

# The Self-Guided Workbook

## What is the Tourism Destination Area Self-Guided Workbook? And why should you use it?

Around the world tourism destinations are constantly working to distinguish themselves in the marketplace. The emphasis of Tourism Destination Areas is to enable your destination to operate at the highest level it can achieve. This Workbook focuses on providing a clear appraisal of your current tourism situation and as part of a process provides the forum to generate discussion for tourism potential in your destination.

The Workbook is organized in 10 sections to accompany the 10 critical elements identified for a Tourism Destination Area. The Workbook is designed to ask thought provoking questions which will allow your destination to realistically assess its current situation. In some cases, the answer may not be a simple 'yes'/'no' or the required information may not be readily available. The questions are guides to expand your thinking by being creative and consider everything your destination has to offer. Do not get discouraged if you can not answer all the questions. Be realistic, gauge where your destination stands. A Glossary of Terms is included to clarify key words.

We recognize that these are challenging questions which we hope will generate much discussion and mobilize your community to take future action. Consider the answers or in some cases blanks, to be measurements in which you can compare future tourism activity. Take this opportunity to capture on paper your current and potential tourism opportunities to visitors.

While this process requires a commitment of time and energy, your community's investment will be rewarded through the insights and directions gained. Upon completion of the Workbook, you should have a clear picture of your destination's current situation, and the directions and planning that might be pursued to further improve tourism success and advance your community as a Tourism Destination Area.

## An 8-Step Guide

Eight steps to build on existing assets, and create a Tourism Destination Area.

### Step 1 **Establish Tourism Working Group.**

This Group could include tourism/industry business leaders, community development associations, the Municipality, major attractions and other key partners. Five factors to consider when selecting Group members: knowledge of the destination area; commitment to tourism; ability to work in, and invest time on, a Group; overall reliability. Establishing your Group could involve expansion of an existing committee, or creation of a new committee under an existing organization. Note: you don't want to adversely affect the momentum of anyone already doing similar work.

### Step 2 **Review Critical Elements.**

Check out the Tourism Destination Area critical elements to test your potential.

### Step 3 **Complete the Self-Guided Workbook.**

Use the Workbook to evaluate your area's tourism activity levels, and establish benchmarks for measuring progress. Questions to consider in establishing benchmarks: Do you have an understanding of who visits your destination area, and why? Are there community leaders championing tourism-growth opportunities in your area? Does your community have in place plans and policies—and accessible, high-quality attractions and infrastructure—to grow tourism in a responsible and a sustainable manner? Use the results of the workbook to identify gaps, opportunities and competitive strengths.

### Step 4 **Set Common Ground & Common Goals.**

How much more tourism business does your destination want? What is your area's tourism Vision, and what will your destination area look like in the year 2012? Are any efforts being duplicated? Ensure everyone involved in the TDA process shares a common goal.

### Step 5 **Build Partnerships.**

Visitors don't see geographic or political boundaries; they see memorable locales and welcoming residents. All areas of the province are competing, together, in a global marketplace. So: build partnerships that add value and depth to the TDA process; don't view a neighboring community or business as a competitor; reach out and ask for information and advice. (Department of Tourism, Culture and Heritage staff, for instance, will work with destinations to foster development and share resources.)

### Step 6 **Consult Others.**

Throughout this process, you may need to gain some expertise in a particular field; this kit contains research resources and contact information.

### Step 7 **Measure Your Success.**

As you initiate projects, improve visitor services, attract new investors and increase tourism revenues in your destination area, record these accomplishments. Build in tools to evaluate your progress and successes.

### Step 8 **Tell Your Story.**

Share achievements made in the TDA process with local residents, businesses, funding partners, financial institutions, politicians, and all other partners.



Notes or area map:

A large rectangular area filled with a light gray grid pattern, intended for writing notes or drawing an area map. The grid consists of approximately 20 columns and 30 rows of small squares.

## Section 1: Competitive Advantage

A tourism destination area must possess a competitive advantage over other destinations, something recognizable by visitors as a unique or appealing asset. This competitive edge affords the potential to draw new, significant visitor traffic to an area.

**A This area is considered to stand out from other destinations because:**

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**B The area has the following unique tourism products/services/experiences that are authentic to Nova Scotia (e.g. whale watching, coastal hiking, etc.):**

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**C Would non-residents, who are seeing the sights in the province, consider your destination area to be a first-choice destination, or a must-do experience?**

Please circle:      Yes      No

If yes, please identify why:

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**D Does the area play a role in branding or marketing Nova Scotia and/or Canada?**

Please circle:      Yes      No

If Yes, what role does it play?

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**E Is the area and/or its core attractions/experiences used to promote Nova Scotia through the use of imagery and/or written description?**

Please circle:      Yes      No

If Yes, provide examples – including source and dates they appeared.

<b>Sources</b>	<b>Date of appearance</b>
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**F Is the area and/or its core attractions/experiences used to promote Canada through the use of imagery and/or written description?**

Please circle:        Yes        No

If Yes, provide examples, including source and dates they appeared.

<b>Sources</b>	<b>Date of appearance</b>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**G Does the destination respect heritage preservation by protecting heritage sites/buildings?**

Please circle:        Yes        No

If Yes, briefly describe:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**H Does the destination currently demonstrate sustainable tourism practices (practices that minimize tourism’s negative economic, environmental and socio-cultural impacts and/or make positive contributions to the cultural, heritage and natural assets available in the community)?**

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\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Section 2: Leadership

Enhancement of an area's existing tourism infrastructure requires community support. Tourism industry operators and municipalities can play an integral leadership role in strategic tourism development.

- A Do local residents actively support tourism within the community and welcome additional tourism growth? Provide examples of how they actively support.**

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Specify areas of concern:

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- B Do the tourism business leaders in the area work together in partnership with other stakeholders to grow tourism?**

Please circle:      Yes      No

Please provide examples:

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- C Does the municipality(s) in the area have in place documented tourism objectives, policies or priorities?**

Please circle:      Yes      No

If Yes, do these objectives, policies, and priorities fit with the province's Annual Tourism Plan? (For information on the Annual Tourism Plan visit [http://www.gov.ns.ca/tch/tourism\\_plan.asp](http://www.gov.ns.ca/tch/tourism_plan.asp))

Please circle:      Yes      No

If Yes, describe how they fit:

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Are these objectives, policies and priorities being implemented?

Please circle:      Yes      No

If Yes, what initiatives have been completed over the past 5 years and what was the date of completion?

Tourism Initiative	Date Completed	By Whom
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<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>

Approximately what percentage of objectives, policies and priorities have not been implemented?

\_\_\_\_\_ %

**D Is the community (business operators and community members) working together to grow and develop the area as a tourism destination?**

Please circle:      Yes      No

If No, what are the obstacles to action?

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**E What are the resources in place to manage future tourism plans for the area, and to move them forward?**

Identify resources (staff, budget, organizations, volunteers, etc.) that are in place:

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**F List other resources needed that will help further tourism initiatives in the area.**

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### Section 3: Tourism Infrastructure

Capacity of your existing tourism infrastructure must be identified and defined to better understand your current situation.

• **Accommodations:**

Does the area offer accommodations with a variety of quality levels and price points?

Please circle:        Yes        No

If Yes, complete the following table:

*Please note: Classifications for the type of accommodations can be found in the Doers and Dreamer's Guide.*

Type of Accommodation	Number of Properties	% Canada Select 3 or more stars	Number of Units/Sites	% Open year round	Price Range Peak Season
B&B					
Cottages/Cabins					
Guest Home					
Country Inns					
Inns					
Resorts					
Hotels					
Motels					
Fishing/Hunting Lodges					
Campground					
Vacation Homes					
University					
Hostels					
Total					

• **Restaurants:**

Does the area offer a variety of dining options at different price points?

Please circle:        Yes        No

If Yes, complete the following: (List Restaurants and tick the appropriate boxes)

Name of Restaurant <i>Indicate family, fast food, fine dining</i>	Seating Capacity	Average Entree Price Range
1. _____		
<input type="checkbox"/> Open Year Round <input type="checkbox"/> Wine list more than 25 different labels <input type="checkbox"/> Accredited Chefs <input type="checkbox"/> Accredited Staff server and bar <input type="checkbox"/> Taste of Nova Scotia Member		
2. _____		
<input type="checkbox"/> Open Year Round <input type="checkbox"/> Wine list more than 25 different labels <input type="checkbox"/> Accredited Chefs <input type="checkbox"/> Accredited Staff server and bar <input type="checkbox"/> Taste of Nova Scotia Member		
3. _____		
<input type="checkbox"/> Open Year Round <input type="checkbox"/> Wine list more than 25 different labels <input type="checkbox"/> Accredited Chefs <input type="checkbox"/> Accredited Staff server and bar <input type="checkbox"/> Taste of Nova Scotia Member		
4. _____		
<input type="checkbox"/> Open Year Round <input type="checkbox"/> Wine list more than 25 different labels <input type="checkbox"/> Accredited Chefs <input type="checkbox"/> Accredited Staff server and bar <input type="checkbox"/> Taste of Nova Scotia Member		





Does the area offer a range of retail shopping opportunities including clothing, crafts, and souvenirs at different price points?

Please circle:        Yes        No

If Yes, complete the following table:

Store <i>include type of store if not clear from the name</i>	<i>Please identify the type of merchandise available at each store identified. Place a checkmark in the appropriate column.</i>			Season of Operation
	Mass Produced Souvenirs	Local Handicrafts Artisan Product	Other Retail	
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Do any of the accommodations, restaurants, experiences, meeting and retail opportunities in the area possess strong name (brand) recognition outside the local region (excluding chain department stores)?

Please circle:        Yes        No

If Yes, specify the brands:

\_\_\_\_\_

\_\_\_\_\_

What other amenities does your community offer?

Amenity	Provide Specific Details
Service Stations _____	_____
Dumping Stations _____	_____
ATM/Banking _____	_____
Marina/Docking _____	_____
Boat Launch _____	_____
Other _____	_____

## Section 4: Marketability

Ideally, this section involves recognized branding of your destination's national/international significance.

- A The area has received a designation by a recognized national and/or international entity for being a destination.**  
(for example, National Historic District or UNESCO designation)

Please circle:        Yes        No

If Yes, specify designation by whom and date received:

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- B Have the area's attractions, accommodations or dining facilities received designation or critical acclaim by a recognized national and/or international entity?** (for example, recognition in travel magazines or publications)

Please circle:        Yes        No

If Yes, specify designation by whom and date received:

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- C Does your area have a unique destination brand?**

Please circle:        Yes        No

If Yes, what is the brand statement?

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- D Is this brand position consistent with the provincial brand?**

Please circle:        Yes        No

Explain:

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**E Has a tourism destination marketing plan/strategy been developed?**

Please circle:      Yes      No

If Yes, how many years ago was it developed? \_\_\_\_\_

Identify key markets and marketing activities: \_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

What types of marketing collateral materials do you have? \_\_\_\_\_

\_\_\_\_\_

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How do you measure the success of your marketing collateral materials? \_\_\_\_\_

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## Section 5: Strategic Planning

This section focuses on the collective commitment to invest in tourism development, marketing, research, human resources and partnerships.

**A Has a tourism destination development plan/strategy, focused on growth in visitation and/or yield, been developed?**

Please circle:        Yes        No

If Yes, how many years ago was it developed and what are the key initiatives implemented to date?

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If Yes, when will the implementation be complete:

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Do the objectives and priorities outlined within the plan support the province's Annual Tourism Plan? Please identify these specific objectives and priorities.

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Is a program in place to monitor and track the progress made towards achieving the objectives outlined in the area's plan?

Please circle:        Yes        No

If Yes, these are measured by:

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If No, are there plans in place to develop a tourism destination development plan/strategy in the near future?

Yes        No

If Yes, when?

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If No, is the area already included in an existing larger municipal or county tourism development plan/strategy?

Please circle:        Yes        No

**B Has the area participated in community tourism workshops?** Specify the workshops, dates and outcomes.

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**C Visitation: What mechanisms do you currently have in place to measure visitation?**

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How long have these mechanisms been in place? Are they effective?

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**D Historical Visitation:**

Indicate the portion of visitors from the origin markets identified below. Indicate the total number of visitors and the percentage of total visitation they represented each year for the last five years. *(based on the calendar year)*  
*Note: Some research information can be obtained online at [www.gov.ns.ca/tch/pubs/insights](http://www.gov.ns.ca/tch/pubs/insights) or from the Department of Tourism, Culture and Heritage Research Section. Other sources of research information may be local Visitor Information Centres, museums, attractions and accommodations.*

Originating Market	2003		2004		2005		2006		2007	
	#	%	#	%	#	%	#	%	#	%
Nova Scotia										
Other Atlantic Canada Provinces										
Ontario										
Quebec										
Other Canada										
United States										
Other International Markets										

**E Existing visitation:**

In the current year, visitors from the origin markets identified below account for the following proportions of the destination's visitation to date. *(based on the calendar year)*

Originating Market	# of visitors	% of total visitation
Nova Scotia		
Other Atlantic Canada Provinces		
Ontario		
Quebec		
Other Canada		
United States		
Other International Markets		
<b>Total</b>		



**F Projected Visitation:**

In the year 2012, visitors from the origin markets identified below will account for the following proportions of the destination's total visitation.

Originating Market	# of visitors	% of total visitation
Nova Scotia		
Other Atlantic Canada Provinces		
Ontario		
Quebec		
Other Canada		
United States		
Other International Markets		
<b>Total</b>		

**G Economic Impact:**

In 2003, tourism revenues in Nova Scotia amounted to \$1.27 billion. What effect has this had on your local economy? Fill in the following chart to assess the economic impact tourism has made to your local area.

Year	Revenue	Number of Jobs	Municipal Taxes	Payroll
1999				
2000				
2001				
2002				
2003				
2004				
2005				
2006				
2007				
2008				
2009				
2010				
2011				
2012 (projected)				

## Section 6: Seasonal Capacity

**This section focuses on: sufficient capacity to service visitors on a year round basis.**

Using the information identified in Sections 4 and 6 provide the following statistics:

*Please Note:*

Q1 January - March

Q2 April - June

Q3 July - September

Q4 October - December

### A Distribution of total visitation is as follows:

Year	% visitation in Q1	% visitation in Q2	% visitation in Q3	% visitation in Q4
2002				
2003				
2004				
2005				
2006				
2007				

### B Accommodation occupancy is distributed throughout the year at the following percentage rates:

Year	% occupancy in Q1	% occupancy in Q2	% occupancy in Q3	% occupancy in Q4
2002				
2003				
2004				
2005				
2006				
2007				

The annual average occupancy rate is:

### C What are operators/businesses within the area doing to extend the tourism season? What initiatives have they indicated an interest in pursuing in the future?

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## Section 7: Travel Trade

This section is focused on the potential to develop packages that extend the season and diversify the product offering, by maximizing partnerships with the travel trade.

**A Has a complete inventory of receptive tour operators bringing motor coach visitors to the area been compiled?**

Please circle:        Yes        No

If Yes, who manages and maintains this information?

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**B Within the last 3 years, have receptive tour operators been contacted by the area to identify:**

- i) the attractions, accommodations and other facilities visited, and visitation volumes        Please circle:    Yes    No
- ii) issues that impair visitation or the visitor experience (e.g. parking)        Please circle:    Yes    No
- iii) opportunities to improve the visitor experience and increase visitation        Please circle:    Yes    No

If you answered Yes to any of the above, who made the contact, when and what were the results?

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Have the results of this information been shared with tourism partners within the area?

Please circle:        Yes        No

If Yes, with whom:

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**C Can the area be experienced through the purchase of multi-activity/day packages?**

Please circle:        Yes        No

If Yes, please identify examples of these packages:

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**I Is the area represented at consumer and travel trade shows?**

Please circle:        Yes        No

If Yes, which shows and by whom?

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## Section 8: Sustainable Tourism Practices

Meeting the needs of present tourists, while protecting and enhancing opportunities for the future; on managing all resources in such a way that economic, social and aesthetic needs can be fulfilled—while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems.

- A** Is an environmental monitoring program in place to ensure the carrying capacities of the natural systems are not overwhelmed by destination visitation?

Please circle:      Yes      No

If Yes, it is described in:

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- B** Does the area consider the impact of increased visitation on the residents' quality of life?

Please circle:      Yes      No

If Yes, what mechanisms are in place for residents to express their opinion?

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- C** Are issues or concerns relating to overcrowding, overuse, diminished quality of the environment or diminished quality of the guest experience being raised?

Please circle:      Yes      No

If Yes, what are some of the issues that have been raised and by whom?

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Are there plans in place to mitigate these issues?

Please circle:      Yes      No

If Yes, what are they and how will those plans be implemented?

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**D Has your community established land-use bylaws that support the preservation and management of natural assets and tourism sector growth.**

Please circle:      Yes      No

If Yes, please list:

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**E What impact will increased visitation to the destination have on the experience currently enjoyed by visitors?**

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## Section 9: Support Services Infrastructure

### Visitor amenities, services and infrastructure

**A Do you have a water treatment facility in place which has the capacity to accommodate existing levels of visitation?**

Please circle:        Yes        No

If No, are you planning to implement a water treatment system?

Please circle:        Yes        No

If Yes, how long until it is in place?

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Will this provide sufficient capacity to accommodate projected levels of visitation?

Please circle:        Yes        No

If No, how will the area address this issue?

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**B Do you have a sewage treatment facility to accommodate existing levels of visitation?**

Please circle:        Yes        No

If No, is there a plan to develop a sewage treatment facility?

Please circle:        Yes        No

If Yes, how long until it is in place?

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Will this provide sufficient capacity to accommodate projected visitation?

Please circle:        Yes        No

If No, how will the area address this issue?

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**C Are there public, well-maintained permanent washrooms available at strategic locations throughout the area.**

Please circle:        Yes        No

If Yes, please identify:

Location	# of Individual Toilet Units	Maintained by	Open Year Round	
			Yes	No
_____	_____	_____	Yes	No
_____	_____	_____	Yes	No
_____	_____	_____	Yes	No
_____	_____	_____	Yes	No
_____	_____	_____	Yes	No
_____	_____	_____	Yes	No
_____	_____	_____	Yes	No
_____	_____	_____	Yes	No
_____	_____	_____	Yes	No
_____	_____	_____	Yes	No
_____	_____	_____	Yes	No

**D Is the road, transit, and parking capacity in place to accommodate existing levels of visitation?**

Please circle:        Yes        No

If No, is there a plan in place to address issues of road (maintenance/construction), transit (route creation/expansion), and parking capacity for existing levels of visitation?

Please circle:        Yes        No

If Yes, please outline what is planned:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Will this provide sufficient capacity to accommodate projected levels of visitation?

Please circle:        Yes        No

If No, how will these issues be addressed?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**E Do the main transportation routes to the destination core have:**

- |  |                |     |    |
|--|----------------|-----|----|
| i) frequent and easy to read directional signage | Please circle: | Yes | No |
| ii) well maintained road surfaces                | Please circle: | Yes | No |
| iii) attractively maintained public spaces       | Please circle: | Yes | No |

To prevent traffic congestion, are there alternate modes of transportation available? (e.g. public transit, shuttle service, satellite parking facilities)

Please circle:        Yes        No

If No, do you plan to address this issue?

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If Yes, identify modes of transportation:

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**F Do all businesses and attractions serving the motorcoach tour market have sufficient on-site bus parking — or access to bus parking/staging areas?**

Please circle:        Yes        No

If No, where are motorcoaches directed when they arrive and are there issues that arise as a result of these arrangements?

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## Section 10: Visitor Support Services

**A tourism destination area consistently offers high-quality, visitor support facilities and services in response to market demand**

**A Is there a Visitor Information Centre in the area?**

Please circle:        Yes        No

If Yes, where is it located?

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**B Is there access to 24/7 information for visitors available through kiosks or some other means?**

Please circle:        Yes        No

**C Is there public Internet access easily available to visitors?**

Please circle:        Yes        No

If Yes, identify these Internet access sites:

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**D Are taxi drivers required to complete service delivery training and briefings on tourist attraction locations.**

Please circle:        Yes        No

If Yes, what type of training are they required to take?

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If No, why are they not required to take service training?

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Would they be open to taking service training, if offered?

Please circle:        Yes        No

**E Is a trained, qualified labour force available to serve visitor demands at a level that maintains guest satisfaction?**

Please circle:        Yes        No

Is there a sufficient pool of trained, qualified labour to accommodate future tourism needs in the area?

Please circle:        Yes        No

If No, please specify areas of concern:

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**F Does the area have a number of businesses and operations with staff trained in customer service?**  
(e.g. SuperHost?)

Please circle:      Yes      No

If Yes, this information is documented in:

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**G Is current travel information on the area available through the following:**

Travel Guides:

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Website address:

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Brochures:

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Other:

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Are the websites identified above linked to any other tourism websites?

Please circle:      Yes      No

Are any other tourism websites linked to the ones above?

Please circle:      Yes      No

Please identify these linkages.

Linked-to:

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Other websites link-to this site:

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**Now that you have completed the workbook, use the results to identify gaps, opportunities and competitive strengths.**

**Attraction** a natural site, a man-made facility or an area which draws visitor traffic by providing an opportunity for individuals to participate in an experience, away from home. Local attractions are often based on a resource unique to that particular local area or community. For example: a natural resource (tides); cultural resource (theatre); historical resource (historic site) or a local industry (fishing).

**Brand/Branding** Is the sum of the experiences a person has with a product. It embodies the organizations/destinations promise to consistently deliver a specific set of features, benefits and services to the visitor. (Marketing Partners Inc., 2004)

**Business Plan** a comprehensive planning document which clearly describing the business developmental objective of an existing, or proposed, business. The plan addresses the What, Why, How and When of starting or expanding a business and demonstrates its viability/feasibility. Typically a business plan is a critical step in developing a successful business, and is required when applying for assistance or lending programs.

**Carrying Capacity** The maximum number of people who can use a site without an unacceptable alteration in the physical environment; a decline in the quality of experience gained by visitors; or adverse impact on the society, economy, and culture of the tourism area. ((Mathieson and Wall, 1982) Inskeep, 1991)

**Channel of Distribution** methods by which sellers reach potential buyers; travel agents, tour operators and tour wholesalers are part of this system within the tourism industry.

**Competitive Advantage** an advantage a business has over its competitors due to the quality or superiority of products or services; this advantage will persuade consumers to buy from that business, versus a competitor.

**Cooperative Marketing** the sharing of marketing costs for mutual benefit. Participants in a cooperative marketing initiative may include one or more travel product suppliers, a destination marketing organization, and travel-trade companies (i.e. tour operators or wholesalers). Usually all participating organizations share in the administration and/or cost of the marketing program.

**Core Attraction** the feature(s), facility(ies), and/or experiences which act as the primary motivators for most travel to the destination; the attractions with the most tourist visits in the destination. Core attractions can differ from season to season. (For example, there may be golf and skiing at a four seasons resort destination.) A core attraction can also be the product of a grouping of assets, all relating to a specific theme (e.g., forts and battlefields), or an experience enabled by a grouping (e.g., a resort experience supported by fishing, canoeing, dining and accommodations resources, a rural get-away experience supported by country road and trail, shopping, dining, and B&B resources. See: Supporting Attraction)

**Demand generators** activities available at a destination—attractions, things to do and see—that can, on their own, generate new visits from certain market segments particularly for special interest/special activity visits, and special-event visits. Demand generators include:

- a critical mass of unique and appealing attractions, events, cultures, entertainment and leisure activities;
- quality, appealing experiences of special interest to visitors, different from those available at home;
- scenery and natural areas for recreation, relaxation and enjoyment;
- programming and packages to appeal to special interests; and
- a sufficient level of high impact marketing activities to highly targeted market segments.

**Demand supporter** an activity that may not directly contribute to motivating a tourism visit, but may be of sufficient interest to motivate a market segment to include it in their agenda while at the destination. Demand supporters include:

- interesting and unique shopping, particularly for indigenous products and crafts;
- quality dining, including unique indigenous cuisine;
- quality accommodations of various types;
- easy access to information, reservations and visitor services;
- quality travel routes and signage;
- access to a well-developed tourism product distribution network, i.e., tour operators, packagers, travel agents;
- convenient, fast and affordable transportation to access the destination;
- trained, professional service and hospitable staff; and
- a safe environment.

**Direct selling** a method of securing business through direct contact with potential customers.

**Direct marketing** the use of marketing media that involves direct contact with individual consumers. This includes direct mail and email that is sent to targeted individuals.

**Familiarization or “fam” tours (also called product knowledge tours)** a complimentary or reduced-rate travel program for tour operators, travel agents or travel writers, designed to improve knowledge about a particular destination or package. The purpose in the first two cases is to encourage active marketing support; in the third it is to encourage the writing and publication of positive media stories about the destination, thereby raising its public profile.

**Feasibility study** a preliminary study to assess the potential of an opportunity, and to determine if it is financially viable. The study addresses issues including the project's benefits, costs, effectiveness, alternatives considered, analysis of alternative selection, environmental impacts, public opinions, and other factors.

**Goals** tourism goals are clear, concise statements that broadly outline what the community/organizations would like to see happen to tourism in the community. Goals should provide direction for the accomplishment of more specific, immediate, and related objectives.

**Marketing Collateral** print materials used for marketing (i.e. brochures, flyers, information sheets, etc.)

**Market-driven strategy** a strategy in which market demand directly impacts the product development process.

**Market-readiness** the state of preparedness of a tourism operation, or a destination as a whole, in meeting the expectations of its customers; refers to the entire spectrum of things affecting customer satisfaction: i.e. quality of facilities and services, range of services provided, information services, business policies and practices that affect the customer directly or indirectly, etc. This term can also refer to the state of preparedness in meeting needs and expectations of the travel trade.

**Market Segment** a group of consumers who respond in a similar way to a given set of marketing efforts. Different market segments can exist within a target market.

**Niche Markets** the tailoring of products to meet the needs and wants of narrowly defined market segments. An example would be avid birdwatchers who are prepared to travel for that activity.

**Nova Scotia Tourism Partnership Council (TPC)** an industry-led group that is responsible for directing the planning and delivery of provincial tourism marketing and product development programs. The partnership enables industry and government to share decisions, responsibilities and resources and means that the industry is directly involved in decision making regarding government tourism-related programs and spending.

**Nova Scotia Visitor Exit Survey (VES)** a survey that involves extensive interviews with visitors as they leave the province. It includes a wide range of data on visitor socio-demographic characteristics, activities, interests, spending etc.

**Objectives** specific outcomes that can be measured using agreed criteria (see Goals above). Tourism objectives are more specific than goals and represent the ends to which community action should be directed.

**On-Site Spending** spending by visitors. This usually includes: admission fees or tickets; retail purchases (gifts and souvenirs) and food and beverage purchases.

**Package** a mix of tourism attractions and/or activities and associated visitor services that is organized into a single product and sold as such.

**Paid Media** media advertising that is paid for rather than obtained free as publicity.

**Primary research** collection of new data that is not available from existing sources. Doing primary research on visitors to your community could involve doing surveys or interviews (see secondary research).

**Product-Market Match** matching the products and resources of an area with the markets that offer the best opportunity.

**Receptive Tour Operator** a person or company that specializes in particular destinations, and provides services at the destination to group travel organizers and tour operators. Some operators limit their services to the community and area in which they are based; others provide services to entire regions.

**Regional Tourism Industry Associations (RTIA)** Nova Scotia has a number of regional tourism associations; some incorporate just one county; others represent larger regions. These associations are membership-based and undertake a variety of activities and services on behalf of their members, including: developing regional publications, attending trade shows, various marketing activities, running travel information centers; advocacy on local issues.

**Seasonal Capacity** The ability to provide tourism products and services, throughout different seasons of the year, to meet tourism demand.

**Secondary Research** data and information that has already been collected or compiled by someone else (see primary research).

**Stakeholder** those individuals, groups, and parties that either affect, or who are affected by, an action of an organization or an event that may take place. As a general rule, stakeholders include all internal (community) and external (visitors) individuals.

**Strategic Planning** the process by which an organization envisions its future and develops strategies, goals, objectives and action plans to achieve that future.

**Supporting Attraction** secondary attractions with features or facilities that draw visitors to the destination area by augmenting the experience. Typically, these attractions are distinguished from core attractions by their smaller visitation numbers; however, supporting attractions can be primary travel motivators (i.e. core attractions) for some markets — typically niche markets.

**SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)** a technique that provides scope for an organization/community to list all its strengths, weaknesses, opportunities and threats. This analysis should lead to identifying priority markets and opportunities/needs for growing

and/or strengthening tourism in the area. Typically, strengths and weaknesses are internal attributes of the organization/community. Opportunities and threats are external, and tend to be much more difficult to control.

**Target Market** a clearly defined group of customers (i.e. specific individuals, sharing common needs or characteristics); because a high probability exists that members of this group will purchase your product or service, you have selected them as the targets for your focused marketing activities.

**Tour Operator** a business that designs, develops, markets and operates packaged travel and tourism products and tours. Tour operators sell through travel agents and/or directly to consumers.

**Tourism** the activities of persons traveling to, and staying in, places outside their usual environment for leisure, business and other purposes and staying for not more than one consecutive year. In Nova Scotia, this term includes:

- Persons from outside the province, whether they be on overnight or same-day trips to Nova Scotia;
- Nova Scotians who travel within the province, and stay away from home overnight or longer;
- Nova Scotians on same-day trips who travel more than 80k one way from their place of residence (excluding persons commuting to work).

**Tourism Insights** a monthly statistical report of tourism activity in Nova Scotia, published by the Department of Tourism, Culture and Heritage.

**Tourism demand** all visitors and travelers who meet the definition of tourists.

**Tourism suppliers** all businesses that provide facilities and services used by tourists; includes businesses that cater solely to tourists, (i.e. accommodations, car rental businesses) as well as those that cater to tourists markets in addition to resident markets (i.e. restaurants, attractions).

**Tourism Industry Association of Nova Scotia (TIANS)** a membership-based organization with primary roles including: advocacy on behalf of the industry; representation of tourism sectors and regions; communication with the industry and tourism education; and human resource development. Also acts as resource to the tourism industry on a wide range of issues, policies, and trends.

**Tourist** 1. someone who travels for pleasure. 2. a temporary visitor, staying for at least a day in the region, and travelling for a purpose classified as either: holiday (recreation, leisure, sport and visit to family, friends or relatives); business; official mission; convention; health reasons. In Nova Scotia, the term can refer to persons on same-day trips who travel more than 80k one way from their place of residence (excluding persons commuting to work).

**Travel Agent/Agency** a licensed, travel-product retailer that provides travel information, reservations and other forms of assistance to consumers, companies and groups in making travel arrangements (sometimes referred to as a retailer).

**Travel Experience** an activity that replaces goods and services, and addresses consumer demand for activities which stimulate and enhance creative capacities through travel.

**Travel Trade** a term describing the full range of organizations that operate as intermediaries in the travel and tourism industry; these typically include tour operators, wholesalers, receptive operators, and travel agents.

**Travel Writers** writers who specialize in writing about destinations and travel experiences for travel journals, magazines and newspapers.

**Trends** the general direction of the market over a specific period of time.

**Unique Selling Propositions (USPs)** the unique characteristics and experiences of a travel product or package that are used to promote and sell it.

**Visiting Friends and Relatives (VFR)** acronym for visiting friends and relatives.

**Vision** a picture of a future, desired situation; a description of what tourism in the community could be like, at some point in the future — what types of products and services will be offered, what unique advantages and appeals the community will offer visitors. A vision should be realistic.

**Wholesaler** a company that operates as an intermediary between the travel product supplier and the retail travel agent in the marketplace, generally providing services such as information and reservations to travel agents. Tour operators, central reservation systems, online booking systems, representation companies, and sales agents are common examples of tourism wholesalers.



