

Patrick Sullivan

*Chief Executive Officer
Nova Scotia Tourism Agency*

Long-term strategy for Tourism



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Thank you, Tom.

Good afternoon, everyone.

I'm Patrick Sullivan and I love Nova Scotia.

I have always loved Nova Scotia and I appreciate you welcoming me back after my time away.

It's a great pleasure for me to be here for my very first TIANs conference as CEO of the NSTA.

I'd like to first tell you a little bit about myself and outline what the NSTA is, where we are in our strategic planning process, which has involved industry across the province, and what our initial marketing plans are for 2013.

Before we get started, I should mention that we will be conducting a Q&A session at the end of the presentation.

If you have a question while I'm speaking, please write it out on the paper we have provided on the tables and raise your hand.

One of our staff will be happy to collect it from you.

I am a proud Nova Scotian. I grew up here in Halifax, went to school here, married my wife here, and had my children here.

For a time, I left the province in order to pursue my career, but I am thrilled to be able to come home with my family.

Now that I've just recently completed my first 100 days in office, so to speak, I can tell you that I'm very impressed with the passion and dedication of the staff, partners and industry across Nova Scotia to building on our strengths and making the necessary tough decisions to grow our industry and become more competitive on the world stage.

However, my first order of business was representing the NSTA in Windsor's famous pumpkin regatta.



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I like to think I've made good use of my time so far. Though I haven't met with everyone, I have had individual meetings with the following key stakeholders:

[Your decision whether you'd like to cut these back]

- the NSTA interim board
- The Bed and Breakfast Association
- Destination Halifax
- The Wine Association of Nova Scotia
- Pier 21 Society
- The Regional Tourism Associations of Nova Scotia
- The Restaurant Association of Nova Scotia
- The Tourism Industry Association of Nova Scotia
- Enterprise Cape Breton Corporation
- The Canadian Tourism Commission
- The Tourism Industry Association of Canada
- Taste of Nova Scotia
- And Atlantic Canada Tourism Partnership
- And last, but not least, the Annapolis Valley Chamber of Commerce Tourism group

I've also met many more of you through various industry events.

I've enjoyed our discussions about the future of tourism in Nova Scotia. I'm looking forward to taking these next steps with you, and I'm excited about the potential of our industry.



NSTA Responsibilities and Functions

- Sales, marketing and partnerships
- Product and experience development
- Market research and intelligence

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As Tom mentioned earlier, the NSTA has been a work in progress for quite some time.

Some excellent behind-the-scenes work has been done by both government and industry to give the NSTA a firm foundation for growth. However, it is still early days yet.

The agency was formally established on September 6th with a mandate to grow tourism in Nova Scotia.

The permanent charter for the agency outlines its functions. To give you a better sense of how that looks, this slide shows the breakdown of what the NSTA does.

We will be responsible for sales, marketing and partnerships, product and experience development; and market research and intelligence.

Now that the NSTA is officially up and running, and the inaugural board is appointed, the solid foundation we have been building over the past two years will help lead to the results we are looking for.

We are now streamlined to focus on bringing more visitors to Nova Scotia.



Department of ERDT

- Quality assurance and licensing
- Industry training and development
- Signature resorts
- Provincial visitor servicing
- Evaluation of the NSTA and its programs

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Some of the tourism functions will remain with government. (Slide contains detailed functions).

The NSTA will be working closely with tourism staff in the Department on all initiatives. The VIC's and the quality assurance group are integral to our growth.



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But we can't do this alone.

We need to collaborate much more effectively with you to achieve the results we are seeking. We all need to be moving in the same direction – together.

Everyone has a role to play – the NSTA, Government and Industry – we need to establish clear roles and responsibilities for each of them in order to succeed.

I can tell you what the role of the NSTA is – the role of the NSTA is to promote, and clearly communicate, **Nova Scotia** as **the** destination for visitors.

One of our first challenges as an industry will be to clarify how we can all work together to most effectively reach and attract more visitors to the province, and we will be working with all of you to clearly understand each of our roles over the next few months.

It will be an ongoing process.



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As we work to get the new agency up and running, we need you to understand that this is a work in progress. We're on a journey together, and this is just the beginning.

Some of you may know that I'm a runner. This is a photo of me at the start of the Sahara Race – a 250 kilometre race across the desert.

What I have learned from running is that training that will set you apart and give you the competitive edge. And that training takes time.

It took me almost a year of training to prepare for my 250km run.....It will take us time to finish our long-term strategy, time to share this with industry and get feedback and begin to implement our plan in the coming months and years.

The Chronicle Herald

MONDAY, NOV. 26, 2012

INDEPENDENT SINCE 1824

HALIFAX, NOVA SCOTIA

'Time for a new tourism strategy'

'Are Nova Scotians ready to rise to challenges?'

'Tourism's challenge: Why come to Nova Scotia?'

'Nova Scotia has 'to raise' its tourism game'

'Nova Scotia tourism industry badly needs overhaul'

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To begin with, we need to be honest with ourselves and recognize the barriers that are keeping us back. We all saw the Herald headlines. Here are a few.

We have a lot of work to do – we need to reject mediocrity for magnificence.

As a whole, and I include all of us in this statement, we are not nearly as strategic as we could be.

There is a tendency to overlook the bigger picture and focus on our own priorities and issues.

We in the larger tourism family have achieved a great deal – we have also been unfocused in the way we target our campaigns and funding, with widely dispersed spending and little focus towards a greater strategy.

We need to be better aligned in our approach to attracting and funding major events.

And, as we have seen from the articles, the media is calling all of us to task.

Here are some of the quotes:

“Nova Scotia’s tourism marketing has been held back by a lack of focus and big thinking.”

“Too often, Nova Scotia tourism has been plagued by mediocrity in the standards of food, service and accommodation.”

“If you pick up a car rental in downtown Halifax and try to get out of town, there are no signs leading you to the highway.”

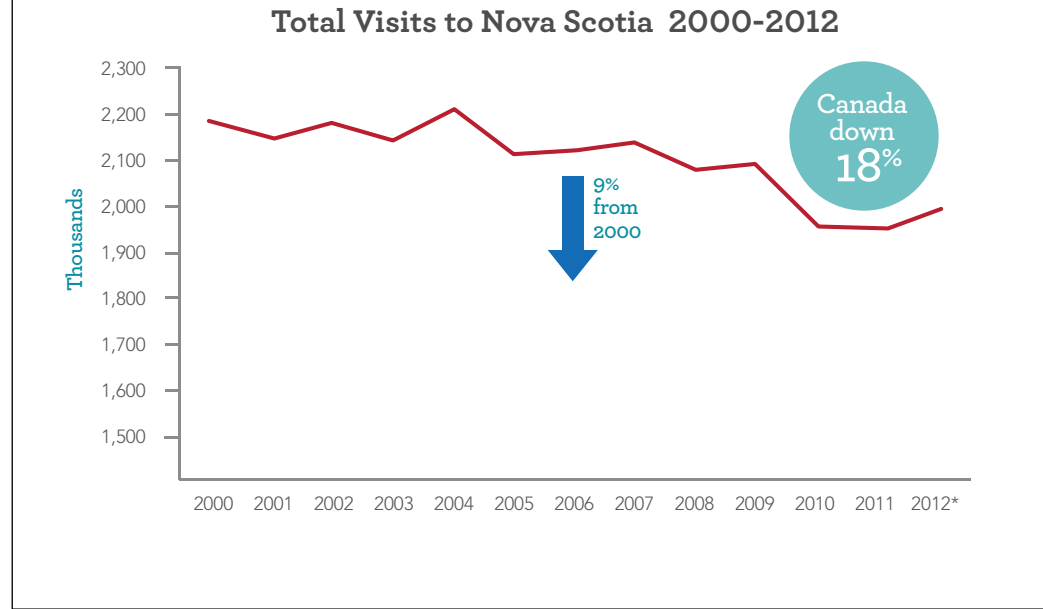
“We’ve attempted to cater to the legitimate self-interests of our many smaller tourism operators rather than develop an overall strategic vision, picking our best tourism assets and selling them hard in potential markets.”

“the way we’ve always done things is not good enough.”

These comments are difficult to hear, but for me they are actually inspiring. They tell me that Nova Scotians care, industry cares, the media cares, visitors care and I can tell you, based on my work so far, Government cares.

The question is: how do we change these headlines?

Long-term Visitation Trend



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Aside from our internal challenges, we face an increasingly competitive global market.

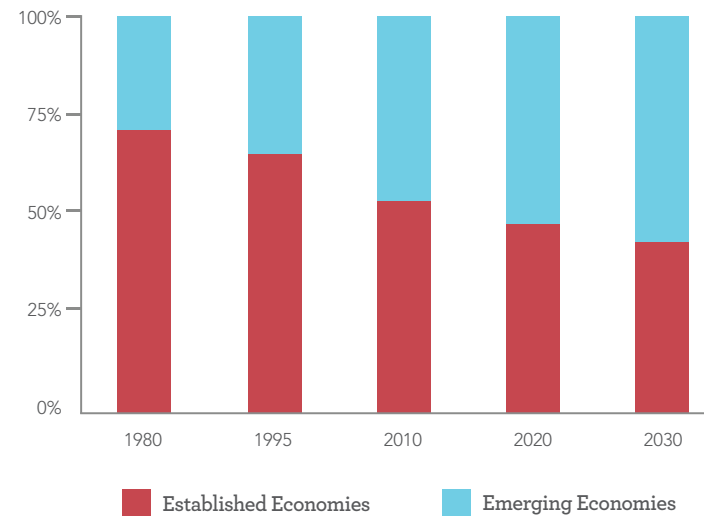
I learned last week at TIAC that the US is now spending \$20 million to directly compete for our domestic market, Australia is spending \$6 million. Canadian visitors make up 80 percent of visitors to Nova Scotia. We are going head to head with some fierce competitors and we are now starting to see other countries recognize how exciting those Canadian travelers can be!

As our own research shows, visits to Nova Scotia over the past 10 years are down 9 per cent. Canada has shown a steeper decline - down 18 percent over the same time period.

Certainly, we face difficulties unique to Canada.

Our country is considered to be far away and expensive; our US visitors have to contend with hassles at the border.

International Tourism Growth Driven by Emerging Economies



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We are also faced with the fact that as we decline, global travel continues to grow.

People are travelling, but the trend is shifting from established to emerging markets.

In recent years, emerging economy destinations have grown faster than established economy destinations, and this trend is set to continue in the future, with emerging economies growing at twice the pace of established destinations like North America and Europe.

However, the point remains that we are losing market share while other traditional economies like France, the US and Italy continue to grow. We need to ask why. What are they doing differently?



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By working in collaboration, we have the capacity to build a stronger, more profitable industry and become more competitive.

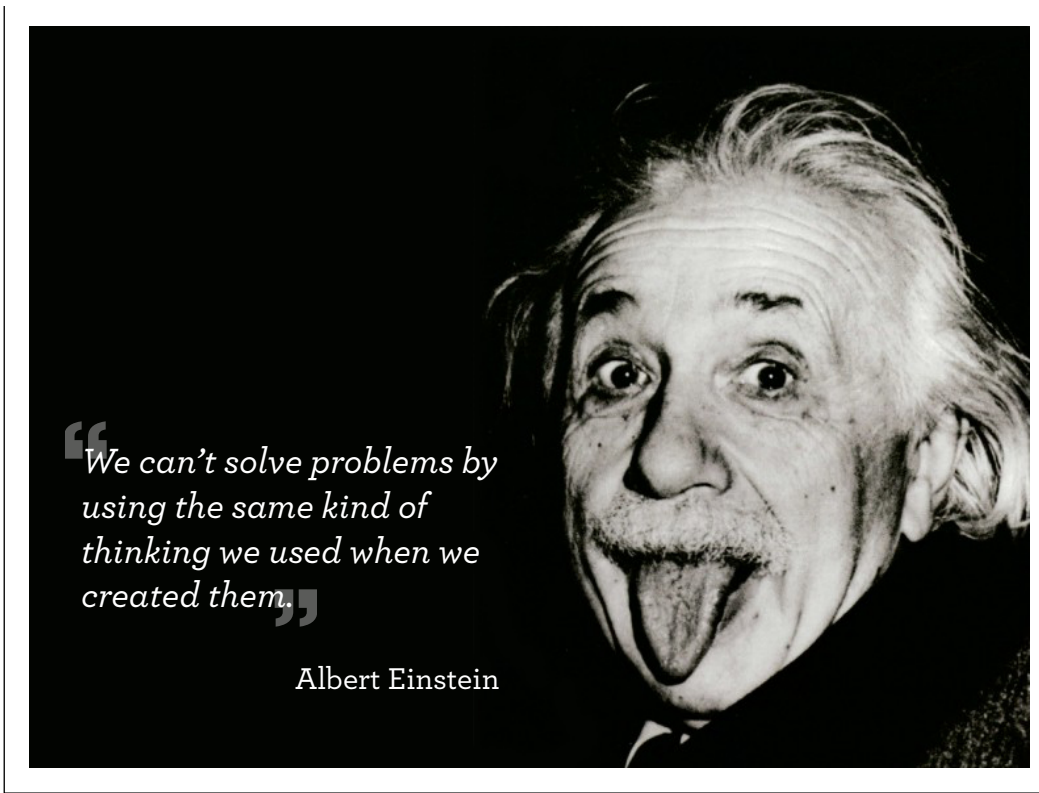
Regardless of your industry perspective, there is one thing we can all agree on - we are not satisfied with our current results. Industry and government both have to make improvements and work together.

We have some great strengths to build on. As the Minister has just announced, in two years we've moved from a \$1.8 billion industry supporting 22,000, to a \$2 billion industry supporting 24,000.

We have a beautiful province with a spectacular seacoast, incredible icons and our legendary hospitality - so much potential.

While some factors lie outside of our control, there is a great deal we can do to improve our situation.

We need to step up, take responsibility for what needs to change and make the tough decisions that will lead to real growth.



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As Albert Einstein once said, "we can't solve problems by using the same kind of thinking we used when we created them."

We understand that things need to change, but how can we tackle these challenges together in a coordinated, meaningful way?



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Don Mingo sent me an article from Hotelier Magazine the other day, which I think said it best...

“apathy must be overcome and strategic management has to replace the genius of muddling through.”

We need to be strategic to move forward.

The NSTA will be a leader for the industry. This partnership between government and industry is our strategic advantage.

Our purpose is to promote Nova Scotia as a world-class destination and bring more people to Nova Scotia.



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I know you're thinking – so, what's new? We have been working in partnership – and we've had an industry board in the past.

The difference is the NSTA itself - a special operating agency. This new governance model solidifies the partnership between industry and government, and is led by a CEO and an industry board.

You may have already heard me say it has been created to be more flexible and entrepreneurial so we can respond to profitable opportunities as they arise.

As you know, part of the mandate of the NSTA is to develop a new long-term strategy for tourism that will grow the industry. As Tom has outlined, we have been working hard over the past year, reaching out to industry across the province to identify the major priorities that will lead to growth.

What we have heard from you is that we need a new strategic approach. Our long-term planning committee helped boil down the themes of the outreach sessions to develop a strategic goal and framework.

Strategic goal



Focus on the visitor – attract more of them, and encourage them to spend more and stay longer – to build overall industry profitability.

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We have identified a strategic goal that will lead us:

We will focus on the visitor – attract more of them, and encourage them to spend more and stay longer – to increase profitability, which is important to all of you.

As we move forward and look at opportunities that ensure our best return on investment, my lens as CEO of the NSTA will be: will this bring first-time pleasure visitors to Nova Scotia?

This will shape every decision we make. But be prepared – some of those decisions will be tough decisions.

In addition, as we work on this strategy, I want to be clear, this strategy is not just for the NSTA. It is a strategy for the entire industry.



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We need strategic **focus** to help us make those decisions.

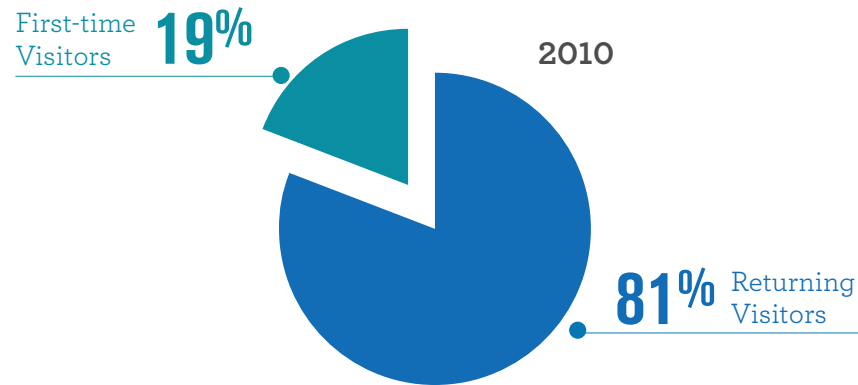
We will **focus** on our key markets.

We will **focus** our spending.

Industry is in the best position to form strong relationships with visitors, to ensure they come back, and continue to build our repeat business.

It will be the role of the NSTA to **focus** on first-time pleasure visitors to Nova Scotia.

Returning vs. First-time Pleasure Visitors



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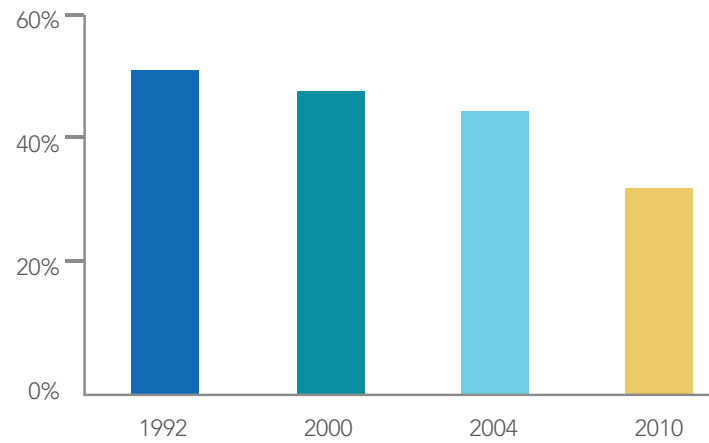
Currently, 81 per cent of our pleasure visitors are repeat visitors. Only 19 per cent are visiting us for the first time and we know that once people come to Nova Scotia, they tend to return.

While repeat visitors are an important part of our market, first-time visitors offer a great opportunity.

We know that first-time visitors tend to travel more throughout the province, and spend 42 per cent more than repeat visitors, and twice as much on accommodations.

We also know that first-time visitors are inclined to visit more iconic attractions and take in more cultural events.

First-time Visitors Declining



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Unfortunately, these valuable first-time visitors to Nova Scotia have been declining over time. We will develop and implement a plan to reverse this trend to ensure we inspire more of them to choose Nova Scotia for their vacation.



Five Pillars for Growth:

- Leadership and collaboration
- Evidence-based decision-making
- Higher-quality product and experiences
- Improved access to Nova Scotia and throughout the province
- Inspirational, strategic marketing

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With our strategic goal in mind, our process led us to five pillars for growth:

- Leadership & Collaboration
- Evidence-based decision-making
- Higher-quality product and experience
- Improved access to Nova Scotia and throughout the province
- Inspirational strategic marketing

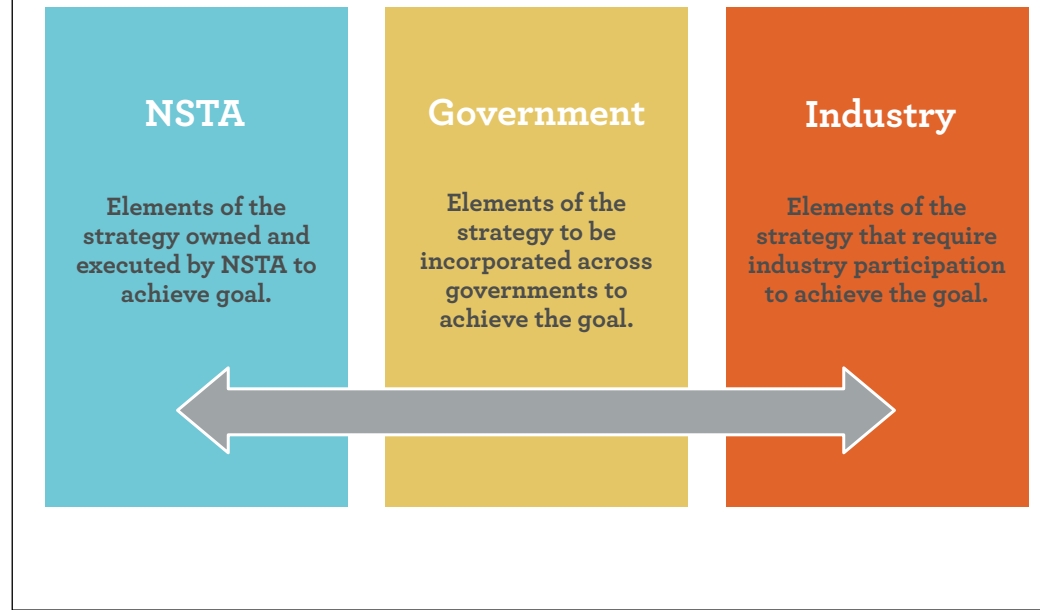


Leadership and Collaboration

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The first pillar is Leadership & Collaboration. This is our opportunity to shift the mindset of the province to a more visitor-focused approach.

Everyone Has a Role



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You will find that one of the overriding themes of the strategy is 'Everyone has a role to play'.

The NSTA, government and industry – each needs to have a clearly defined role and specific responsibilities to allow them to see how they fit into the bigger picture, and how they will contribute to overall growth.

It sounds simple, but one of our first priorities will be to identify and clearly communicate these roles and responsibilities through ongoing conversations.

Some of these responsibilities will be easier to identify than others. I have already articulated the role of the NSTA as promoting the province to first-time travelers – our responsibilities are still being determined.

We will be speaking to all of you to identify what we can each bring to the table to forge a direct path to growth.



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As part of this new approach, we will be promoting One Nova Scotia – to clearly communicate what sets us apart as a destination and make it easy for potential visitors to identify with the province as a must-see destination, rather than specific regions or attractions.

We want them to choose Nova Scotia first and then move throughout the province to Yarmouth, Cape Breton, the Eastern Shore and Amherst, or every spot in between.

we want them to stop and visit all the places that make the province so unique - and experience everything we have to offer.

We will develop and implement a visitor-focused, sales mindset to get there, and identify ways to work better together.



Engaging ambassadors

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Earlier, the Minister touched on the idea of the value of the ‘visitor economy’.

In other destinations, such as Orlando, Floridians understand that they are part of a team, making all visitors feel welcome and playing a vital role in building the industry.

This is what we need to do in Nova Scotia.

Over the next few years, we will be focused on communicating the importance of tourism to the Nova Scotia economy, promoting a culture focused on the visitor, so every Nova Scotian understands the value of the “visitor economy.”

To that end, we will create and deliver a proactive communications plan with greater emphasis on public relations and accountability reporting, and we will actively promote our wins to increase Nova Scotia’s profile as a leading Provincial Marketing Organization.

In our first year, we will outline the magnitude and economic significance of the visitor economy for all Nova Scotians and develop a framework for our proactive communications plan.

We will build a strong ambassador program that people across the province will be excited to promote.



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The NSTA will work to develop a new industry engagement strategy with effective tools that will reach a wide variety of audiences.

We will focus on collaboration and build a strong communications network.

We want to let people know about the important initiatives we are undertaking, but we also want to hear **your** ideas to consistently evaluate opportunities for partnership, and ensure that we are working as effectively as possible.

In the next two months, we will be holding stakeholders sessions with key groups to discuss and promote the long-term strategy and the 2013 Tourism Plan to promote opportunities for participation and collaboration – again, everyone has a role to play.

Within the next year, we will also ensure industry partners and stakeholders have easy access to our services with a new NSTA website with clear on-ramps to available programs.



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Our visitor information centres and check-ins are an important part of the network. As traditional means of communication decline, we want to convince these potential visitors to find and engage with us through digital and social media.

We want our visitor services to be sales-focused and tailored to visitor needs – to put our best foot forward.

We will be undertaking a strategic review of visitor servicing to develop a sales-focused, customer approach that will lead to increased visitor spending. We want to put our best foot forward at every level, especially on the front line.

[Your Nova Scotia VIC example].

Through a sales training program, we will ensure that VIC staff will appropriately, but actively recommend and upsell to promote a wide variety of accommodations, attractions and experiences based on individual visitor needs and desires. We want to ensure we are meeting and exceeding their expectations.

We will begin implementing the training program through our provincial VICs, and then roll out training to VICs around the province.

Evidence-based Decision-making

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Our next pillar is evidence-based decision-making.



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Research will be at the core of all our strategic decision-making. We will capture and interpret marketing intelligence to support evidence-based decision-making that focuses investment on the best opportunities for profitable growth and economic impact.

To achieve this goal, we will continue to refine and actively promote our tools to ensure all Nova Scotia tourism operators have access to the information they need to grow their businesses.

We will measure the success of our product and experiences by developing key performance indicators that we will articulate and report against so you know how we're doing.

We will also provide insights to support the development of our product and experiences, and evaluate the effectiveness of our investment.

Higher-quality Product and Experiences

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Higher-quality product and experiences.



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Higher-quality product and experiences are essential to improving the quality of life for our residents, and enhancing the visitor experience.

We know that product is a big issue in other destinations like Canada. I was at the Tourism Industry Association of Canada conference just last week leaning more about the challenges we all face.

There has been a lot of discussion about the quality of our product offering.

Tourism product is the foundation of the industry. If we do not have competitive, appealing products and experiences, we just can't compete.
(Signature experience example)

We need to create innovative new products, and rejuvenate existing products, to attract first-time visitors.

We want to ensure Nova Scotia's tourism icons inspire and motivate new visitors, and meet their expectations. We want to raise the bar.

Our first step is to develop criteria and identify the premier icons that inspire travel to Nova Scotia.

We will also make strategic investments to enhance our product and experiences, and begin by leveraging our investment to improve the quality of our offering.



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We are focused on training and innovation to attract and retain a knowledgeable, high-quality industry workforce.

We will continue to work with TIANS and the Nova Scotia Tourism Human Resource Council on training, and developing the right skills to improve the visitor experience and ensure tourism is a good career choice for young people throughout Nova Scotia.

I want to give a shout out to all the students from Nova Scotia Community Colleges, Mount Saint Vincent University and Cape Breton University enrolled in tourism and culinary programs.

There are producing amazing new graduates every year, who are driven, passionate and eager to learn. They want to work for you!

In the reception, please take the time to reach out to these students and welcome them to the industry.



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We need a better-coordinated approach to major events, which have the potential to bring thousands of visitors to Nova Scotia every year.

We know that it is one of our fastest growing industry segments in Canada, with a 9 per cent growth in revenue from 2008 to 2010.

We are committed to developing an evidence-based decision-making model to attract and fund these events, and will explore ways to coordinate government funds.

With a new strategic approach, we will focus on bringing more new pleasure visitors to Nova Scotia, and drawing significant national media exposure that promotes Nova Scotia as a must-see destination.



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The convention centre and business events, in particular, will attract more of these important first-time visitors to Halifax and inspire them to travel throughout Nova Scotia.

We will support initiatives to ensure the Nova Centre's convention centre reflects the best of Nova Scotia's tourism attractions and experiences, and encourage convention visitors to stay longer, spend more and travel throughout the province pre and post-conference.

We know packages have to be ready for promotion several years out. We need to start preparing now for 2015, when the Nova Centre is scheduled to open.

I hope that some of you were able to participate in the convention centre public engagements sessions across the province over the past few months. The final session will be held on December 5th. I would encourage each and every one of us to attend.

We want to continue to identify specific ways industry and business across throughout Nova Scotia can participate and derive economic benefit from this exciting opportunity.

Improved Access to Nova Scotia and Throughout the Province

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Improved access to Nova Scotia and throughout the province.



Making travel easier

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We also want to continue to bring visitors to Nova Scotia through all modes of transportation, and will actively support initiatives to build access to the province, including improved air access.

We will continue to work with our partners at the Halifax Gateway Council to increase our international air capacity.

We want to explore how to turn some of those 3 million plus cruise passengers who have travelled to Nova Scotia over the past 10 years, into visitors who return to vacation in Nova Scotia. We know there's a way we can do this.

[I know they don't stay overnight, but I believe we have a significant opportunity here...]

As you have heard, the province has a plan to attract a new long-term cruise ferry operation to Yarmouth. The NSTA will provide marketing support to the successful operation as part of this province-wide approach to improved access.

Once we know how we will get visitors to Nova Scotia, we need to get them around the province effectively and efficiently.

We want to work with the Regional Tourism Industry Associations and other partners to make sure visitors can travel easily around Nova Scotia.

We know that signage is a huge challenge.

Signage was the number one issue we heard throughout the strategy sessions this summer. The NSTA, government and industry must work together to explore a workable solution to signage.

We will support the development of a pan-provincial approach to highway signage to enhance the visitor experience and allow for easier travel within the province. We want to continue to work with our partners to identify ways to improve signage to ensure positive visitor experiences.



**Inspirational,
Strategic Marketing**

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The final pillar I will present is inspirational, strategic marketing



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We are going to approach this pillar a little differently, because I want to ensure that I share our strategic direction with you, but I also want to get a bit deeper into our tactics, and preview some of the 2013 campaign.

Within marketing, I will touch on brand, target markets, partnerships and digital.

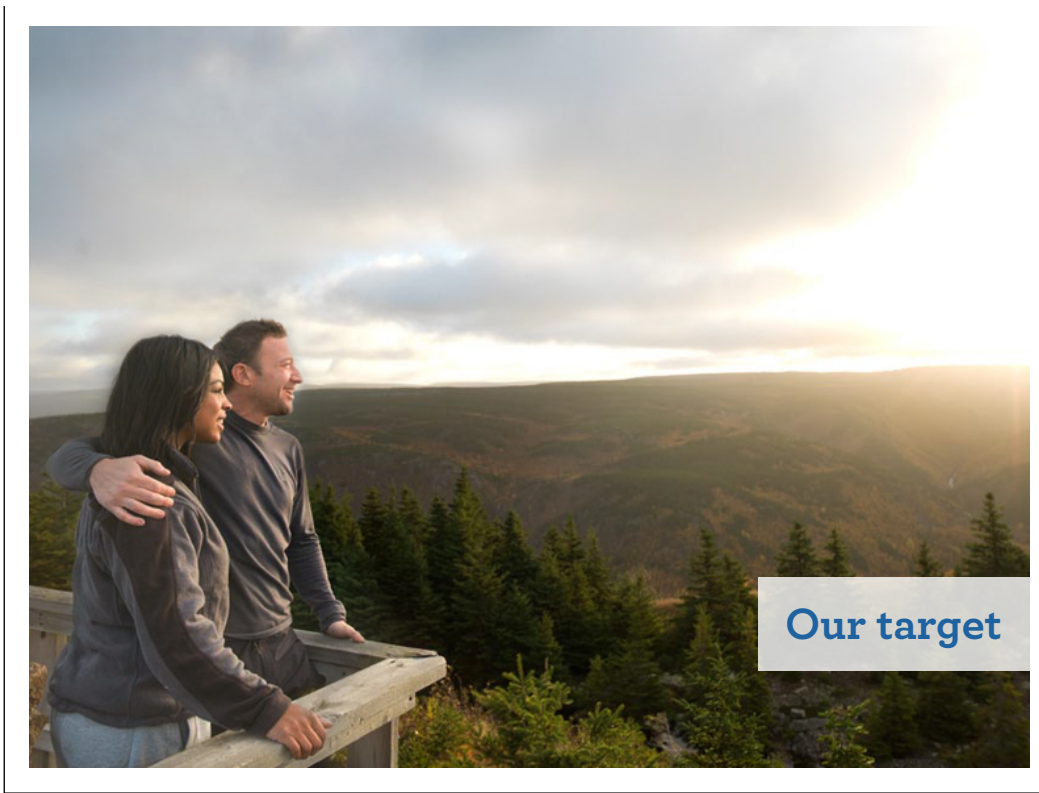
As you know, we have been working alongside our new marketing agency, Extreme Group to develop a new campaign for 2013.

Within the strategy, we will introduce a compelling Nova Scotia tourism brand that creates an emotional connection with potential visitors, differentiates Nova Scotia from its competitors, and aligns with the overall provincial brand.

The primary goal of our strategy is to attract more **new** visitors to Nova Scotia, and around every corner of the province, resulting in more revenue per traveler.

We know sixty per cent of those valuable *new* visitors are travelling for pleasure. They are motivated by exploration. As a result, our strategy will encourage our visitors to do and see more - and travel throughout the province.

Applying more focus on the new pleasure visitor has many implications for our marketing – including the emphasis we place on our various markets, the messaging and imagery we use, our timing in market, and our media mix.



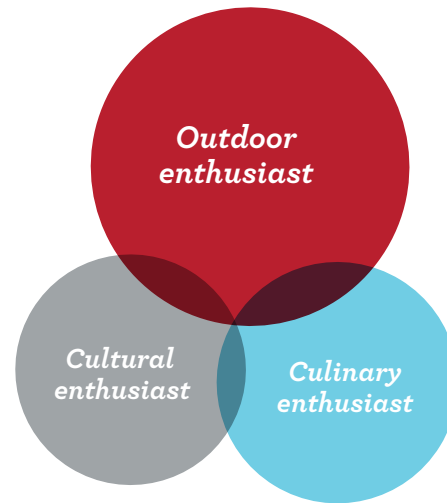
38

So how do we begin to recapture new visitors to Nova Scotia? It starts with the people we're targeting.

We're looking for travelers, not tourists. These people are curious by nature, and are known for seeking out immersive and memorable experiences.

They know when they embrace spontaneity and see where the day goes, great and surprising things can happen.

Outdoor Enthusiast



- Stay longer
- Spend more
- More likely to be first-timers

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We call this group: the 'outdoor enthusiast.'

This isn't the extreme outdoorsperson, but the 'soft adventurer' who appreciates local culture and cuisine after a hike or a whale-watching adventure.

The Outdoor Enthusiast – who are also interested in culture and culinary experiences – are by far the most likely to visit Nova Scotia: They stay the longest and spend the most, and represent the greatest opportunity to attract first-time visitors.



About the outdoor enthusiast

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Our research shows that potential visitors can see Nova Scotia as a peaceful, relaxing vacation along the seacoast, which is a great starting point.

Our opportunity is to build on their existing perceptions and portray Nova Scotia as the perfect place for exploration and discovery.

That is what's different and unique about Nova Scotia...

- A compact place with vibrant communities, coves and culture, within a couple of hours of the coast
- Authentic and down-to-earth locals, who help travellers find unique moments
- The incredible diversity of our people, valleys, seacoast, highlands and urban life.

It's not a single thing that makes Nova Scotia special – it's the sum of its parts.



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So the question is how will we **position** the province? What is our **promise** to the traveler? What can we say and do to create **desire** among potential visitors?



Discovery

“It’s not just about Peggy’s Cove and the Cabot Trail, it’s also everything in between.”

Freedom

“You put yourself in neutral, coast along and whatever tickles your fancy, do it.”

Engagement

“I feel like a traveler, not a tourist.”

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Based on the research, we’re focusing on three key **emotional** drivers that will support our new positioning for the Province.

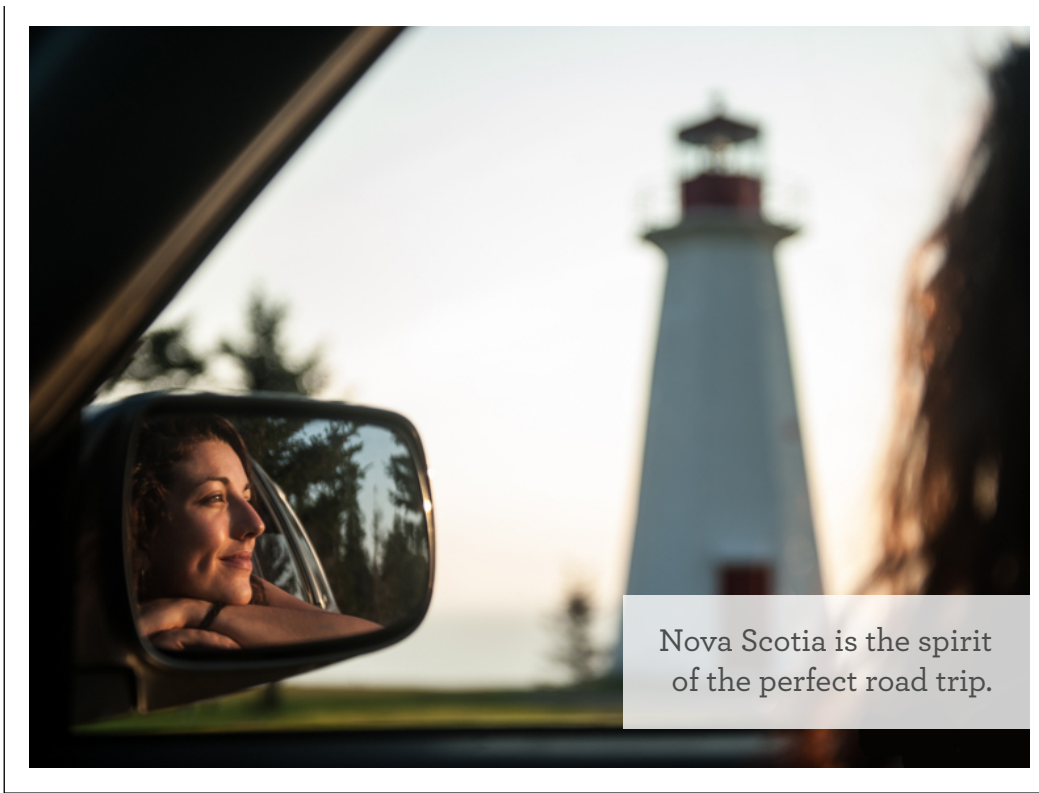
They are Discovery, Freedom and Engagement.

Discovery – As a compact place dotted with communities, coves and culture, there is much to explore, bump into and discover along the way.

Freedom – Nova Scotia is a place that invites travelers to embrace the spirit of freedom as they journey across a coastal land of friendly discovery.

Engagement – Nova Scotia is tailor-made for the curious traveler who seeks to be immersed in the personalities, culture and history of their destination.

These three experience-drivers act as the backbone to our positioning statement...



Nova Scotia is the spirit
of the perfect road trip.

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Nova Scotia is the **spirit of the perfect road trip**.

Remember how you felt when you traveled from one location to another and enjoyed all the sights, all the activities, all the people you met along the way. **That's** the spirit of the perfect road trip.

This position is what makes this place unique. It's our promise to the traveler.

The spirit of the road trip is about freedom and exploration, and it's waiting to be discovered in Nova Scotia.



Creative Challenge

- Use emotion to create desire
- Convey a sense of vibrancy
- Position Nova Scotia in a new light
- Differentiate ourselves

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Based on what we know about Nova Scotia's strengths and the perceptions of our target market, we defined our creative challenge:

- Use emotion to create desire
- Convey a sense of vibrancy
- Position Nova Scotia in a new light
- Differentiate ourselves from our competitors



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The idea behind our multi-year campaign is to...

Celebrate the place and state of mind that allows you to travel on a whim, enjoying the journey as much as the destination.

With that in mind, I'd like to show you a three-minute trailer that will give you a feel for our new campaign.

We had a narrow window to shoot this campaign and it was done over nine days in late September/October. One of the rainiest periods on record in Nova Scotia, I might add.

From this, we are creating five, 30-second spots and a 60-second spot. Those are in final stages of development now.

I will just caution you that none of this is final. We're still in the process of crafting, colour correcting and fine-tuning, but you'll be able to get a good understanding of the idea and direction of the creative campaign. We will show you final spots in the New Year to run in March.

Campaign Trailer

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Over the next year, the new brand positioning and campaign will integrate across all our marketing platforms and will help to guide product and industry development.

To quote Roger Brooks – a destination specialist that many of you are familiar with – “If we’re going to lead people to the ‘promised land’ through marketing, we’ve got to deliver on that promise.” Everything we do needs to deliver on that promise.

We’ll be producing marketing tools for industry partners to ensure that everyone – from industry operators to everyday Nova Scotians – can help deliver on our brand promise.



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For those of you that don't know, I have spent the last twelve years working with brands that are enabled by digital. I think digital is one of the most important areas we need to explore in the coming years.

Our visitors are looking for new ways to receive information and to engage. As you know, we're seeing a steady shift from print literature and demand for call centres to online forms of communication.

[Put up your hand if you have a smartphone].

92 percent of global consumers say they trust word-of-mouth and recommendations from friends and family above all other forms of advertising – can increase of 18 percent since 2007, which is why social media is so important!

As part of our strategy, we will develop a new, fully-integrated digital plan that delivers competitive advantage.



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1) We know that 65% of leisure travelers begin researching online before they decide where to travel.

It's critical that our website rank as highly as possible,; our information must be relevant, as well as inspiring and informational.

2) 85 per cent of travelers use their smartphone while traveling, and 70 per cent update their Facebook status while on their vacation.

A mobile strategy is imperative and the power of social media can't be ignored.

3) About half of people under the age of 55 use the internet while watching TV. Those viewers are engaging with both devices simultaneously.

4) 66 percent watch videos when choosing a destination.

It's imperative we capture and promote the essence of our province through video with the right balance between content and images.



49

1) We know that 65% of leisure travelers begin researching online before they decide where to travel.

It's critical that our website rank as highly as possible,; our information must be relevant, as well as inspiring and informational.

2) 85 per cent of travelers use their smartphone while traveling, and 70 per cent update their Facebook status while on their vacation.

A mobile strategy is imperative and the power of social media can't be ignored.

3) About half of people under the age of 55 use the internet while watching TV. Those viewers are engaging with both devices simultaneously.

4) 66 percent watch videos when choosing a destination.

It's imperative we capture and promote the essence of our province through video with the right balance between content and images.



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Become a leading digital marketer
among Canadian PMOs within five years

52

As part of the strategy, we will become an industry leader in technology to attract more visitors and enhance their experience. **And yes, I said leader.**

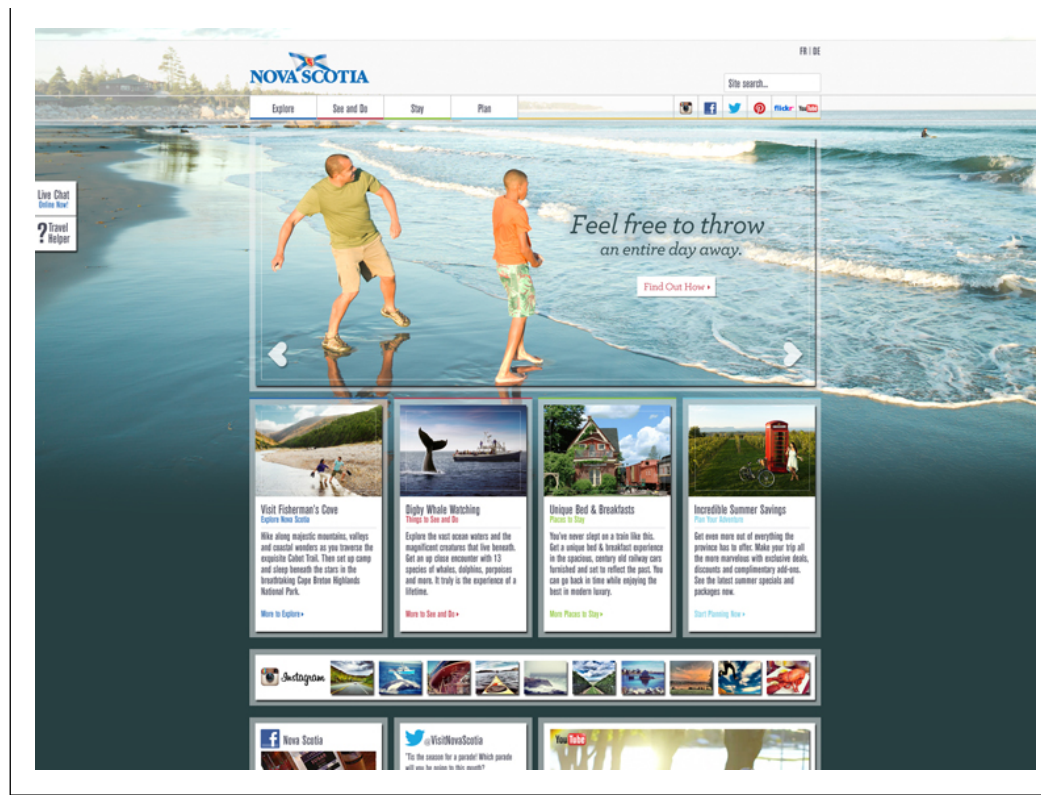
I want Nova Scotia Tourism to be **the** leading digital marketer among all Provincial Marketing Organizations in Canada within five years.

That's a lofty goal, but one I'm committed to. Our website is essential to this objective.

We already have a strong foundation in social media, with 85,000 highly engaged fans and followers.

TIANS is delivering digital technology training.

Together, we **can** achieve this goal to ensure our industry is at the leading edge of technology.



53

In March of 2013, we begin a process to rebuild novascotia.com and expect to migrate to a completely new website by 2014.

In the meantime, we're creating a new look and feel that aligns novascotia.com with our 2013 campaign. Some of those updates will include:

- refining content to be more engaging, relevant and searchable.
- Putting a larger emphasis on integrating social media sites like Facebook, Twitter and TripAdvisor into the site.
- IP targeting that will load custom pages for UK and Germany.
- We'll also eliminate Flash so web pages will load more quickly.

We're also working hard to ensure our digital properties are optimized for mobile devices.

So far this year, novascotia.com has received more than 200,000 visits from a mobile device – an increase of 113 percent over 2011.

We launched our mobile site in July 2012 and have had over 68,000 visits so far.

An updated version of the mobile site will be updated with the new campaign look by March.



Canada

- Ontario
- Quebec
- Maritimes

United States

- Mid-Atlantic
- New England

Europe

- UK
- Germany

54

Another marketing priority in our five-year strategy is to develop a long-term, evidence-based plan to identify target markets and ensure we are making strategic investments in those areas.

Most of our crucial repeat visitors come from the Atlantic region. We value the importance of their business, and industry will continue to work to welcome them back again and again.

The NSTA will focus on the first-time visitor market and its potential. To do that we need to focus our efforts and spending outside Nova Scotia and Atlantic Canada.

Towards that goal, we will reallocate marketing funds to focus on first-time visitors from markets outside the Atlantic region.

Most of you know our key markets. They are based on careful evaluation of a number of factors, including population size, proximity and access, economic conditions and many more.

This map shows our key markets.

With a media budget of approximately \$5 million, we need to make strategic choices about where we spend our money.

We will invest in media that speaks directly to our target – the outdoor enthusiast who has never been to Nova Scotia.

To capture this market, it's vital that we are in-market when people are in the 'travel planning' stage, which varies by market.

And we need to consider strategic partnerships to leverage our budget and strengthen and amplify our brand.

We know that partnerships are at the core of everything we do. As part of our strategy, we will also conduct a strategic review of the partnership funding model and budget to maximize efficiency and ensure alignment.



Market rollout

55

We will be following up early in the New Year with more detailed marketing plans. In the meantime, we want to share a few highlights of the market rollout for 2013.

We need to be in the right markets, with the right message, at the right time in the travel planning cycle.

And we need to be supported by the right media mix and, where appropriate, with the right partners.

Overseas, potential visitors are planning their vacations six to nine months in advance, so we'll be out of the gate early in 2013 with promotions in our two key overseas markets, the UK and Germany.

All of our marketing plans are supported by our ongoing in-market activity through the travel trade, travel media and strategic partnerships, including ACTP and the CTC.



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Beginning January 1st, we'll have a major presence in London in the Tube, the world-famous subway system. Over a two-month period, emotional and impactful billboards will inspire almost a million daily passengers as they travel about the 10 most popular subway stations.



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We'll be building on our successful partnership with the Jamie Oliver brand, so that culinary enthusiasts will become better acquainted with the food and fun that Nova Scotia has to offer.

In the UK, we will also advertise with Waitrose, an upscale supermarket chain.

In January 2013, Waitrose will launch a new 20-page travel supplement in their Waitrose Kitchen Magazine to educate its readers on the best trips, cruises, holidays and hotels to visit in 2013.

Nova Scotia will be one of the first partners out of the gate with this new venture, reaching 1.5 million potential visitors.



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Beginning January 21st, we're planning our biggest promotion ever in Germany with Globetrotter, the largest European outdoor retailer.

Hundreds of thousands of German consumers will experience our brand, which will include a major four-week promotion at two Globetrotter stores in Frankfurt and Cologne – their flagship store.

Our integrated promotional campaign will include online and print promotion, window and in-store displays, video, contesting and much more.

As with the UK, this promotion will be supported by year-round in-market activity through the travel trade, travel media and strategic partnerships.

Since our travel from overseas markets is entirely dependent on the availability of flights, as I mentioned earlier in the presentation, we continue to work with air carriers and partners to help increase capacity from these high-yield markets.



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In the United States, our primary market is the Northeastern US, including New York, New Jersey, Pennsylvania, and New England.

The details of the US campaign are currently being finalized, however through our partnership with ACTP we will be spending over \$1.3 million, including paid in-market media from February to May.

Of course, we're also watching this market closely as talks continue for a new ferry service.



National Campaign

- Launch earlier in March
- Increase media spend by 12%
- Reinvest in Quebec
- Reduce spend in Nova Scotia
- Increase investment in Ontario

60

Canada is our largest market. Our national campaign will kick off in March 2013 – a bit earlier this year to accommodate the travel planning cycle of first-time visitors.

In year one, we're selecting brand-building media to launch the new campaign including TV, print, digital and high-impact billboards.

To get the broadest reach possible, we've reallocated budget to increase our paid media spend by 12 percent.

Our market allocation model identified Quebec a market with great, untapped potential for first-time visitors. We haven't made a direct investment in Quebec in three years.

In 2013, we will reallocate funds to invest in Quebec in both French and English.

Other highlights of the national campaign include:

- Reducing our paid media spend in Nova Scotia to further invest in markets with greater potential
- Investing in specialty television channels with broad national reach
- Increasing our media spend in Ontario – our core market

Only 2 per cent of visitors from Atlantic Canada are first-time visitors – this market is clearly not aligned with our strategic goal.

We will continue with activity to engage Nova Scotians and ambassadors through local media and social media opportunities. We will also work with our Regional Tourism Industry Associations and other partners to ensure we continue to capture the regional market.

These are just a few highlights of our 2013 marketing activity. As I mentioned, plans are being finalized and we be sharing more in the near future.



Recap

- Leadership and collaboration
- Evidence-based decision-making
- Higher-quality product and experiences
- Improved access
- Inspirational, strategic marketing

61

I know this has been a lot of information to take in. Here's a brief recap of the strategy:

Leadership & Collaboration

- Clarify roles and responsibilities of the NSTA, government and industry
- Promote One Nova Scotia
- Adopt a sales-focused approach to visitor servicing
- Provide easy access to NSTA programs and information

Evidence-based decision-making

- Evaluate our return on investment
- Consult visitors and potential visitors to gain regular insight
- Provide insights to support the development of our product and experiences

Higher-quality product and experiences

- Identify and develop Nova Scotia's tourism icons to motivate new visitors
- Focus on training and innovation to attract and retain a high-quality workforce
- Improve quality of product and experiences through strategic investments
- Adopt a strategic, government-wide approach to attracting and funding major events
- Inspire Nova Centre visitors to travel throughout Nova Scotia

Improved access to Nova Scotia and throughout the province

- Support a pan-provincial approach to improve provincial signage and enhance the visitor experience
- Work with our partners to maximize visitors through all modes of transportation

Inspirational, strategic marketing

- Introduce a compelling tourism brand that creates an emotional connection and differentiates us from competitors
- Invest strategically in target markets
- Create efficiency in our partner funding programs
- Lead the industry in technology



Next Steps

- Final strategy
- Brand campaign rollout
- NSTA presentations online

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Briefly, I'd also like to outline some of our next steps.

As I mentioned, over the next couple of months, we will be continuing our industry engagement around this strategy.

I'll say it again, everyone has a role to play, and we want to hear how you can contribute to the strategic plan for long-term growth.

Based on that final feedback, we expect to have a final long-term strategy document in early 2013.

We will also be out talking to you about the 2013 campaign and how we can work together to extend the Nova Scotia tourism brand through marketing partnerships. We rely on you to complete our brand promise.

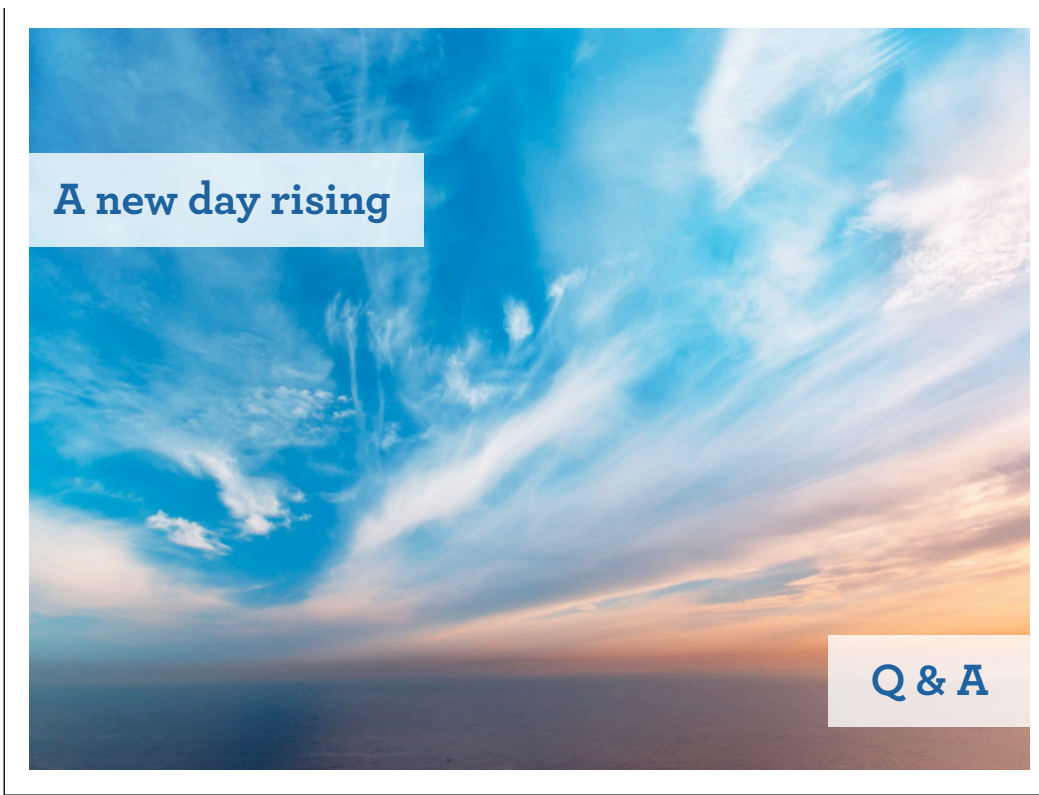
We want to ensure that everyone is working together toward a common goal and representing the brand in a collaborative way.

The NSTA presentations from TIANS will be available online shortly so you can consider what you have heard today, and share the information with others.

We will continue to communicate through inTouch, our industry newsletter. If you haven't already done so, please visit our booth in the marketplace to sign-up today.

As you leave, you will receive a copy of an outline of the long-term strategy, as well as a copy of the Partnerships guide from our wonderful volunteers from the NSCC Akerley campus.

I hope you'll take the time to review all of the material, and let me know if you have any questions.



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As the Minister said earlier, it's a new day rising in Nova Scotia. There is a lot of work to do, and it will take time.

There is a Zambian Proverb that says if you want to run fast, run alone, if you want to run farther, run together.

We need to move forward together.

Together we are stronger, together we can go farther, together we can grow the tourism market in Nova Scotia and make this a profitable, vibrant business for all participants.

This is an exciting new beginning for tourism in Nova Scotia, and I look forward to taking this journey with all of you.

Thank you.