu for that time. The restaurants all come together to increase the reach of their common marketing for this event. They offer meals at affordable prices in order to attract as many clients as possible. And it works very well.

Why wouldn’t this work when applied to Circuit Champlain, perhaps inspired by The Order of Good Cheer? Well-marketed, traditional dishes, presented and prepared using local products could be a recipe for success.

### **Private campgrounds**

The importance of private campgrounds in establishing and promoting a tourist destination such as Circuit Champlain may not be obvious, but they can play a crucial role.

Here are a few examples of how these establishments can show and promote the fact that they are part of Circuit Champlain.

Always have on hand information and handouts concerning Circuit Champlain for your guests.

Identify and showcase how the campground can be linked to important landmarks, or large lakes and rivers.

For example, a campground located near the Ottawa River should mention this fact and remind their guests of the importance of this body of water for Champlain and the Voyageurs. The same could be said of campgrounds situated near the site where Champlain's astrolabe was found.

Design and install an interpretation sign explaining the reasons and the history behind Circuit Champlain.

Name streets in the campground after explorers or significant persons or objects of Champlain's time. Examples could be Astrolabe Avenue, Jesuit Lane or even Pow-Wow Place!

Develop packages with other members of Circuit Champlain. An alliance between a campground and a rafting and canoeing service is natural. Why not make it a perfect trio by adding a visit to a local museum!

Build a full size reconstruction of an Indian camp or a birch-bark canoe.

Build a hiking trail with information or interpretation panels focusing on Champlain.

### **Outfitters**

Even remote tourist outfitters who offer their services in the middle of the Boreal forest and who bring anglers and hunt-

ers to far reaches of the province to practice their sport can adapt their services in order to join Circuit Champlain.

When reading through some of the writings left behind by Champlain, it becomes quite clear that the man was an avid angler, and loved to hunt. During the time he spent in the Great Lakes area, he describes in great details the methods used by the Huron for deer hunting. They pushed the herd towards triangular-shaped barricades and in the end, cornered them in an enclosed area before killing them. He left exact accounts of how they used this technique and even prepared drawings of the Huron in action. Such information can certainly be used by outfitters who wish to join Circuit Champlain without quite knowing how to do it. The information can be included in promotional material or handed out to guests as you welcome them to your establishment. The drawings can be used freely in these documents in order to illustrate the method used by the Huron.

### **August 1**

For all tourism product suppliers interested in Circuit Champlain, August 1 is an important date which could, perhaps even should, be added to your schedule of events. August 1 is the day when Samuel de Champlain first reached Lake Huron, at Georgian Bay. It is a very special day and the period should be used to hold major festivities and events across Circuit Champlain, and pro-

moted by all members. This date is of particular interest and importance to the tourism industry since it is in the middle of the busiest time of the year.

### **Museums and historically significant sites**

Museums and historically significant sites on Circuit Champlain are vital to the success of this venture; they are especially important as they are a showcase of our history through which tourists can easily learn about francophone Ontario and appreciate our heritage and culture. These sites can be appreciated by tourists and locals alike.

Museums and historically significant sites can participate in Circuit Champlain in a number of ways, but at the very least, they are expected to talk about Champlain's stay in the area. In their present state, few of these sites have chosen to do this. Mentioning Champlain could be as simple as installing an interpretation sign, or can be more elaborate, such as assembling exhibits on his life and times, or even coordinate conferences on themes related to the explorer.

### **Information and exhibits**

Overall on this new Circuit, tourists could expect to find the following information:

- Samuel de Champlain and his time

- the presence of Samuel de Champlain in the Great Lakes region
- waterways travelled by Champlain and other explorers
- Champlain's vision for Huronia
- the Great Lakes area at the moment first contacts were made between Natives and Europeans
- New France and the French presence on the North American continent
- maps and illustrations by Samuel de Champlain (namely the exceptional collection belonging to Joe Armstrong, the largest private collection in Canada. Mr. Armstrong also owns an old version of Samuel de Champlain's Voyages.)
- the writings of Champlain (many old editions are in the National Archives of Canada)
- Champlain, the artist: drawings and portraits
- Samuel de Champlain as shown on postage stamps
- Champlain's relations with Indians
- the Huron and their dead (This aspect fascinated Champlain who left interesting accounts of these rites, along with Sagard's accounts. This topic could yield interesting research projects, unique to this area.)
- Indian wars in Champlain's time in Huronia
- Champlain and the many products, services and businesses that bear his name
- Monuments of Champlain throughout North America
- Huronia as a region

- the architecture and the overall organization of Huron villages
- Indian tribes of the Great Lakes
- everyday life during Champlain's period
- torture
- the fur trade in the "Pays d'en haut" (Upper Country)
- the big fur trading companies
- from beavers to felt hats
- love during the time of the fur trade
- the exploration of the Great Lakes
- "star" explorers who discovered the region
- fashion in the colonies in the 17th century
- navigating lakes and rivers
- large and small birch-bark canoes
- the many faces of Champlain (how he has been represented in portraits and drawings)
- et researchers
- an evening with storytellers
- concerts featuring period music and instruments
- historic or period film screenings (Black Robe, for example)
- plays
- combat and battlefield re-enactments
- interpretation of historically significant objects, such as Champlain's famous astrolabe, discovered near Cobden
- establish partnerships with schools to give information about Champlain and make him better known
- organize a drawing contest on the topic "what did Samuel de Champlain look like?"

Needless to say, there will be a large number of important exhibits in 2008 around Quebec City as the 400th anniversary of the city's foundation by Champlain will be celebrated. Certain elements shown in these exhibits can and should be recuperated and recycled in Circuit Champlain. If such exhibits are of interest to you, make plans to attend the celebrations and try to make good contacts during this time.

### Activities

Circuit Champlain could also host a number of activities, such as:

- conferences, debates and round-table discussions with historians

For more information please refer to the "Circuit Champlain Guide: the commemoration of New France" available by contacting Destination Nord de l'Ontario.

### Other attractions

#### Cruises

Along all parts of the route, cruise opportunities are available. Cruise companies in the Ottawa River, Mattawa River, Lake Couchiching and Georgian Bay regions should instruct their guests about Champlain and his visits to the area.

Cruise companies in the lake Nipissing and French River area are already well integrated into Circuit Champlain. They already have handouts for their

guests concerning Champlain's frequent visits to the area, most often when he was on his way to Georgian Bay and Huronia. Similar information is offered concerning the Voyageurs, their experiences and their period. A possible improvement would be to the graphic work of the presentation of documents and the depth of historical knowledge.

Those offering cruises on lake Nipissing might want to incorporate some of Champlain's rather enthusiastic comments concerning this body of water. He described it as a lake "where there are a number of pleasant islands [...] where there are three or four beautiful ponds, and nice clearings [...] a lake containing an abundance of fish of different species, one of which is particularly tasty and measures one foot in length [...] the country has a number of large animals, birds and fish." He also speaks of the Indians who live on the shores of lake Nipissing and who were feared, some saying they possessed magic powers.

It is exactly this kind of historic details which need to be added, researched and used all along Circuit Champlain in order to attract and sustain attention. It needs to be incorporated into the information provided to tourists and, in addition to be of interest to tourists in general, will help build a bigger and better Circuit Champlain.

### **North of Georgian Bay**

The situation is quite different on Georgian Bay, on Manitoulin Island

and around the Bruce Peninsula, near Killarney. This area north of Georgian Bay plays a key role on Circuit Champlain as it links two of its main areas of attraction, historically speaking, namely the eastern and southern parts of Georgian Bay.

Little is said of Champlain in this area, which is not to say that there is nothing to be done to link the region to Circuit Champlain. Certain important themes could be developed in this area, either on the explorer or about the Voyageurs, their lives and the period they lived in.

Most suppliers in this region could, as a starting point, add information about Champlain in any handouts they prepare for their guests, especially documents which contain information on history or geography. The simple fact that Champlain navigated on Georgian Bay and Lake Huron, that he was among the first - if not the first - Europeans to do so and that he produced the very first maps of this area in 1615 and 1616 is reason enough to include abundant references to Champlain in all documents. As far as the fur industry in concerned, the French River area as well as the region situated north of the Great Lakes was pivotal in the expansion of the fur trade to the hinterland, especially during the 18th and at the beginning of the 19th centuries.

One or more interpretation cruises at the mouth of French River and on Georgian Bay could be developed, making good use of all facts pertaining to Champlain's visits and stay in the area.

Even guides who offer sea kayak, canoe, boat or sailboat excursions could benefit from better knowledge of Champlain's life and tribulations. In-depth knowledge of his impressive and long career allows guides an abundance of interesting facts to share with their guests who will be charmed by these fascinating facts.

In this respect, suppliers should assemble answers to these four questions in order to better serve their clients:

❑ Upon completing a difficult trip through the Ottawa, Mattawa and French rivers, where did Samuel de Champlain go on Georgian Bay and on Lake Huron?

Champlain went to Huronia on the shore of Georgian Bay which is near the actual site of Penetanguishene in Simcoe County.

❑ Which Indian tribes were present in the area he visited at that time? How did Champlain describe their way of life?

At that time, the Hurons lived in that region. This nation did not only hunt and fish, but it also cultivated corn, beans, peas and squash. The Hurons lived in long houses within fortified villages. This nation and Champlain were allies during conflicts against the Iroquois, a nation living near Lake Ontario.

❑ Champlain was the first European to describe the region around Georgian Bay and Lake Huron. What

were his impressions?

According to Champlain, the region which contained many waterways, islands, rolling hills and numerous species of majestic trees was very pleasant.

❑ What role was played by the entire region of Georgian Bay and Lake Huron for fur traders and their industry?

Georgian Bay and Lake Huron played an important role in the fur trade because these waterways linked the region to Québec. The natives embarked on these waterways to go to the posts and trade with the many merchants.

### Other important persons

Here are the names and a brief description of other historically significant persons associated with the Georgian Bay/Lake Huron region:

**Étienne Brûlé:** He was Champlain's interpreter and the first European to visit Huronia.

**Tessouat:** Algonquin Chief whose tribe and territory Champlain crossed on his first trip in 1615.

**Father Le Caron:** One of Champlain's companions during his trips; he celebrated the first mass in the Great Lakes region.



**Antoine Laumet, dit Lamothe de Cadillac:** Commandant of Fort Michilimakinac and founder of the cities of Détroit and Windsor. His name was given to luxury cars which would later be built by a company whose headquarters are located in Detroit.

**Jean Nicolle:** Champlain sent him to the Ottawa River region in 1618. He later spent nine years with the Nippissing, exploring Georgian Bay.

**Father Paul Lejeune, Superior of the Jesuits:** He was the first writer in charge of the Relations des Jésuites, an account of Jesuit experiences. He described the traditions and way of life of the Ottawa Indians.

**Onontio:** Huron Chief. His name means “large mountain”.

**Guillaume Couture:** Jesuit missionary at Sainte-Marie (1641) who survived torture by his sheer will and strength.

**Pierre-Esprit Radisson:** Legendary coureur de bois, he lived with the Hurons, the Ojibways and the Ottawa Indians. Later in his life, he worked with the English and helped found the James Bay Company in 1670.

**Médard Chouart des Groseillers:** Radisson’s brother in law, he travelled to the Great Lakes area, and later to Hudson’s and James’ Bay, on many occasions. The English often referred to the pair of coureurs de bois as “Radishes and Gooseberries” (Radisson et des

Groseillers).

**Charles Le Moyne, Jacques Le Ber:** Montreal merchants who became major promoters of the fur trade and industry.

**Joseph D’Aragon:** Coureur de bois born in Michilimakinac - today called Makinaw Island - in 1707. Among his best-known exploits is a six weeks trek from Nippissing River and Sainte-Marie, which is approximately 400 kilometres!

# Notes

*Section 4*

# PRODUCT DEVELOPMENT

SECTION 4

## 4.1 Definition

The products offered by a tourist destination are generally what set it apart from the rest (although other factors such as seasonality and marketing can also be factors in choosing a destination). That just shows how much emphasis must be put on product development. Products are key factors in contributing to a destination's wealth.

There are four main components which we will describe later in this section.

Transportation, accommodations, restaurants and attractions are all part of a visitor's experience; therefore, it is important to develop each one of these components and to examine their characteristics in French-speaking Ontario.

## 4.2 Adapt your product to the needs of the target markets<sup>1</sup>

Before taking the market by storm, you need to analyze your product to ensure that your energy and financial resources are being well spent. You have tough choices to make as you market your product, unsure about your target market and working with limited means, as is often the case.

Whether a county, a province or a region, destinations have target markets just as individual suppliers do. In many cases, it is worthwhile to target identical groups since your marketing efforts can dovetail with those of your region or province, improving your results given

the larger scale of resources invested.

As you will read in the following pages, the Canadian tourism industry has a wide variety of target markets. This diversity underlines the importance of knowing precisely who your client is. After studying the information in this section, you will be able to prioritize your targets and prepare suitable marketing strategies.

### 4.2.1 Canada's target markets

In its strategic marketing plan, the Canadian Tourism Commission identified Canada's main target group as people between the ages of 25 and 54, with a household income of at least \$50,000 and with a high level of education. The secondary target group is comprised of people between the ages of 55 and 64, with a household income of at least \$50,000 with and a high level of education. Canadians are being encouraged to visit their own country and reduce the number of overseas trips.

The CTC will also target foreign markets.

### Marketing in the United-States for 2003-2005

- ❑ the United-States remains the most important international market for the Canadian tourism industry;
  - ❑ long-haul markets will be targeted versus short-haul markets
  - ❑ in the border states as well as in the medium-haul and long-haul markets, convert visitors who choose overseas destinations

- or other States in order to increase Canada's share of this high-performance market
- performance versus volume
  - since the volume of air travel is expected to remain low for some time, high-income consumers will be targeted
- experience versus destination
  - target consumers with specific desires by making a connection between the market demand and the strengths of Canadian products
- marketing approach
  - better use of media relations and promotions

### Marketing in Europe

- 2.3 million overnight visits to Canada in 2001 generated almost \$2.8 billion, which is 21.4% of foreign revenues generated by overnight visits
- Canada's competitive position has fallen over the past few years, from 8.3% in 1996 to 7.3% in 2001
- the United-Kingdom, France and Germany will be targeted to try to increase visits by 4.2% and expenses by 6.6%
- "Canada's opportunity to capture a larger part of the European tourism market is linked to how well it can raise awareness as a first-choice four-season destination and overcome negative views by Europeans who consider our country to be cold and boring."<sup>2</sup>

### Marketing in Latin America

- target Mexico in particular, with some resources set aside for Brazil
- Mexico: strong potential market for Canada

- 150,000 overnight visits to Canada in 2001
- revenues generated by these visits almost tripled over the past few years, from \$66 million in 1995 to \$195 million in 2001.

### Marketing in Asia Pacific

China is, along with the United States, one of the most influential countries in the world. This shouldn't come as a surprise as its population numbers 1.3 billion. In recent years, it has opened up to the outside world and is quickly becoming a trendy destination. More importantly for the tourism industry in Canada, China is also producing tourists and the country is rapidly surpassing other nations in bringing visitors to Canada.

For the entire Asia-Pacific region:

- 1.3 million overnight visits to Canada in 2001
- revenues of 1.8 billion dollars, 14% of our international revenues
- four main markets (67%):
  - Japan (31%)
  - South Korea (13%)
  - Australia (12%)
  - Taiwan (11%)
- as in Europe, Canada faced a decrease in demand and saw its competitive position fall, mainly due to the economic downturn in this part of the world and security concerns
- visits are expected to increase by 6% and expenses by 10%
- maintain focus on the Japanese market
- seek Approved Destination Status (ADS) from China (countries without ADS are not allowed to advertize tour-

ism products in China)

❑ over the next five years, 1.9 million Chinese tourists could potentially visit Canada, with the following characteristics:

- ❑ more men than women (58 %)
- ❑ married (76 %)
- ❑ aged 25 to 44 in 62 % of cases
- ❑ 68 % have a post-secondary education

#### 4.2.2 Ontario's target markets

Ontarians traveling in Ontario constitute by far the largest source of tourists. Below are the projections for 2007:

##### Ontario residents:

- ❑ 69% of person-visits in Ontario in 2007

##### Other provinces

- ❑ 4% of person-visits in 2007

##### United-States

- ❑ 25% of person-visits in 2007

##### Overseas countries

- ❑ 2.1% in 2007, with:
- ❑ 210,000 person-visits from Germany
- ❑ 225,000 person-visits from Japan
- ❑ 551,000 person-visits from the United-Kingdom
- ❑ 96,000 person-visits from France
- ❑ 1,599,000 person-visits from other countries

For more information on Ontario's target markets please consult the OTMPC strategic marketing plan available at [www.tourismpartners.com/](http://www.tourismpartners.com/)

publications/Marketing/Plan/MarketingPlan20052006.pdf.

#### 4.2.3 Northern Ontario target markets

The Ontario Tourism Marketing Partnership Corporation has targeted the following markets for Northern Ontario:

##### Ontario residents (64% of total visits)

- ❑ 53% originate from Southern Ontario
- ❑ 47% originate from Northern Ontario
- ❑ 82% visited the North-Central and North-East regions

##### U.S. residents (28% of total visits)

- ❑ Majority originate from the border states
- ❑ 13% of the visitors to Northern Ontario come from Minnesota, Michigan and Wisconsin - represents 55% of the total US visitors to the North
- ❑ Minnesota (86%) and Wisconsin (75%) visitors traveled to Northwestern Ontario
- ❑ 76% of Michigan visitors traveled to Northeastern Ontario
- ❑ Only 9% of U.S. border state travel was to North-Central Ontario

##### Other Canadian residents (7% of total visits)

- ❑ 63% from Manitoba
- ❑ 19% from Quebec

##### Overseas visitors (1% of total visits)

#### 4.2.4 Questions to better define your target market

Here are some questions to direct your thoughts on the services you offer and the markets you should target. The answers to these questions should provide a clear direction for your business and marketing plans. For a detailed guide of the steps to follow, refer to Section 5 on business and marketing plans.

- What makes your activity or product unique? Will it interest tourists?
- Have you met with Destination Nord de l'Ontario or another regional tourist association to present your product and receive feedback?
- Do you have a resource person dedicated to promotions, sales, and media relations?
- Do you want to aim your marketing efforts at local, national or international clients?
- Do you want to market your product directly to tourists or with the help of a distribution network?
- Do you hope to reach groups or individuals, people traveling for business or pleasure?
- Is your product offered on a seasonal basis?

### 4.3 Working with the travel trade

The “travel trade” includes tour operators, wholesalers, receptive operators and travel agents. Working with the travel trade has many advantages, but operators need to know what they are

talking about and who they are dealing with in order to succeed.

Whether or not to work with the travel trade is an important decision. Such an association has its advantages but it can also present its share of conditions and challenges. Before making such a decision, we strongly encourage you to read the following section and become better informed. The Ministry of Tourism and Recreation has produced a document entitled “Selling Through the Travel Trade: A Handbook for Tourism Suppliers” which provides valuable advice to anyone contemplating such an enterprise. The document is available on the Ministry’s website at the following link: <http://www.tourismpartners.com/TcisCtrl?site=partners&key1=indusRes&key2=guidelines&language=EN&linkType=I>

It is important to note that in spite of everything you read about different models and structures inside the industry, nothing is carved in stone. Entrepreneurs can do as they please and set up their businesses to maximize their potential. The relationships that you may develop in the industry may not match the models that you see here or elsewhere; that’s normal and you should try to understand each situation and adapt to it.

#### 4.3.1 Benefits of working with the travel trade

- enhanced distribution network
- extended market reach, access to international or distant markets without so much work
- partnership opportunities
- shared marketing costs

- access to larger reputable markets through trade partners
- financial protection from consumers
- repeat business opportunities
- enhanced and predictable cash flow
- potential product and service expansion
- become a known source
- build off-season opportunities
- target niche markets
- trade helps market your product, which allows you to focus your efforts elsewhere
- no “out of pocket” costs until something is actually sold
- allows you to create a marketing mix of direct and trade sales, often insulating a business from unforeseen marketplace swings

### 4.3.2 Challenges of working with the travel trade

If working with the travel trade is profitable for some suppliers, others find that the disadvantages it entails may hinder their success. Here are some factors to consider before entering into a partnership with the travel trade.

#### 4.3.2.1 Challenges for suppliers

Your answers to these questions may reveal potential hurdles or additional challenges when establishing a working relationship with the travel trade.

#### Seasonality issues

- are there any problems with physical access during certain seasons

- is your experience weatherproof
- does it offer guaranteed availability
- during cold weather, are you winterized

#### Capacity issues

- high, low and shoulder seasons - when do you need business
- do you have enough standard rooms to handle a group booking
- can you block space for a tour operator

#### Employment issues

- do you have capable staff available in both high and low season
- is your staff trained to handle visitors from various cultures

### 4.3.3 Who are the tourism stakeholders?

In order to work with the travel trade, you need to understand its components.

#### Suppliers:

These companies offer activities and attractions that draw tourists, as well as those who provide direct or indirect support to the tourism industry (transportation, accommodations, etc.). If you are reading this guide, you are probably a supplier.

#### Wholesalers:

These companies are the wholesalers of the travel trade. They buy services, often in bulk, from suppliers and offer them in packages to travel agencies or sell them to other tour packagers.

- negotiate volume rates - 15-30%



off retail prices

- may establish a working relationship with local suppliers
- may also package the products themselves and offer them to various markets through travel agencies

### **Receptive operators:**

They are sometimes called “North American inbound receptives” and are usually based in a major international gateway (i.e. New York, Los Angeles, Vancouver, Montreal or Toronto).

- often act as an on-site buyer for an off-shore tour operator
- know exactly who their clients are and what they want
- know how many passengers they can expect and when
- purchase products all over the continent; may not be interested in developing one particular area over another unless it is important to their bottom line. If difficulties arise, they may go elsewhere
- may not be interested in developing off-season business - will simply take their clients to an easier selling destination in the winter

### **Local receptive operators:**

They are known as the “tour operator’s tour operator”.

- promote packages for a specified area to tour operators/wholesalers
- may deal with other receptives to create a package for a larger area
- promote their “area” to any tour operator or wholesaler who will contract them to set up their package
- need in-depth information on a given area in order to be the “expert”
- create a customized group pack-

age to suit their client operator’s needs or offer pre-scheduled departures for FITs and sell them to many different operators

- important that they set up good working relationships with all of their suppliers because this is their “home base” and they can’t simply go somewhere else
- want to develop business year-round in their area
- act as marketer for their suppliers: in brochures, through quotations, at trade shows, from word of mouth referrals
- often have a very strong relationship with DMO’s and regional tourism associations
- may specialize according to type of experience: urban tourism, ecotourism, adventure tourism, etc.

### **Tour operators:**

- sell directly to consumers or through a travel agent
- produce and distribute brochures, fliers, posters and other promotional material for consumers
- know their clients and their needs and expectations
- buy advertising in various media: radio, television, Internet and newspapers

### **Travel agents:**

Travel agents are companies that sell packages directly to consumers.

- may offer different packaging from different tour operators to several destinations
- mainly target foreign destinations
- some local operators are also travel agents

#### 4.3.3.1 Trade flow chart

When you negotiate with a member of the travel trade, it is important to know where they fit into the structure. Not every stakeholder is treated equally; the discount level they are offered varies depending on whether they are a travel agent, a local receptive operator or a receptive operator.

#### 4.3.4 Developing a fee schedule which takes into account the distribution network

As a supplier, you can choose to sell your products directly to tourists or to hire the services of other members of the travel trade. Before choosing the second option, you should understand the various tiers of the industry in order to sell your product at a rate that will sustain acceptable profit margins.

Every entrepreneur has the right to expect to make a profit. He needs to know that if he sells his product to middle men, each tier will expect to receive a commission for the services from which his company will make its profit. As a supplier, you need to understand how the industry works in order to establish an acceptable fee schedule for you and your clients. The diagram in the previous section should help you better understand this.

You need to know who you are dealing with and where they fit into the chain that starts from the supplier - you - and ends with the consumer. Do not offer the same discounts indiscriminately to

everyone who wants to work with you. Travel agencies can expect to receive a discount of 10 to 15%, tour operators normally range between 15 to 20% whereas receptive operators can command a discount of 15 to 30%. Note that the size of the discount reflects:

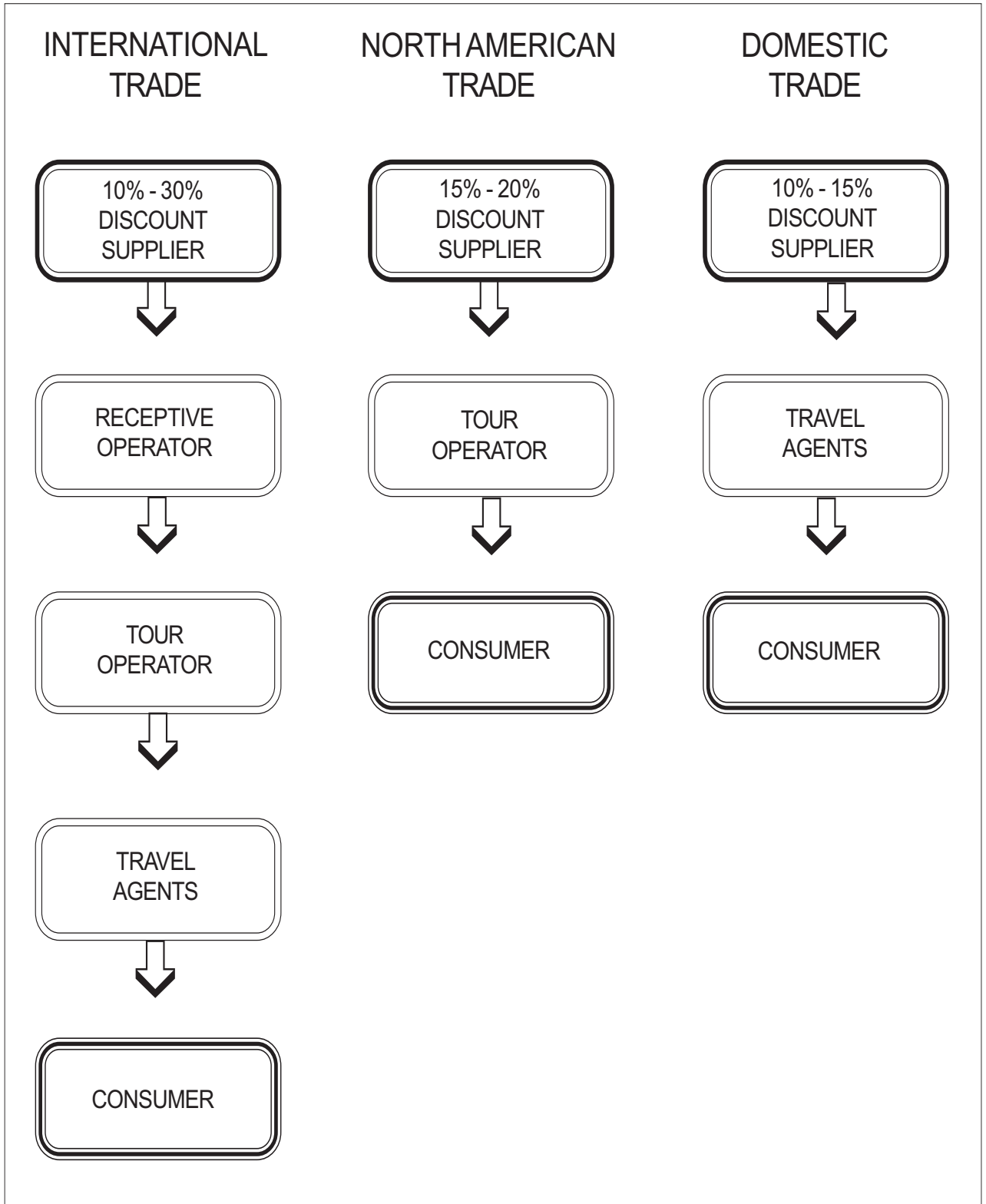
- the number of steps in the chain or the number of tiers between the supplier and the consumer, as each player will keep a commission (5 to 10%)
- the potential clientele that this alliance could generate for you: receptive operators are often companies that sell a large volume compared to a travel agency that does business in a relatively small territory with a limited clientele.

The stakeholders who call you to sell your services expect to negotiate the price and the discount with you. Once you have agreed on a price, stick with it for a given time period. Tour operators or wholesalers who buy products from suppliers need guaranteed prices over a certain timeframe to prepare packages and marketing tools like fliers or brochures, then sell these products to travel agencies or directly to consumers. All that takes time, which is why it is important to respect the commitments you negotiated with the travel trade.

#### 4.3.5 Suggestions for working with the travel trade

If working with the travel trade has its advantages, it also has its share of challenges.

# Travel trade flow chart



#### 4.3.5.1 General suggestions

When a buyer from the travel trade approaches you, keep in mind the following tips:

- find out what type of tour operator they are (i.e., Ontario inbound, Ontario outbound, French or European clientele, etc.)
- discover which markets they specialize in (i.e., daytrippers, long-haul, seniors, students, etc.)
- ask which seasons they are promoting and if they have any particular special interests (i.e., city, wilderness, golf, skiing, etc.)
- design your “sales pitch” to include the specific interests and target markets they have mentioned - if your product does not seem suitable for the buyer, suggest something else that might satisfy his needs
- “negotiate” your rates based on previous experience with the buyer, current or potential volume, on/off reason ratio of business, etc.
- provide prompt follow-up to immediate requests and friendly, personalized service during future contact

What a wholesaler or tour operator is looking for in a supplier:

- fast response to inquiries
- reliable service, easy to work with
- supplier integrity: build an honest and trustworthy working relationship
- flexibility in:
  - booking and cancellation policies
  - deposit policies
  - comp policies

- specially negotiated rates - no changes once confirmed:
  - volume discounts
  - on/off season rates
  - across-the-board pricing (S/D/T/Q)
- understanding of special requirements:
  - cultural and religious differences
  - dietary requirements
  - disabled access

#### 4.3.5.2 Suggestions for the accommodations sector

- location: central, near shopping or an attraction, on the way to somewhere
- size: over 40 rooms (one group may take 20-25 rooms)
- negotiated rates:
  - on/off season
  - across-the-board pricing
- comp policy: one comp room per number of rooms rented (1:15 or 1:20)
- driver room rate
- flexible deposit policy (preferably no deposits)
- invoiced billings
- GST rebate
- accessible entrance for groups:
  - lobby with seats for waiting
  - bus parking
  - luggage and portage
  - room amenities: coffee makes, hair dryers
  - food services on site: coffee shop, lounge with entertainment
- local area: shopping, entertainment, services

- atmosphere:
- friendly, courteous staff greeting and farewell service

#### 4.3.5.3 Suggestions for the restaurant sector

- good food, friendly service, and patient staff
- atmosphere: special décor or displays, scenic view
- accessible entrance
- choice of menu when seated: beef, chicken, fish
- three course meal with beverage
- fast and efficient, not rushed (1 hour maximum)
- washrooms: clean, accessible, large
- near attractions, easy highway access
- bus parking
- all inclusive price: all taxes and gratuities included
- no deposits: invoiced billings with approved credit card
- comp meal for driver and escort

#### 4.3.5.4 Suggestions for the attractions sector

- something for everyone: not too specialized
- guided tour, if possible
- lots of activities and explanations if not guided
- good washroom facilities: clean, large
- good eating facilities: for coffee break, light lunch
- accessibility: separate group

entrance

- group meeting place with seats for departure
- pricing: group discounts, commission for large volume
- comp policy for driver and escort
- flexible deposit and cancellation policies
- invoiced billings with approved credit
- maximum length of visit: 1 1/2 to 2 hours

For more information on the travel trade consult the guide entitled “Working with the Canadian Travel Trade”. To obtain a copy, please contact Nancy Rosset:

Nancy Rosset  
Partnership Coordinator  
OTMPC/FedNor  
123 March Street, Suite 203  
Sault Ste. Marie, Ontario P6A 6A9  
Telephone: (705) 945-6583  
Fax: (705) 945-6580  
E-mail: nrosset@bellnet.ca

### 4.4 The four components of the tourism industry

In this section, we will present the suppliers of the four main components of the tourism industry and we will provide valuable advice to develop their products and build strong relationships with the travel trade.

#### 4.4.1 Transportation

Transportation is one of the main sectors of the tourism industry. It is

essential not only for providing tourists with access to their final destinations, but also between destinations within their chosen circuit.

This sector includes:

- air carriers
- motor coaches
- railways
- cruise lines
- car rentals
- ferries
- recreational vehicles
- taxis
- gas stations
- other services

Many components of this sector are infrastructure issues that fall under the control of provincial and federal governments. Ontario is facing huge transportation challenges, and Francophone Ontario is even harder hit due to the size of its territory. The Ministry of Tourism and Recreation has recognized these challenges in its strategic plan and will endeavour to address them.

If you are a supplier like a restaurant or a motel that depends on a clientele that uses road travel to arrive at your establishment, ensure that you have proper signage and that you advertise your services in French.

#### 4.4.2 Accommodations

Accommodations are a large and essential sector in the tourism industry. They include:

- hotels
- motels

- resorts
- campgrounds
- time-share
- bed & breakfasts
- youth hostels
- summer camps
- other forms of accommodations

Tourists generally choose hotels 56% of the time. Two ecotourists out of three prefer cottage rentals. According to a survey conducted in New Brunswick in 2003 for all markets, the spa experience is gaining in popularity. The market is eclectic: some prefer an experience where they can mingle with others whereas others prefer solitude.

No matter what choice the tourist makes, access to high quality accommodations is part of the overall vacation experience and is crucial for a prosperous tourism industry. It is essential to offer an excellent product and impeccable service, as competitive markets are always raising standards. These standards are often based on customer service, which is the key to your success.

##### 4.4.2.1 Customer service

According to research conducted by the government of New Brunswick, vacationers have high expectations of customer service. They want exceptional service, nothing less. Tourists rarely remember paying a high price, but they seldom forget a bad experience linked to poor service.

To give the best service possible, the Canadian Tourism Commission sug-

gests underpromising and overdelivering. However, that does not mean you need to undersell your services. Value-added surprises are always well received and very much appreciated.

#### 4.4.2.2 Authenticity

Exceptional customer service is often characterized by its genuineness or authenticity. The Canadian Tourism Commission recommends immersing clients in local culture, showcasing local customs and traditions, becoming knowledgeable in local history, preserving the authenticity of the cultural experience, and ensuring quality interpretation services.

- ensure that your establishment exudes your culture and your values, both physically and culturally
- serve high-quality regional cuisine if you offer breakfast or other meals
- consider promoting pastimes that are linked to cultural activities - your clients may enjoy snowshoeing, stargazing, or learning how the explorers navigated by the stars...

#### 4.4.2.3 Shopping list for the accommodations sector

Never skimp on the quality of your supplies.

- double or queen-sized beds
- night tables
- dressers
- tables

- curtains
- chairs
- desks
- smoke detectors
- waste baskets
- lockable doors
- good quality mattresses
- clock radios
- mirrors
- three bed sets per bed
- antiallergic pillows
- bath towels
- hand towels
- face cloths
- soap
- reading lamps
- carpet underlay
- carpets

#### 4.4.2.4 Hotels/motels

Hotels/motels are still the most traditional choice for accommodation. This type of establishment is in especially high demand near snowmobile trails. Snowmobilers look for services such as indoor parking, ramps, fuel, and access to trail systems.

#### 4.4.2.5 Lodges

Lodges are becoming more and more popular, especially among ecotourists or outdoors enthusiasts. These establishments tend to be as ecologically-minded as their clientele.

Although lodges can be found near trail systems, snowmobilers and ATV enthusiasts are not likely to patronize pro-environmental establishments; however,

that largely depends on the lodge's positioning. The challenge is to find a way to connect the two cultures and combine the mentalities of both environmentalists and riders.

Eco-lodging establishments must adhere to the principles of ecological design in their choice of renewable building materials, energy efficient power (solar energy, trails, gardens, buildings in the forest, non-synthetic materials, local or regional elements), and cultural elements steeped in tradition. The Moose Factory Ecolodge is a good example: the dining room is a replica of an A-frame structure which was used in residential quarters along James Bay.

The building must not cause any harm to its surroundings. It must have minimal impact on the environment and should be built in harmony with the land rather than adapting the land to fit its structure. The architecture must be in tune with the natural décor.

An ecolodge must function on less energy. For example, it must reduce water consumption and should be built in the most energy efficient way possible.

Many ecolodges operate in full or in part on solar energy.

#### 4.4.2.6 Energy efficiency

Planting trees like birch or maple will provide shade in summer and allow the heat of the sun to warm the buildings in winter. Using stone building materials

requires little energy and uses products from the local quarry. Central wash-rooms reduce the energy needed to pump water to all the rooms.

#### 4.4.2.7 Camping

Camping is a very popular solution for travelers, but not at any price. Again, vacationers are looking for specific quality criteria.

They expect large, well kept sites, with clearly identified access. Camping practices must be environmentally friendly.

Recreational vehicles are increasingly popular. In private campgrounds, 75% of clients travel in an RV. Campgrounds therefore need to keep pace with this trend. The study conducted in New Brunswick in 2003 shows that the market will show strong growth over the next 15 years.

Wilderness campsites should also be considered.

#### 4.4.2.8 Bed & Breakfasts

The B&B clientele is primarily looking to come into contact with residents in the areas they visit. The Bed & Breakfast is the alternative to staying with friends or family.

What does it take to operate a Bed & Breakfast? A B&B is a room in a private home or located near the main building which offers breakfast with the price of



the room rental. The area is interesting to tourists and may have a historical flavour.

Before embarking upon such a business venture - which is more and more popular with vacationers - you need to be comfortable with an invasion of your family's personal space. You need to offer a clean room and be ready to welcome strangers who are curious to learn a little bit about you into the intimacy of your home.

Guests expect their hosts to offer more than a hotel service: they want hospitality. The hosts must make their guests feel welcome and comfortable and offer a room in a modest chalet, a family residence or a multi-room establishment.

Paradoxically, more and more B&B enthusiasts prefer to stay in a small chalet or cottage rather than in a residence.

Trade associations are very important for inns and B&B's, as they not only provide good visibility but also guarantee the quality of the stay in the minds of your clients.

Among the standards required to operate this type of business, you need to comply with the Ontario Building Code and municipal zoning requirements. In addition, you will need to adapt the building to its new use. If you need to add or renovate washrooms, for example, factor in the cost of building permits.

### 4.4.3 Restaurants

According to the Ontario Ministry of Tourism and Recreation, the wine-growing and culinary sectors have seen a sharp growth over the past decade. The Niagara region has benefited the most from this trend, but one fact that stands out is that for many tourists, eating well is not only a reason to travel, it's also a lifestyle.

The Niagara region has become famous for its wines and Toronto, for its multiculturalism. These two destinations are the most popular in the province. Although we can't become the next Toronto or Niagara overnight, we can examine what makes these destinations so popular and try to reproduce similar conditions in our own corner of the province.

Lack of diversity is often the main weakness in the restaurant industry. The gourmet diner will appreciate less exotic fare, but diversity is the key to success.

It all starts with the menu, which should offer products that reflect the local reality. Clients just love to discover regional products!

#### 4.4.3.1 Brand image for restaurants

The following seven elements must be present to produce the ideal rustic Franco-Ontarian dining experience. First and foremost, you need French-speaking staff. The food should be prepared with local ingredients and offer typical Francophone dishes that

reflect the culture. The Franco-Ontarian emblem must be found on the outer décor. Rustic furniture, a restaurant name evoking regional history and background music expressing Francophone culture all add to the experience.

In section 9, we will propose different ways to adapt your services to Circuit Champlain and the marketing efforts undertaken by and for Francophone Ontario.

#### 4.4.3.2 The menu

Regional specialties are important. In Francophone Ontario, these are often special dishes which have been imported from other regions by groups of immigrants. There are numerous examples: tourtières from the Lac St-Jean region of Quebec, perogies from Eastern Europe (from those who came to work in the forests of Northern Ontario after being expelled from their homeland), and Italian cuisine from Sudbury's Italian community (many of whom came to work in the mines).

It is also important to balance locally-grown products with popular dishes. Why not call in an expert for help? Your menu will be the richer for it, and your guests will appreciate the personal touch. With a bit of imagination, you can give everyday dishes a local flavour. The fondu made with cheese from the local dairy will interest your guests' curiosity as well as their taste buds. The strawberry coulis from the local berry farm is much more appealing than a

generic frozen desert.

It is important to give a regional and historical touch to your décor and create a truly Franco-Ontarian atmosphere.

The menu must not only be original, it should also offer diversity and something different from the competition.

Take vegetarians. Meatless diets are gaining in popularity and recent food scares have contributed to the changing eating habits of international travelers. Many tourists prefer not to eat meat, and the industry must find a way to satisfy them.

#### 4.4.3.3 Acceptable dining facilities

Restaurants should provide a dining room, a waiting area, good lighting, easy traffic flow, an efficient kitchen for food preparation and employee interaction, and excellent ventilation.

#### 4.4.3.4 The culinary experience as part of the total tourism experience

To provide your guests with a truly unforgettable experience, do not limit yourself to their tastebuds. Avid tourists want to learn new things, interact with others, participate in physical activities and be entertained.

You can adapt your experiences and products to suit the interests and needs of your clients. Who do you attract? Who are your clients? These are questions you need to answer in order to better target your clients' expectations.

The Canadian Tourism Commission proposes a thematic approach which encompasses menus, interpretation, and integration into the culture. Authenticity is part of a quality cultural tourism experience. Immerse your clients in the local culture. Present the culture as is, without exaggerating. Showcase its customs and traditions. Pass on its history. Offer quality products from the area.

Tie historical or cultural links into your table settings by displaying the work of local artists and artisans. Travelers don't want headaches. Since they are often traveling for several days, they want to take in a variety of activities. A nicely set table surrounded by attractive paintings in a picturesque décor make a great impression.

#### 4.4.3.5 Meeting the standards

If you serve meals, you need to obtain a Food Service Establishment Permit from the Food Service Division of the Ministry of Agriculture and Food.

Having a restaurant means complying with health standards. Public health units give out awards to identify restaurants that offer healthy choices. These awards recognize excellence and are often looked for by tourists, but they are not the only way to guarantee an excellent product.

You also need to meet more basic standards before your public health unit can allow you to operate. The Canada/Ontario Business Service Centre states

that inspectors check temperature control in fridges and freezers, food storage and protection, hygiene, cleanliness from the kitchen to the wash-rooms, and waste storage.

For more information, contact the Food Service Division of Ontario's Ministry of Agriculture and Food. This department is responsible for food safety and for the food inspection regulations monitored by the public health units.

You also need to decide whether or not you want to serve alcohol. Contact the Alcohol and Gaming Commission of Ontario to get the necessary permits and to find out if your municipality has its own regulations.

Contact an administration or finance expert to determine which of your products and services are taxable.

Lastly, restaurants need insurance to protect themselves in case of fire, public liability, theft and fraud.

#### 4.4.3.7 Diversified operations

In order to meet the needs of your clients, you need to know who they are. What are their motivations, attitudes, values, and favourite activities?

Do they have a ravenous appetite or do they prefer gourmet fare? For example, cyclists love to eat. They use up their energy biking, and then they consume more energy (food) to keep going. They need to balance their physical activity with the food they eat.

Identifying these key characteristics will help you choose your menu and your activities.

For example, some businesses (even restaurants) rent snowshoes. Guests who arrive early may be tempted by a wintry stroll. Snowshoeing along wooded trails alone or accompanied by a guide can whet the appetite or help digest the first course.

#### 4.4.3.8 Green operations

The tourism clientele is likely to be concerned with environmental issues. Ecological practices do not just impact the environment, they also affect your reputation. For example, do not use Styrofoam containers if your clients love nature and the outdoors. Find an environmentally friendlier way to serve food.

- ❑ Limit your waste and garbage. Composting is increasingly in vogue.
- ❑ Decide what type of products you will use. Aim for quality. Organic and biological products are appreciated.
- ❑ Recycle.

For more tips and suggestions, see section 2.5.2 on ecotourism.

#### 4.4.4 Attractions

##### 4.4.4.1 Festivals and events

Festivals and cultural events top the list of the best ways to attract tourists to your community. These activities exert a very strong pull on tourists. Therefore, it is important to have a solid plan to

ensure their success.

##### 4.4.4.1.1 Promotion

Themed events are popular, but people need to know about them. There are many ways to spread the word. For example, Destination Nord distributed a schedule of Francophone festivals and special events in 2005 through a calendar featuring the activities of its members. If your festival or event is not already part of this initiative, consider joining REFNO, the Regroupement des événements et festivals du Nord de l'Ontario under the direction of Destination Nord de l'Ontario.

##### 4.4.4.1.2 Financing

According to a study conducted by the Ministry of Tourism and Recreation on funding for festivals and special tourist events in Ontario, there seems to be a correlation between funding and attendance: the more visitors you attract, the more funding you can receive.

Section 9 contains a detailed description of grant programs offered by various levels of government to help finance festivals and events. Private sources of funding are also available from companies and foundations.

## 4.5 French-language tourism development

So far we have offered suggestions and advice to help you develop your services in a general manner. It is also important

to consider what you need to do to expand the French aspect of your business since this is the clientele that you hope to attract.

#### **4.5.1 Start by taking an inventory of your product**

We have talked in great lengths about the importance of offering excellent services, especially services in French, to create a healthy Francophone tourism industry in Ontario. But how can you determine the quality of your services if you don't first take an inventory of what is already being offered?

Only after you take an inventory of your products and your ability to meet the Francophone demand can you plan your next steps.

For the first time last year, Destination Nord conducted a survey among interested tourism business owners to evaluate the level of services, and particularly the French services, offered by each business.

The questionnaire created and administered by Destination Nord can be found in the following pages. By mimicking this process, you can achieve goals that are essential to improving the services offered to Francophone tourists in Ontario. In addition to making tourism entrepreneurs aware of the level of services needed, the questionnaire is used to establish a provincial rating system that allows tourists to find and patronize businesses that offer excellent services in French. This provides peace of mind to

French-speaking travelers since they know that they can easily express themselves in their language of choice.

At the risk of sounding repetitive, tourists are looking for a change of scenery, but many also want to be among other Francophones and receive services in their own language.

We invite you to read the questionnaire (which is also found in Section 9) and examine your effectiveness in communicating with French tourists in their own language. This ability could help you attract a great number of French-speaking tourists.

#### **4.5.2 Do you have bilingual employees?**

Satisfying their customers is of paramount importance to suppliers. Francophones, especially those from Quebec, will want to be served in their own language. If you are reading this manual, it's because you are interested in French tourism. For French tourism to work, you must be able to offer services in French.

Try to ensure that all your employees are bilingual. This is unlikely to happen since the tourism industry is already having trouble recruiting qualified permanent employees, often because salaries are not competitive. If they can't all be bilingual, make sure to have at least one bilingual employee - with acceptable French oral skills - per shift. It is especially important that front-line employees who greet guests or answer

the phone are able to express themselves in French. Section 6 will provide you with sound advice on this subject.

Destination Nord occasionally offers training workshops that could help your staff better serve French clients. Stay tuned to Destination Nord's news bulletin, The Napkin Corner, to find out when these training activities will be offered.

#### 4.5.3 Bilingual promotional documents

In the hands of potential clients, your promotional documents (business cards, leaflets, brochures, website or CD-ROM) become your company's representatives. If the French tourism industry interests you, you will need to provide this material in both French and English.

Don't make the mistake of translating your own material, unless you are a professional translator or have mastered the French language. Your clients will easily spot the mistakes and awkward phrasing which may work against you when they choose their destination.

Don't skimp on quality either. Knowing how to use a computer doesn't make you a graphic artist. Call on professionals for suggestions regarding presentation, format, type of paper, font, colour, and other design elements that are sometimes taken for granted but become extremely important when in your clients' hands. For example, do you know which colours Quebecers prefer

and which colours to avoid when addressing this clientele? Have you considered that although glossy paper may look expensive, it is much less effective on documents used outside due to the reflection of the sun? What impact would using recycled paper have on your clientele, especially if you are in the ecotourism industry?

#### 4.5.4 Bilingual road signs and signage

Displaying your business name in French is a good start to attracting Francophone clients. The same applies to road signs, which should be bilingual.

It is especially important to erect bilingual road signs along Circuit Champlain, where many independent Francophone tourists are likely to be traveling.

Destination Nord has already set up French advertising campaigns in certain Ontario regions and will keep pressuring the government to continue its efforts of putting up French and bilingual road signs.

#### 4.5.5 Bilingual menus

Be sure to provide bilingual menus, especially if you offer local products or regional specialties which French clients from Quebec and France are especially fond of. See the section on restaurants for additional suggestions that apply to this component.

## 4.6 The importance of building strong relationships with the community

Why ask the community to get involved in tourism development?

The answer is simple: people who use trails will need food and lodging. While they are enjoying their stay at the inn, clients can learn more about the activities the region has to offer. When a region is fully “on board” with a tourism project, each member of the community becomes a guide, an ambassador, and a source of tourist information.

What message does your community send to tourists? “This area is happy to welcome you and is worth visiting because the local people are so knowledgeable about it” is probably the best welcome you can offer, but people have to get involved. It may take time, so don’t get discouraged. In some regions, the tourism community reflex is well-developed, but others may take some convincing, wheedling and arm twisting. However, the end result is worth it: the investment can bring big profits to suppliers of tourism products and to the entire region.

The community will want to get involved for many reasons: it’s in their interest to receive funding; the entire mix of products and services will create a regional cohesion for tourism; the supplier will need the expertise of all stakeholders; and tourism has an impact on the entire region. By getting everyone to participate, the industry as a

whole becomes a network of allies from various sectors.

Planning, construction and equipment need to be sourced from the community. As an entrepreneur, you need the expertise of other members of your community.

In addition, tourism helps revitalize your community’s image. It encourages infrastructure improvements. It stimulates a feeling of ownership and belonging. It provides an economic development strategy and impacts the quality of life for all residents, including employees and entrepreneurs.

To achieve success, the entire region must pull in the same direction. A community that fosters cooperation will thrive. While offering a wide range of services to tourists, stakeholders also need to achieve a certain level of quality in order to satisfy their clientele.

In order to develop an area’s tourism potential, you need to offer resources that are suited to the market. Taking an inventory of your resources must include anything that could be remotely associated with tourism: railroads, supermarkets, heritage sites, etc. The effort must be general in scope and should target long-term development.

Authenticity and cohesion will benefit not only tourism stakeholders, but the community at large. If your fellow citizens are proud of their culture, if they know its traditions and history, they will surely fuel the enthusiasm of the tourist who is looking to immerse

himself in the community.

In addition, the more you know about your surrounding region, the better you can promote it.

#### 4.6.1 Pull out all the stops

The economic impact of tourism is everybody's business.

If you want to continue to attract tourists from year to year, you need to spread the word that your community is aiming for excellence in its products and services. One disreputable business can mar the reputation of an entire region.

To avoid such an unfortunate situation, you need to constantly strive to offer better products, to invest in support products, to feature flagship products, to promote four-season operations and to develop innovative and diversified products.

#### 4.6.2 A win-win situation

French-speaking Ontario has a rich tourist potential just waiting to be developed.

Establish cooperation through global participation and community support strategies, guidelines, education and training services and coordination.

Once you have an inventory of your resources, it is easy to create partnerships (like Destination Nord is striving to do). By knowing other products in

your region, you will be able to evaluate which ones may have a direct impact on your own product or service.

Many travelers are looking for package deals when they plan their trips. These organized trips are often a sign of good regional organization. A region that does not offer package deals often lacks tourism experience. In addition, posting your package deals on the Internet allows many potential visitors to see at a glance what your region has to offer.

These potential partnerships are golden opportunities for your business, organization or region. Partnerships are built through mutual cooperation, discussions, and brainstorming from the community at large. The commitment must be based on trust.

#### 4.6.3 Avoid stumbling blocks

In many regions, small-town mentalities and turf wars can cause serious stumbling blocks.

In a study on funding commissioned by Ontario's Ministry of Tourism and Recreation, Milestone Strategy identifies "the harmful competition that exists between certain festivals" as a problem that needs to be addressed. The authors of the study believe that better coordination would be beneficial to everyone.

The best way to approach this is to work together rather than haggle with your competition. Many are concerned that businesses are stifling one another, but from the tourism industry's perspective, competition is global rather than local. That is why you need to promote



an entire destination rather than just one business in order to attract traveling clients.

Whether they belong to the tourism sector or not, all businesses benefit from the presence of a critical mass of tourism-related businesses. These businesses and activities add value to a region as a destination and increase its capacity to sell itself as such. Compare advertising a single business which entices one family of tourists to spend a week, or advertising an entire region where tourists can take part in a different activity each day and attend a couple of festivals during that same week. Which of these two advertisements would interest you the most? When you think tourism, the best guide is often your own judgement. Remember your own tourism experiences: why did you choose one destination over another? Apply this thinking to any decision you need to make for your own business. If the argument makes sense to you, it will probably make sense to other tourists!

#### 4.6.4 Take this advice to heart

By taking advantage of the networks which are already in place, like Destination Nord, it is easier to conduct research and studies, to identify key tourist activities on a regional scale and to consider better, more complete,, regional promotion.

In addition to fostering regional pride, a regional tourist guide will highlight the historical, cultural and natural assets of your entire region.

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<sup>1</sup> Some passages from this part of the guide are extracted from Tourisme Montréal, *Guide d'intervention auprès du secteur touristique montréalais*, September 1999.

<sup>2</sup> Canadian Tourism Commission, "Strategic Marketing Plan 2003-2005. Overview", p. 27.

# Notes

SECTION 4

*Section 5*

# **THE BUSINESS PLAN and THE MARKETING PLAN**

**SECTION 5**

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**W**ould you leave for a new destination without a good map or at least clear directions? A few adventurous souls might take on the challenge for the sake of excitement. But in business, risk often needs to be minimized. Planning is the key to success. In this section, we take a look at the concepts of both the business plan and the marketing plan. These documents will help you prepare a road map for your business which you can return to when it comes time to measure your progress.

## 5.1 The Business Plan

It may be a distinctive characteristic of the tourism industry but for many, tourism is more a way of life than a business strategy. This section will focus on how to gather and put together information so your projects can become reality.

### 5.1.1 The mission

For a corporate culture to succeed, it helps to be original and venture off the beaten track. It requires passion, realistic and measurable objectives, celebration when successful and a financial investment into the careers of team members. Choosing a mission for your business has to be a natural course of events respecting the needs of the market.

#### 5.1.1.1 How to develop your business’s mission

Many organizations think they have a vision when what they really have is a mission. “We are our thoughts; we follow them.” They include images, sounds, scents and flavours. Images grab our attention. They motivate so we choose to follow. For example, a driver tends to go where he’s looking. He needs to look at the exact spot he’s going to. A business is no different.

An organization that has dedicated itself to “providing the most useful information to our clients so they can achieve good health” describes its mission, its goal and main purpose. This kind of organization offers a clear view of what it wants and needs, but has no visual representation of how its efforts will be rewarded, or the final product. It should say: “Our clients are well informed, happy people with glowing, healthy smiles”. That is the end product.

The organization’s vision brings together its objectives with its values. In difficult times, people within the organization can go back to the vision for encouragement and guidance. Without a vision, the members of an organization can be overcome by small daily problems and may lose direction. The vision focuses on what counts: the set-up and maintenance of the organization’s goal. Without it, the person in charge may have to solve too many logistical problems.

The long-term advantages of a vision

are:

- achieves creative and “off the beaten track” ideas
- ensures creativity
- allows employees to acquire a sense of direction
- enhances personal engagement
- clarifies the “reason for being”
- promotes creative solutions
- inspires trust

The mission, goals and purposes are crucial to back up the vision, but shouldn't replace it.

### 5.1.1.2 Practical drills to create a vision

It is necessary to determine your organization's beliefs and its values. From those values, a visual representation or shape can be drawn up or imagined. This mental image can then be pushed to a higher level by describing it with different colours and shapes, as well as by varying the perspective and image size. We can add sounds, movement, scents and flavours to enhance it. If the representation is complete and true, your chances of actually achieving your main objectives become that much more realistic.

Finding answers to the following questions may help:

- Who are my clients?
- What are our strengths; what is our main strength?
- What are our beliefs, our values,

our strategies?

- What is our identity?
- Why do we exist?

A vision can also be made into a projection: “In five years, I see this business, this project...” With a vision, the leaders are more prepared to tackle a challenge, to solve day-to-day problems without losing track of the main purpose.

## 5.1.2. Developing your business plan

This section will concentrate on the basics of building your business plan. If this is your first experience in the business world, you should seek the advice of a professional. You will find more information and additional sources in sections 8 and 9. In general, any office of the Government of Ontario or any Community Futures Development Corporation are an excellent starting point to gather information and to speak with experts.

### 5.1.2.1 A Plan. But why?

Success and business do not automatically go hand in hand - many will not celebrate their 5th anniversary - but among the success stories you will find common starting points: a good idea, a lot of hard work and an excellent business plan. That plan offers a clear picture of the long-term objectives up to the first 5 to 7 years of operation. However complete your business plan may seem, never lose track of the fact

that in business, flexibility is a necessity.

Potential financial partners will certainly be interested in your profile. They will want to know your financial expectations, projections, analysis and, human resources plan. They will have questions concerning your personal financial situation and much more. These are an integral part of your plan.

This document helps identify the obstacles that you could encounter but also gives an idea of the strengths of your business. It is comparable to a financial statements, but even more detailed. It establishes norms and provides broad guidelines for management to follow.

#### 5.1.2.2 Key elements of the business plan

Setting up a business plan can be hard work. It is much easier when it's written step by step.

##### **Overall description of the business:**

The business's vision and mission are stated in this section of the plan. The short and long-term goals and a description of the product-service offered by the business are also presented.

##### **Description of management team**

You have to introduce, describe and sell your business. This is why you have to include a résumé and a personal financial statement of each company director of the new business. Take time to write a thorough description of the assets and

abilities of each key person. This could provide interesting results and draw forth unknown strengths, perhaps even some missed by you.

##### **Market analysis**

You need to assess your market. Identify your target market (see section 4 for more information concerning potential target markets for tourism suppliers in francophone Ontario). In your case, you need to think of ways to attract francophone and bilingual tourists to your product or services.

Choose groups you wish to target by looking at their average revenues, age, country, province or state of origin, general or specific interest or interest in your product. Such information is readily available in segmentation research done by provincial or federal governments, or by the Canadian Tourism Commission.

Then, clearly identify who your competitors are. How many businesses similar to yours exist in the region, in the province or in other regions and provinces? Will location play to your advantage? Are your site and your business accessible? Keeping such information in mind, draw a plan detailing how you want to develop your business. Take a close look at what you are doing or at what you want to offer, and keep lots of notes.

You will have to find suppliers for your business. For example, you should find someone who bakes fresh pastries and another who makes homemade jams if

you serve breakfast in a bed & breakfast. Obtain tenders and have contracts drawn up and signed with those potential suppliers and add those documents to your plan.

### **Marketing plan**

The marketing plan can be quite elaborate and will be touched upon further in this section. Let's just say that at this point your plan should include a description of your advertising strategies, your pricing information, your after-sales service plan and any guaranteed issues on your products and distribution. The marketing section of your business plan should be the most detailed, with a complete description of the products and services offered by your company, by whom and how they are to be offered.

### **Human resources**

Identify how many jobs you will be creating and exactly what those jobs will be. Develop a strategy to hire qualified people, especially for French-language services if you intend to offer such services. You should designate at least one bilingual person per shift. Ideally, any employee who serves tourists should have a basic knowledge of French.

If you can't find people with these qualifications, you need to ask yourself how you will attract and retain them and make that answer part of the plan. Perhaps you could perhaps encourage your employees to enroll in French courses, either by paying their tuition fees, books, or by giving them paid time off to attend class or do homework.

### **Financial resources plan**

What are your present and future financial needs? Is your business eligible for governmental funding through special programs (see section 8)?

Establishing a financial plan is not child's play. It can be difficult and time consuming, but it needs to be done.

You need to plan your expenses, to anticipate your income. You also should take a close look at cash flow and how it will affect your ability to operate your business, order goods, or pay employees and suppliers. You have to analyze and predict at what time of the year your cash flow will be at its minimum and maximum.

You also have to establish prices for your products and services. A lot of people fix prices without thinking about seasonality, indirect cost of products,... Just think about a travel agent's commission which can be from 20-30%. Please consult section 4 of this guide before fixing prices, especially if you will be working with partners from the travel trade, such as travel agents or tour operators. Working with them without knowing how they operate could cost you a lot of time and money... and could cause major headaches.

All that information will be scrutinized by every potential financial partner. They will also want to see what guarantees you're willing to offer if they agree to lend you money. They want to be in business with people who know what they're doing and who have a clear plan of

when they will be able to pay back the money — with interest, of course — they are borrowing.

Who will agree to financially back your business? In order to lend money, financial institutions like banks or credit unions, and even government agencies, will ask complicated and personal financial questions. Don't take it personally; they are only doing their job.

Include the amount of your initial investment in this part of the plan, which should include any money you need for startup. Identify all your sources of funds, both public and private. Plan and revise the expenses you are predicting for the first five years. This section will likely be the most difficult for you to complete, but it can also boost your confidence when starting a business. It will serve as a guide once your business gets going and you may no longer have the luxury of time to plan your finances. Going through this plan regularly allows you to stay on track.

You will also find these sections in your business plan:

### **Development plan**

Plan buildings, or real estate purchases. If you will be holding inventory where will it be stored? What are the physical conditions your company will operate in (cold climate, rain, snow,...)?

Construction is, of course, a critical part, but maintenance is also crucial and can be costly as time passes by. You will

need to eventually renovate, especially if you are busy. If this is the case, financial institutions and backers will want this included in your plan. Include future phases or plans for expansions, if available.

### **Resources management**

This part forecasts the long-term development, the preservation and conservation. You also must justify the importance of every product and resource you require to make or offer your end products. What are their respective roles?

In tourism, include an inventory of resources and do everything in your power to manage these resources on a sustainable basis. Ecotourism is growing in popularity and even mainstream tourists now incorporate these values into their decision-making process before planning a vacation...

## **5.2 Marketing plan 101**

### **5.2.1 Introduction**

Marketing conjures up an image of clients. One doesn't exist without the other. Marketing means taking every possible step to sell your product to potential clients. First, your business has to be well-defined, as do the goods and services produced. Know who your potential clients are. Who are your products targeted for? Those three elements - business, goods and services and clientele - are all influenced by the



economy, society, social trends, competition, the market, marketing tools and budgets.

When trying to sell anything, the key to success is to have and to follow a plan. A road map is essential. That is your marketing plan.

### 5.2.2 Developing the marketing plan

The main goal of your business is to increase its sales. In short, the marketing plan is a way to rise above any to sales.

You may use a variety of methods to draw up your plan. The one presented in this guide is one of many; it was chosen because of its simplicity, because it's easy to draw up, carry out and to assess.

We suggest this 10-step plan<sup>2</sup>:

1. Defining your product-service
2. Knowing your competitors
3. Understanding the market
4. Choosing your target market
5. Establishing your goals
6. Singling out a message to convey
7. Choosing the appropriate means of communication
8. Drawing up an action plan and establishing a budget
9. Producing marketing material
10. Assessing success

The first three steps constitute the basis of any marketing plan while the next three give you direction. Steps 7, 8 and

9 help reach your marketing goals. The last step helps measure the plan's success and identifies how to improve it.

#### Important notice

Before you get discouraged by this process, you need to remember that a number of businesses, in tourism and in other sectors of the economy, have succeeded without such a plan. But a host of others have gone down in flames. Today's business environment is not getting easier for budding entrepreneurs. Globalization could open new markets and attract additional clients, but it offers competitors from across the world the same chance, which means you are no longer only competing with other suppliers in your region or even in the same province. If you can't design a workable marketing plan, you might lose too many clients and be unable to continue operating your business.

Concerned about your skills as a writer? You don't feel your analytical skills will see you through the 10 steps of this plan? Don't worry. Experts estimate that 90 % of the work is using common sense, while the other 10 % is gathering information and statistics.

In the following pages, you will find advice on how to assemble this plan. If you are not familiar with the process, you are not the only one, especially for those who want to start a small tourism business.

Here are a few tips before we get into the specific sections of the marketing plan<sup>3</sup>:

- ❑ Your marketing plan is the safest way to get from where you are presently to where you want to be.
- ❑ To better define your product or service, ask yourself these types of questions: What are your strengths? What are the advantages offered by your product? How different are those advantages and strengths from those of competitors?
- ❑ To fully understand a competitor's product or service and to compare it to yours, ask yourself these questions: What are their advantages? How does their message compare to ours?
- ❑ You can obtain information from agencies or a DMO such as Destination Nord, a Community Futures Development Corporation, from one or all three levels of government, a Chamber of Commerce or from Statistics Canada. You can also pick up information from local newspapers, trade magazines and by interacting with competitors and colleagues through trade shows. You can consult the Internet (see section 8) and gather information there.
- ❑ It can be a good idea to work on your marketing plan with your whole staff. They sometimes provide valuable information that will save you time. The marketing plan has to be understood and accepted by all staff members if it is to be a useful tool for your busi-

ness.<sup>4</sup>

- ❑ If you intend to offer tourism products to a francophone and bilingual clientele, it is all the more important to come to a consensus and to generate enthusiasm around this project. It needs to be a positive experience, a way for everyone to open up to a new culture. Make sure that at least a few staff members have a basic knowledge of the French language. You may then proceed to develop specific tools, such as a brochure or other promotional tools. Even if your staff doesn't become master of the French tongue and culture, welcoming francophones to your business can prove to be a success if a positive attitude is displayed by all.

#### 5.2.2.1 Defining your product-service

Owners and managers often think they know their business inside and out, to the last little details. Truth be told, this is rarely the case. The same owners and managers also think that others know the business as much as they do, which is no closer to the truth.

Take the time to analyze your business and to more clearly define the products it offers. If you have a clear mental picture of what you wish to offer tourists, it will be easier to target a certain market, to prepare promotional messages and to deliver the merchandise.

In the tourism industry, as in other sectors of the economy, you must first

understand your product or service, its characteristics, its role and advantages for potential clients. From the 1920s to the 1980s, sales were based on a product's characteristics. During the 1980s however, more and more products became marketed for the advantages they offered clients. Those advantages ranged from the emotional to the practical, as well as to those offering social status' comforting to the purchaser. As you can see, products are no longer simply pitched to clients using a product-service description!

If your involved in catering, hotel management or any business associated with tourism, it is important to write a description of the services you offer. It may be one paragraph or a few pages long, but it must include not only the characteristics but the advantages offered to the clients. How will a stay in your establishment benefit a client? Will he or she have access to the necessary amenities? Will he or she be well rested when they leave? Don't ever forget: emotions sell!

This drill on the definition of your product or service is essential. Here are a few questions you can ask yourself; answering them will enable you to write a detailed description of your product-service:

- what is my business's best attribute
- what are our strengths
- what is our weakest point
- what are our weaknesses
- what are the opportunities my

- competitors could take advantage of
- what do we offer
  - at what price
  - how is my product-service unique
  - what are the advantages to clients when they buy my product-service

### 5.2.2 Knowing your competitors

You may be one of the lucky ones who doesn't have any competitors, but rest assured that one surefire way of attracting competition is acting as if everything is rosy and you have nothing to fear from a competitor. If your products look good to buyers, potential competitors will think so too and they will arrive in droves.

Throughout Ontario, a large number of businesses offer different vacation packages such as one-night stays at a bed & breakfast, an excursion on horseback, a weekend canoe trip, specialized outdoor art classes, spas, ecological, historical and cultural tours. You need to find your competitors' strengths and weaknesses so you can differentiate yourself from them. That is the key!

Here are a few questions that will help describe your business and understand your competitors:

- what do they offer
- what's unique about their product (and that can't be found in mine)
- what are the advantages to their clients

- what is their target market
- what are their prices
- how do they promote their product
- what is their sales pitch
- are they successful or not
- what are their strengths
- what are their weaknesses

Take the time needed to read about them. Look at their brochures, their advertising through media, their websites. Ask to be included on their mailing lists; so you can stay informed throughout the year.

You now have to compare your offering to that of your competitor's business by asking yourself the following questions:

- how does our product compare to theirs
- how do our prices compare to theirs
- who are our clients; who are their clients
- how are the advantages offered to my client different from the advantages their clients get
- how do our promotional tools compare to theirs
- how does our sales pitch differ from theirs

Upon answering these questions, if you conclude that your products too closely resemble those offered by competitors, you may need to redefine what you are offering. You may work with the price of your products - create variety by fixing very low prices or top-end range prices, or by offering a specialized

service (such as a taxi service or a nighttime snack). You can also offer promotional incentives, a comfortable pair of slippers in a luxury hotel for example. To reduce the impact a competitor can have on your business, clearly differentiate your product from theirs. That way you get closer to your goal: increasing sales.

#### 5.2.2.2.1 Positioning your product

Once you have completed this part, you should be able to clearly describe and define your product, the unique place it occupies in the marketplace and the market you are targeting, all in a single sentence. This sentence is what you want to communicate to potential clients in order to "position" what you are offering in their minds. Now, when the client needs a tourism products, the position your product has taken in his mind will be triggered and he will come looking for you. If you communicate your message efficiently, your product will be the first (or the only one) they think of when the time comes.

#### 5.2.2.3 Understanding the market

As a supplier of tourism products, you need to know your region geographically as well as its topography. You also need to understand the major economic issues at play: inflation, recessions, industries, demographics, or short and long-term perspectives for the local economy. You need to keep track of political issues, platforms and policies of

different political parties, possible future decisions, general and specific trends in tourism, proximity of travel agencies and of tour operators. You need to be in touch with the needs of your community so your business can be more socially involved.

A well informed entrepreneur can profit from hot trends and take full advantage of a positive situation while avoiding difficult situations. The easiest way to achieve this goal is to read the local newspapers.

#### 5.2.2.4 Choosing a target market

“Different characteristics, different languages, different interests, different needs all represent different target groups which you may sell your products to.”<sup>5</sup>

This section presents certain important aspects of choosing a target market and takes a brief look at who constitutes the target markets for tourism in francophone and bilingual Ontario.

Let us proceed by asking a few pertinent questions:

- who needs my product
- who wants my product
- who has the means to buy my product
- who would buy my product under normal circumstances

Answering these questions probably led you to think of a large number of

people. You now have to separate those groups into subgroups; for example: groups with similar beliefs or lifestyles, age groups, groups with socio-economic similarities, similar educations, etc. It may seem complicated, but it is necessary. Too many business people target groups that are too large and throw away much-needed human and financial resources while achieving very little. As mentioned in section 4, many tourism products suppliers make such mistakes.

#### 5.2.2.4.1 Francophones markets

Tourism products suppliers are being asked to get ready to welcome francophone and bilingual tourists, especially after 2015. The development of Circuit Champlain promises to deliver more French-speaking tourists to the province of Ontario. Organizations and associations from here and elsewhere are forming and are presenting the region which welcomed Samuel de Champlain more than 400 years ago, to francophones from Canada, France and elsewhere in the world. Europeans love vacations based on cultural activities and attractions. Will Ontario be ready to welcome them and to offer a unique experience? Will we be able to offer services in their own language?

#### 5.2.2.4.2 The process

While remembering the potential francophone target markets, let's take a closer look at a general theory on how

to define, for any segment, a target market. Once all possible target markets have been identified, choose the one which presents the most potential for profit. You need to choose a group (or groups) which need your products most, which have easy access to your product, which have the means to buy what you are offering or which may be the easiest and cheapest to convince using your promotional tools.

Simply stated, you will target the groups which promise the biggest bang for as little money as possible. If the first group identified no longer yields satisfactory results, go to the next group.

#### 5.2.2.4.3 Possible obstacles to sales

Once a target market has been picked, identify possible obstacles to sales. It is only logical to ask people within the identified target market what they know or think about your business and products; for example, maybe your product or service is not known to the people identified in your targeted market, constituting an obstacle to increasing your sales. You need to identify measurable objectives in order to overcome those obstacles. Here are the 10 most common such obstacles:

- the target market doesn't know your product
- the target market doesn't know it needs your product
- the target market doesn't understand the advantages of your product
- the target market doesn't value

your product

- the target market doesn't think of your product first
- the target market doesn't know the finer details of your product
- the target market prefers your competitor's product
- the target market doesn't buy your product again
- the target market doesn't like your business

#### 5.2.2.5 Defining your goals

You need to develop goals to overcome these obstacles. If, for example, you choose the obstacle "the target market doesn't think of your product first", you could say that one quarter (25 %) of the target market will identify your product as the best there is. You must then propose concrete actions to remedy this situation and to make your product known to your target group.

##### 5.2.2.5.1 Criteria used to establish goals

When expressing a goal in marketing or any other field, you need to follow these criteria: the goal has to be well defined, measurable, attainable and valid. Valid means that it must bring an added value to the business.

#### 5.2.2.6 Choosing the right sales pitch

Conducting such an exercise is impor-

tant since it will help develop an accurate sales pitch, which will lead to a more understood message by the target market. This kind of message will most likely bring positive results.

The message has to demonstrate to clients in the target market that it's to their advantage to fulfill your goals. Both sides are winners that way: the client because he's paying a price for what he wants and the entrepreneur because he's offering a profitable and wanted product.

#### 5.2.2.6.1 An example

Let's take the case of a nutritionist. This nutritionist used to work with doctors in a hospital and is now going into private business. Obesity is a common problem in our society, which led the specialist to identify, as a target market, young families. She then laid out a statement of positioning for her product, identified a goal to thwart obstacles and wrote a sales pitch. Take a look at the process used:

- a) target market: young families whose parents were not well educated on the importance of healthy eating habits
- b) positioning: "Advise young families on how eating right can help them to live longer"
- c) obstacles to sales: the market is interested in this concept, but the cost to hire a nutritionist may be too high
- d) goal to counter the obstacle: "Persuade 20% of the target market that health is worth the investment"

- e) sales pitch: "Invest for better health for you and for your family"
- f) how to communicate this message:
  - i) write a press release presenting the advantages of hiring a nutritionist leading to cost savings over time
  - ii) create a brochure depicting the benefits of good health and the expenses engendered by illness
  - iii) publish an ad comparing the price of hiring a nutritionist to the price of a lifetime's worth of food

In order to put luck on your side, it is important to go through this planning process for your own products. If you need help, you will find a number of agencies specializing in tourism development; they are a good starting point (see section 8). They usually offer help at no cost. You need to have a plan to succeed, especially if you want to attract francophones from all over the world.

#### 5.2.2.7 Choosing your means of communication

Thus far, the result of working on your marketing plan is that you have defined the actual position your business finds itself in, as well as its desired position. The following steps will help you choose the correct path to reach the desired position. You will still have to identify the businesses and the persons who will be able to help you the most.

You have identified your target market and your sales pitch. The next step is choosing how to efficiently convey your message while respecting budget lines.

Here are a few of the most important means of communication in marketing.

#### 5.2.2.7.1 Press releases and press kits

A press release is an economical way of increasing your credibility and image. It is an excellent method of presenting a new product or service to the community or the tourists, usually intended for regional or provincial media. They may also be sent to organisms that promote tourism and to different levels of government. You may also keep an address book of all key persons in those organizations. As much as you can, try to stay in touch as regularly as possible with these contacts.

Media experts believe that an article published in a newspaper gives four times the exposure given by paid advertisement. To make your business known, try to have an article published since it costs little and yields usually yields great results.

#### 5.2.2.7.2 Sales letters

You can send personalized letters or bulk mailings to persons in your target market informing them of your products and services, off-season packages or other special offers you might have. Some entrepreneurs believe nobody reads these letters, and that this strategy is a waste of time, but even if 5 % (or even 1 %) of those readers buys your products or service, it represents clients

who would probably not have bought your product to begin with. It might be worth a try for your business.

#### 5.2.2.7.3 Promotional brochures

A well written brochure focusing on essential information and enhanced with high-quality visual elements such as photographs is an excellent promotional tool. It's a little more expensive to produce, but image is crucial.

If it's true that a picture is worth a thousand words, then make sure you choose the best possible photograph to represent your business. You should hire a professional photographer.

Don't skimp on the quality of French grammar. All promotional material should be bilingual and the quality of French should be top-notch. If francophone tourists find mistakes in your brochure, what kind of service should they expect to receive from your business? This could be enough for them to look elsewhere.

Hire a graphic designer to produce your brochure. The expense is worth it.

#### 5.2.2.7.4 Advertising

Newspapers, radio, magazines and television reach the majority of the population. The expense associated with creating, producing and publishing ads can be quite high; therefore, most small businesses can't afford to do so.



In Northern, Central and Eastern Ontario, different media outlets will sometimes offer deals. Try to create an alliance with other suppliers from your area. This type of partnership could reduce costs when both partners share advertising. You can also contact a Destination Marketing Association or an agency who might be interested to hear your suggestions.

You can also advertise in different ways: post a road sign, use public noticeboards, place posters located in frequented areas like bus or train stations. Use your imagination!

#### **5.2.2.7.5 Websites**

In today's world, a presence on the Internet means the potential to reach international clients. You can obtain information on how to build a website and financing through organizations such as Destination Nord, various ministries or agencies. You can also obtain such information from educational institutions such as community colleges or secondary schools. Most municipalities now have websites which increases their visibility on the Internet. Update your website often. Make sure you go over the information before you put it out, correcting topographic, grammatical or spelling mistakes. A potential client will notice such mistakes.

Other methods may be used. Electronic business cards, produced using software such as Power Point or Corel Presenta-

tion can be used to present your products and services. They can then be sent via e-mail. You can also copy press kits onto compact discs. You can hire a student to do this kind of work and transform your image in just a few months.

#### **5.2.2.7.6 Sales kits**

These kits may include all your promotional material (press releases, brochures, photos, road maps, menus, other promotional articles such as pens, and keychains). This kit may also contain a document with questions and answers about your business. That way, potential clients have a better idea of what to expect during any vacation involving your products and services. If your potential client is another business looking for a place to hold a conference, you may include a short biography of your staff.

#### **5.2.2.7.7 Newsletters**

This is more time consuming, but is efficient because it leaves a lingering presence in the hearts and heads of people (product positioning). You need a personalized list of potential clients and a lot of information to share. You should publish this newsletter at least twice a year, although four times is recommended. In it, you may describe different aspects of your business, natural attractions in your region, a description of social activities, tips on surviving in the wild or survival tech-

niques associated to your field.

#### 5.2.2.7.8 Speeches

Give speeches to a charitable organization in your region or in your target market, if possible. The impact of an entrepreneur speaking passionately about his or her business is priceless, even if it's only for 10 minutes. Your credibility will benefit, your visibility will be increased and you may make new contacts. Bring business cards and promotional tools.

#### 5.2.2.7.9 Special Occasions

Sending flowers or a gift on a special occasion (like the opening of a new business, the first municipal meeting of a new administration, an important birthday, or the presence of a distinguished guest) is a great way to present your business, its products and its services.

#### 5.2.2.7.10 A mix of methods

Bring together two or more of the methods mentioned. Stick to your budget. If you're making homemade bread in your restaurant, hand out samples at local fairs, along with a brochure detailing your product, and your whereabouts.

#### 5.2.2.8 Establishing an action plan and a budget

Both the presentation and the contents are important when preparing an action plan. The form used to prepare your plan will become the most important part of your action plan, this is why it is necessary to include the budget on the same form as the steps of the plan. On the left side of the form, you may keep a chronological list of all the tasks you must complete to realize your project. You may also include a list of all those responsible for the project and their respective tasks. Establish deadlines, hand-out responsibilities and fix costs. To make sure you stick to deadlines, start from the end date and work backwards. Work in some time for unforeseen circumstances or events in this plan

#### 5.2.2.9 Producing promotional material

Most businesses may not have the necessary financial resources to hire professionals for producing every part of their marketing tools. Use the resources available within the community. For advertising, you may ask local graphic designers at newspapers for help.

#### 5.2.2.10 Assessing success

Your marketing project includes all the elements mentioned above, such as the choice of a target market, the sales pitch and marketing tools to communicate the message. You now have to determine a measurement of your

success or perhaps a reason for your lack of success.

The process is simple. Here are 4 steps to follow:

- follow-up the advertising campaign and make changes if necessary
- at the end of the campaign, decide if you reached your goals
- measure your success
- use the information to improve future campaigns

Gathering information during and after the marketing process is important. Your resources are limited as far as time and money go. You must make every moment count.

The staff at Destination Nord uses different forms to track comments received by both tourists and potential tourists. Ask people how they heard of your business. This will serve an excellent guide for future marketing investments. You will find a copy of these forms in section 9. You can adapt them to the particular needs of your business.

Also, keep track of all marketing strategies used by your business. After a while, you will know what works best for you.

### 5.2.3 Conclusion

Now that you have all the necessary tools to write an excellent marketing plan, you should understand that the marketing plan will evolve along with

your business. Competitors, circumstances, products and services, target markets and your assessments can all change after you develop your initial plan. Don't be afraid to make changes. Your marketing plan should be flexible and become an essential tool to increase your sales. Good luck !

# Notes

*Section 6*

# **CUSTOMER SERVICE**

**SECTION 6**

After having seen through certain important aspects of the start-up portion of your business, this sixth section is dedicated to customer service. This should be an ongoing concern; if getting your tourism business off the ground is in and of itself an accomplishment, keeping it running profitably is another challenge. You will not get there unless you make customer service one of your top priorities.

As we have discussed at length, tourists now purchase an experience before considering the destination. Service is part of this experience. Some would say, service IS the experience, thus the importance of offering top-notch service.

This section will offer advice on overall customer service. Furthermore, it will dedicate a chapter to the tools required to take full advantage of your telephone - often a front line service - which could make or break your business with inquiring travellers.

### **6.1 Excellence in customer service**

Any business person, especially an owner or manager of a service-based business, is faced with a fundamental paradox as far as clients are concerned:

- it is the nature of clients to be disloyal
- it is the role of every business person to develop customer loyalty

This essentially sums up the life of just about any entrepreneur. Faced with this harsh reality, your goals should be formulated in order to foster long-term viability. Here are everyone's goals:

- goal number 1: attract the clients you want
- goal number 2: keep them!

If only it was that easy. Let's just say that a sound marketing plan will help you achieve these goals, but beyond marketing, there is one aspect which seems to oil the machine: excellent customer service. Excellent customer service is not something that is turned on and off, or turned on occasionally or halfway. This is the key to attaining your goals.

#### **6.1.1 Consequences**

Any business in any segment of the tourism industry benefits from consistently superior customer service. You can gauge this truth if you see:

- returning customers year after year
- returning clients attracting new clients by word-of-mouth
- longer stays from all your clients, who explore the entire region and sometimes buy your competitor's services (from the same region).

The third indicator from the above list may raise concerns from some readers, but it is simply a matter of your client having received great service, wanting to

extend his stay and eventually buying services from other local suppliers. The result may not add more traffic or more money to your business's results, but if all attractions and suppliers in your region do the same, you will all ultimately profit from these efforts.

Therefore, you can understand that one of the determining factors for the success or failure of a destination (such as the Circuit Champlain) is collaboration and a concerted effort to always offer the best service. In order to reap the rewards, everyone has to take charge, whether you operate a family restaurant, a large hotel, a small bed and breakfast, whether you are a tourist outfitter, a guide, a waitress or anyone else working in any business linked to tourism. Remember: a chain is only as strong as the links that make it up.

### **6.1.2 Your most important resource: your personnel**

This may seem obvious to most people, but theory is often far from reality. Simply said, if all entrepreneurs bought into this maxim, they would gladly invest the time and money needed to better develop their personnel to always offer excellent customer service. This would be reflected in client loyalty.

In fact, we know that clients often drop certain businesses, even though these businesses may have given them great customer service in the past, sometimes for many years. Studies have shown that many clients choose to stop

patronizing certain businesses.<sup>1</sup> Out of 100 clients, it was shown that only 5 % remain loyal. If you are in the service sector, your question should automatically be: where have the others gone?

- 2 % moved to a new city
- 9 % purchased from a competitor
- 14 % are unsatisfied with the products and services
- 68 % have not returned because of the staff members' indifference

Incredible, isn't it? This last statistic may be shocking and should make you think about your staff's dedication to excellence.

Any member of Destination Nord or entrepreneur looking to offer some kind of service under Circuit Champlain, needs to understand that such statistics are real and that mitigating their effects will require a sound plan of action. We must be ready to welcome the new and increased clientele that will be coming to Ontario over the next 10 years.

After having seen these statistics, you need to ask yourself a few other questions. What can I do to go from 5 % to 95 % repeat clients? What must I do to retain clients who may turn to a competitor? How can I increase client satisfaction towards my products and my services? More importantly, what can I do to change the attitude of my staff, to try to foster an attitude of excellence in service. If anything, studies show that this may be the most important challenge of all.

### 6.1.3 Taking all necessary steps

Confronted with a lack of commitment from some staff members to improve their attitudes (unfortunately, an attitude often seen more with senior employees), you may have to let them go or, at the very least, assign them other duties which will take the far away from front-line service areas.

For most employees, improving their woork persona requires regular training on topics such as customer service, self esteem, work-related pride, the consequences of having large numbers of unsatisfied customers. If your personnel is made aware of some of the financial effects poor service might have, they might be motivated to do better work.

### 6.1.4 Generosity

Is generosity a lost virtue in today's world (even more so in the business world, perhaps)? But there is a relationship between a materialistic society which embraces individuality and the challenge of obtaining good customer service. To offer excellent customer service on a regular basis, your employees must be ready to give their time liberally and to concentrate on the well-being of others. Self-effacing, eager to please people are who you seek. In any training you choose to provide your employees, such values should be stressed.

### 6.1.5 Francophone and bilingual tourism

Add to these conditions the element of excellent service to francophone and bilingual tourists, which is not necessarily a priority to many suppliers in Ontario. The important factors are essentially the same in this case: a warm welcome - either in person, in writing (e-mail, which is becoming more and more popular in the industry) or over the telephone - attractive brochures and other promotional material, a clean place of business, and a clean, knowledgeable staff constantly seeking opportunities to dazzle clients with its dedication to outstanding service.

Furthermore, French-speaking tourists - or tourists of any language or culture - enjoy being served in their own language, even in a foreign country. The quicker you and your staff will understand this fact and integrate it into your routine and business philosophy, the more your business will profit from new markets being developed.

### 6.1.6 Always ready to go a little further

You must make choices. You can't send all your employees back to school to learn French. You might not be able to afford it, and some would refuse to go. That said, it would be a good idea to send two or three of your employees, those who most often work in the



reception area, to a French-language course or a language refresher course. They should, at the very least, be able to give basic information in French. French tourists do not all expect to have a full conversation in their own language with the receptionist or with the bartender. But the simple fact that someone would try to go as far as he or she can in French, with a sincere smile and in a heartfelt manner, would probably go a long way to make that tourist a happy and loyal client. You will win people over...and they will keep spending their money where it matters the most: with you!

### **6.1.7 “Excellence in service”**

Over the next pages, we will take a closer look at a few basic principles of “excellence in service”. We have said it before: everything here is geared towards your personnel. It is important to establish the appropriate technical support to help your employees give their best in representing your establishment.

#### **6.1.7.1 Moments of truth<sup>2</sup>**

Every time contact is made with a client, you are living what could be called a “moment of truth”, which essentially means the time when a client forms an opinion about your business. Moments of truth occur any time you deal directly with clients. Obviously, the ideal situation would be for each of these moments to be positive. They

may be grouped into four distinct steps: welcoming, listening, taking action and thanking clients. Each of these steps is made up of two or three behaviours, which must be adapted to the mode of communication with the client.

#### **6.1.7.2 Teamwork**

If your client (or potential client) feels that there is genuine teamwork occurring inside the business, he is more likely to make a purchase. When he sees that all operations have been integrated into a well-oiled machine, when he feels that the cohesiveness of the team and the collaboration between the parts is maximized, when he sense that everyone has the same assurance and high level of commitment, he feels secure, reassured and confident. This usually translates into sales.

#### **6.1.7.3 Pride in your work**

If your employees possess genuine pride in working for your business, and if this pride is reflected in their attitudes, in the way they represent the business, or in their willingness to know more about the business, your image will gain and so will you. If your business prospers because of such an attitude, your employees will know that the ultimately benefit from it too. Pride can be gauged and developed through the staff’s enthusiasm and through a positive atmosphere at work. Proud employees can put personal problems and internal

issues aside and fully concentrate on satisfying the clients' needs.

#### **6.1.7.4 Be efficient**

Helping tourists requires skills which are not common to all service sector jobs. An in-depth knowledge of products and services is needed to deal with problems efficiently. This avoids having to ask a colleague for answers or solutions to situations arising in the normal course of a business day. Staff should pay attention to details; workers should be able to pinpoint clients' needs, demands and expectations.

#### **6.1.7.5 Be professional**

A professional employee has over fifty distinct characteristics which make him an important part of any organization. These fifty traits can be summed up in the following concept: an employee who thinks and acts as if he owned the business will undoubtedly quickly become indispensable. To this basic principle, other qualities will attach themselves, with the end product being a professional staff member worthy of such an appellation.

To a professional employee, being competent and constant, having good personal relationships with fellow employees and clients as well as concentrating on total client satisfaction are the guiding. You may sum this up by saying that to your client, any staff member IS the business, period.<sup>3</sup>

Anything else flows directly from this ideal, identifying how important each and every staff member is to the success of your operation. They hold an awesome power: the ability to transform your clients into repeat clients!<sup>4</sup>

#### **6.1.7.6 A few helpful tips**

To offer consistent and excellent service to your clients - therein lies the challenge, but it's far from impossible. There are certain behaviours which, once learned, will support your employees in their quest for excellence. Here are a few of them:

Be honest with everyone, be it with clients, with your business's suppliers, with colleagues or with the boss. Trust your judgement when you are with a client. If you believe an action or remedy is the correct one, do it. Do not be afraid to consult with your supervisor before making these decisions.

- Offer your ear, and show empathy to clients.
- Be mindful of details.
- Say "thank you". Say it often.<sup>5</sup>
- Use phrases or expressions such as "I'm sorry" as often as needed.
- Be innovative in your efforts to satisfy clients.

#### **6.1.7.7 Measuring excellence**

Committing to offering excellent customer service and providing your staff with the required training to do so

is a commendable effort, but if you can't evaluate this excellence by establishing clear expectations and standards, you are building on a weak foundation.<sup>6</sup>

Thinking, hoping, wishing for satisfied clients is simply not enough. You need proof! Therefore, when communicating with clients, attempt to verify their levels of satisfaction as often as possible: verbally, in writing, with questionnaires or interviews.<sup>7</sup> It is a good idea to measure results, but also to try to understand your clients' perceptions about your business overall, and about your customer service in particular. At times, you and your employees know that public perceptions or myths about you or your business are unfounded, but never forget that you have the advantage of working from the inside. To clients or potential clients, their perception becomes reality and that's all they have to go on to make a decision.<sup>8</sup> Design appropriate tools to evaluate how good you are doing and how people see you from the outside.

A word to the wise: if an irate client calls to let you know about the bad service he got from your business, listen carefully, fix the problem immediately and in a fair manner and thank him. Such calls are sometimes difficult to take and might upset you, but these people are doing you a huge favour. They are telling you how to fix your business in order to negate problems. Without this kind of "help", you could spend thousands of dollars to hire someone to do this for you. View this as an opportunity, not as a threat.

### **6.1.7.8 Add value to your excellent products and service**

Excellent service is invariably linked to people, but beyond this, there should also be an underlying product of the highest possible quality. An excellent product offered by excellent employees - that is an awesome one-two combination. But why stop there? Offer your clients a little more, an extra touch of class or thoughtfulness. Here are a few examples of how this could apply to suppliers on Circuit Champlain and in francophone and bilingual Ontario:

For bed and breakfasts, hotels and inns, why not offer your guests access to French-language magazines, or to a bottle of Ontario wine. You could have a block of theme rooms based on the culture of regional Francophones of this province (more ideas on this in section 3). Small steps - such as tuning the clock radio or television to a French-language channel, having a French-language newspaper delivered to the guests' rooms to read - are vital. Do your research: if you don't offer spa or massage services in your establishment, does a francophone in your community offer these services? You might even want to offer your guests a registry of all local French-language services.

With a little imagination, you will surely find other ways to add value to the stay or visit of a French-speaking guest. Make sure any recommendations you make are to businesses that offer at

least partial services in their own language. There are countless ways to make them feel welcome.

As mentioned before, complaints are a part of life, in business or otherwise. It is how you chose to deal with them that makes all the difference. If a client has enough courage to complain to you, make sure you have something to offer in return, to make them feel cared for. Have a few things on hand: a coupon for a free meal or a pass to a play or to a local museum. If a client takes the time to write and send a thank-you note, why not offer a rebate coupon for their next visit or stay.<sup>9</sup>

#### 6.1.7.9 Business relationships

Excellence in customer service can be difficult to define. In an ideal situation, clients would not be able to pinpoint one particular aspect that stood out: everything about their vacation or your attraction was excellent! But this overall sense of excellence, which appears as a seamless high-quality service, is often created by the way employees deal with clients, often without the clients even noticing. The end result is the same: a deep sense of satisfaction, as if your staff were trying to establish a relationship with the clients, were attentive to their needs 100 % of the time, made them feel appreciated and important. That's how a long-term, solid relationship is built. You might say it is much the same as in love or in friendship!<sup>10</sup>

It is not a rare occurrence for tourism clients to return on a yearly - or at least on a regular - basis. We see clients who, year after year, increase their purchases from a particular supplier or business. Therefore, you could say that a relationship with a client is built over time, sometimes after several visits. A business should recognize loyal clients and treat them differently, always trying to add value to their stay, perhaps by offering them a discount or an upgrade for the same cost. This is also considered excellent customer service!<sup>11</sup>

#### 6.1.7.10 A question of feeling

To conclude, let us say that customer service is made up of talented communicators (efficient two-way communicators are always good at talking and listening), of a cultivated knowledge of both product and people, of loyalty and commitment to the business, of measurable standards and measuring tools, of overall generosity and of the eagerness to build personal, long-term and honest relationships. Your clients should develop an emotional attachment to your business and products and feel good about using them. This long list of requirements undoubtedly mean that you, as an owner or manager, need to constantly focus on fostering these qualities, attitudes and aptitudes among your staff.

The following quotation is particularly appropriate when developing excellent customer service. "Quality is the first

aspect we see, service is the first aspect we feel and the price is the first thing we forget.”<sup>12</sup>

## **6.2 Your telephone: a powerful tool**

### **6.2.1 Introduction**

Of all communication tools available in today's world, the telephone is surely among the most important. Unfortunately, quantity does not always go hand in hand with quality and telephones are not always used in a way which would maximize their potential. In business, and perhaps more so with tourism, the telephone is an essential tool. It lies at the very heart of a number of businesses and corporations. The telephone has been around for over a century; it has become part of the normal business and home environments, but the way in which you use a telephone at home is not necessarily the way you should use the telephone at work. Confronted with many examples of bad telephone use in a business setting, the question that begs to be asked is: why is better training not made mandatory to anyone using telephones in business?

### **6.2.2 The telephone: a frontline link to your clientele**

If you operate a business in the tourism industry, the telephone is your most crucial communications tool. Of course, you will need brochures, a great

product and excellent customer service, but the telephone is the umbilical cord that attaches you to the outside world. Whether you operate a restaurant in town, a small and quaint inn, a countryside bed and breakfast or a tourist outfitting business on the shores of a lake, there is a better than even chance that your first contact with a client or a potential client will be over telephone lines.

Therein lies the importance of having a well-trained receptionist, one who will possess and master all the required skills for this position as well as an understanding and a knowledge of the inner workings of the business. Unfortunately, this job is often given to relatively untrained personnel with a limited understanding of the products offered or the business itself. If this is your situation, read on and make the necessary adjustments.

### **6.2.3 Excellent customer service by telephone has nothing to do with technology**

For any business, greeting customers by telephone properly is of utmost importance. It is often the first link to potential clients. More and more, this aspect has developed technologically and many entrepreneurs don't fully understand all the products and features these new and elaborate systems offer. Telephone companies often sell these for the gains they will allow in terms of productivity and cost cutting. Do not make hasty decisions. Too many times,

we see business owners and managers spending way too much money on technology and way too little on proper training for the staff who use it. Changing technology is often a traumatic experience, for both staff and clients. Allow sufficient time to familiarize yourselves with the new technology and to put everyone at ease.

You must remember that at the heart of any telephone system, new or old, lies the human being in charge of greeting callers. Buy all the technology you want, but if you don't have the right people operating the equipment, all your efforts and money have been for not.

#### **6.2.3.1 Automatic answering systems: for or against?**

For over twenty years, an increasing number of businesses and corporations have installed automatic answering systems, which means the first voice we hear is often a recording. Calls can then be forwarded, depending on the possible options. This trend will not be reversed as businesses - even small ones - are going this route.

If your business has already installed an automatic system, the quality of the recorded message and the voice used should not be neglected. Make sure your caller will be able to reach the target business or individual in the shortest possible time. Most important of all is to give any caller, as quickly as possible during the call, a chance to

speak directly to a human being. This is the best way to ensure that your business does not lose its human touch in spite of all things automatic which are creeping into everyday life.

#### **6.2.4 The importance of the greeting**

The attitude and behaviour communicated at the moment of greeting, whether by telephone or in person, have a direct influence on the attitude and behaviour, present and future, of your clients. This is incredible, but true! The first impression created at that exact moment will take some time to wash away, thus the importance of making it count. A great telephone greeting can attract new clients and can turn occasional clients into regular customers. You might even find that people who have received a great greeting may, even though they do not need your services, recommend you and your business to their friends. Word of mouth is one of the greatest ways to make your company and your products known.

Your objective is always to remind yourself and your employees of this simple truth: great greetings achieve great results. Your image, your reputation and the very existence of your business could be on the line every time that telephone rings.

#### **6.2.5 Elements which favour good telephone habits**

What follows is a complete list of the important aspects of good telephone habits to help you succeed. It is a summary and does not explain in great detail every one of these aspects. Instead, it is hoped that a simple reminder here will be sufficient to help you increase the efficiency and quality of your telephone greeting and techniques. If you wish, you may choose to develop any of the following sections.

### 6.2.5.1 Voice

- use a resonant voice, pleasant and warm
- smile when you speak, use a kind tone
- use a regular flow to your speech, with constant rhythm
- use well-chosen, precise and correct vocabulary
- articulate well

### 6.2.5.2 Attitudes

- helpful attitude
- demonstrate apathy
- treat all callers with respect and dignity
- be polite and courteous
- take care of yourself (rest, take breaks, exercise)
- use techniques for self-motivation to increase your self-esteem and to maintain an upbeat attitude

### 6.2.5.3 Techniques

- answer promptly as the telephone rings
- keep a neat and well-organized work environment
- dress properly
- adopt a position that will maximize your level of energy and control your breathing
- master the technology: how do you forward calls and connect callers to an employees voice-mail, for example
- learn to use the hold function
- learn to filter calls graciously
- recognize voices of regular callers and call these people by their name
- know how to react in a stressful situation
- know and use well-placed key words

### 6.2.5.4 Aptitudes

- serve clients in their own language (see the table at the end of this section)
- know your products and services
- be aware of who is in and who is out (and when they will return)
- be a good and attentive listener
- learn tricks on how to obtain more information from callers
- know how to react when you receive a complaint
- learn how to communicate with enthusiasm
- how to ensure confidentiality
- know what to tell client when you know they are wrong or have made a mistake, etc.
- prepare, in advance, a list of solutions to different problems

- know how to calm down irate clients
- learn how to communicate bad news
- know how to control a conversation
- know how to move towards a resolution if a conflict were to arise
- learn to steer clear of misunderstandings
- react appropriately to the client who wishes to speak to the manager or a supervisor about a complaint
- learn how to react to abusive callers (if they are abusive or insulting)
- recognize bad habits you may use on the phone and change them
- know how to make telephone conversations more personal
- know what you can promise and learn to keep these promises
- learn to resolve conflicts
- be ready to react on the telephone when you realize one of your clients was wronged
- recognize personality types and react accordingly
- be convincing

### 6.2.6 The telephone as a development tool

This section is about using the telephone as a tool to develop your client base. As a business owner, you sincerely hope that the techniques previously discussed and explained will help your employees extend a warm greeting to potential guests and will increase the overall number of visitors.

It is evident that telephones do not only take calls, they also serve to make them. Developing your client base can hardly be done by waiting for people to come walking in the door or for them to call you on the telephone. We have seen already in section 5 that a good marketing plan is needed to attract your target clientele and one way to do this is through the use of the telephone.

Everyone has received at least one call from a telemarketer, with their usual great timing...at dinnertime. They are often disturbing calls; some would even say unpleasant. Very few people seem to buy anything after such calls. We're already one step ahead; we know what NOT to do!

It is not our intention in this section to teach you how to sell tourism products on the telephone while making cold calls. Of course, everything previously discussed in this section could be adapted to make it possible to sell your products using the telephone. Your chances of succeeding are much better if you approach regular clients or people who have already purchased your services.

A few tips could be added to help you make the most of your selling efforts using the telephone.

- be positive and confident, in yourself, your company and your product or service
- avoid saying things such as "How are you doing?"; use other, more creative expressions and present your



products early in the conversation.

- quickly explain to the person at least one of the advantages of your product to arouse his curiosity
- speak affirmatively
- listen attentively to try to discern subtle signs (voice, vocabulary used, etc.)
- master the art of asking the right question and ask open-ended questions
- be ready for anything and do your homework
- give the person different options

<sup>6</sup> Zemke Anderson, *Managing Knock Your Sock Off Service*, Amacom, 1991, p. 95.

<sup>7</sup> J. Horovitz, *La qualité du service: à la conquête du client*, Paris, Interéditions, 1987, p. 135.

<sup>8</sup> D. Waitley and B. Matheson, *Attitude, your internal compass*, Aurora, Ill., Power of One Library, Successories LLC, p. 22.

<sup>9</sup> *Ibid.*, p. 105.

<sup>10</sup> L.C. Charles, *Customer Service Handbook, Rule No. 1*, Aurora, Ill., Power of One Library, Successories LLC, 1998, p. 9.

<sup>11</sup> I. Gordon, *Relationship Marketing: Win the customers you want and keep them forever!* Toronto, John Wiley and Sons, Canada Ltd., 1998, p. 305.

<sup>12</sup> Jay Goltz, from the book *Quality, Service, Teamwork*, Aurora, Ill, Power of One Library, Successories LLC, p. 15.

### 6.2.7 Conclusion

The telephone, especially in the tourism industry, becomes one of your most precious allies. Once you have mastered the art of taking and making calls, your future as a business person is bright. Your next challenge will be to make your telephone number known to everyone around the world, since you have mastered this tool.

Don't forget that to take full advantage of these new markets being developed around francophone and bilingual Ontario; you will need to take every possible step to offer excellent quality services in French.

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<sup>1</sup> OTEC, "Le service Excellence", Société ontarienne de formation en tourisme, Toronto, 1997, p. 2.

<sup>2</sup> *Ibid.*, p. 28.

<sup>3</sup> Zemke Anderson, *Delivering Knock Your Socks Off Service*, Amacom, 1991, p. 5.

<sup>4</sup> *Ibid.*, p. 6.

<sup>5</sup> *Ibid.*, p. 81.

## Quick reference guide for French & English telephone users

FRENCH	ENGLISH
Bonjour.....	Good morning / Good afternoon.
Un moment s'il-vous-plaît.....	Please hold the line.
Je regrette de vous faire attendre.....	Sorry to keep you waiting.
C'est de la part de qui s.v.p. ?.....	May I tell him/her who is calling please?
Je vais vous transférer à Monsieur / Madame (...)	I am going to transfer your call to Mr./Mrs./Ms (...)
Je regrette mais la ligne est occupée : désirez-vous patienter ou laisser un message?.....	I'm sorry, the line is busy; may I put you on hold, or shall I take a message?
(...) n'est pas à son bureau présentement.....	I'm sorry, (...) is not in the office.
Désirez-vous parler à quelqu'un d'autre?.....	Do you wish to speak to someone else?
Puis-je prendre un message?.....	May I take a message?
Quel est votre nom et votre numéro de téléphone?.....	May I take your name and telephone number?
Pourriez-vous épeler votre nom s.v.p.?.....	Would you please spell your name?
Veuillez répéter votre numéro de téléphone s.v.p.....	Would you please repeat your telephone number?
Puis-je parler à (...) s.v.p.?.....	May I please speak to (...)
Je rappellerai.....	I will call back.
Je m'appelle (...)	My name is (...)
Mon numéro de téléphone est le.....	My telephone number is (...)
Bienvenue.....	You are welcome.
Merci.....	Thank you.



### Destination Nord de l'Ontario

129, rue Ash, C.P. 190, Kapuskasing (Ontario) P5N 2Y3  
 Téléphone : (705) 335-2207 ou 1-877 OUI NORD (684-6673)  
 Courriel : [info@destinationnord.com](mailto:info@destinationnord.com) Internet : [www.destinationnord.com](http://www.destinationnord.com)

*Section 7*

# THE TEN COMMANDMENTS OF TOURISM

SECTION 7

**I**s your business ready to welcome francophones? If you implement the following 10 commandments you will succeed. These pointers may seem overwhelming, but don't lose sight of them; their application will ensure the continuous development of your product and services.

## **1 . INVEST IN YOUR PRODUCT DEVELOPMENT**

Investing time and money is required to attract francophones and other tourism target groups. Developing new clientele means expenses before you can see results. Don't forget to take it slowly, and remember: one satisfied client will tell 10 of his friends; a disappointed client will tell 20. It is tougher to bring back an unsatisfied client than to attract a new one.

## **2 . DO NOT SKIMP ON PROMOTIONAL DOCUMENTS**

Once in potential client's hands, your promotional documents are your only ambassadors. Like any good business person, you wouldn't hire a salesperson or a receptionist who do not properly represent what you have to offer. Once you've determined the best promotional

items, hire professionals who will advise and produce material that you can distribute proudly.

## **3 . INVEST IN A PROFESSIONAL PHOTOGRAPHER**

Make sure to have the best visual elements possible. When selling tourist attractions, a picture is worth a thousand words! Hire a professional. If you think the price is too high, just imagine all the money you could lose by using low-quality pictures. Don't forget: in tourism, decisions are often emotional, not rational.

## **4 . HIRE QUALIFIED PERSONEL**

Provide a bilingual service. Always have at least one bilingual employee per shift. Have your documentation in French. Have bilingual road signs, a bilingual menu, a bilingual message on your answering machine and a website accessible to Francophones all over the world. Do not trust an employee telling you he or she is competent in French, you could be deceived. Hire professional; Destination Nord can work with you.

## **5 . SPECIFY YOUR MARKETS BEFORE LAUNCHING SALES**

Know your market; if you don't, you could lose time and money. Unless you're one of the biggest suppliers, you will not be able to sell your product whenever and wherever you want. Your target clientele could be 34-55 year old Canadian Francophones, or maybe British or Germans with an environmental conscience. You must choose your market before starting the promotion of your product.

## **6 . DEVELOP A FEE SCHEDULE WHICH TAKES INTO ACCOUNT THE DISTRIBUTION NETWORK**

If you intend to work with the tourism industry and sell your products to wholesalers or travel agencies, you need to understand how these people work. You can't sell your products the same way to agencies or tourists who communicate with your business by telephone or e-mail. If you decide to work with the industry- and you have many reasons to do so- learn how it works.

## **7 . CREATE PARTNERSHIPS WITH OTHER SUPPLIERS**

Stop thinking of your regional suppliers as competitors. More tourist attractions means a potential increase in tourism in your region which could, in turn, benefit to your business. Instead, produce alliances with other suppliers, giving tourists more bang for their buck.

## **8 . BECOME A MEMBER OF A TRADE ASSOCIATION**

Associations such as Destination Nord work with you. They know the region they serve. They will also represent your business to wholesalers and to tour operators by contacting them individually or by meeting them at fairs or shows. Destination Nord prepares conferences and workshops, keeps you well-informed of major developments, lobbies with governmental agencies, and establishes links with regional suppliers. It could be the best investment you make as an entrepreneur.

## **9**. *PROMOTE REGIONAL PRODUCTS*

Tourists strive for new experiences and search for change of scenery. They are not leaving France to savour French cuisine in Ontario or leaving Quebec to taste poutine in Northern Ontario. Offer them the best your region can offer. Beer and wine, blueberries, raspberries, local crafts, local legends - these will surely interest tourists.

## **10**. *ATTEND A SESSION TO BECOME A "SKILLED SUPPLIER"*

Keep on learning and improving your business.

*Section 8*

# **IMPORTANT REFERENCES WITHIN THE TOURISM INDUSTRY**

**SECTION 8**

*Section 8*  
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**I**t can be difficult to find your way around the tourism industry. This manual can't cover every aspect of tourism but here are some important references for you to explore if you want additional information.

## 8.1 Funding

Working in partnership with other suppliers, with various trade associations and with other levels within the travel trade is important, but you will undoubtedly need funding to move ahead. There are sources of funding available for the tourism industry, but it is by no means free money. If you want to get your hands on the cash, you'd better have a sound business plan in place and be able to answer some key questions. Compare turning to government for funding to asking a friend to invest in your project; both would be curious to know exactly what you are trying to do and how you plan to get there.

### Looking for general financial information

Tourism associations, government agencies, federal and provincial ministries of tourism - all these groups offer a wealth of figures and statistics from which you can pick and choose. These agencies make available much of the research they conduct and pay for, often for specific sectors within the industry. You would be well advised to start your research here.

For more specific information, you might have to conduct your own survey, perhaps by telephone.

### Sources of funding

Government funding for tourism initiatives is not consistent. Different governments have different priorities which may force changes to funding formulas and programs, with little advance notice.

Recently, agencies have had a tendency to support initiatives with an international scope. Generally speaking, the more people who use your product and the longer the stay outside their country, province or region of origin, the more money you can expect from governments.

Grants come from provincial governments in 26 % of cases and to a lesser extent, from the federal government (20 %). In 2001, festivals and events had 20 different programs to apply to for funds.

#### 8.1.2 At the provincial level

- Ministry of Tourism and Recreation
- Ontario Tourism Marketing Program
- Ontario Cultural Attractions Fund
- Trillium Foundation
- Ontario Arts Council



## **Provincial agencies**

### **Ontario Tourism Marketing Program**

This program funds activities which will attract tourists from within and from outside a region. Outdoor activities get preferential treatment, but urban centres, conferences and conventions also receive funds.

In exchange for a contribution of up to one third of the cost of your activity, organizers want the Tourism Ontario banner displayed.

### **Industry Partner Program**

This program promotes year-round attractions and aims at prolonging stays. Grants of up to 40 % of costs, capped at \$60,000, are available.

This program is mostly aimed at organizations and groups, rather than at businesses.

### **Ministry of Northern Development and Mines**

In the North, many funding programs run through this ministry. Their employees, located across the North, usually know all available funding programs and have a complete knowledge of their communities. This agency is always worth a visit or a telephone call.

### **Northern Ontario Heritage Fund**

The Northern Ontario Heritage Fund Corporation is an agency which, with public and private funds, invests money through grants or loans in projects in

Northern Ontario. Long or short-term job creation is an important objective of the fund which also expects recipients to become financially self-sufficient in a short period of time.

This fund wants to attract money from outside the region, be it from Southern Ontario, other provinces, the United States or abroad to Northern Ontario. The NOHFC recently underwent important changes which may make its funding more accessible to the private sector.

### **Service Ontario**

This organization's website offers many resources looking to teach people how to start, fund, finance and run a tourism business.

[www.serviceontario.ca/tourismbusiness/english/index.htm](http://www.serviceontario.ca/tourismbusiness/english/index.htm)

### **Rural Economic Data Development and Intelligence (REDDI)**

The REDDI is a website offering tools to people involved with the local economic development process in rural communities across Ontario. This website features interactive tools, data, guides on a wide-range of topics and links to other resources.

[www.reddi.gov.on.ca](http://www.reddi.gov.on.ca)

### **An important source of information: Tourism Ontario**

Tourism Ontario and the Ontario Ministry of Tourism and Recreation offer many resources to anyone whose business has anything to do with tourism. From the amount of money

spent by an average tourist in a day to the occupancy rate of hotels in different regions of the province at different times of the year to detailed segmentation research for groups of travellers, the Ministry has done its homework. Many reports are available on its website (more information is available further in this section). One major shortfall in this ministry's bag of goodies is the lack of information on francophones or on any aspect of this market.

Tourism Ontario also tries to help suppliers design and offer the best possible products. The Ministry and its agencies offer a number of valuable workshops and seminars on topics related to the industry. Attend these workshops, especially if they are near your home base. If you can't, why not send a top-level employee?

Other provinces offer excellent planning tools and valuable information. For obvious reasons, Québec has a number of pertinent reports and studies which you could peruse while working on your business plan, your marketing plan or while trying to define your target groups.

### 8.1.3 At the federal level

#### Federal government

- Communication Canada
- Heritage Canada
- Human Resources Development Canada
- Industry Canada

- The Canadian Tourism Commission
- FedNor
- Foreign Affairs and International Trade
- Arts Council of Canada

#### Federal agencies

##### FedNor

FedNor has had a growing interest in tourism recently, especially for funding not-for-profit groups and activities.

##### Community Futures Development Corporations (CFDC)

CFDCs help small businesses develop. They offer a number of programs, for young entrepreneurs and new businesses. Funds, information and expertise are available if you need help with beginning a new business.

##### The Canadian Tourism Commission (CTC)

The CTC works hand in hand with the private sector, studying markets and making sure attractions, products and services offered respond to what our best potential markets are looking for.

The CTC conducts and sponsors a number of research projects, works at developing products and prepares and funds marketing efforts aimed at regions or countries identified as potentially profitable to the Canadian tourism industry. It encourages better communication between its members. Its marketing efforts have a national or international scope.

In recent years, the CTC has emphasized the importance of outdoor activities. Specific development programs, analytical tools and data have also been developed. It gathers and presents monthly, quarterly and annual figures and provides research on target groups.

For the small business owner, the CTC presents less pertinent information than that provided by the Ontario Ministry of Tourism, or your DMO, Destination Nord. Visiting the CTC's website is still time well spent.

## **8.2 Destination Nord de l'Ontario**

Destination Nord is always available to help you get the most out of your business. The only francophone DMO in Northern Ontario offers, at different times during the year, workshops and conventions which will help you stay on top of your game. Destination Nord de l'Ontario offers a number of services and prepares guidebooks which cover the entire province and beyond (see section 9). You can join Destination Nord by calling 1.877.OUI.NORD.

## **8.3 Services available on the Internet**

### **The Canadian Food Inspection Agency**

It offers references as well as sanitation guidelines for those who handle and prepare foods. Don't forget: regional or

municipal public health groups are in charge of inspections of restaurants within the province of Ontario.

**[www.inspection.gc.ca](http://www.inspection.gc.ca)**

### **Ontario Public Health Association**

The OPHA's website will give you some information, but is mainly a source of links to other important sites and agencies.

**[www.opha.on.ca](http://www.opha.on.ca)**

### **To Your Health**

This site is sure to reassure gourmets and people who enjoy healthy eating. Here you will find details of a program which identifies healthy locations to eat. The program was designed by public health associations in partnership with the Canadian Cancer Society and the Heart and Stroke Foundation. You will find a list of establishments which have been awarded the "To Your Health" mention, as well as information on how to register your restaurant in this program.

**[www.eatsmart.web.net](http://www.eatsmart.web.net)**

### **BC Wilderness Tourism Association**

The BC Wilderness Tourism Association offers information to suppliers of outdoor tourism activities from that province. Studies and ethical guidelines are offered here.

**[www.wilderness-tourism.bc.ca/main.html](http://www.wilderness-tourism.bc.ca/main.html)**

### **Canadian Canoe Routes**

Discussion groups and forums, maps, itineraries, tips and links are offered to canoeists and paddlers from across the country.

**[www.myccr.com](http://www.myccr.com)**

### **Canadian Restaurant and Foodservices Association**

This site is recommended by the Canadian Centres for business services. It offers monthly statistics on the food and restaurant industry, shares information on wages paid and identifies important developments. It also contains a section on the SARS crisis and offers tips on how to handle and conserve food in case of a power shortage.

[www.crfa.ca](http://www.crfa.ca)

### **Canadian Business Service Centre**

The Centre offers services to Canadian businesses, especially new business ventures. It gives pertinent information on standards to follow and permits to obtain before beginning your business. This site is full of great links and contacts. Don't miss this one!

[www.rcsec.org](http://www.rcsec.org)

### **Chambre économique de l'Ontario**

The Chambre économique (Provincial Chamber of commerce for francophone entrepreneurs) maintains a site called ontarioebiz. It gives web surfing entrepreneurs documents on topics such as starting your business, growing your business and surviving as an entrepreneur. Training, business management, human resources and marketing are all aspects developed on this site.

[www.ontarioebiz.biz](http://www.ontarioebiz.biz)

### **Canadian Tourism Commission**

The CTC puts a lot of research at your disposal. You may also register to receive a newsletter which will be delivered to your e-mail account.

[www.canadatourism.com](http://www.canadatourism.com)

### **Canadian Tourism Human Resources Council**

This website incorporates many publications and studies from different Canadian agencies such as the Conseil québécois. We suggest you first take a look at the Québec site. When last consulted, this site contained little recent research.

[www.cthrc.ca](http://www.cthrc.ca)

### **Conseil québécois des ressources humaines en tourisme**

On its website, the Conseil québécois des ressources humaines en tourisme offers advice, research and regular publications. It was created in another province but much of the available information could be extremely useful to your business.

[www.cqrht.qc.ca](http://www.cqrht.qc.ca)

### **Eco-North**

Eco-North recently organized conferences on ecotourism and you will find a host of information about these meetings on its website, including summaries and in-depth accounts of the workshops or discussions. The amount of information on this site is impressive. Look for more data to be added to the site following its 2004 conference.

[www.eco-north2002eco-nord.ca](http://www.eco-north2002eco-nord.ca)

### **Festivals and Events Ontario**

Partnerships and marketing is what this organization is all about as it outlines Ontario's festivals and events. Research here can be done around types of events, dates and region in which these special activities are held. It is an information-rich site, and includes the

province's top 50 festivals and events.

[www.festivals-events-ont.com](http://www.festivals-events-ont.com)

### **FoodServiceWorld**

This site originates in Ontario and gives information and tips on food, conferences and also manuals published by large corporations of the food industry, on food and food preparation, management, marketing and human resources. When this site was last consulted, few of the documents were actually available.

[www.foodserviceworld.com](http://www.foodserviceworld.com)

### **Industry Canada**

With its Strategis website, Industry Canada offers a tonne of statistics and numerous guides. It also offers directories, business information organized by the industry sector, economic analysis, links to explore financing opportunities and information concerning permits. Also available are names of valuable contact persons for the tourism industry, as well as for other sectors.

[www.strategis.ic.gc.ca](http://www.strategis.ic.gc.ca)

### **International Ecotourism Society**

This US-based organization offers a list of suggested reading, resources and information for tourists, entrepreneurs and industry workers, research tools, a few services as well as some publications.

[www.ecotourism.org](http://www.ecotourism.org)

### **International Mountain Biking Association**

Many programs are offered by this American association, which has a few Canadian branches. The group is made up of biking enthusiasts and are ready

and willing to travel hundreds of kilometres to help people develop efficient trail systems which can offer bikers a great experience.

[www.imba.com](http://www.imba.com)

### **Kalahari Management Inc.**

This is the address of one of the invited speakers at both the Eco-North Conference in Sudbury in 2002, and in Thunder Bay in 2004. The site and its owner offer several newsletters on ecotourism as well as transcripts from some of Carol Patterson's conferences.

[www.kalahari-online.com](http://www.kalahari-online.com)

### **Ministry of Business and Consumer Affairs**

This ministry offers interesting and useful links for business owners and managers. Among other things, the site offers a list of contacts to explore to obtain all necessary permits before starting a business.

[www.cbs.ogv.on.ca](http://www.cbs.ogv.on.ca)

### **Ministry of Tourism and Recreation**

This site offers facts and statistics and makes research documents available to browsers. In recent years, it has published a number of very informative segmentation studies. You will also find the provincial law governing tourism.

[www.tourism.gov.on.ca](http://www.tourism.gov.on.ca)

### **Northern Ontario Tourist Outfitters Association**

Prepared with tourists and outfitters in mind, it offers a number of links and news, as well as the option of purchasing vacation packages online.

[www.noto.net](http://www.noto.net)

### **Ontario Recreational Canoeing Association**

An interesting site for canoeists and kayakers.

[www.orca.on.ca](http://www.orca.on.ca)

### **Ontario Restaurant Hotel & Motel Association**

This group strives to raise awareness and to lobby governments when conditions or decisions could affect the food preparation or lodging industry. The site offers a calendar of activities, meetings and conferences, press releases and advice on how to improve your business.

[www.orhma.com](http://www.orhma.com)

### **Ontario - More to Discover**

The Ontario - More to Discover website was created by the government of Ontario and is meant to be used primarily by tourists. It remains an interesting indicator of the government's overall tourism strategy.

[www.ontariotravel.net](http://www.ontariotravel.net)

### **Presses de l'Université du Québec**

In its section dedicated to tourism, les Presses de l'Université du Québec offers a number of quality publications such as *Microéconomique du tourisme* or *Écotourisme et gouvernance participative*. Many other universities - Ontario's major universities, for example - offer similar catalogues of publications. They may be a good starting point if you want the substance many websites do not offer.

[www.puq.quebec.ca](http://www.puq.quebec.ca)

### **Réseau de veille en tourisme**

This is the self-proclaimed provincial (Québec) reference on the evolving picture of tourism. It looks at provincial and international ongoing changes to the world of tourism. The site offers a listing of conferences and has a watch section.

[www.veilletourisme.ca](http://www.veilletourisme.ca)

### **Canadian rural information service**

This agency offers a guide on tourism in rural areas, with a description of available programs, a directory of associations and links to other provincial websites. It also offers a directory of other pertinent web addresses and e-mail contacts, as well as a list of articles.

[www.rural.gc.ca](http://www.rural.gc.ca)

### **Statistics Canada**

It is, without a doubt, a useful source of information on tourism. Up-to-date statistics and analysis are what this site offers, as well as its daily newsletter, which is delivered to your e-mail address. Some of the documents you will find on this site are free, while others must be purchased.

[www.statcan.ca](http://www.statcan.ca)

### **Sustainable Tourism Research Interest Group**

STRING's web site offers information on ethics and tourism, the environment, sustainable development, articles and links to and from governmental and private agencies world-wide.

[www.yorku.ca/dkproj/string/rohr](http://www.yorku.ca/dkproj/string/rohr)

### **Travel Industry Association of America**

Although this source originates in the United States, it offers interesting links, statistics, results of surveys, newsletters and trends for different markets.

[www.tia.org](http://www.tia.org)

### **Wildlands League**

An account of the hottest battle stakes in the tourism industry. Its objective is to protect land.

[www.wildlandsleague.org](http://www.wildlandsleague.org)

### **Wines of Ontario**

A suggestion for restaurateurs or anyone else involved in Ontario's tourism industry: if you are going to offer wine, in a restaurant, at a conference or as a gift to your guests, why not make it one of the province's best?

[www.wineroute.com](http://www.wineroute.com)

### **Yeswich, Pepperdine, Brown & Russell**

This advertising agency operates worldwide. It also does research on travel, travellers, travel destinations and financial planning. Books are available, but a word of warning: if you like what you see and you want a copy, it will cost you.

[www.ypb.com](http://www.ypb.com)

## **8.4 Other noteworthy contacts**

In addition to this list of web addresses which you should explore, other interesting contacts could complete your list.

These are contacts we have mentioned

before but that are worth repeating. If you still have not met your Community Futures Development Corporations (CFDC) agent yet, wait no longer. The same needs to be said about whomever manages your local office of the Ministry of Northern Development and Mines, if you are from Northern Ontario.

### **Arts in the Wild**

This group works collaboratively with tourism establishments to offer its products or workshops.

[www.artsinthewild.com](http://www.artsinthewild.com)

### **Association de l'industrie touristique de la Nouvelle-Écosse**

This association recently proposed a project called Camp Green, raising awareness of the use of biological products rather than their chemical counterparts. The project has a Canada-wide scope and includes both public and private partners.

[www.tians.org](http://www.tians.org)

### **Canada Ecology Centre**

A leader in the fight for conservation, the Canada Ecology Centre is located in Mattawa, Ontario.

[www.canadianecology.ca](http://www.canadianecology.ca)

### **Manitoulin Island Dark Sky Association**

In order to preserve dark nights, as they were meant to be, this association fights all forms of lights and lighting pollution.

[www.manitouлиндarksky.com](http://www.manitouлиндarksky.com)

### **Paddling Ontario Alliance**

This network, which benefits from numerous partnerships, offers suggestions for paddling on Ontario's lakes and rivers.

[www.paddlingontario.com](http://www.paddlingontario.com)

### **Rendez-vous Canada**

These "rendez-vous", offered by a number of groups and private entrepreneurs, promote contacts between members of the tourism industry. Visit its website at [www.rendezvouscanada.ca](http://www.rendezvouscanada.ca) to see what they are about. To attend, you must first be invited...but you can apply to be invited.

[www.rvc.org](http://www.rvc.org)

### **Travel Industry Council of Ontario**

This group promotes travel through tour or holiday packages. To create and offer such packages, which normally include transportation, lodging, some meals and activities, you first need a permit.

[www.tico.on.ca](http://www.tico.on.ca)

### **Wilderness Tourism Association**

This British Columbia association protects B.C.'s natural resources. This group was represented at the Eco-North conferences.

[www.wilderness-tourism.bc.ca](http://www.wilderness-tourism.bc.ca)

### **Wild Women Expeditions**

This is Canada's leading outdoor tourism group for women.

[www.wildwomenexp.com](http://www.wildwomenexp.com)

## **8.5 The Ministry of Tourism and Recreation's Regional Offices**

### **8.5.1 Central Area: Bracebridge, Hamilton, Huntsville, Midhurst, St. Catharines, Toronto**

#### **Central Area - Head Office**

180 Dundas Street West 5<sup>th</sup> Floor  
Toronto, Ontario M7A 2R9  
Telephone: (416) 314-6044  
Toll Free: 1-877-395-4105  
Fax: (416) 314-2024

#### **Bracebridge District Office**

15 Dominion Street  
Bracebridge, Ontario P1L 2E7  
Telephone: (705) 646-0641  
Fax: (705) 646-0544

#### **Durham Region**

2284 Nursery Road  
Midhurst, Ontario L0L 1X0  
Toll Free: 1-877-395-4105  
Fax: (705) 739-6697

#### **Hamilton District Office**

119 King Street West, 14<sup>th</sup> Floor  
Hamilton, Ontario L8P 4Y7  
Telephone: (905) 704-3950  
Toll Free: 1-877-395-4105  
Fax: (905) 521-7398

#### **Huntsville District Office**

207 Main Street West  
Huntsville, Ontario P1H 1Z9  
Telephone: (705) 789-4448  
Fax: (705) 789-9533

#### **Midhurst District Office**

2284 Nursery Road  
Midhurst, Ontario L0L 1X0  
Toll Free: 1-877-395-4105  
Fax: (705) 739-6697



**St. Catharines District Office**  
301 St. Paul Street, 9<sup>th</sup> Floor  
St. Catharines, Ontario L2R 7R4  
Telephone: (905) 704-3950  
Toll Free: 1-800-263-2441  
Fax: (905) 704-3955

**Toronto District Office**  
180 Dundas Street West 5<sup>th</sup> Floor  
Toronto, Ontario M7A 2R9  
Telephone: (416) 314-6044  
Toll Free: 1-877-395-4105  
Fax: (416) 314-2024

### **8.5.2 Southeast Area: Kingston, Ottawa, Peterborough**

**Southeast Area - Head Office**  
530 Tremblay Road, 1<sup>st</sup> Floor  
Ottawa, Ontario K1G 6B7  
Telephone: (613) 742-3360  
Toll Free: 1-800-267-9340  
Fax: (613) 742-5300

**Kingston District Office**  
Ontario Government Building  
Beechgrove Complex  
51 Heakes Lane  
Kingston, Ontario K7M 9B1  
Telephone: (613) 531-5580  
Toll Free: 1-800-293-7543  
Fax: (613) 531-5585

**Ottawa District Office**  
530 Tremblay Road, 1<sup>st</sup> Floor  
Ottawa, Ontario K1G 6B7  
Telephone: (613) 742-3360  
Toll Free: 1-800-267-9340  
Fax: (613) 742-5300

**Peterborough District Office**  
300 Water Street, 2<sup>nd</sup> Floor  
South Tower  
Peterborough, Ontario K9J 8M5  
Telephone: (705) 755-2624  
Toll Free: 1-800-461-7629  
Fax: (705) 755-2631

### **8.5.3 Southwest Area: Kitchener, London, Markdale, Windsor**

**Southwest Area - Head Office**  
30 Duske Street West  
4<sup>th</sup> Floor, Suite 405  
Kitchener, Ontario N2H 3W5  
Telephone: (519) 578-3600  
Toll Free: 1-800-265-2189 (within area  
code 519 and 416)  
Fax: (519) 578-1632

**Kitchener District Office**  
30 Duske Street West  
4<sup>th</sup> Floor, Suite 405  
Kitchener, Ontario N2H 3W5  
Telephone: (519) 578-3600  
Toll Free: 1-800-265-2189 (within area  
code 519 and 416)  
Fax: (519) 578-1632

**London District Office**  
659 Exeter Road 2<sup>nd</sup> Floor  
London, Ontario N6E 1L3  
Telephone: 1-800-265-4730 (within  
area code 519)  
Fax: (519) 873-4061

**Markdale District Office**  
181 Toronto Street South  
P.O. Box 496  
Markdale, Ontario N0C 1H0  
Toll Free: 1-800-265-5520 (within area  
code 519)  
Fax: (519) 986-3014

**Windsor District Office**  
221 Mill Street  
Windsor, Ontario N9C 2R1  
Toll Free: 1-800-265-1330 (within area  
code 519)  
Fax: (519) 973-1414

**8.5.4 Northern Area: Dryden,  
Kenora, North Bay Sault Ste. Marie,  
Sioux Lookout, Sudbury Thunder  
Bay, Timmins**

**Northern Area - Head Office**  
435 James Street South, Suite 334  
Thundey Bay, Ontario P7E 6S7  
Telephone: (807) 475-1683  
Toll Free: 1-800-465-6861  
Fax: (807) 475-1297

**Dryden District Office**  
Ontario Government Building  
479 Government Road  
P.O. Box 3000  
Dryden, Ontario P8N 3B3  
Telephone: (807) 223-8682  
Toll Free: 1-800-525-8785  
Fax: (807) 223-8502

**Kenora District Office**  
810 Robertson Street  
Kenora, Ontario, P9N 4J4  
Telephone: (807) 468-2450  
Toll Free: 1-800-465-1108  
Fax: (807) 468-2788

**North Bay District Office**  
447 McKeown Avenue  
North Bay, Ontario P1B 9S9  
Telephone: (705) 494-4182  
Toll Free: 1-800-461-9563  
Fax: (705) 494-4069

**Sault Ste. Marie District Office**  
Roberta Bondar Place  
70 Foster Drive, Suite 200  
Sault Ste. Marie, Ontario P6A 6V8  
Telephone: (705) 945-5885  
Toll Free: 1-800-461-7284  
Fax: (705) 945-5931

**Sioux Lookout District Office**  
62 Queen Street  
P.O. Box 267  
Sioux Lookout, Ontario P8T 1A3  
Telephone: (807) 737-1018  
Toll Free: 1-800-529-6619  
Fax: (807) 737-3419

**Sudbury District Office**  
Ontario Government Building  
199 Larch Street, Suite 401  
Sudbury, Ontario P3E 5P9  
Telephone: (705) 564-3035  
Toll Free: 1-800-461-4004  
Fax: (705) 564-3043

**Thunder Bay District Office**  
435 James Street South, Suite 334  
Thundey Bay, Ontario P7E 6S7  
Telephone: (807) 475-1683  
Toll Free: 1-800-465-6861  
Fax: (807) 475-1297

**Timmins District Office**  
Ontario Government Complex  
Hwy. 101 East  
P.O. Box 3085  
South Porcupine, Ontario P0N 1H0  
Telephone: (705) 235-1550  
Toll Free: 1-800-305-4442  
Fax: (705) 235-1553

*Section 9*

# **SOURCES AND APPENDIXES**

**SECTION 9**

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## 9.2.2 Quick reference guide for French & English telephone translation

### Quick reference guide for French & English telephone translation

FRENCH	ENGLISH
Bonjour.....	Good morning / Good afternoon.
Un moment s'il-vous-plaît.....	Please hold the line.
Je regrette de vous faire attendre.....	Sorry to keep you waiting.
C'est de la part de qui s.v.p. ?.....	May I tell him/her who is calling please?
Je vais vous transférer à Monsieur / Madame (...)	I am going to transfer your call to Mr./Mrs./Ms (...)
Je regrette mais la ligne est occupée : désirez vous patienter ou laisser un message?.....	I'm sorry, the line is busy; may I put you on hold, or shall I take a message?
(...) n'est pas à son bureau présentement.....	I'm sorry, (...) is not in the office.
Désirez-vous parler à quelqu'un d'autre?.....	Do you wish to speak to someone else?
Puis-je prendre un message?.....	May I take a message?
Quel est votre nom et votre numéro de téléphone?.....	May I take your name and telephone number?
Pourriez-vous épeler votre nom s.v.p.?.....	Would you please spell your name?
Veuillez répéter votre numéro de téléphone s.v.p.....	Would you please repeat your telephone number?
Puis-je parler à (...) s.v.p.?.....	May I please speak to (...)
Je rappellerai.....	I will call back.
Je m'appelle (...)	My name is (...)
Mon numéro de téléphone est le.....	My telephone number is (...)
Bienvenue.....	You are welcome.
Merci.....	Thank you.



**Destination Nord de l'Ontario**

129, rue Ash, C.P. 190, Kapuskasing (Ontario) P5N 2Y3

Téléphone : (705) 335-2207 ou 1-877 OUI NORD (684-6673)

Courriel : info@destinationnord.com Internet: www.destinationnord.com

### 9.2.3 Gathering information: client calls to you

#### Important information gathering: client calls

Name: \_\_\_\_\_

Address : \_\_\_\_\_

Town: \_\_\_\_\_ Province : \_\_\_\_\_ Country: \_\_\_\_\_ Postal code : \_\_\_\_\_

Telephone : \_\_\_\_\_ E-mail address: \_\_\_\_\_

Sex :  Female  Male

Age group :  18-21  22-40  41-60  61-75  76 et +

Sources of information :

Newspaper \_\_\_\_\_ Radio \_\_\_\_\_

Television \_\_\_\_\_ Trade show \_\_\_\_\_

Friend/Family \_\_\_\_\_ Web site \_\_\_\_\_

Other \_\_\_\_\_

How many times have you travelled to Ontario in the last 5 years?

1 time  2-5  6-9  10 +

Reason for you visit  holiday  family  work

Over the next 12 months, do you plan to travel to Ontario?

yes  no  maybe If yes, what month? \_\_\_\_\_

If yes, to what region(s)?

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> 1- Temagami - Moosonee                 | <input type="checkbox"/> 2- Chapleau - Longlac         | <input type="checkbox"/> 3- Elliot Lake - Thunder Bay   |
| <input type="checkbox"/> 4- Atikokan - Manitoba boarder         | <input type="checkbox"/> 5- Prescott-Russell - Mattawa | <input type="checkbox"/> 6- North Bay - Manitoulin Isl. |
| <input type="checkbox"/> 7- Georgian Bay                        | <input type="checkbox"/> 8- Toronto - Niagara Falls    | <input type="checkbox"/> 9- Windsor - Pointe Pelée      |
| <input type="checkbox"/> 10- Peterborough - Kingston - Cornwall | <input type="checkbox"/> 11- Not sure                  |   |

Events and attractions that interest you :

- |                                       |   |                                       |                                       |                                 |
|---------------------------------------|---|---------------------------------------|---------------------------------------|---------------------------------|
| <input type="checkbox"/> Festivals    | <input type="checkbox"/> Museums            | <input type="checkbox"/> Nature       | <input type="checkbox"/> Culture      | <input type="checkbox"/> Cruise |
| <input type="checkbox"/> Camping      | <input type="checkbox"/> Beaches            | <input type="checkbox"/> History      | <input type="checkbox"/> Golf         |                                 |
| <input type="checkbox"/> Hunting      | <input type="checkbox"/> Fishing            | <input type="checkbox"/> Biking       | <input type="checkbox"/> Canoe/Kayak  | <input type="checkbox"/> Hiking |
| <input type="checkbox"/> Guided tours | <input type="checkbox"/> Family attractions | <input type="checkbox"/> Snowmobiling | <input type="checkbox"/> Other: _____ |                                 |

When travelling, you are normally :

alone  alone with children  a couple  a family  a group : # \_\_\_\_\_

Approximate length of your stay :

2-3 days  4-7 days  8-13 days  14 days  15-21 days  22 et +

May we call you once your trip is completed to get more information and comments?

yes  no

What is the best time of day for us to call you?

during the day  evening  other \_\_\_\_\_

Information gathered by :  telephone  voice mail  e-mail

Date : \_\_\_\_\_ Staff name: \_\_\_\_\_



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 Telephone : (705) 335-2207 or 1-877 OUI NORD (684-6673)  
 E-mail: info@destinationnord.com Internet: www.destinationnord.com

## 9.2.4 Gathering information: tourists' comments

### Important information gathering: comments from tourists

Name: \_\_\_\_\_

Address : \_\_\_\_\_

Town: \_\_\_\_\_ Province : \_\_\_\_\_ Country: \_\_\_\_\_ Postal code : \_\_\_\_\_

Telephone : \_\_\_\_\_ E-mail address: \_\_\_\_\_

Sex : \_\_\_\_ Female \_\_\_\_ Male

Age group : \_\_\_\_ 18-21 \_\_\_\_ 22-40 \_\_\_\_ 41-60 \_\_\_\_ 61-75 \_\_\_\_ 76 et +

What region(s) of Ontario did you travel to?

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> 1- Temagami - Moosonee                 | <input type="checkbox"/> 2- Chapleau - Longlac         | <input type="checkbox"/> 3- Elliot Lake - Thunder Bay   |
| <input type="checkbox"/> 4- Atikokan - Manitoba boarder         | <input type="checkbox"/> 5- Prescott-Russell - Mattawa | <input type="checkbox"/> 6- North Bay - Manitoulin Isl. |
| <input type="checkbox"/> 7- Georgian Bay                        | <input type="checkbox"/> 8- Toronto - Niagara Falls    | <input type="checkbox"/> 9- Windsor - Pointe Pelée      |
| <input type="checkbox"/> 10- Peterborough - Kingston - Cornwall | <input type="checkbox"/> 11- Not sure                  |   |

Length of your stay :

2-3 days  4-7 days  8-13 days  14 days  15-21 days  22 et +

On a scale of 1 to 5 (1 being the lowest and 5 the maximum), how would you rate French-language services for the following attractions in Ontario?

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Festivals _____          | <input type="checkbox"/> Museums _____ | <input type="checkbox"/> Culture _____             |
| <input type="checkbox"/> Nature _____             | <input type="checkbox"/> Beaches _____ | <input type="checkbox"/> Camping _____             |
| <input type="checkbox"/> Hunting _____            | <input type="checkbox"/> Fishing _____ | <input type="checkbox"/> Biking _____              |
| <input type="checkbox"/> Guided tours _____       | <input type="checkbox"/> Golf _____    | <input type="checkbox"/> Canoe/kayak/boating _____ |
| <input type="checkbox"/> Family attractions _____ |  |  |
| <input type="checkbox"/> Visiting family _____    |  |  |
| <input type="checkbox"/> Others _____             |  |  |

Which type of lodging did you use during this trip?

camping  hotel/motel  bed & breakfast  cabin/cottage  family

How many people made the trip ? : adults : \_\_\_\_\_ child/children: \_\_\_\_\_

About how much money did you spend during this trip?

\$50-\$75      \$75-\$100      \$101-\$125      \$126-\$150      \$151-\$175      \$176-\$200      \$201+

Overall, how satisfied were you with your travelling experience to Ontario ? (1=least; 10=most satisfied)

1    2    3    4    5    6    7    8    9    10

How could this province improve services offered to tourists ?

Do you intend to come back to Ontario?

certainly  likely  no  undecided

If yes, what region ? : \_\_\_\_\_

Information gathered by :  telephone  e-mail

Date : \_\_\_\_\_ Staff member: \_\_\_\_\_



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## 9.3 Destination Nord

### 9.3.1 Who are we?

Destination Nord de l'Ontario is a unique Destination Marketing Organization (DMO) whose mission is to promote and showcase francophone tourism and culture in Northern Ontario.

In a very short period of time, Destination Nord has asserted itself as a leader for francophone tourism in this province. Over the last few years, this DMO has planned and implemented a number of groundbreaking strategies on a regional, provincial, national and international level. Destination Nord is working at numerous levels - developing tourism products while working with suppliers and partners, pitching and promoting various initiatives to local and provincial stakeholders, promoting tourism in general and francophone tourism in particular to people from all regions of Ontario, doing everything in its power to attract francophone and bilingual tourists from all over the world to Ontario. We all have a role to play in this ambitious and exacting programme put forth by Destination Nord.

### 9.3.2 Our achievements

Here is a brief look at some of Destination Nord's major initiatives of recent years:

### 9.3.2.1 Product development initiatives

#### 9.3.1.1 Circuit Champlain

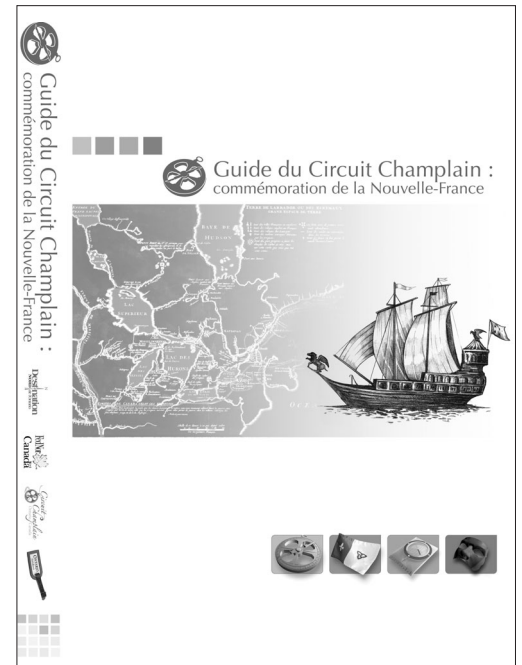
Circuit Champlain is at the heart of Destination Nord's programme. Other initiatives and destinations could be added to Circuit Champlain over the next few years to serve other regions

throughout Ontario, as recommended by journalist Yves Ouellet upon completing a test run of the tour in 2004. The last months have been particularly encouraging for Circuit Champlain and its promoters and partners who are hoping to emulate the cel-

ebrations undertaken last year in Acadie and those planned for 2008 in Québec, both marking the 400th anniversary of Samuel de Champlain's presence in these two provinces.

#### 9.3.1.2 Product development manual

The Product development manual is the document you are presently reading. This manual has a number of objectives, one of the most important being to give tourism products suppliers figures and



*Guides' manual*

information to help them better understand the francophone tourism markets. Who exactly are our potential tourists, what activities do they appreciate most and what are their general preferences? The manual also offers a number of tools to help suppliers develop their business and their products, specifically for francophone and bilingual tourists. We take a close look at the four sectors of the tourism industry, namely trans-

hard copy (for a fee) and may be downloaded from Destination Nord's web site.

### 9.3.1.4 Period newspapers

To this day, three period newspapers have been produced by Destination Nord. These newspaper articles are written in an engaging and amusing style, mixing history and a region's most interesting tourist attractions. Some may accuse our "reporters" of taking a few liberties with their craft here and there, such as interviewing Samuel de Champlain, Pierre-Esprit Radisson or Étienne Brûlé for example. You will relive history as if it happened yesterday or last week, and your local newspaper was the first to break the story. For interested suppliers, copies of these period newspapers, which may be sold or offered to your clients as promotional or value-added products, are available from Destination Nord for a fee.

portation, lodging, food and beverage and attractions.

### 9.3.1.3 Instruction manual for guides

Developed in partnership with Regroupement des organismes du patrimoine franco-ontarien (ROPFO), the

### 9.3.1.5 "Bonjour!" public awareness campaign

instruction manual for guides gives a brief history of francophone presence in the province of Ontario. The manual, aimed at guides but also written for reporters, teachers and other people involved in tourism, describes four centuries of francophone history and sheds light on Samuel de Champlain's exploration of what has since become Ontario. This manual is available in

**L'Écho** Journal sur l'histoire de la région et des grands Lacs Destination Nord 25<sup>th</sup> De la Colombie à 75<sup>th</sup>

**DE LA MER DOUCE ET DU LAC DES PUANS**

**«Une courge lui poussait de la tête, le blé de ses seins»**

Plus rigolote dans ce numéro spécial

**On se prépare à visiter la famille**

**Algonquiens et Iroquois se partagent le territoire**

**Un nouveau menu chez les Pétrus**

**Les autochtones s'adaptent aux conditions du continent**



### Period newspaper

French-speaking tourists do not know that Ontario has the second largest francophone population of all provinces outside of the province of Québec and this campaign helps them gain easy access to this wealth of service. The campaign was organized in partnership with media outlets. French-speaking staff members are identified with a “Bonjour!” lapel pin and businesses are themselves identified with “Bonjour!” signs and in the media. The campaign’s second objective is to make business owners aware of the demand for such services, which may in time encourage them to expand services to their French speaking clientele. Hiring additional bilingual workers, one of Ontario’s tourism industry’s weaker points, would be an added long-term benefit of the “Bonjour!” campaign.

### 9.3.2 Members’ services

Destination Nord offers its members a number of valuable and innovative services. We have taken an inventory of services offered by suppliers throughout the province to better understand the present strengths and weaknesses and react to them. In the normal course of business we represent our members when speaking and negotiating with tour operators, domestic and receptive as well as travel agents. Our annual travel guides are consistently among the most requested and downloaded of all

guides produced for Ontario and we are constantly evaluating our services and the way we offer them to ensure maximum return on investment.

### 9.3.3.1 Inventory project

Conducted over many months, the goal of the Inventory project was to identify



*The 2005 edition of FENO's calendar of festivals and events.*

available tourism resources, products and infrastructure in a number of communities across Northern Ontario. With this data, it is possible to evaluate where we need to invest more time, energy and money to better serve Ontario’s tourists and potential tourists. The results could also help government agencies justify and plan major investments in tourism infrastructure projects.

### 9.3.3.2 FENO

One of Destination Nord's more recent initiatives, Festivals and Events North-ern Ontario (FENO) is dedicated to the development and promotion of francophone and bilingual festivals in North-ern Ontario. FENO knows that by

combining these important events, they will have a better chance of attracting tourists from other regions of Ontario and from other provinces and countries.

workshops or at annual conferences. These conferences and workshops are either put together by Destination Nord or by other agencies in which case the DMO facilitates members' participation. Through its newsletter or through direct contact, Destination Nord will get in touch with suppliers in different regions to let them know in advance of such opportunities.

### 9.3.3.4 The Napkin Corner

Three or four times a year, Destination Nord produces a tabloid-size bilingual newsletter entitled The Napkin Corner. In this document, members, agencies and suppliers throughout Ontario learn of upcoming events (see 1.3.3.3) and are informed of Destination Nord's or other agencies' initiatives of interest. These documents are important and you would be well advised to keep track of them and their important content.

**Le coin du napperon**  
Destination Nord de l'Ontario  
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**Le Circuit Champlain a le vent dans les voiles**

**Des invités qui représentent les gouvernements**  
Parmi les invités présents, des représentants gouvernementaux assistent à ce lancement pour souligner l'apogée d'un projet initié par Destination Nord et développé avec l'aide d'un comité ad-hoc représentatif et plurilingue.

**Le ministre de la culture et ministre délégué aux affaires francophones au gouvernement, Madeleine Meilleur, la sous-ministre de Tourisme et des Loisirs de l'Ontario, Bill Allen et le sénateur Mario Béland ont été les invités d'honneur de ce lancement.**

**Plusieurs dignitaires des franchises ont participé à ce lancement et ont encouragé les visiteurs du Circuit Champlain lors de sa prochaine mise en œuvre.**

**Le guide de l'histoire de la Nouvelle-France en 1614 à la fin du 21<sup>e</sup> siècle. De plus, le guide met en valeur les attractions touristiques nées de la province, en portant une attention particulière sur les richesses patrimoniales des franco-ontariens.**

**Un guide pour les guides... et pour tous!**  
De par son contenu, l'ouvrage est d'abord destiné aux guides touristiques qui auront ainsi accès à

**des ressources en français pour que l'information nécessaire à la réalisation de leur voyage. Le guide est également disponible en version anglaise et dans un format CD-ROM dans un contexte où le tourisme s'écrit de plus en plus en anglais.**

**Partenariats financiers**  
Pour la réalisation de ce projet, mais la liste n'est pas exhaustive: Destination Nord a bénéficié de l'appui de nombreux partenaires financiers tels que FedDev et la Société d'investissement, notamment celle de Parametrix ontariens de marketing touristique (SPOMT), mais, les médiateurs culturels. Ces représentants financiers des entreprises ou les élus municipaux, qui doivent rédiger le bon déroulement des activités de la présence française en Ontario, ont fait une précieuse production.

**Des célébrations canadiennes... des préparatifs ontariens**  
Ainsi que 2004 représente la 400<sup>e</sup> anniversaire de la fondation de la Nouvelle-France, Destination Nord a préparé à l'occasion de l'arrivée de Saint-Jacques de Champlain, représenté par le drapeau franco-ontarien, une brochure qui se présente à l'occasion de la section qui porte sur le thème de l'histoire. Destination Nord de l'Ontario a également préparé un guide des gens dans la section qui porte sur le thème de l'histoire. Destination Nord de l'Ontario a également préparé un guide des gens dans la section qui porte sur le thème de l'histoire. Destination Nord de l'Ontario a également préparé un guide des gens dans la section qui porte sur le thème de l'histoire.

**Voilà le suite en page 5.**

### The Napkin Corner

Tourism activities and products aimed specifically at attracting French-speaking tourists to Ontario are a novelty. New ideas and concepts such as these need to be nourished, cared for and raised carefully... For this reason, Destination Nord has always taken great care in giving its members and all suppliers interested in this market ample opportunities to receive pertinent information, whether it be during

### 9.3.3.5 Lobbying

Major projects of such magnitude as those undertaken or planned - the Circuit Champlain for example - would simply not be feasible without outside help. Federal and provincial governments intervention and support and not only beneficial to these projects, it is necessary. To this end, Destination Nord has always and continues to lobby these governments

for their support, be it financial or through other available means. Both levels of government understand the importance of the tourism industry in general and the potential of francophone tourism in particular (see section 2) for this province and they have thus far supported Destination Nord in a number of ways. Destination Nord will, through all possible means and at every opportunity, represent its members and their needs and expects continued and additional support from all levels of government.

Since its inception, Destination Nord has always worked closely with municipal governments throughout the province, often in partnership with the Association francophone des municipalités de l'Ontario (AFMO). A number of ideas require municipal support or approval, initially and on a permanent basis and Destination Nord de l'Ontario is constantly developing and furthering these crucial links.

### **9.3.3.6 Lobbying receptive operators and tour operators**

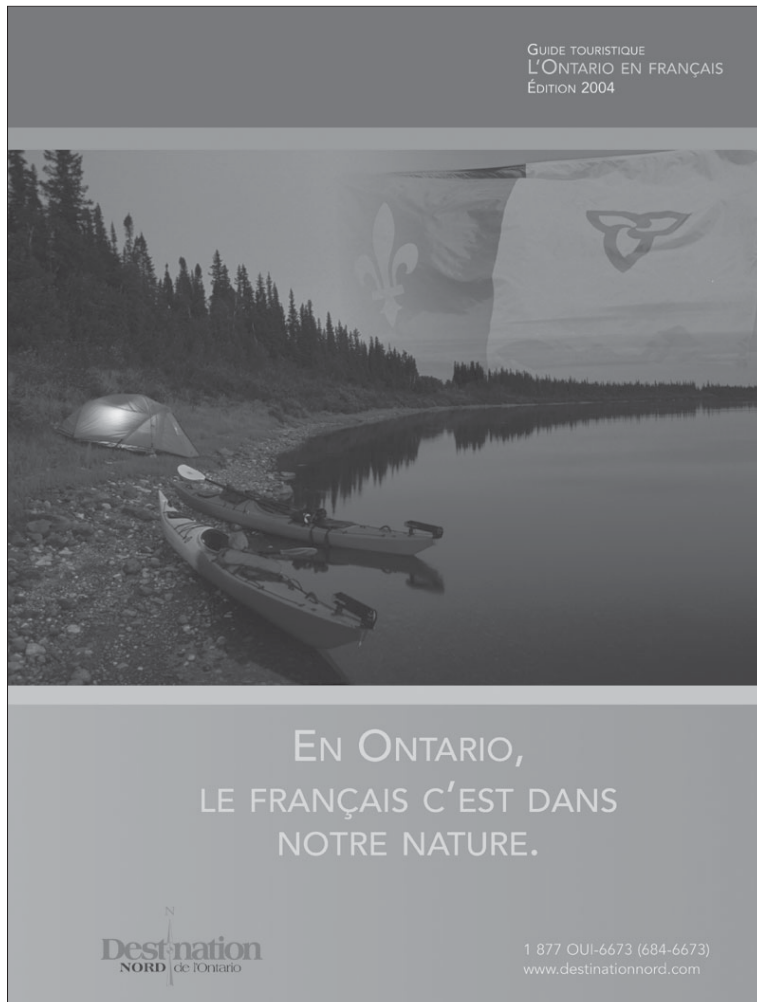
Always trying to develop new and existing opportunities for suppliers, Destination Nord is always in touch with tour operators and receptive tour operators. These mainstays of the tourism industry are major access points to foreign and domestic markets and

should be an important part of any strategy put forth to increase Ontario's market share of global French-speaking and bilingual tourists. This is why Destination Nord has worked on many occasions with representatives of some of the industry's major tour operators in order to have Circuit Champlain and other attractions of francophone Ontario added to the products they offer. Although organized group tours are not the only way to get in touch with Ontario's francophone community, these tours are a very worthwhile investment and would benefit many suppliers.

Destination Nord has organized fam tours for these tour operators and continue to nurture these valuable contacts. A single favourable decision by one of these tour operators could bring hundreds, if not thousands of tourists to the province. Following these fam tours, French-speaking Ontario has already benefited from a series of feature articles in The Toronto Star, an article in Plein air magazine and others. Destination Nord was also very visible during Raid Harricana, a long and difficult snowmobile race, by entering its very own team in the competition. It is difficult to put a precise figure on the monetary value of such work, but it is clear that the entire province profits from it, through positive publicity and added patrons throughout Ontario's tourism destinations and attractions.

### 9.3.3.7 Provincial tourism guidebooks

In 2004, Destination Nord produced, in the space of a few months, a very impressive guidebook which was the official guidebook for the province's



*The cover of the 2004 official province of Ontario guidebook.*

francophone market. It proved to be a huge success, be it the beautiful paper version or the electronic copy which was among the province's most downloaded guidebooks of all such documents produced, English and French language

combined. On line, from the Ontario Tourism Marketing Partnership's (OTMP) web site, 10,500 copies of the guidebook were downloaded...for the month of July alone! Without the added help of an advertising and publicity campaign in print, radio and television, these results should be considered phenomenal and very encouraging for all suppliers who cater to this market. It could perhaps convince more suppliers to offer services to French-speaking travellers.

### 9.3.3.8 Travel shows

Bienvenue Québec! Rendez-vous Canada, Top Résa in France and many others. Just about anywhere tourism is displayed and discussed, be it internationally, within the province or elsewhere in Canada, Destination Nord sends its representatives. Anything that will help us sell Ontario and the many attractions we offer bilingual and francophone tourists. We can not forget that this is essentially a new tourism destination and we must get our message out to all potential travellers, be it Québec, other provinces or French-speaking countries. There are half a million bilingual and French-speaking citizens in our province, the second largest such community among all Canadian provinces. How can we expect other francophones to travel to Ontario if they don't know what On-

tario has to offer to them? They may be surprised to learn this at first, perhaps even a little sceptical. But these travelers are often looking for new destinations, a new experience, perhaps a bit more exotic than what they have been accustomed to, an authentic gem of franco-nordicity. French personality, English know-how, Native American soul, North American spirit, that's the unique product we have to offer!

#### **9.4 Who does what at Destination Nord?**

##### **Executive Director**

The Executive Director is the person responsible for the overall management of the organization and also supervises its operations. The Executive Director ensures all initiatives are carried out and fully implemented in order to develop francophone attractions and services. This person also manages the financial aspects of the organization.

##### **Assistant to the Executive Director and Circuit Champlain Coordinator**

The Assistant supports the Executive Director by coordinating some of the many initiatives undertaken by Destination Nord. This person prepares and submits funding requests to governmental agencies and maintains open lines of communication, both internally and with others outside the organization. The Assistant is a spokesperson for

Destination Nord at public meetings. She also ensures the orderly development of activities associated with Circuit Champlain.

##### **Administrative Assistant**

The role of the Administrative Assistant is to coordinate meetings, either of the Board of Directors or with various committees. This person is responsible for all internal accounting and is in charge of requesting payments from financial partners.



*Nicole Guertin  
Executive  
Director*



*Guylaine Scherer  
Assistant to the  
Executive  
Director and  
Circuit Champlain  
Coordinator*



*Angèle Duguay  
Administrative  
Assistant*



*Paulette Gauthier  
Members'  
Services  
Coordinator*

**Members' Services Coordinator**

The Members' Services Coordinator maintains good relations between the organization, its members and partners. This person is the receptionist as well as overseeing day-to-day activities of Destination Nord de l'Ontario.

**Tourism Industry Development Coordinator**

This person must develop and maintain a link between Destination Nord, its members, other suppliers and tour operators. The Tourism Industry Development Coordinator shares information throughout the network on francophone and bilingual tourism in Ontario.



*Annie Pouliot  
Tourism Industry  
Development  
Coordinator*

**Festivals and Events of Northern Ontario Coordinator**

This person is in charge of helping with the development of Northern Ontario communities by promoting its many French and bilingual attractions and festivals.

**9.5 How to reach us**

Nothing could be easier! We are always available to answer questions or listen to your valuable suggestions. Please call us or send us a message.

**Destination Nord de l'Ontario**

**129 Ash Street**

**P.O. Box 190**

**Kapuskasing, Ontario P5N 2Y3**

**Telephone:**

**1.877.OUI-NORD (684-6673)**

**Internet: [www.destinationontario.ca](http://www.destinationontario.ca)**



*Section 10*

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