

**EVALUATION OF THE 2009-2012  
ATLANTIC CANADA TOURISM  
PARTNERSHIP**

**2009-2010 ANNUAL REPORT**

**Submitted to:**

**Atlantic Canada Tourism Partnership**

**Submitted by:**

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**May 12, 2010**

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# **EXECUTIVE SUMMARY**

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stakeholders.<sup>1</sup>

## ***Overview of ACTP***

The Atlantic Canada Tourism Partnership (ACTP) is a pan-Atlantic partnership among the Atlantic Canada Opportunities Agency (ACOA), the provincial tourism departments in New Brunswick, Newfoundland and Labrador, Nova Scotia and Prince Edward Island and the four tourism industry associations in Atlantic Canada. Founded in 1991 and renewed for consecutive three-year terms in 1994, 1997, 2000, 2003, 2006 and 2009, ACTP is dedicated to promoting Atlantic Canada as a tourism destination of choice in key tourism markets.

## ***ACTP Objectives***

The objectives of ACTP are i) to market Atlantic Canada as a preferred pleasure travel destination in targeted consumer and travel trade markets and ii) to facilitate the continued growth of the tourism industry in Atlantic Canada through a coordinated approach to marketing Atlantic Canada in target international markets.

The target markets identified in the 2009-2012 Atlantic Canada Partnership Agreement include the Mid-Atlantic U.S. (New Jersey, New York, Pennsylvania), Pacific U.S. (California, Oregon and Washington), and the United Kingdom.

## ***2009-10 Annual Evaluation***

The 2009-10 Annual Evaluation focuses on the results achieved over the first year of the three-year Atlantic Canada Tourism Partnership Agreement (2009-12). This evaluation is based on a review of:

- ACTP's Memorandum of Understanding (MOU) and supporting documentation;
- Reporting systems employed by ACTP to record/describe Marketing Programs and activities of the Partnership;
- Internal project authorization forms (PA) and evaluation materials; and
- In-depth surveys interviews with ACTP

## ***Governance and Management***

ACTP's Management Committee is responsible for the administration and management of the Agreement, including the review and approval of all strategies, programming, work plans and budgets annually, overseeing the work of the Marketing Committee, and ensuring efficient and effective Marketing Programs are implemented. The Management Committee is also responsible for coordinating the Agreement with other federal and provincial Programs and industry activities, developing and overseeing a Communications Policy and ensuring the free flow of information among the parties.

ACTP has put significant effort into developing and enhancing its governance structure, systems, and practices since its inception in 1991. A revised Policy and Operating Guidelines document, based on the results of previous ACTP agreements, has been developed and implemented by ACTP Management Committee under the 2009-2012 ACTP Agreement.

The new operational policies under the 2009-2012 Agreement received unanimous support among partners. The clear delineation of responsibilities of Management and Marketing Committee members is viewed by the membership as being instrumental to the overall decision-making processes of the partnership.

ACTP's revised Policy and Operating Guidelines provide an effective governance framework outlining systems, practices, and structures for overseeing the direction and management of ACTP to allow it to carry out its mandate. The governance structure clearly outlines procedures with respect to meetings, decision-making, reporting framework, and approval guidelines for the application of funding consistent with the policies and budgetary cycle under the Agreement. New

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<sup>1</sup> A detailed summary of the 2009-10 ACTP Evaluation survey results is contained in Table B-1 in the Appendix.

ACTP members are briefed on the revised Policy and Operating Guidelines.

ACTP's governance framework provides a forum that fosters collaboration among the partners and allows ACTP to work co-operatively with provincial partners and ministries. It also recognizes joint responsibility for decision making in the area of planning, based on the mandate of ACTP.

### *Corporate Communications*

All performance targets and requirements set out in the 2009-10 Corporate Communications Strategy have been met. Target levels for 2009-10 in terms of attendance and presentations at TIA conferences and tradeshow have been exceeded. Significant improvements have been made in terms of timely and consistent on-line posting of information regarding ACTP activities, reports and research results. ACTP partners acknowledged improvements in communication activities that demonstrate the benefits of regional cooperation and of federal/provincial/industry partnering.

ACTP has been effective in taking advantage of opportunities to increase awareness of ACTP activities, including booths at industry association events and tradeshow. Other key positive impacts identified by stakeholders resulting from Corporate Communications activities include increased awareness of the Atlantic Canada Tourism Partnership and its Programs, improved transparency as well as increased access to information.

### *Strategic Market Development*

ACTP undertakes a strategic planning process in developing the annual marketing plans. ACTP's Marketing Committee is responsible for developing and implementing annual marketing plans based on sound market research, collecting performance measurement information, implementing annual marketing plans, and reporting to the Management Committee.

In 2009, ACTP implemented a change in policy direction that enabled the Partnership to redirect marketing resources away from mature markets in the New England region of the United States and underperforming markets overseas to potentially higher-yield,

but developmental international markets in the Mid-Atlantic and the Pacific regions of the United States. ACTP also refocused its attentions exclusively on the United Kingdom in overseas markets.

ACTP was effective in developing the 2009-10 strategic plan consistent with ACTP's strategic objectives, and research results. ACTP's Strategic Planning documents clearly demonstrate how ACTP is fulfilling its mandate by linking ACTP objectives, an analysis of the business environment, an assessment of strategic market priorities, and resource requirements. Our review of ACTP's Strategic Planning processes found that the strategic change in target markets was based on current market research results as well as a solid understanding of the market environment and tourism industry.

ACTP's 2009-10 marketing plans build on and enhance the brand equity of provincial and industry partners in priority U.S. markets and enhance the brand equity of the Atlantic Canada region in the U.K. The Mid-Atlantic was recommended as the best opportunity in the U.S. market to deliver on the ROI target of 10:1, given the large market potential (more than 3.5 million), proximity to the market is key and current momentum in the market. In addition, the United Kingdom was recommended as the best overseas marketing opportunity to contribute to the ROI target based on the market research.

Our review of the performance measurement indicators for ACTP's Marketing Programs found strong linkages between the goals and objectives of ACTP Agreement and the performance indicators developed. It is clear that the performance measurement indicators are developed based on a sound knowledge of the tourism industry indicators and statistics, as well as the results and lessons learned from previous ACTP Agreements.

The Program Managers for both the U.S. and the U.K. target markets undertake the management of ACTP's media relations suppliers, collect performance measurement information provided by travel trade, media buyers and media relations suppliers, and manage the resource allocations for the Marketing Programs.

### *Findings and Conclusions*

The following provides a summary of the key findings and conclusions resulting from the 2009-10 Annual ACTP Evaluation.

- ACTP was successful in meeting its targeted objectives in 2009-10. Combined, the U.S. and U.K. Marketing Programs resulted in a total revenue generated of \$38.6 million and an overall return-on-investment (ROI) of \$20.7:1 as a result of marketing activities in 2009-10. This is well above the overall targeted ROI of 10:1.
- The U.S. Consumer Advertising, Travel Trade and Media Relations Programs achieved a combined ROI of \$22.1:1. The U.K. Travel Trade and Media Relations Programs achieved a combined return-on-investment (ROI) of \$5.3:1.
- Statistics Canada's International Travel Survey (ITS) was used to benchmark Atlantic Canada's competitive position in the U.S. According to the ITS, in 2008 Atlantic Canada hosted 80,000 visitors from the Mid-Atlantic States that spent an estimated \$77.7 million and 22,000 from the Pacific States that spent an estimated \$19.4 million. Atlantic Canada's performance in these U.S. markets relative to other Canadian jurisdictions (market shares) revealed Atlantic Canada's share of overnight trips to Canada from the Mid-Atlantic and Pacific States was 6.9% and 1.7% respectively. The 2008 ITS statistics represent benchmarks against which future market performance can be measured.
- The U.S. Consumer Media campaign generated \$35.3 million in revenues (*exceeding the target of \$20.7 million*) and an ROI of \$24.3:1 (*exceeding the target of \$10:1*). In addition, media-brokered savings and value-add totalled \$1.12 million (*exceeding the objective of \$900,000*), thereby extending the reach and frequency of ACTP's marketing efforts in the U.S.
- ACTP invested \$134,145 in five partnerships with U.S. tour wholesalers and tour operators in 2009-10. These partnerships generated in \$2.17 million in additional revenues and an ROI of \$16:1, safely above the target of \$10:1. The U.S. Trade Program also levered \$268,290 in partnered investments. It does not appear that targets were defined for the number and value of package sales.
- ACTP's Media Relations Program activities in the U.S. resulted in 9 new press releases, 11 press tours, 17 media opportunities, 5 press tour participants, and ongoing contact with a host of travel journalist and editors. ACTP's Media Relations activities generated a publicity value of \$280,000 and an ROI of \$2.2:1. This underestimates the total value of ACTP's U.S. Media Relations Program activities as it will be 2 to 3 years before the benefits of these activities will be fully realized.
- Statistics Canada's International Travel Survey (ITS) is used to benchmark Atlantic Canada's competitive position in the U.K. According to ITS statistics, Atlantic Canada hosted 48,000 U.K. visitors in 2008 that spent an estimated \$48.6 million. An examination of Atlantic Canada's performance relative to other Canadian jurisdictions (*market shares*) revealed Atlantic Canada's share of overnight trips to Canada from U.K. was 5.9% in 2008, while its share of spending in Canada by overnight U.K. visitors was 4.6%.
- ACTP's Consumer Program in the U.K. encourages consumers to book an Atlantic Canada vacation experience through ACTP's travel trade partners. In 2009-10, ACTP formed strategic alliances with 5 U.K. tour operators. These alliances, supported by ACTP's Consumer Program resulted in sales 2,913 travel packages valued at \$583,363. The return-on-investment investment in joint marketing agreements under the U.K. Travel Trade Program was \$13.1:1 in package sales (*exceeding the target of \$10:1*).
- Media-brokered savings for ACTP resulting from partnering with CTC in the U.K. 2009 Spring and Fall campaigns of \$17,295.
- ACTP's U.K. Media Relations Program activities generated \$204,000 in publicity value and an ROI \$1.9:1. ACTP's U.K. Media Relations Program activities were 'constrained' due to the delay in contracting

an in-market media relations firm.

### ***Stakeholder Interviews***

- Key stakeholder interviews were conducted as a key component of this evaluation and included Management and Marketing Committee members, CTC representatives and Secretariat staff. A detailed summary of the 2009-10 ACTP stakeholder survey results is contained in Table B-1 in the Appendix.
- One of the key benefits of the Atlantic Canada Tourism Partnership identified by ACTP stakeholders is the ‘*Partnership*’ itself. ACTP represents a long-standing partnership among the provinces, industry and the federal government and is dedicated to promoting Atlantic Canada as a tourism destination of choice in key American markets and in the U.K. Stakeholders identified improved regional cooperation as being critical in developing new tourism markets and recognized the ACTP as being instrumental in promoting a cooperative and collaborative approach to tourism market development.
- ACTP plays a leading role in promoting tourism marketing opportunities in high potential markets incremental to those offered by provincial ministries.
- ACTP was effective in developing the 2009-10 Strategic Plan based on credible research results. In terms of impacts resulting from implementing the 2009-10 strategic plan, it is recognized that it is too early to observe all measurable performance.
- ACTP members indicated that ACTP has had a major impact on U.S. market performance and were it not for the Program, they believe the region would have almost no presence in overseas markets.
- ACTP members recognize that marketing technology is shifting and there is a continued need for ACTP to identify and leverage new marketing opportunities with the use technology and non-traditional marketing partnerships.
- The key positive impacts resulting from ACTP marketing activities identified by stakeholders are efficiencies i) in marketing, media buys and media relations activities and ii) in research providing valuable

information upon which to draw on in developing marketing strategies.

- The key positive impacts resulting from ACTP’s structure, operations and governance include leadership, policy direction, and industry participation.
- The new operational policies built into the 2009-2012 ACTP Agreement received unanimous support. ACTP members viewed the clear delineation of roles and responsibilities as being instrumental to the overall decision-making and governance processes of the partnership.

### ***Recommendations***

Recommendations are developed based on the results of key stakeholder interviews, a review of ACTP’s Marketing Program reports on sub-Program activity for 2009-10, as well as a review of consumer market research analysis.

#### ***1. Marketing Activities***

The following recommendations related to ACTP marketing activities are put forward.

##### ***Recommendation 1: We recommend that ACTP develop a stronger travel trade strategy***

There is recognition among ACTP partners that the travel trade industry is ‘product centric’ and hesitant to update its travel packages. Many travel packages offered by the travel trade industry sold well in the past, however, with changing demographics, changing consumer travel patterns, and increased access to technology, there is a resulting change in consumer preferences away from ‘packaged’ travel. To the extent that there has been a lag in updating travel trade packages consistent with current consumer preferences, there is an opportunity to develop a stronger travel trade strategy.

##### ***Recommendation 2: We recommend that ACTP continue to identify and leverage marketing opportunities associated with newer technology and non-traditional marketing partnerships.***

There is agreement among stakeholders that marketing initiatives need to reflect changing media sources and increasingly must include opportunities beyond the traditional print media advertising.

Emerging opportunities for travel promotion

are closely aligned with changing media sources for gathering travel information in today's marketplace. Newer media sources also offer increased opportunities for ACTP to engage and liaise with prospective customers.

ACTP's marketing activity has shifted toward increased usage of on-line advertising over recent years.<sup>2</sup> However, it will continue to be important to obtain information on the relative costs and benefits associated with traditional versus non-traditional advertising media and relative conversion rates associated with specific target market and demographic groups to better understand the comparative returns.

## **2. Current Market**

ACTP has been effective in developing the 2009-10 Marketing plans consistent with ACTP's strategic objectives and its mandate to engage in new and developing tourism markets incremental to marketing activities undertaken by the provinces.

ACTP members recognize a need to leverage opportunities through targeted marketing campaigns tailored toward consumer travel profiles with high potential to travel to Atlantic Canada.

***Recommendation 3: We recommend that ACTP continue to develop marketing strategies that target specified market segments based on current market research.***

Using specific market segments to target marketing strategies allows for the development of a marketing campaign specifically tailored to these groups.

## **3. Corporate Communications**

All performance targets consistent with the Corporate Communications Strategy have been met. ACTP has taken advantage of opportunities to increase awareness of ACTP activities, including booths at industry association events and trade shows. Our evaluation of Corporate Communications activities undertaken in 2009-10 found significant improvements made in terms of timely and consistent on-line posting of information regarding ACTP activities, reports

and research results.

***Recommendation 4: We recommend that ACTP continue to make improvements in communicating key research findings.***

ACTP stakeholders recognize the importance of communicating the overall value and importance of ACTP activities as well as, the benefits resulting from ACTP marketing activities and regional cooperation. This recommendation focuses on finding ways to communicate ACTP's research findings in a way that they can be better utilized by the private sector. Research results summaries could be better advertised or promoted on the 'what's new' section of the website. This could include developing a *key findings summary* for each piece of research to bring content to the research and promote greater usage of the results. This may also involve posting summaries of findings, quick facts, questions and answers (Q &A) with links to key statistics and summary tables.

This recommendation also includes continued improvements in the organization of ACTP's non-public large document site.

## **4. Internal Reporting**

ACTP's Marketing Programs incorporate an accountability framework. Performance measurement indicators are developed based on the results in previous agreements, tourism industry indicators and statistics, as well as current research results. Our evaluation found strong linkages between the performance measurement indicators and the goals and objectives of the 2009-12 ACTP Agreement.

***Recommendation 5: We recommend that ACTP continue to improve internal reporting to better facilitate program evaluation and tracking of accomplishments.***

Options for improving the consistency in reporting are identified. In addition, potential for setting additional targets where results have been measured and performance indicators have been identified, allowing for a consistent tracking of accomplishments attributable to ACTP's Marketing Program activities relative to measurable targets.

<sup>2</sup> ACTP's use of on-line advertising has increased from 14 percent of its advertising budget in 2007 to more than 42 percent as of January 2010.



# OVERVIEW OF ACTP

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## 1.1 ROLE/MANDATE

Founded in 1991, the Atlantic Canada Tourism Partnership (ACTP) is a nine-member, pan-Atlantic partnership consisting of the Atlantic Canada Opportunities Agency (ACOA), the four tourism industry associations in Atlantic Canada and the four provincial departments responsible for tourism in New Brunswick, Newfoundland and Labrador, Nova Scotia and Prince Edward Island. ACTP was renewed in 1994, 1997, 2000, 2003 and 2006 for consecutive three-year terms. It is dedicated to promoting Atlantic Canada as a leading vacation destination in targeted American and European markets. The current three-year Atlantic Canada Tourism Partnership agreement came into effect on April 1, 2009, and will expire on March 31, 2012.

Funding for the 2009-2012 initiative is cost-shared among the partners, with 50% contributed by the Atlantic Canada Opportunities Agency (\$9,975,000), 33% contributed by the four Atlantic Provinces (\$6,585,000) and 17% contributed by the four Tourism Industry Associations (\$3,390,000) in Atlantic Canada.

During the term of the Agreement, ACTP will invest \$19.95 million in support of marketing strategies that:

- Build on and enhance the brand equity of provincial and industry partners in priority markets in the Mid-Atlantic (New Jersey, New York, Pennsylvania) and Pacific (California, Washington, Oregon) regions of the United States. The coordinated 'Atlantic Canada, Awaken to the Rhythm of the Sea' brand is used to position the region in the United Kingdom.
- Deliver integrated marketing activities in targeted U.S. and U.K. markets that include traditional and non-traditional consumer, trade, media relations and internet-based marketing strategies (e-marketing, social media, pay per click, etc.), including customer relations management.
- Maximize efficiencies through marketing and media tactics that are common to all four Atlantic Provinces.
- Provide a mechanism for access to information on all four Atlantic Canadian provinces to promote the tourism products and experiences available throughout Atlantic Canada.
- Include marketing partnerships with travel trade companies actively selling Atlantic Canada vacations to consumers in targeted primary and developmental markets in the U.S. and the U.K.
- Achieve efficiencies and commonalities through joint buying of media and public relations via a common and independent media buyer and a common and independent media relations firm.
- Leverage against the Canadian Tourism Commission (CTC) Consumer Advertising, Travel Trade activities and Media Relations Programs in U.S. and U.K. markets of common interest.

In order to maximize efficiencies, ACTP's marketing activities in all markets must have tactics that are common to all four Atlantic Provinces. Commonality is defined as common strategy, common media relations activities, common travel trade activities, common consumer markets, common media buyer, common tactics and advertising mediums (*TV, magazine, newspaper, online, etc.*). Variation in timing based on provincial campaigns and the relative contribution to the Agreement are reflected in the media plan. The targeted Return on Investment (ROI) for the Marketing Programs is 10:1 over the life of the agreement.

## **1.2 STRUCTURE AND KEY ACTIVITIES**

The Atlantic Canada Tourism Partnership follows a business model that is consensus-based, market and research driven. A 10-member Management Committee comprised of private and public sectors interests manage the partnership. The day to day administration of the partnership is the responsibility of a Secretariat.

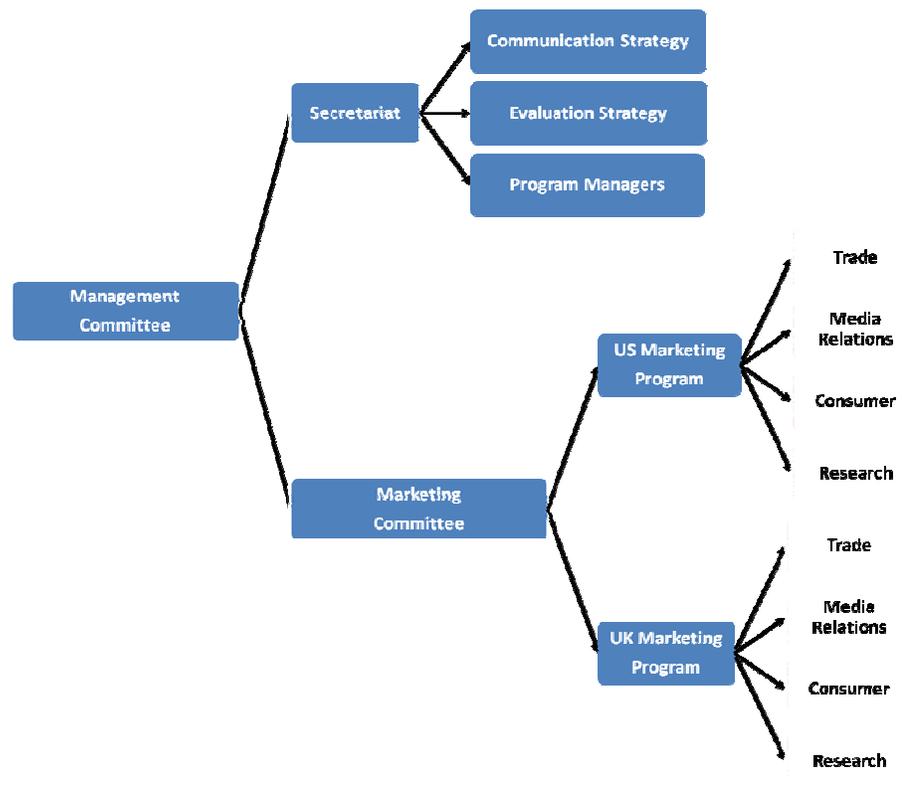
The Management Committee consists of the four provincial Deputy Ministers responsible for Tourism in Atlantic Canada, the Presidents of the four Tourism Industry Associations in Atlantic Canada, and the Vice President and the Director General of ACOA-PEI and Tourism. The Canadian Tourism Commission also sits on the Committee as an ex-officio. The Management Committee is responsible for:

- Administration and management of the agreement.
- Allocation of annual budgets on a per market basis.
- Approval of annual work plans and budgets.
- Evaluation of Program activities.
- Establishing and overseeing the work of its committees.
- Developing and overseeing a Communications Policy.
- Program interpretation and dispute resolution.

The Management Committee is responsible for approving guidelines for the application of funding under the Agreement, which accommodates the policies and budgetary cycles of each partner. The Management Committee can redirect marketing resources to potentially 'higher-yield' markets, should market conditions warrant such an action.

Strategy research, development and implementation are carried out by the Marketing Committee. The 10-member Marketing Committee consists of the four provincial Directors of Marketing, four industry representatives from the provincial Tourism Industry Associations and two ACOA representatives. Implementation of the strategy is the responsibility of two Program Managers - a U.S. Program Manager and a U.K. Program Manager.

Figure 1 is a representation of the organizational chart for the Atlantic Canada Tourism Partnership.

**Figure 1: ACTP Organizational Chart**

The Marketing Committee is also responsible for market research, performance measurement, annual market planning, CTC liaison activities and regular reporting to the Management Committee. The Marketing Committee develops and submits annual, research-driven marketing strategies (for all markets) to the Management Committee for approval.

### **1.3 BUSINESS AND MARKET ENVIRONMENT**

Atlantic Canada competes for tourism-related visits and revenues both domestically and internationally. ACTP's research identified Quebec and Ontario as Atlantic Canada primary Canadian competitor, and the Northeastern region of the United States, Western Europe and Asia as its primary international competitors.

Changing business and market environments have led to significant challenges for the tourism industry over the past few years. Recent national tourism indicators show that tourism spending in Canada fell 0.7% in real terms in the third quarter of 2008, due to a fall in outlays by both Canadian and international visitors to Canada.<sup>3</sup> Spending by international visitors to Canada fell by 2.1% in real terms in the third quarter, the third consecutive decline. The number of travellers from the United States as well as overseas countries also declined. All major categories of spending by international visitors were lower during this period brought about by a decrease in spending on airfares (with Canadian carriers) and vehicle fuel consumption.

<sup>3</sup> Source: Statistics Canada National tourism indicators. See <http://www.statcan.gc.ca/daily-quotidien/090112/dq090112a-eng.htm>

Recent statistics from Statistics Canada indicate that that travel to Canada by U.S. residents increased in September 2009 compared with August 2009, while travel by Canadians to the United States declined. Statistics Canada reports that travel by Americans to Canada increased 2.1% in September to nearly 1.7 million trips. The number of trips to Canada from abroad also increased by 1.6% to two million, although overall travel by overseas residents to Canada was down 1.3% to 327,000 trips in September 2009, compared with August 2009.

Tourism spending in Canada as a whole increased 0.3% in real terms in the third quarter of 2009, due to a 0.9% increase in expenditures by Canadians. This was the first increase in tourism-related spending in five quarters, ending the longest downturn since the early 1990s. Conversely, spending by international visitors to Canada fell 2.4% in real terms in the third quarter of 2009, representing the seventh consecutive quarterly decrease. International tourism spending in Canada is now 15.4% below tourism spending in the fourth quarter of 2007.

Atlantic Canada has not escaped the national downward cycle in tourism. Research commissioned by ACTP and reflected in its 2010 marketing plan indicates there are four primary factors that will continue to affect tourism globally, nationally and regionally over the next few years. These factors include:

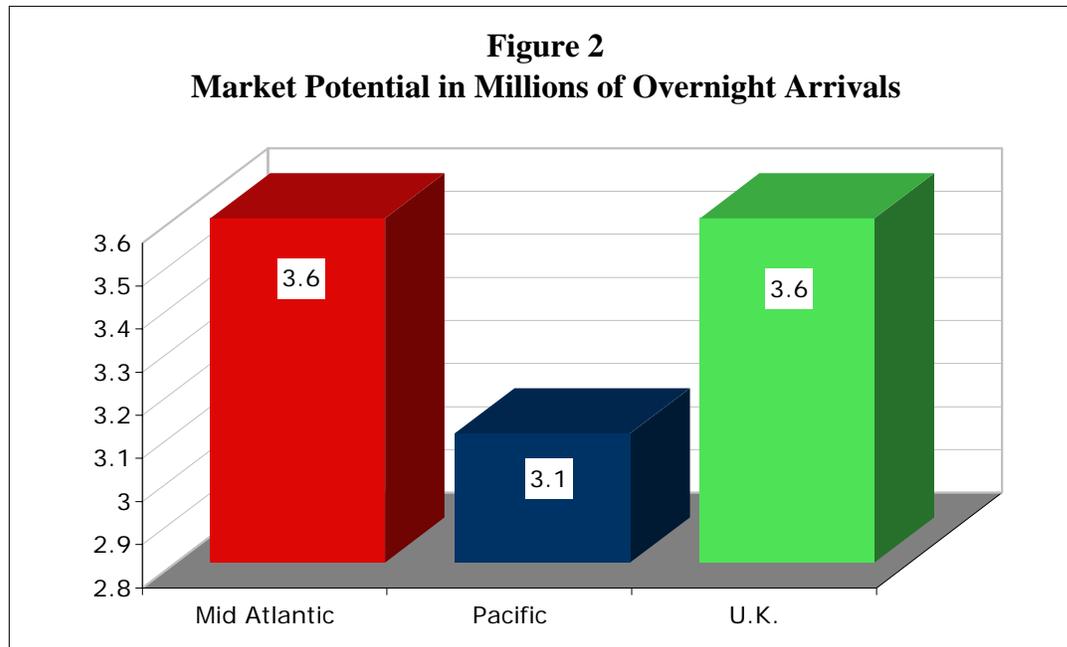
1. **Globalization of Tourism:** The emergence of more destinations offering new, unique and diverse travel experiences.
2. **Geopolitical Conditions:** Changing economic conditions, border security issues, exchange rates, fuel costs, credit card crunch, etc.
3. **Changing Market Characteristics:** Changing demographics, changing household compositions, immigration, urbanization of populations, demand for personal safety, advance in tourism technologies, etc.
4. **Changing Travel Interests:** Growing demand for experiential and participatory travel experiences, growth in cultural tourism, etc.

## **1.4 MARKET ENVIRONMENT**

### **1.4.1 Market Potential**

In 2009, ACTP implemented a change in policy direction that enabled the partnership to redirect marketing resources away from mature markets in the New England region of the United States and away from underperforming markets overseas to potentially higher-yield, but developmental international markets. Market intelligence compiled by ACTP, (including use of the CTC's Market Portfolio Analysis) identified the Mid-Atlantic region of the U.S. (New Jersey, New York, Pennsylvania) as priority developmental market for Atlantic Canada, and the Pacific region (California, Oregon, Washington) as a secondary developmental market. This analysis also directed ACTP to focus its attentions exclusively on the United Kingdom in overseas markets.

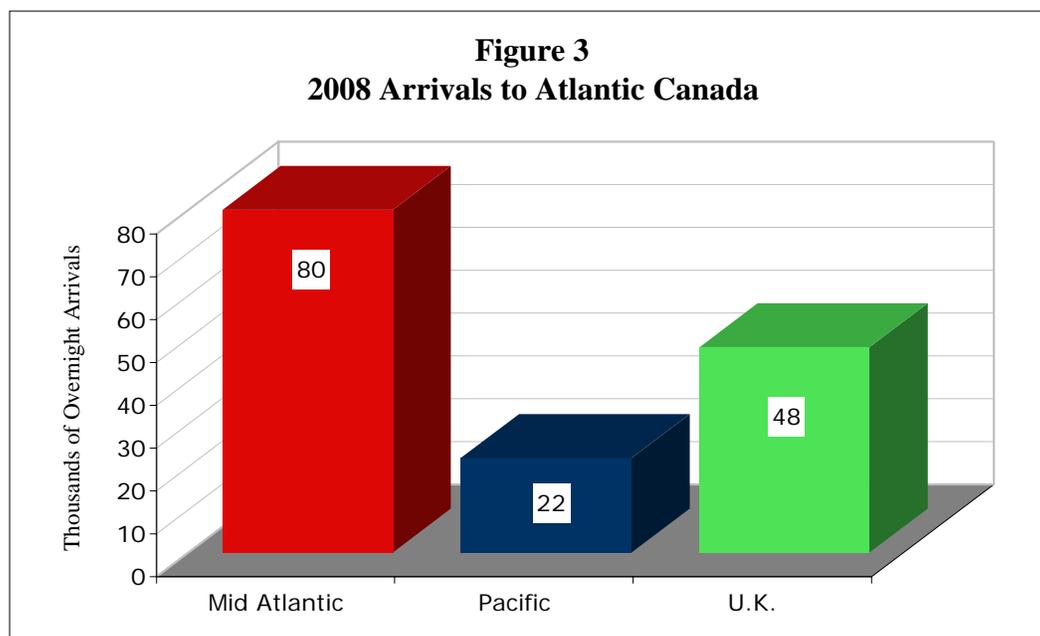
ACTP's consumer research quantified the Atlantic region's market potential in the Mid-Atlantic States, the Pacific States and in the U.K. TNS Canadian Facts estimated Atlantic Canada's potential for visitation from the Mid-Atlantic U.S. States at 3.6 million visits and the Pacific U.S. States at 3.1 million visits. Insignia Market Research estimated Atlantic Canada's market potential at 3.6 million party visits in the U.K. (Figure 2).



Source: Statistics Canada. International Travel Survey 2008;

### 1.4.2 Market Visitation: Baseline

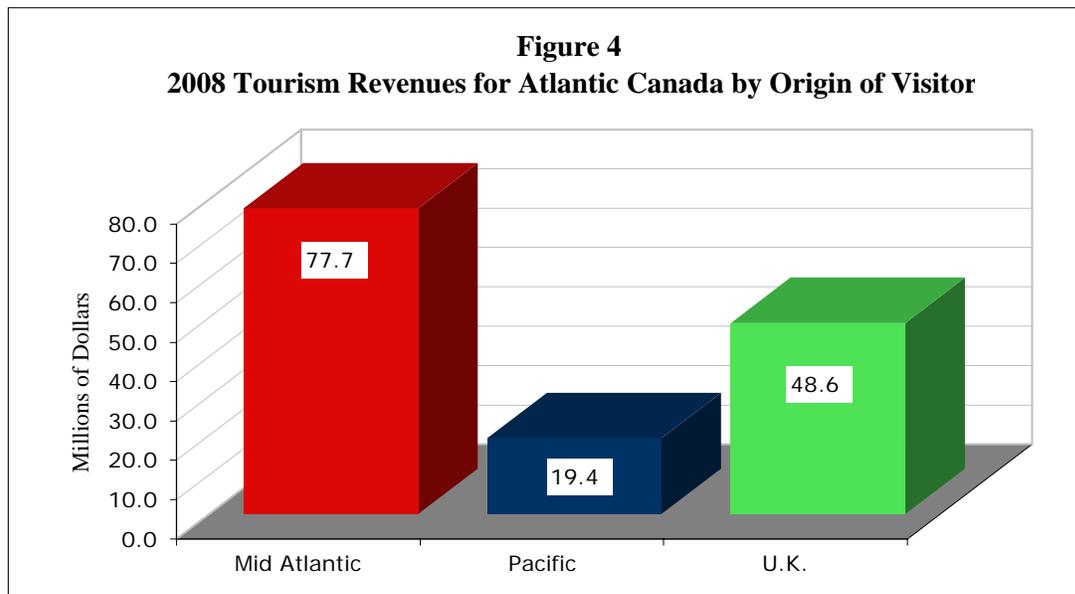
Statistics Canada's International Travel Survey is used to establish a baseline in terms of visitation from ACTP's target markets. According to Statistics Canada, in 2008 Atlantic Canada hosted 80,000 overnight visitors from Mid-Atlantic U.S. States and 22,000 overnight visitors from the Pacific U.S. States. Overnight visitation from the United Kingdom was estimated at 48,000. These estimates serve as baseline visitation numbers, against which future visitation indicators can be assessed (*Figure 3*).



Source: Statistics Canada. International Travel Survey 2008;

### 1.4.3 Market Revenues: Baseline

Statistics Canada's International Travel Survey is also used to establish a baseline in terms of revenues generated from ACTP's target markets. According to Statistics Canada, in 2008 spending by overnight visitors to Atlantic Canada from the Mid-Atlantic U.S. States was \$77.7million. Spending by overnight visitors from the Pacific U.S. States and the U.K. were estimated at \$19.4 million and \$48.6 million respectively. These estimates serve as baseline revenues, against which future revenue indicators can be assessed (*Figure 4*).

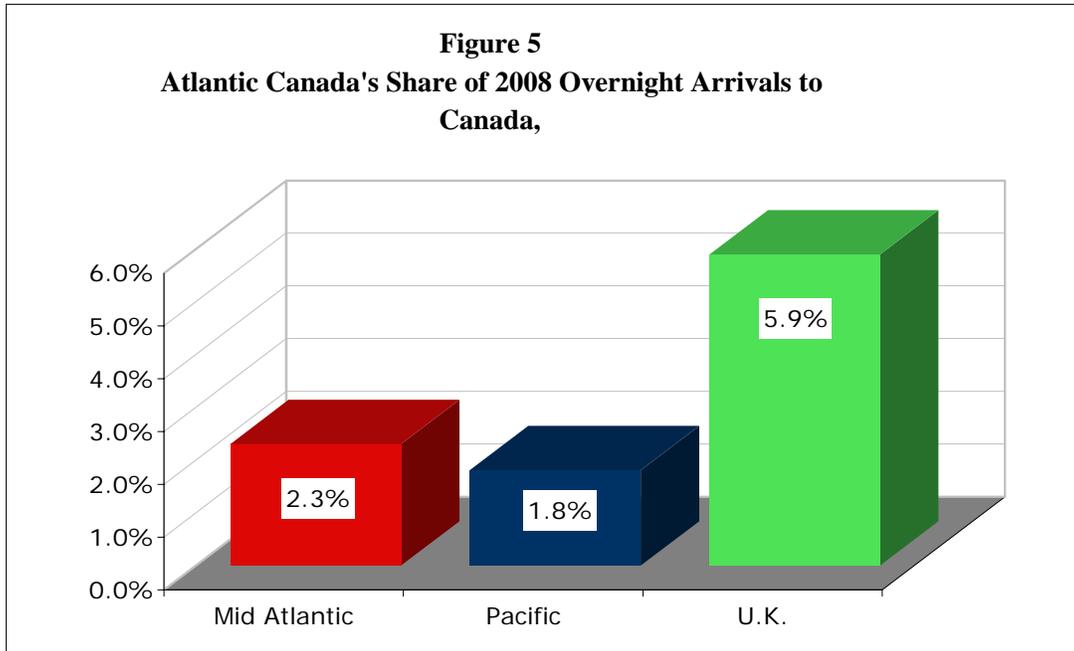


Source: Statistics Canada. International Travel Survey 2008;

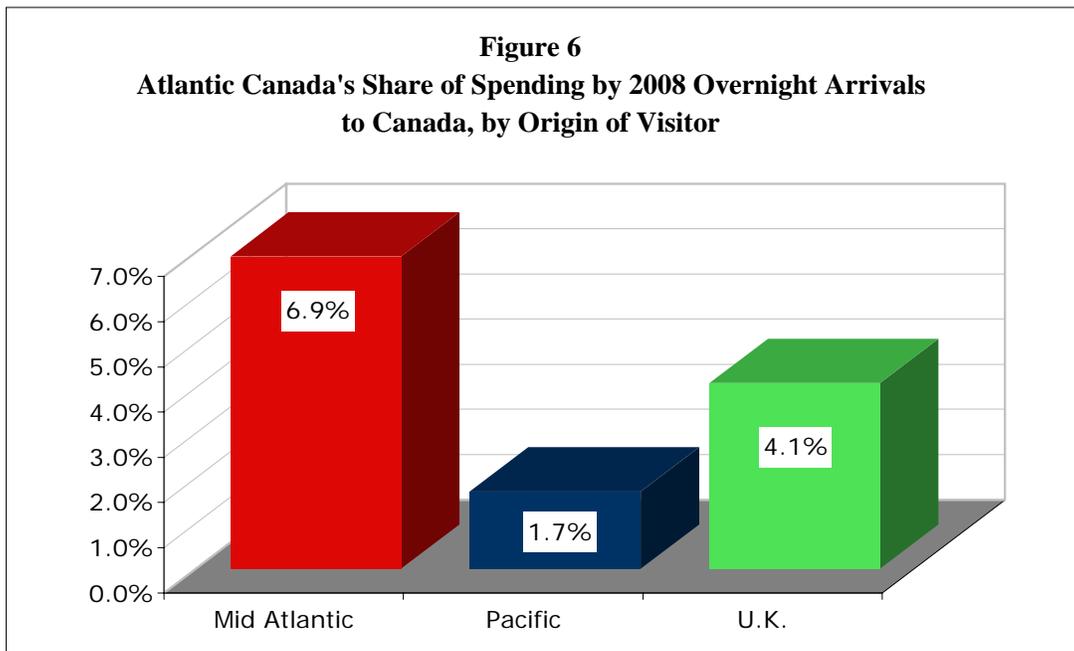
### 1.4.4 Market Share: Baseline

Statistics Canada's International Travel Survey (ITS) also provides insight into Atlantic Canada's share of overnight visitors to Canada from the Mid-Atlantic and Pacific U.S. States and the U.K., and Atlantic Canada's share of spending by overnight visitors from these markets. Market share is important in that it allows Atlantic Canada to measure its performance in key markets relative to other Canadian jurisdictions.

According to Statistics Canada's, in 2008 Atlantic Canada had a 2.3% share of overnight arrivals from the Mid-Atlantic U.S. States and a 6.9% share of spending by these visitors. In the Pacific U.S. States, Atlantic Canada had a 1.8% share of overnight arrivals to Canada and a 1.7% share of spending by these visitors. In the United Kingdom, Atlantic Canada had a 5.9% share of overnight visitors to Canada, and a 4.1% share of spending. These market share estimates also serve as a baseline against which future market share indicators can be assessed (*Figures 5 & 6*).



Source: Statistics Canada. International Travel Survey 2008;



Source: Statistics Canada. International Travel Survey 2008;

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# **ANALYSIS AND FINDINGS**

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## **2.1 GOVERNANCE AND STRATEGIC MANAGEMENT**

### **2.1.1 Management Committee**

ACTP's Management Committee is responsible for the administration and management of the Agreement, including the review and approval of all strategies, programming, work plans and budgets annually, overseeing the work of the Marketing Committee, and ensuring efficient and effective Programs are implemented. The Management Committee is also responsible for coordinating the Agreement with other federal and provincial Programs and industry activities, developing and overseeing a Communications Policy and ensuring the free flow of information among the parties.

The Management Committee is also responsible for establishing all procedures in respect of meetings, approving guidelines for the application of funding under the Agreement (which accommodate the policies and budgetary cycle of each party), ensuring the implementation of information management systems and the evaluation of partnership.

ACTP has put significant effort into developing and enhancing its governance structure, systems, and practices since its inception in 1991. A revised Policy and Operating Guidelines document, based on the results of previous ACTP agreements and evaluations, has been developed and implemented by the ACTP Management Committee under the 2009-2012 ACTP Agreement.

Our evaluation found that ACTP's revised Policy and Operating Guidelines document provides an effective governance framework outlining systems, practices, and structures for overseeing the direction and management of ACTP to allow it to carry out its mandate. The governance structure clearly outlines procedures with respect to meetings, decision-making, reporting framework, and approval guidelines for the application of funding consistent with the policies and budgetary cycle under the Agreement. New ACTP members are briefed on the revised Policy and Operating Guidelines.

ACTP's governance framework provides a forum that fosters collaboration among the partners and allows ACTP to work co-operatively with provincial partners and ministries. It also recognizes joint responsibility for decision making in the area of planning, based on the mandate of ACTP. The new operational policies under the 2009-2012 Agreement received unanimous support among partners.

Both Management Committee and Marketing Committee members view the clear delineation of roles and responsibilities as being instrumental to the overall decision-making processes of the partnership. Other positive impacts resulting from ACTP's structure, governance, and management model include strategic policy direction, improved leadership, and industry participation.

## Results of Stakeholder Interviews – Strategic Management and Governance

In-depth survey interviews were conducted with ACTP stakeholders as a key component of this evaluation and included Management and Marketing Committee members, CTC partner representatives and Secretariat staff. A detailed summary of the 2009-10 ACTP Evaluation survey results is contained in Table B-1 in the Appendix.

The key benefit of the Atlantic Canada Tourism Partnership, as identified by ACTP stakeholders, is - *the 'partnership' itself*. ACTP represents a long-standing partnership among the provinces, industry and the federal government and is dedicated to promoting Atlantic Canada as a tourism destination of choice in key American markets and in the U.K. Stakeholders identified improved regional cooperation as being key in developing new tourism markets and recognized the ACTP as being instrumental in promoting a cooperative and collaborative approach to tourism market development.

### 2.1.2 ACTP Secretariat

Through a competitive process, the Tourism Industry Association of PEI (TIAPEI) was selected as the Secretariat for the Atlantic Canada Tourism Partnership. As the Secretariat, TIAPEI manages the activities of ACTP and works in close collaboration with the Management Committee, Marketing Committees and ACOA in the day-to-day administration of the Agreement. The Secretariat is selected by and reports to the Management Committee.

The Secretariat is responsible for the distribution of pertinent information to all ACTP partners, committees and contracted agencies. It maintains the flow of communications between all committees and provides support to the U.S. and U.K. Program Managers as required. It is also responsible for developing and implementing a pro-active communications strategy in accordance with directives received from the Management Committee.

As part of the communications process, the Secretariat attends the four Atlantic Canada Tourism Industry Association conferences annually and to promotes ACTP through industry presentations, a trade show booth and other collateral materials. The Secretariat works with the two Program Managers to ensure that all Programs and initiatives are in adherence to ACTP's Policy and Operating Guidelines. The Program Managers are accountable to the ACTP Secretariat on issues related to hours worked, vacation, and annual performance review and take direction from the Marketing Committee on all marketing related matters.

An ACTP Liaison Subcommittee (*comprised of the Management Committee co-chairs and ACOA*) acts as a liaison between the ACTP Management Committee and the Secretariat, and conducts an annual evaluation of the Secretariat's services. Members of the Management Committee (*or the Secretariat*) may address any issues regarding the Secretariat's services to the Liaison Subcommittee.<sup>4</sup>

The Liaison Subcommittee completed a performance assessment of TIAPEI's Secretariat services prior to signatures to the 2009-2012 ACTP Memorandum of Understanding, the results of which were positive. The next Secretariat evaluation will be conducted during the last quarter of 2009-2012 Agreement.

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<sup>4</sup> The Liaison subcommittee consists of the current Management Committee Co-Chairs and a Tourism Atlantic representative.

### **2.1.3 Corporate Communications Strategy**

The Secretariat is responsible for implementing a Corporate Communications Strategy. The Strategy seeks to achieve the following objectives:

- Create an awareness of the Atlantic Canada Tourism Partnership, its initiatives, successes and its achievements among targeted tourism industry audiences through consistent and sustained communications and public relations activities.
- Maintain and increase the target audience's support for the Atlantic Canada Tourism Partnership, its activities and related funding.
- Identify and demonstrate the benefits of federal, provincial, industry partnerships.
- Identify and demonstrate the benefits of regional cooperation in Atlantic Canada.

It is also the role of the Secretariat to ensure that all ACTP projects adhere to the predetermined policies and operating guidelines. In developing these policies and operating guidelines, the Secretariat reviews existing policies and operating guidelines annually and recommends revisions as appropriate, to the Management Committee for approval.

The Secretariat's pro-active communications strategy directs time and resources at promoting the benefits and accomplishments of ACTP to the tourism industry at large in Atlantic Canada. Total funding allotted to the ACTP Communications Strategy is \$50,000 over the three-year term of the Agreement. An evaluation of the Secretariat's Corporate Communications Strategy is conducted in conjunction with yearly evaluations of the 2009-2012 ACTP Agreement.

#### **Performance Measurement – Communications**

An evaluation of Corporate Communications activities is completed as part of the 2009-10 ACTP Annual Evaluation. Performance measurement criteria included attendance at trade shows, attendance at conference as delegates, presentations at Tourism Industry Association (TIA) conferences, e-news letters, web statistics and brochure distribution. Targets have been set for attendance at four TIA tradeshows and presentations at four TIA conferences per year.

Our review of Corporate Communication activities indicated that these targets have been achieved in 2009, with attendance and presentations at TIA conferences and tradeshows exceeding the 2009-10 target levels.

The following provides a summary of attendance and presentations at TIA conferences and tradeshows.

#### **Presentation at TIA Conferences:**

- TIANB Annual Conference, May 21 & 22, 2009, Caraquet, NB
- TIAPEI Annual Conference, November 27, 2009, Charlottetown, PE
- Tourism Industry Association of Canada - Industry and Government Partnerships That Are Working Walking the Talk! – November 4, 2009, Saint John, NB
- Tourism Industry Association of Nova Scotia 2009 Tourism Summit, November 30 – December 1, 2009, Halifax, NS
- Hospitality Newfoundland and Labrador 2009 Annual Convention and Trade Show, February 17 – 20, 2010, Gander, NL



### Attendance at TIA Meetings & Conventions:

- ACTP Launch – June 26, 2009, Charlottetown, PEI
- ACTP Presentation - PEI Tourism Advisory Council – September 15, 2009, Charlottetown, PEI
- ACTP Presentation to New Brunswick Tourism Representatives & NB Agency of Record – October 21, 2009, Moncton, NB

### Upcoming Registered Events:

- Tourism Industry Association of Prince Edward Island Semi Annual Conference and Trade Show – March 3 & 4, 2010, Charlottetown, PEI

The Communications Strategy for the 2009-2012 Agreement retained requirements related to corporate policy statements, announcement and approval procedures, statement of involvement and logo/identifier from the previous agreement. New requirement areas in the 2009-2012 Communications Strategy include:

- Less corporate approach to communications,
- Marketing specific initiatives, rationale behind plans, research, and how industry benefits from and/or partners in initiatives, becomes the focus of annual presentations,
- No corporate DVD – presentations will be tailored for each venue,
- Presentations to industry will be made by Marketing or Management representatives, whenever possible, instead of the Secretariat, and
- Updated (partner approved) imagery for corporate website, corporate booth and ACTP presentations.

Our evaluation of the Corporate Communication activities undertaken in 2009-10 found that all performance targets and requirements set out in the 2009-10 Corporate Communications Strategy have been met. Target levels for 2009-10 in terms of attendance and presentations at TIA conferences and tradeshows have been exceeded. ACTP's corporate brand and image is advanced through the use of provincial imagery and partner logos. The ACTP tradeshow booth panels and industry presentations were updated with new provincial imagery and current partner logos. Letterhead has been updated with current partner logos, and the ACTP website was updated to reflect the content for 2009-2012 Agreement.

The Secretariat maintains a content management system for the ACTP corporate website ([www.actp-ptca.ca](http://www.actp-ptca.ca)) for routine content changes, to post research documents and uploaded newsletters. Website tracking statistics are available using Google Analytics. The *“What's New at ACTP”* e-newsletter is sent directly to three of the four Tourism Industry Association membership databases, as well as ACTP partners. Website and e-news sign ups are coordinated through Constant Contact. The fourth Tourism Industry Association sends the e-news out to their membership database on behalf of ACTP.<sup>5</sup> TIAPEI includes ACTP articles in each of their quarterly printed newsletters (Tourism Tides) that is circulated to 1000 stakeholders. Half- to full-page ACTP articles were included in TIAPEI's May, August and November 2009 newsletters.<sup>6</sup>

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<sup>5</sup> The newsletters are available at <http://www.actp-ptca.ca/news.html> and <http://www.actp-ptca.ca/french/index.html>

<sup>6</sup> The June 2009 edition of Industry Canada Monthly Headlines online featured an article on tourism in Atlantic Canada, included the ACTP U.K. website <http://atlanticcanadaholiday.ca/english/index.php>

## **Results of Stakeholder Interviews – Corporate Communications**

Substantial improvements have been made in terms of timely and consistent on-line posting of information regarding ACTP activities and events, reports and research results. ACTP stakeholders acknowledged that continual improvements in communications activities have helped to demonstrate the benefits associated with ACTP activities, as well as the benefits of federal/provincial/industry partnering and regional cooperation.

Presentations to industry at TIA tradeshows and conferences are made by Marketing or Management Committee representatives, instead of the Secretariat, whenever possible.

The key positive impacts resulting from ACTP Corporate Communication activities identified by ACTP members include an increased awareness of the Atlantic Canada Tourism Partnership and its Programs, increased access to information on ACTP's Marketing Programs, and improved transparency. The Secretariat had advantaged opportunities to increase awareness of ACTP activities, including consistent and timely communications, as well as booths at industry association events, trade shows and industry presentations.

Potential improvements related to Corporate Communications activities identified by ACTP stakeholders include:

- Continued progress in communicating key ACTP research finding, as well as the overall value and importance of ACTP and the benefits of regional cooperation. Stakeholders indicated that ACTP research provides valuable information useful in developing tourism marketing plans.
- Other suggested improvements to Corporate Communications are directly related to the ACTP website and include improved promotion of research results on the '*what's new*' section of the website, better organization of the research section (better organized folders, dates, etc.), development and posting of summaries of key research findings to provide context and better promote usage of results, and better organization of the non-public large document site (research results, videos, plans, etc. need to dated and placed in folders).

### **2.1.4 Marketing Committee**

The Marketing Committee is responsible for developing annual marketing strategies based on sound market research and implementing these strategies based on the approval of the Management Committee. It is also responsible for market research, performance measurement and CTC liaison activities.

The Marketing Committee also makes marketing recommendations to the Management Committee, provides project briefs, and implements any actions, amendments or revisions required by the Management Committee.

The conditions of the 2009-2012 agreement specify that all Marketing Programs incorporate the following into annual work plans:

- Sound market research
- Maximizing economies of scale
- Funding is incremental to existing provincial budgets / programs
- Clear responsive measurement systems built into campaigns
- Detailed marketing budgets on a per-market basis
- Marketing strategies reflective of current market conditions
- Marketing strategies that incorporate internet strategies
- Marketing activities dictated by the market and by provincial priorities
- Evaluation and performance measurement strategies and tactics
- Ensure creative campaigns built on market research
- Marketing strategies enhance and reinforce Canada's '*Keep Exploring*' brand

The Marketing Committee's annual plans build on and enhance the brand equity of provincial and industry partners in priority markets in the Mid-Atlantic (New Jersey, New York, Pennsylvania) and Pacific (California, Oregon, and Washington) regions of the U.S. The '*Welcome to Atlantic Canada*' regional identifier is used in all media in the U.S. The coordinated '*Atlantic Canada, Awaken to the Rhythm of the Sea*' brand is used to position the region in the U.K.

ACTP's marketing activities in all target markets have tactics that are common to the four Atlantic Provinces, as specified in the MOU. Efficiencies are maximized through the use of a common and independent media planner/buyer and media relation providers. ACTP's reach into the trade sector is directed at developing marketing partnerships with the tour wholesales and operators actively selling all four Atlantic Provinces to consumers in targeted U.S. and U.K. markets.

The Marketing Committee ensures compliance to the Agreement's requirement that all Marketing Programs be evaluated annually and assessed against pre-stated goals, objectives and methodologies.

### **Results of Stakeholder Interviews – Marketing Committee**

ACTP plays a major role in providing access to markets not be accessible to the four Atlantic Provinces individually and allows the partners to pool their resources to increase their effort and visibility in new and emerging markets. Stakeholders acknowledge the importance of ACTP in creating marketing opportunities incremental to those offered by provincial ministries.

Other key benefits associated with ACTP's marketing activities include:

- Relationship building and collaborative partnership with CTC, tour wholesalers/operators;
- Marketing efficiencies (media buys, media relations);
- Research efficiencies that provide efficient access to valuable information upon which to draw on in developing marketing strategies and tactics;
- Familiarization tours that provide travel writers and tour operators with first-hand information and exposure to the region's local tourism assets;
- Funding for Atlantic Canada Showcase, a venue that allows tourism SMEs to interact with tour wholesalers and tour operators that would likely not happened without ACTP's support.



ACTP's stakeholders recognize the importance of 'timeliness' in obtaining research results for their incorporation into marketing plans. Lags in receiving research results or market intelligence shorten the amount of time the Marketing Committee has to respond to the research and to incorporate new marketing opportunities within marketing plans.

Recommendations for improvement to the Partnership's marketing activities are focussed on developing a stronger travel trade strategy and the continued need for the use of new technologies and non-traditional partnerships to leverage marketing opportunities.

A key improvement in marketing activities identified by ACTP stakeholders is the development of a stronger travel trade strategy. Tour wholesalers and operators have remained hesitant to update their Atlantic Canada product offerings and subsequently, the perception exists that the Atlantic Canada packages sold by the trade have not kept pace with changing consumer preferences and travel interests. The travel trade industry is 'product centric' and slow to update its travel packages, some of which were proven packages that sold well in the past. However, changing consumer access to technology, consumer demographics, and travel patterns, have resulted in a change in consumer preferences away from 'packaged' travel. Airlines and hotels now do direct advertising to consumers through their membership programs. To the extent that a lag in updating travel trade packages has not kept pace with consumer preferences, there is an opportunity to develop a stronger, more current travel trade strategy.

There is also recognition among ACTP members of changes in the types of media used by consumers to access information and book travel. Travelers are increasingly 'less likely' to make travel decisions based on traditional media, and 'more likely' to make travel decisions based on newer online and social media information sources and promotional advertising. ACTP stakeholders identified the need to continue to leverage opportunities with the use of less traditional marketing media in favour of an increased usage of on-line media opportunities and non-traditional marketing partners.

ACTP stakeholders also acknowledged that ACTP's marketing activity has already shifted toward increased usage of on-line advertising over recent years. Our review of recent summary statistics on the distribution of ACTP's advertising across various media sources indicates that ACTP's use of on-line advertising has increased from 14 percent of its advertising budget in 2007 to more than 42 percent as of January 2010. It is recommended that ACTP continue to leverage marketing opportunities associated with newer technology though the adoption of on-line media and the development of non-traditional marketing partnerships. It will however, be important to obtain information on the relative costs and benefits associated with traditional versus non-traditional advertising media with respect to conversion rates associated with target market demographics.

Marketing Committee stakeholders also indicated that the lead-time for ACTP's 2009-10 market planning cycle was inadequate. Almost a year was lost between when the current agreement was signed (April) and when key tourism advertising needs to be purchased (February). This made it difficult for ACTP to purchase the most influential media advertising for 2009-10.

## 2.2 STRATEGIC MARKETING

### 2.2.1 Marketing Plans

ACTP successfully fulfilled its mandate to engage in new and developing tourism markets incremental to the marketing activities undertaken by the provinces with the strategic change in target markets adopted under the 2009-2012 ACTP Agreement. Our review of the Strategic Planning documentation found strong evidence that the change in target markets was based on the results of market research as well as a solid understanding of the market environment and tourism industry.

The primary means by which ACTP expands its efforts in the United States is by building on and enhancing the brand equity of provincial and industry partners in priority markets in the Mid-Atlantic (New Jersey, New York, Pennsylvania) and Pacific (California, Oregon and Washington) U.S. States. In longer haul markets in the United Kingdom, ACTP delivers a regional, Atlantic Canada brand. ACTP's reach into the trade sector is directed at partnerships with tours wholesalers and tour operators who are actively marketing Atlantic Canada to consumers in ACTP's primary developmental markets in the U.S and the U.K.

ACTP's marketing activities in all target markets have components common to all four Atlantic Provinces in order to maximize efficiencies (consistent with the commonality requirement in the MOU).<sup>7</sup>

Other guiding principles used in developing the marketing strategy include requirements that marketing initiatives be incremental to those undertaken by provincial ministries, be research-driven and have clear evaluation and measurement systems. ACTP's marketing strategies adhere to the following requirements:

- Provincial Brand Preservation in U.S. Market
- Atlantic Canada regional brand in U.K. Market
- Travel Trade Activities - focus on ACTP target markets
- Travel Trade Partnerships - restricted to companies selling the four Atlantic Provinces
- Media efficiencies (*bulk media buying*)
- Leveraging CTC and other partner programs, as appropriate
- Achieve a targeted return on investment (ROI) of 10:1 for the Marketing Programs over the life of the agreement.

The Program Managers for both the U.S. and the U.K. target markets undertake the management of ACTP's media relations suppliers, collect performance measurement information provided by travel trade, media buyers and media relations suppliers, and manage the resource allocations for the Marketing Programs.

The 2009-10 ACTP marketing budget was \$5,240,730. An additional \$22,400 was allocated to the budget for meeting expenses and industry travel for a total marketing budget of \$5,263,130 for 2009-10. Of these amounts, \$4,451,930 was allocated to ACTP's U.S. markets and \$811,200 was allocated to the U.K.

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<sup>7</sup> Commonality is defined as common strategy, common media relations activities, common travel trade activities, common consumer markets, common media buyer, common tactics and advertising mediums (TV, magazine, newspaper, online).

The results of the 2009-10 annual evaluation indicate that while it is too early to measure the impact of ACTP's marketing activities in the U.S. Pacific states and in the U.K. in 2009-10, ACTP should remain in the U.S. Mid-Atlantic and Pacific markets, as well as the U.K. market based on market research results. It is also recommended that ACTP's marketing strategies continue to target key market segments and explore the scope for other high-potential target markets based on market research results.

## 2.3 U.S. MARKETING PROGRAM

Table 1 provides a breakdown of the total U.S. Marketing Program budget for 2009-10. During the 2009-10 fiscal, ACTP allocated \$4.45 million to an integrated Consumer, Trade and Media Relations Marketing Program in developmental markets in the Mid-Atlantic region of the United States, and a Trade and Media Relations Marketing Program in the Pacific U.S. States.

	<b>Total Allocated to Date</b>
Total 09/10 Media Administration <sup>(1)</sup>	\$1,451,662.04
Media Buying House	\$212,624.03
Travel Trade Program	\$194,925.00
Research <sup>(2)</sup>	\$250,000.00
Media Relations	\$232,625.09
<b>Total Budgeted (U.S. Market) Allocated to Date</b>	<b>\$125,000.00</b>
Remaining Budget (U.S. Market)	<b>\$2,466,836.16</b>
<b>Total 2009-10 U.S. Marketing Program Budget</b>	<b>\$1,985,094.51</b>
	<b>\$4,451,930.67</b>

(1) Administration costs include Program Manager's salary, Program Manager's office and travel expenses, meeting expenses, industry travel, contingency, and miscellaneous costs.

(2) The total 2009-10 ACTP Research Program budget is \$277,500. This is comprised of \$173,750 is for U.S. research and \$103,750 is U.K. research. Also, a total of \$44,874.91 has been moved from 2009-10 to year 3 of the research budget to potentially use for U.K. Consumer follow up research.

ACTP's focus on the Mid-Atlantic States (New York, New Jersey, and Pennsylvania) was approved by the Management Committee based on market research completed by ACTP and market analysis tools, including the CTC's Market Portfolio Analysis (MPA) tool. The Mid-Atlantic offers the greatest potential for visitation and revenues given its market potential (3.5 million prospective visitor parties), its geographic proximity to Atlantic Canada and direct air access. The U.S. Pacific States were recommended for media-relations and trade-related activities in 2009-10.

Because of ACTP's focus on these developmental markets for 2009-10 and in absence of directional market intelligence, the Marketing Committee only committed \$2.47 million to the U.S. market in 2009-10. Approximately \$1.45 million was invested in direct-to-consumer advertising, \$0.13 million was invested in marketing partnerships with the travel trade sector and \$0.89 million was invested in media relation activities. The balance of the 2009-10 U.S. budget was committed to year 2 activities, once directional information was garnered from the consumer and travel trade research commissioned during the fall of 2009-10. ACTP members indicated that ACTP has had a major impact on U.S. market performance and were it not for the Program, they believe the region would have almost no presence in overseas markets.

To achieve economies and efficiencies in media planning and to coordinate ACTP common media buys, Cossette Atlantic was contracted (through a competitive tendering process) to act as ACTP's Media Planner and Media Buyer. A review of media spending and an analysis of costs concluded that brokered savings and added-value features for the partnership resulting from ACTP's media buyer was \$1.12 million in 2009-10, well above the targeted \$900,000 in media-brokered savings.

Our evaluation also found strong linkages between the performance measurement indicators and the goals and objectives of the 2009-2012 ACTP Agreement. The primary objective of the U.S. Marketing Program is to attain an overall ROI of 10:1. The 2009-2012 ACTP Agreement specifies that all Marketing Programs must be evaluated annually and assessed against pre-stated goals, objectives and methodologies. Performance measures outlined in the MOU and PAF documents are used to measure ACTP's performance of each of the U.S. marketing Program sub activities. Performance on these measures is described in detail in the next section.

### 2.3.1 U.S. Consumer Campaign

The U.S. Consumer Advertising campaign is the largest individual Program in the Agreement. It is designed to create awareness of Atlantic Canada and the four Atlantic Provinces through the use of traditional and non-traditional advertising. ACTP's direct-to-consumer advertising is critical to the overall performance measurements established for the Partnership.

Table 2 provides a detailed summary of 'direct' performance indicators for the 2009-10 U.S. media campaign. Direct performance indicators refer to visitation and revenues directly attributable to ACTP's marketing efforts. Indirect performance measures that are based on Statistics Canada's International Travel Survey (total visitation, total revenues and market shares) for 2009-10 were not available at the time this report was compiled due to Statistics Canada's data publication and release dates.

Description	Target	Target Date	Means of Verification	Actual Results
Inquiries Generated by Advertising	87,000	Dec/09	Travel Intentions Survey	89,039
Conversion rate	20%	Dec/09	Conversion Survey	48.1%
Converted Party Visits	17,400	Dec/09	Conversion Survey	42,828
Average Spending Party	\$1,200	Dec/09	Conversion Survey	\$1,713
Revenues Generated	\$20,709,200	Dec/09	Conversion Survey	\$35,320,000
Media Buy			ACTP U.S. Program Manager	\$1,451,662
ROI	\$10:1	Dec/09	Conversion Survey	\$24.3:1
Negotiated Added value	\$900,000		Cossette Media final analysis	\$1,124,829 Added Value / Rate savings

Source: 2009 ACTP Conversion Preliminary Results. January 2009

Our evaluation of the results of ACTP's direct-to-consumer U.S. advertising campaign indicate that ACTP exceeded all of its visitation, revenue and return-on-investment (ROI) targets for 2009-10. The U.S. consumer advertising campaign generated \$35.3 million in revenues (exceeding the target of \$20.7 million), and an ROI of \$24.3:1 (exceeding the target of 10:1). In addition, the media-brokered savings and value-add totalled \$1.12 million (exceeding the target of \$900,000), thereby extending the reach and frequency of ACTP's marketing efforts in the U.S.

### **2.3.2 U.S. Travel Trade**

ACTP's U.S. Travel Trade Strategy focuses on developing partnerships with tour operators and travel influencers that have a proven ability to generate incremental sales from targeted U.S. markets and offer promotional, educational and training activities designed to increase the trade's awareness of Atlantic Canada vacation experience. The key objectives of the U.S. Travel Trade Strategy are to:

- develop strategic and incremental partnerships, with a priority placed on working with top producing travel companies currently selling all four Atlantic Provinces to consumers in the Mid-Atlantic and Pacific regions of the U.S.;
- increase the number of visitors to Atlantic Canada;
- leverage against CTC and other partner programs, where possible;
- increase consumer awareness through trade activity; and
- build on the brand equity already established by the provinces of New Brunswick, Newfoundland and Labrador, Nova Scotia and Prince Edward Island.

ACTP's policy guidelines require that tour wholesales and tour operators must sell, or be willing to sell product from all four provinces. All Marketing Programs are evaluated based on calculated ROI, as well as ACTP generated sales to the region.

Table 3 provides an overview of performance of ACTP's 2009-10 U.S. Travel Trade Program.

ACTP invested \$134,145 in 5 partnerships with tour operators in its U.S. markets, resulting in 832 Atlantic Canada packages being sold worth \$2.17 million for tourism SMEs in Atlantic Canada. ACTP's ROI on these partnerships was \$16.1 for every ACTP \$1.00 invested in the Program, safely above the target of 10:1.

ACTP levered almost \$135,000 in partnered investments in marketing Atlantic Canada vacation packages. ACTP attributed incremental revenues of \$2.17 million to its trade partnerships in 2009-10, an increase of 55% when compared to 2008-09. These results are encouraging given ACTP's new market focus in the U.S.

One Product Knowledge/Familiarization (FAM) tour was held. ACTP partnered with CTC in hosting a dinner with Travel Impressions, which allowed ACTP to promote Atlantic Canada and the provincial brands to over 30 U.S. travel agents. In addition, sales calls, short training and educational sessions were conducted. ACTP conducted an educational presentation to 30 participants representing Travel Impressions, AAA Western and Central New York. To date, no trade shows have been attended. However, trade shows are scheduled to happen prior to March 31<sup>st</sup>, 2010, and these events will be reviewed in next year's annual evaluation.

**Table 3**  
**2009-10 U.S. Travel Trade Performance Measurement**

Description	Target	Achievement Date	Means of Verification	Result
Number of Partnerships	8	Nov/09	ACTP Reports	5 tour operator partnerships formed
Packages Sold		Nov/09	Partner Reports	832 packages
Sales		Nov/09	Partner Reports	\$2,170,000
ROI	10:1	Nov/09	Partner Reports	\$16.1:1 ROI
<b>Programs delivered:</b> <ul style="list-style-type: none"> <li>• Education Seminars</li> <li>• FAM/Product Knowledge tours</li> </ul>	/ 200 participants 2	Nov/09	ACTP Reports	<ul style="list-style-type: none"> <li>•1 Training Session 30 attending</li> <li>•1 FAM tour complete – 6 participants</li> <li>•Training sessions -Sales calls</li> </ul>
<b>Promotional Activities</b> <ul style="list-style-type: none"> <li>• Sales missions</li> <li>• Marketplace participation</li> <li>• Development of Sales Materials</li> <li>• Trade show attendance</li> </ul>	3	Use most appropriate opportunities	<ul style="list-style-type: none"> <li>•Utilized trade contacts to promote Atlantic Canada</li> </ul>	Leveraged CTC Opportunities: <ul style="list-style-type: none"> <li>- Events</li> <li>-Sales calls</li> </ul> Travel Impressions event

Based on our review of performance measurement targets for the U.S. Travel Trade Marketing sub-Program, there is scope for adding targets for the number and value of travel packages sold. We recommend that ACTP consider adding targets for the number and value of travel packages sold in its internal reporting for project evaluations to facilitate a consistent tracking of accomplishments achieved under its Travel Trade Marketing sub-Program. In addition, the extent to which ACTP has been successful in leveraging partner support (from non-funding partners) is not currently tracked as a performance indicator. However, it could be considered as an explicit indicator of performance (without targets) tracked on an annual basis, contributing to an assessment of the accomplishments of the ACTP's marketing activities.

### **2.3.3 U.S. Media Relations**

The Media Relations Program is an integrated component of the overall ACTP marketing strategy. This Program supports ACTP's objective of generating a \$10:1 return-on-investment in the Mid-Atlantic and Pacific U.S. by enhancing the provincial brands and direct-to-consumer advertising through publicity in specific media.

The Media Relations Program has two components:

1. Promotional activity – designed to attract the attention of the media to Atlantic Canada.
2. Press tours offered to journalists who respond to ACTP promotions on pan-Atlantic or individual provincial basis.

The key objectives of the Media Relations activities are to generate greater awareness of each of the Atlantic Provinces, to position the Atlantic Provinces as premier vacation destinations in U.S. markets and to distinguish Atlantic Canada from its competitors. These objectives support the ACTP's overall U.S. marketing strategy goal of attracting more first-time and repeat visitation to the region.

Hawkins International PR was contracted to coordinate ACTP's U.S. Media Relations Program and collaborate with ACTP in implementing a Media Relations Program that includes creating and distributing featured press releases, coordinating individual and group press tours, social media outreach, broadcast media editorials and relationship building desk visits.

Table 4 provides an overview of the performance measurement of ACTP's 2009-10 U.S. Media Relations Program.

<b>Description</b>	<b>Target</b>	<b>Achievement Date</b>	<b>Means of Verification</b>	<b>Result</b>
<b>Publicity/Media Generated Report</b>	<b>\$2.25 M</b>	<b>Mar/10</b>	<b>Hawkins</b>	<b>11 individual press visits coordinated 17 media opportunities 199,334,938 media impressions 9 press releases/pitches \$280,000 in publicity value ROI of \$2.2:1 achieved</b>
<b>Number of Press Tour Participants</b>	<b>12</b>	<b>Mar/10</b>	<b>Hawkins</b>	<b>5 Press tour participants completed; additional 6 confirmed and pending</b>

ACTP's U.S. Media Relations activities undertaken in 2009-10 resulted in 9 new press releases/pitches, organization of 11 press tours, 17 media opportunities, generation of 199,334,938 media impressions, 5 press tour participants and ongoing contact with travel journalist and editors. The advertising-equivalence of web-based media coverage of Atlantic Canada was not included because there are no standard methods for assessing its value.

A total publicity value of \$280,000 was generated as compared to the targeted value of \$2.25 million<sup>8</sup> for the fiscal year 2009-10. This is due in part to the prevailing economic conditions throughout the year. Some publication companies downsized while others closed their doors completely as a result of the recession. Another reason for a lower publicity value generated than anticipated is also likely due to the delay in hiring Hawkins International Public Relations. ACTP changed agencies in late spring of 2009 (hired Hawkins International PR in May, 2009) and it was June 2009 before Hawkins International representatives visited the region. This resulted in a delay in the generation of coverage. It should also be noted that due to the nature of media relations activities, results will not be fully realized for at least two years.

<sup>8</sup> ACTP changed from using a multiplier of 4 to convert media space to advertising-space equivalence in 2008 to using straight publicity value in 2009. When the target of original target of \$9 million was established in the PAF, the decision to not use the multiplier had not yet taken effect. Dividing by a factor of 4 results in the equivalent publicity value target of \$2.25 million.

ACTP U.S. Media Relations activities generated a ROI of \$2:1. This underestimates the total value of ACTP's U.S. media relations activities as it will be 2-3 years before the benefits of these activities (press tours, etc.) will be fully realized. In addition, ACTP's U.S. Media Relations Program activities were 'constrained' due to the delay in contracting an in-market media relations firm

Reporting on the number of press visits and press releases/pitches undertaken provides useful information on the efforts of the PR firm. Our evaluation also found potential for improvement in the information reported on established performance indicators by sub-contracted PR firms, including improved reporting on the methodology used in calculating publicity value generated.

### **2.3.4 U.S. Research**

The Marketing Committee developed a three-year research strategy to support ACTP's U.S. Marketing Strategy. ACTP's research initiatives in 2009-10 included:

- U.S. Web Conversion
- U.S. Social Mapping
- U.S. Global Tourism Watch
- U.S. Travel Trade Research
- Atlantic Canada Market and Return on Investment Models
- Atlantic Canada Showcase Research
- U.S. Custom Segmentation Research
- U.S. Consumer Research

The purpose of the 2009-10 U.S. Research Program was to benchmark and assess consumer perceptions, destination awareness, appeal, interest in and likelihood of vacationing in Atlantic Canada. The research was also designed to identify vacation motivators, attributes and activities, and to identify any emergent / emerging market trends and issues. ACTP partnered with the CTC in consumer research in the U.S. Global Tourism Watch tracked changes to consumer preferences and expectations in the Mid-Atlantic and Pacific regions of the United States. The CTC's Market Investment Model (*MIM*) and a Return on Investment Model (*RIM*) helped identify geographic markets and optimal marketing investments.

Table 5 provides a summary of ACTP's U.S. Research Program activities in 2009-10.

Our evaluation of ACTP research activities indicates that all planned U.S. research activities for the 2009-10 fiscal year were completed. In addition, our evaluation confirmed that research findings were utilized in the 2010 strategic planning process to identify the target markets, to develop appropriate Marketing Programs, and to identify the approach of enhancing the brand equity of provincial and industry partners in the U.S. target market markets. Research findings were also utilized in the development of performance measurement targets for the ACTP Marketing Programs.

Access to current and up-to-date tourism marketing research results is a strength of the ACTP Marketing Program. ACTP's partners recognized the importance of ACTP's market research in the development of marketing strategies and long-term plans in the industry.

**Table 5**  
**2009-10 U.S. Research Performance Measurement**

Description	Budget	Target	Achievement Date	Result
Conversion research	\$24,840	<ul style="list-style-type: none"> <li>Annual success indicators for consumer marketing initiatives in terms of campaign generated inquiries, party visits, spending and direct ROI</li> </ul>	Dec/09	<ul style="list-style-type: none"> <li>Conversion Study completed Jan/10.</li> </ul>
U.S. consumer research	\$43,964	<ul style="list-style-type: none"> <li>Benchmark &amp; assess destination awareness, perceptions, appeal, etc.,</li> <li>Benchmark &amp; assess interest in and likelihood of vacationing</li> <li>Identify vacation destination motivators, attributes and activities</li> <li>Identify &amp; assess the impact of emergent &amp; emerging trends</li> </ul>	Oct/09	<ul style="list-style-type: none"> <li>Completed Presented Nov/09</li> </ul>
U.S. Custom Segmentation Research	\$32,489	<ul style="list-style-type: none"> <li>Update Environics research</li> <li>Better understand Mid-Atlantic travelers</li> <li>Better understand how to reach these travelers &amp; messages to be delivered</li> <li>Better alignment of Lifestyle groups</li> </ul>	Nov/09	<ul style="list-style-type: none"> <li>Completed Presented Nov/09</li> </ul>
U.S. Global Tourism Watch – CTC partnership	\$3,750	<ul style="list-style-type: none"> <li>Data sets on all U.S. states/region</li> <li>Top Line Canada &amp; Region’s report</li> <li>Final Canada &amp; Region’s report</li> </ul>	2010	<ul style="list-style-type: none"> <li>Completed Report Received</li> </ul>
U.S. Group Travel Outlook	\$15,000	<ul style="list-style-type: none"> <li>Assess the outlook for Group &amp; F.I.T. travel</li> <li>Assess market shifts and trends</li> <li>Identify opportunities</li> </ul>	Sept/09	<ul style="list-style-type: none"> <li>Completed Presented Oct/09.</li> </ul>
CTC Market Investment Model & Return on Investment Model	N/A <sup>9</sup>	<ul style="list-style-type: none"> <li>Development of the RIM and MIM models and the delivery of four quarterly updated data sets</li> </ul>	Mar/10	<ul style="list-style-type: none"> <li>Reports Received</li> </ul>
Atlantic Canada Showcase research	\$25,684	<ul style="list-style-type: none"> <li>Economic Planning Group; Review of ACS and Travel Trade</li> </ul>	<ul style="list-style-type: none"> <li>Completed Presented Nov/09</li> </ul>	<ul style="list-style-type: none"> <li>Results presented; Recommendations</li> </ul>

<sup>9</sup> The RIM MIM models were developed at the end of the last fiscal. The resulting data sets and reports were delivered in the 2009-10 fiscal.

### **2.3.5 U.S. Administration**

The administration of the U.S. Marketing Program includes activities and expenses related to the U.S. Program Manager and ACTP's U.S. media planner and buyer - Cossette Atlantic.

ACTP's U.S. Program Manager is responsible for:

- Developing and implementing the Marketing Committee's multi-faceted consumer, trade and media relations marketing strategies and tactics in the Mid-Atlantic and Pacific regions of the United States, and for CTC liaison activities.
- Developing performance measurement objectives for the Marketing Committee's multi-faceted consumer, trade and media relations marketing strategies and tactics in the Mid-Atlantic and Pacific regions of the United States.
- Providing regular activity and progress reports to the Marketing Committee.
- Developing meeting agendas in consultation with the Chairperson of the Marketing Committee.
- Coordinating the activities of Cossette Atlantic, ACTP's media planner and media buyer.
- Monitoring the U.S. Marketing Strategy budget and providing monthly budget reports in consultation with the ACTP Secretariat.
- Ensuring all ACTP marketing activities in the Mid-Atlantic and Pacific regions of the United States adhere to ACTP's policies and guidelines.
- Coordinating, administrating and implementing of all Marketing Committee's strategies, tactics and special projects such as media events, trade shows and other activities.
- Monitoring the implementation of approved projects.
- Preparing and making presentations as required to ACTP's Management Committees, industry stakeholders and others as required.

ACTP allocated \$305,323 to the administration of ACTP's U.S. Marketing Program. Expenses associated with the media planning/buying house were \$194,925. Expenses associated with the U.S. Program Manager were \$91,424. The balance of the allocation (\$18,974) was for meetings costs, industry travel and miscellaneous expenses.

The performance of the Program Manager is assessed on a yearly basis with a minimum satisfaction requirement of 90%. A qualitative assessment will be completed by the Marketing Committee on or before April 1<sup>st</sup> and will be included in the 2010-11 ACTP Evaluation report.

## 2.4 U.K. MARKETING PROGRAM

The ACTP overseas Marketing Program continues to build on the success of the previous initiatives with a new sustained focus in one market that represents a developmental tourism market for Atlantic Canada - the U.K. market. Unlike the U.S. market where four provincial brands are retained, ACTP's 2009-10 U.K. Marketing Strategy delivers a coordinated '*Atlantic Canada, Awaken to the Rhythm of the Sea*' brand in the U.K. An essential component the U.K. marketing strategy is the integration of direct to consumer advertising, travel trade partnerships and media relations activities. The key objectives of ACTP's U.K. Marketing Strategy include:

- Generate visitation and revenue for the four provinces of Atlantic Canada.
- Leverage against the CTC's marketing efforts in the U.K. and other partnered programs.
- Focus efforts on developing and enhancing relationships with high-yield tour operators with a proven capacity to generate visitation and revenue for the four Atlantic Provinces.
- Build awareness of the Atlantic Canada brand.
- Convert high-yield customers and position the Atlantic Canada region as the preferred destination for second-time visits to Canada.
- Achieve a return-on-investment \$10:1 on all marketing activities in the U.K.
- Secure increased media coverage for the region and in turn, each of the four Atlantic Provinces.

In achieving these strategic objectives, ACTP's U.K. marketing efforts incorporate a number of initiatives:

- Direct to consumer advertising campaign.
- Joint marketing agreements (*JMA's*) with Tour Operators.
- Non-traditional and traditional partnership initiatives with the Canadian Tourism Commission.
- In-market Travel Trade promotional activities.
- Trade and Media familiarization tours.
- Media Relations activities.
- Participation in strategic marketplaces, tradeshow, road shows, workshops, educational seminars and market research initiatives.

The U.K. Marketing Program has been developed such that it is highly focussed toward the travel trade industry. This is primarily due to current research results showing that U.K. travellers buy their long haul vacations through the travel trade industry. ACTP's U.K. consumer marketing initiatives are aimed at increasing the demand for and building awareness of Atlantic Canada vacation experiences among U.K. travellers through a mix of marketing initiatives encouraging consumers to book an Atlantic Canada vacation through ACTP's travel trade partners. This is largely achieved by partnering with the CTC in their core U.K. consumer campaign, tour operators, and non-traditional partners in online marketing and other consumer advertising.

Table 6 provides a breakdown of the total U.K. Marketing Program budget for 2009-10. Because of ACTP's focus on the developmental U.K. market for 2009-10 and in absence of directional market intelligence, the Marketing Committee committed \$811,200 to the U.K. market in 2009-10. Approximately \$347,000 was invested in an integrated CTC and direct to Consumer Program during the 2009-10 fiscal year, with an additional \$100,000 allocated to the Joint Marketing Partnership Program, \$105,000 allocated to the Media Relations Marketing Program in the U.K. market and \$49,000 allocated to trade shows and in-market initiatives. In addition, a total of \$103,750 was allocated to U.K. market research in the 2009-10 fiscal year.<sup>10</sup>

**Table 6**  
**Annual ACTP U.K. Marketing Program Budget 2009-10**

	<b>Total Allocated to Date</b>
Joint Marketing Partnership Program	\$100,000.00
CTC/Consumer Program <sup>(1)</sup>	\$346,500.00
Tradeshows/In-market Initiatives	\$49,000.00
Media Relations Program <sup>(2)</sup>	\$105,000.00
Creative/Production/Collateral	\$100,000.00
Administration <sup>(3)</sup>	\$112,185.72
<b>Sub Total</b>	<b>\$812,685.72</b>
GST/PST Rebates as of October 31, 2009	(\$1,485.72)
U.K. Budget Remaining	\$0.00
<b>Total U.K. Budget</b>	<b>\$811,200</b>

(1) *U.K. Budget: \$8,000 for CTC Canada Specialist Program, \$20,000 for trade FAM tours and \$28,000 of trade/in-market activities budget has been reallocated to the CTC and Direct to Consumer Program.*

(2) *\$20,000 from media relations FAM tours has been reallocated to the Media Relations Program for PR activities*

(3) *Administration costs include Program Manager's salary, Program Manager's office and travel expenses, meeting expenses, industry travel, shipping and storage costs.*

*Note: The total 2009-10 research budget is \$277,500, and resides in the U.S. budget. This is comprised of \$173,750 is for U.S. research and \$103,750 is U.K. research. Also, a total of \$44,874.91 has been moved from 2009-10 to year 3 of the research budget to potentially use for U.K. Consumer follow up research.*

The U.K. Marketing Program is evaluated annually and assessed against pre-stated goals, objectives and methodologies. Performance measures outlined in the MOU and PAF documents are used to measure the performance of each of the U.K. Marketing Program sub activities. Performance on these measures is described in the next section. Performance measurement targets were not defined for the number and value of travel packages sold. These offer potential additional performance measurement targets that could be set to better evaluate the achievements of the U.K. Marketing Program. We recommend that ACTP consider adding these targets in its internal reporting to facilitate a tracking of accomplishments achieved attributable to its U.K. Travel Trade Marketing sub-Program.

<sup>10</sup> This amount resides in the under total research budget shown in the 2009-10 U.S. Marketing budget and does not show up in the U.K. Marketing Budget. In addition, an amount of \$44,874.91 allocated to market research was moved from 2009-10 to year 3 of the research budget to potentially use for U.K. Consumer follow up research.

### 2.4.1 U.K. Consumer Marketing Program

ACTP's U.K. Consumer Marketing Program builds awareness of and demand for Atlantic Canada vacation experiences among high-yield market segments. Through a mix of traditional and non-traditional media, marketing initiatives encourage consumers to book an Atlantic Canada vacation experience through ACTP's travel trade partners. The U.K. Consumer Marketing Program is comprised of the following components:

- Partnering with the CTC on their U.K. 2009-10 Core Consumer Campaign;
- Consumer advertising in partnership with tour operators, non-traditional partners;
- Online marketing and social media opportunities in partnership with CTC, tour operators and non-traditional partners;
- Consumers advertising in key publications including national newspapers, travel magazines, out-of-home and online media; and
- Event marketing.

The Canadian Tourism Commission (CTC) represents an important partnering opportunity for ACTP's U.K. Consumer Marketing Program and consequently, a significant proportion of ACTP's U.K. marketing budget is allocated to this partnering opportunity. CTC has laid the groundwork in the U.K. market with developed marketing plans, strategies and media plans that can be used to link into the 120 national tourist offices in U.K. to market Atlantic Canada as a tourism destination. Our review of the results of CTC's campaign is used to identify benchmarks that could be used to measure future market performance.

Table 7 provides a summary of performance measurement indicators outlined in the MOU and PAF documents for ACTP's U.K. Consumer Marketing Program activities as well as the achievements of the Program over the 2009-10 period.

ACTP contributed \$71,225 to the CTC 2009 Spring Consumer Campaign for the UK market over the January-March period in 2009. This campaign consisted of on-line advertising, the London Times supplement package, and the "Out of Home" (OOH) poster campaign. The OOH poster campaign consisted of 34 posters displayed in the London Underground (above the targeted number of 29 posters) promoting Atlantic Canada as a travel destination. The London Times supplement package consisted of two 12-page supplements in the Saturday Times newspaper, (including half page colour travel advertisements plus 1.5 pages of editorial specific to ACTP)<sup>11</sup>, a digital supplement with additional articles and links, and two on-line travel bulletins with promotional links designed to increase on-line traffic.<sup>12</sup> All ACTP targets for the on-line campaign were met.<sup>13</sup> The total added value specific to ACTP resulting from the CTC 2009 Spring Campaign is estimated to be \$16,000, based on ACTP's investment in each of the media which benefited from negotiated discounts.<sup>14</sup>

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<sup>11</sup> The London Times newspaper supplement was delivered on January 24, 2009 with nearly 608,000 circulation and potential readership of over 1.8 Million. A second drop of 46,000 copies was home-delivered based on postal code affinity to the CTC target market segment.

<sup>12</sup> Web analytics for the Times website were not available at the time the 2009-10 ACTP Evaluation was prepared, so it is not possible to determine how many clicks are attributable to ACTP's promotion on the Times on-line site (Microsite).

<sup>13</sup> The on-line campaign was over-delivered in the on-line Display with 5.027 million impressions (5.02 million impressions targeted) and 4,157 clicks (4,022 clicks targeted) delivered.

<sup>14</sup> The value add represents negotiated discounts and re-investments, including additional posters (ACTP received 5 more posters than the promised 29), additional length of time the posters were displayed and the additional distribution of the Times supplement to 46,000 target homes.

**Table 7**  
**2009-10 U.K. Consumer Marketing Program Performance Measurement**

Description	Target	Achievement Date	Verification	Result
Visits to ACTP web Site	N/A	Ongoing	Site Stats	<ul style="list-style-type: none"> <li>• 34,914 web visits</li> <li>• 77,244 pages</li> <li>• 31,672 sites</li> </ul>
Increased U.K. arrivals to Atlantic Canada	1%	Nov/10	ITS	<ul style="list-style-type: none"> <li>• 48,000 benchmark set in '08 using ITS data</li> </ul>
Increased Share U.K. arrivals to Canada	1%	Nov/10	ITS	<ul style="list-style-type: none"> <li>• 5.9 benchmark set in '08 using ITS data</li> </ul>
Tourism U.K. spending in Atlantic Canada	N/A	Nov/10	ITS	<ul style="list-style-type: none"> <li>• \$48.6 Million benchmark set in '08</li> </ul>
Increased Share U.K. spending in Canada	N/A	Nov/10	ITS	<ul style="list-style-type: none"> <li>• 4.1% benchmark set in '08 using ITS data</li> </ul>
<ul style="list-style-type: none"> <li>• Non-traditional partnerships formed</li> <li>• Online marketing and social media partnerships</li> <li>• Consumer advertising in key publications</li> </ul>				<p><b>CTC 2009 Spring Campaign:</b></p> <ul style="list-style-type: none"> <li>• Added value of \$16,000<sup>15</sup></li> </ul> <p><b>CTC 2009 Fall Campaign:</b></p> <ul style="list-style-type: none"> <li>• MSN and TAN</li> <li>• Added value of \$1,295</li> </ul>

ACTP also partnered with the CTC in their 2009 fall consumer campaign for the UK market over the September to November period. This campaign consisted of on-line advertising on MSN and the Travel Ad Network (TAN), including banner advertising, video, and the MSN “*Destination of the Month*” campaign. The on-line sites were selected based on past performance from the Fall 2008 and Spring 2009 campaigns and captured people in ‘everyday’ mode (MSN site) as well as those with a travel affinity (TAN). This campaign resulted in the TAN campaign being fully delivered a week past the campaign date on November 22 and MSN being fully delivered ACTP on time for November 15, with ACTP being over-delivered with an added value of \$1,295.<sup>16</sup> The total added value specific to ACTP resulting from the CTC 2009 Spring and Fall campaigns is estimated to be \$17,295.

The report prepared by DLG (Yardstick Media) assessed the results of CTC’s e-marketing campaign under the subject lines for Atlantic Canada: ‘*Atlantic Canada – it’s closer than you think*’ and ‘*whales, icebergs and lobster...the perfect holiday in Atlantic Canada*’ The report indicated that 35,455 emails were delivered, 2046 (5.77%) were opened, 274 (13.39%) clicked through to the Atlantic Canada page on the Canadian Tourism Commission’s website. The results examined for CTC’s e-marketing campaign offer potential benchmarks against which future market performance associated with ACTP’s U.K. consumer marketing activities could be measured.

ACTP’s U.K. Consumer Program encourages consumers to book an Atlantic Canada vacation experience through ACTP’s travel trade partners. In 2009-10, ACTP formed strategic alliance with 5 U.K. tour operators and these alliances supported ACTP’s Consumer Program, resulting in

<sup>15</sup> The total added value specific for ACTP resulting from the CTC 2009 Spring campaign is estimated by CTC based on ACTP’s investment in each of the media which benefited from negotiated discounts.

<sup>16</sup> The CTC 2009 Fall Consumer Campaign cost was \$7,987 with a campaign value of \$9,281.65 resulting in an added value of \$1,294.

sales 2,913 travel packages valued at \$583,363.

ACTP's *AtlanticCanadaHoliday.ca* website continues to experience increased visitation as a direct result of ACTP marketing efforts. Tour Operators report that most consumers interested in an Atlantic Canada vacation experience approach them with their trip planning research already completed, knowing where they want to go and what they want to do when they get there.

According to Statistics Canada's International Travel Survey, Atlantic Canada hosted 48,000 U.K. visitors in 2008 that spent an estimated \$48.6 million. An examination of Atlantic Canada's performance relative to other Canadian jurisdictions (*market shares*) revealed Atlantic Canada's share of overnight trips to Canada from U.K. was 5.9% in 2008, while its share of spending in Canada by overnight U.K. visitors was 4.6%. These benchmarks can be used to measure ACTP's future market performance.

ACTP is viewed as an important marketing partner by the CTC. CTC stakeholders recognize the positive benefits received in generating a stronger alignment for marketing the Atlantic Canada brand in the U.K. market as a result of their partnership with ACTP. The partnership benefits CTC in terms of greater leverage in negotiating media buys, greater ability to facilitate relationships with tour agents in travel market with a more unified approach, and an improved ability to leverage partner investments more effectively, all of which demonstrate good value for money.

ACTP's participation in CTC sponsored consumer advertising activities in the U.K. has helped to bolster consumer awareness of Atlantic Canada in the U.K. However, it is still too early to determine whether these activities have resulted in substantial incremental travel trade activity.

### **2.4.2 U.K. Travel Trade**

ACTP's U.K. Travel Trade Strategy focuses on the development of incremental and integrated joint marketing partnerships with the tour wholesalers/operators in an attempt to increase awareness of and demand for an Atlantic Canada vacation experience. In doing so, ACTP leverages against the CTC's travel trade efforts and participates in direct-to-consumer advertising in conjunction with the CTC and its travel trade partners. ACTP's U.K. Travel Trade Strategy is based on the following strategic approaches:

- Nurturing existing and new partnership opportunities.
- Encouraging extended and improved itineraries and product offerings.
- Enhancing product knowledge through training and education.
- Leveraging against the CTC and other partner programs, where possible.
- Increasing consumer awareness of Atlantic Canada vacation opportunities through trade activities.
- Creating greater synergies between ACTP's consumer advertising and media relations activities.

ACTP's travel trade strategy consists of strategic joint marketing agreements with tour wholesalers/operators selling or prepared to sell vacation experiences for all four Atlantic Provinces to consumers in the United Kingdom. Marketing agreements with traditional trade partners include integrated consumer, trade and media relations activities that are proven ROI generators. Non-traditional trade partnership focus on marketing agreements with companies aligned with ACTP's target demographics, such as online travel companies, airlines, travel agent consortia and consumer product and service companies.

ACTP delivers training, educational programs and familiarization tours to in-market tour wholesalers/operators product managers, marketing managers and front-line sales staff to generate increased destination awareness and a greater appreciation of Atlantic Canada's tourism product offer. Through its participations in the CTC's Canada Specialist Program, ACTP advantages opportunities to generate increased destination awareness among tour wholesalers /operators who are members of the Canada Specialist Program.

ACTP's in-market sales activities support provincial representatives when meeting with new and existing tour wholesalers/operators. These meetings nurture and further develop cooperative marketing and sales opportunities. ACTP organizes these sales calls which are often used to introduce new marketing and product offerings to the trade. These meetings are coordinated around in-market tradeshow and marketplaces.

The performance measures established for ACTP's U.K. Travel Trade activities include:

- The number of joint marketing agreements with U.K. tour operators, resulting travel packages sold and revenues generated from the sales of these packages.
- Return-on-investment of \$10:1 on all marketing initiatives.
- The number of training and educational sessions delivered to U.K. tour wholesalers / operators.
- The number of familiarization tours hosted by Atlantic Canada.
- The number of tradeshow and marketplaces attended.

Table 8 provides a summary of the performance measurement of ACTP's U.K. Travel Trade activities for 2009-10.

Description	Target	Achievement Date	Means of Verification	Result
<b>Trade Partnerships</b>	5	Mar/10	JMA Reports	5 partnerships: <ul style="list-style-type: none"> <li>• Bridge &amp; Wickers</li> <li>• Canadian Affair</li> <li>• Frontier Travel</li> <li>• Tailor Made</li> <li>• Titan Hi Tours</li> </ul>
<b>Packages Sold</b>		Mar/10	JMA Reports	2,913 packages sold
<b>Revenues Generated</b>		Mar/10	JMA Reports	\$583,363
<b>ROI</b>	10:1	Mar/10	JMA Reports	\$13.08:1
<b>Training and educational programs:</b> <ul style="list-style-type: none"> <li>• Educational Sessions</li> <li>• FAM/Product Tours</li> <li>• Canada Specialist FAMS</li> </ul>	5 1-2 4-7	Mar/10	ACTP Reports	TBA TBA TBA
<b>In-Market Activities:</b> <ul style="list-style-type: none"> <li>• Sales missions</li> <li>• Tradeshow</li> </ul>	2 2	Ma/10		2 2

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### Marketplaces

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Our evaluation of the 2009-10 U.K. Travel Trade activities found that in the cases where targets have been established for performance indicators, they have been achieved. ACTP formed strategic alliance with 5 tour operators in the U.K. that generated sales of more than 2,913 travel packages valued at \$583,363. ACTP's return-on-investment was \$13.08 in package sales for every dollar invested in joint marketing agreements with the trade, higher than its \$10:1 ROI target. Equally important, ACTP levered almost \$70,000 in partnered investments in marketing Atlantic Canada vacation packages

Our evaluation results also identified scope for ACTP to consider improvements in its internal reporting in the U.K. Travel Trade sub-Program activities to facilitate improved project evaluation. Areas of performance measurement where targets have not been established include the number of packages sold and revenue generated. Additional performance measurement targets could be established in these areas to facilitate effective evaluation and reporting on the accomplishments attributable to the U.K. Travel Trade sub-Program activities.

### 2.4.3 U.K. Media Relations

The U.K. Media Relations Program presents Atlantic Canada vacation experiences to travel writers and other media. ACTP's in-market media relations firm, KBC PR & Marketing is responsible for issuing press releases and e-blasts, generating story ideas, actively courting and pitching stories to media writers, providing assistance with organizing familiarization tours and coordinating focussed media sales calls. KBC also arranges:

- Targeted and large-scale media and trade event that build strategic alliances with media writers and generate editorial for Atlantic Canada vacation experiences.
- Press visits and familiarization tours in partnership with provincial, industry, tour operator and CTC partners.

Table 9 provides a summary of the performance indicators for ACTP's U.K. Media Relations activities.

**Table 9**  
**2009-10 U.K. Media Relations Performance Measurement**

Description	Target	Achievement Date	Means of Verification	Result
Publicity and Media Generated	\$675,000	Mar/10	Clipping Report Sept/Oct/Nov 09	<ul style="list-style-type: none"> <li>• 5 information support</li> <li>• 3 press releases</li> <li>• 2 special projects</li> <li>• \$204,289 publicity value</li> <li>• ROI of \$1.9:1 achieved</li> </ul>
Press Tours	2-3	Mar/10	Press Report	0

Due to the delay in KBC's appointment as ACTP's media relations firm (not appointed until Sept/09), U.K. media relation activities did not meet their expected targets. ACTP was not able to host press visits in 2009-10 but did however, generate 3 press releases. ACTP's U.K. Media Relation Program activities generated \$204,000 in publicity, below its target of \$675,000 and achieved a total ROI of \$1.9:1.<sup>17</sup>

#### **2.4.4 U.K. Research**

ACTP's Marketing Committee developed a three-year research strategy totalling \$466,500 to support the ACTP Marketing Program in the U.K. and U.S. The first year budget was \$277,500, of which \$103,750 was spent on U.K. research completed in 2009. ACTP's U.K. research efforts to date included:

- U.K. Consumer Research
- U.K. Travel Trade Research
- CTC's U.K. Global Tourism Watch
- Statistics Canada's International Travel Survey

The purpose of the U.K. Research Program is to benchmark and assess destination awareness, perceptions, appeal, interest in and likelihood of vacationing in Atlantic Canada. It is also used to identify vacation motivators, destination attributes and activities of importance to U.K. travellers, to identify emergent travel trends and to benchmark U.K. visitation to Atlantic Canada.

Consumer research in the U.K. in 2009-10 was completed by Insignia Market research using primary and secondary sources. Secondary research drew information specific to Atlantic Canada from the CTC's U.K. Segmentation Study and the Global Tourism Watch. Other secondary sources included ACTP's Atlantic Canada Brand Study and U.K. Travel Trade research. Primary research consisted of an online survey of 1,378 long-haul U.K. travelers who took overnight leisure trips of 4+ nights outside of Europe, within the past 2 years.

Trade research in the U.K. in 2009-10 was completed by the Economic Planning Group of Canada to assess the outlook for escorted and F.I.T. travel into Atlantic Canada, assess market shifts and identify product and market opportunities. In-depth, personal interviews with tour operators actively selling or interested in selling Atlantic Canada vacation experiences provided the desired information.

Both the U.K. consumer and trade research cited a 'lack of consumer awareness of Atlantic Canada' as being the biggest challenge facing ACTP in attempting to increase visitation and revenues from the U.K. market. The Insignia research concluded that Atlantic Canada is not well known from a geographic perspective, with only 15% knowing where Atlantic Canada was located versus larger percentages for the individual Atlantic Provinces (*NS* -78%; *NL*-67%; *NB*-42%; *PE*-37%). Most respondents (72%) associated coastal scenery and coastal activities with Atlantic Canada, while significantly fewer (30%) associated the region with other activities including history, culture, outdoor activities and entertainment.

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<sup>17</sup> ACTP changed from using a multiplier of 4 to convert media space to advertising-space equivalence in 2008 to using straight publicity value in 2009. When the target of original target of \$2.7 million was established in the PAF, the decision to not use the multiplier had not yet taken effect. Dividing by a factor of 4 results in the equivalent publicity value target of \$675,000.

Insignia's consumer research concluded that long-haul U.K. travellers interested in Atlantic Canada vacation experiences were generally well educated, well-travelled, had mid-to-high household income, tended to be older and often repeat visitors to Canada. These travellers belonged to two, high-potential target groups – nature /wildlife viewers (49%) and culture seekers (33%).

All planned U.K. research activities for the 2009-10 fiscal year have been completed. Table 10 provides a summary of ACTP's U.K. market research conducted in 2009-10.

Our evaluation found that research findings were utilized in the 2010 strategic planning process to identify the target market in the U.K., to develop appropriate Marketing Programs, and to tailor the approach used to enhance the brand equity of the Atlantic Canada region in the U.K. market.

**Table 10**  
**2009-10 U.K. Research**

Description	Budget	Target	Achievement Date	Means of Verification	Result
U.K. consumer research	\$50,400	<b>Benchmark destination:</b> <ul style="list-style-type: none"> <li>• awareness</li> <li>• perceptions</li> <li>• appeal</li> <li>• interest in visiting</li> <li>• likelihood of visiting</li> <li>• motivator</li> <li>• activities</li> <li>• emergent/emerging trends/issues</li> </ul>	Sept/09	Research report	Completed. Presented in Nov/09
U.K. Global Tourism Watch –	\$3,750	Obtain data sets and top line and final Canada reports	Jan/10	Research report	Completed. Report received
U.K. Travel Outlook	\$19,719	<ul style="list-style-type: none"> <li>• Assess outlook for Group &amp; F.I.T. travel</li> <li>• Assess market shifts</li> <li>• Assess market trends</li> <li>• Identify product/market opportunities</li> <li>• Visitation indicators</li> <li>• Revenue indicators</li> <li>• Market share indicators</li> </ul>	Nov/09	Research report	Completed. Presented Oct/09
Statistics Canada	N/A	<ul style="list-style-type: none"> <li>• Visitation indicators</li> <li>• Revenue indicators</li> <li>• Market share indicators</li> </ul>	Ongoing	Data Tables	Ongoing

ACTP stakeholders acknowledged the importance and relevance of ACTP's U.K. research results to the industry partners in developing long-range plans. ACTP's market research results are important not only in developing marketing plans, but can also be utilized to good effect in the development of performance measurement targets for marketing programs in new and developing markets. Our review of the U.K. Marketing Programs found scope for additional performance measurement targets to be identified. These additional targets could be set utilizing research findings to develop reasonable targets and would provide further evidence of achievement attributable to ACTP's U.K. Marketing Program activities.

### **2.4.5 U.K. Administration**

The administration of the U.K. Marketing Program includes activities and expenses related to the Program Manager's salary, the Program Manager's office and travel expenses, meeting expenses, industry travel, shipping and storage costs.<sup>18</sup> ACTP's U.K. Program Manager is responsible for:

- Developing and implementing the Marketing Committee's multi-faceted Consumer, Travel Trade and Media Relations marketing strategies and tactics in the U.K., and for CTC liaison activities.
- Developing performance measurement objectives for the Marketing Committee's multi-faceted consumer, trade and media relations marketing strategies and tactics in the U.K.
- Providing regular activity and progress reports to the Marketing Committee.
- Developing meeting agendas in consultation with the Chairperson of the Marketing Committee.
- Coordinating the activities of Cossette Atlantic, ACTP's creative developer.
- Monitoring the U.K. Marketing Strategy budget and providing monthly budget reports in consultation with the ACTP Secretariat.
- Ensuring all of ACTP marketing activities in the U.K. adhere to ACTP's policies and guidelines.
- Coordinating, administrating and implementing of all Marketing Committee's strategies, tactics and special projects such as media events, trade shows and other activities.
- Monitoring the implementation of approved projects.
- Preparing and making presentations as required to ACTP's Management Committees, industry stakeholders and others as required.

The performance of the U.K. Program Manager is assessed on a yearly basis with a minimum satisfaction requirement of 90%. A qualitative assessment is completed by the Marketing Committee on or before April 1<sup>st</sup>, and will be included in the year 2010-11 evaluation report.

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<sup>18</sup> The total cost of Cossette (ACTP's media buyer and creative supplier) is included under the U.S. Administration and their fees do not fall under the U.K. PAF. There is an allocation for creative for \$100,000 which is authorized on a project by project basis with Cossette. Costs of KBC are included under U.K. media relations.

### III

## RECOMMENDATIONS

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Recommendations presented are based on the results of the key components of this evaluation including a review of the ACTP Program documentation, the ACTP stakeholder interviews, an evaluation of research results, as well as a review of the sub-Program activities undertaken in 2009-10.

### 3.1 MARKETING ACTIVITIES

Among the recommended improvements in ACTP marketing activities put forward is the development of a stronger, more current travel trade strategy. There is recognition among ACTP partners of the risk associated with not doing something new in the travel trade industry reflective of current consumer preferences for travel. The travel trade industry is ‘product centric’ and hesitant to update its travel packages, some of which were proven packages that sold well in the past. However, with changing demographics, changing consumer travel patterns, and increased access to technology, there is a resulting change in consumer preferences away from ‘packaged’ travel. Airlines and hotels now do direct advertising to consumers through their own membership programs. To the extent that the travel trade packages have not kept pace with consumer preferences, there is an opportunity to develop a stronger and more current travel trade strategy.

***Recommendation 1: We recommend that ACTP develop a stronger travel trade strategy.***

There is recognition among ACTP partners of the changes in media sources used by tourism consumers to access travel information. Increasingly, travelers use online media sources to buy their vacation destinations. There is also agreement among ACTP partners that marketing initiatives need to reflect changing media sources and increasingly must look at opportunities beyond the traditional print media advertising. Changes in advertising media should be closely aligned with changes in sources of travel information used by consumers in today’s marketplace. In addition, newer advertising media offers increased opportunities for ACTP to engage and liaise with prospective customers.

***Recommendation 2: We recommend that ACTP continue to identify and leverage marketing opportunities associated with newer technology and non-traditional marketing partnerships.***

Although ACTP’s marketing activity has shifted toward an increased usage of on-line advertising over recent years,<sup>19</sup> it is recommended that ACTP continue to identify and leverage increased marketing opportunities associated with newer technology through the adoption of new media marketing initiatives and the development of non-traditional marketing partnerships. However, it will be important to obtain more information on the relative costs and benefits associated with traditional versus non-traditional advertising media and the relative conversion rates associated with specific target market and demographic groups to better understand the comparative returns.

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<sup>19</sup> ACTP’s use of on-line advertising has increased from 14 percent of its advertising budget in 2007 to more than 42 percent as of January 2010.

## 3.2 CURRENT MARKETS

ACTP has been effective in developing the 2009-10 strategic plan consistent with ACTP's strategic objectives and current research results. The identification of target markets under the 2009-2012 Agreement is based on current market research results as well as an understanding of the market environment and tourism industry. ACTP implemented a change in policy direction in 2009 that enabled the Partnership to redirect marketing resources away from mature markets in the New England region of the United States and away from underperforming markets overseas to potentially higher-yield, but developmental international markets in the Mid-Atlantic and the Pacific regions of the United States. ACTP also refocused its attentions exclusively on the United Kingdom in overseas markets. Market intelligence compiled by ACTP, (including use of the CTC's Market Portfolio Analysis) identified the optimal developmental target markets.

Members of both Marketing and Management Committees recognize the importance of ACTP's mandate to engage in new and developing tourism markets incremental to the marketing activities undertaken by the provinces. ACTP stakeholders also indicated that while it is too early to measure the impact in the U.S. Pacific and the U.K. markets, ACTP should remain in the U.S. Mid-Atlantic and Pacific markets, as well as the U.K. market. However, it is also recommended that ACTP's marketing plans should continue to develop marketing strategies that target specified market segments that show high potential to travel to Atlantic Canada based on market research results.

***Recommendation 3: We recommend that ACTP continue to develop marketing strategies that target specified market segments based on current market research.***

ACTP members recognize that marketing activity is shifting on many fronts and there is a need for ACTP to continue to leverage opportunities through targeted marketing campaigns tailored toward designated consumer market segments with high potential to travel to Atlantic Canada. For example, consumer research in the U.K. on the social demographics of visitors likely to travel to Atlantic Canada include couples aged 34 to 45 and older, travelling without children, well educated, average to high household income. In addition to a specific demographic, (age, education, and income) identified market segments characterize travellers' interests and travel activity preferences ('Cultural Explorers', 'Authentic Experiencers', 'Free Spirits', etc.). Using specific market segments to target marketing strategies allows for the development of a marketing campaign specifically tailored to these market profiles.

## 3.3 CORPORATE COMMUNICATIONS

All 2009-10 performance targets outlined in the Corporate Communications Strategy have been met, and target levels for attendance and presentations at TIA conferences and tradeshows have been exceeded. ACTP has successfully taken advantage of opportunities to increase awareness of ACTP activities, including booths at industry association events and trade shows. Our evaluation of Corporate Communications activities undertaken in 2009-10 found significant improvements made in terms of timely and consistent on-line posting of information regarding ACTP activities and events, reports and research results.

***Recommendation 4: We recommend that ACTP continue to make improvements in communicating key research findings.***

ACTP industry partners indicated that ACTP research results are valuable in assisting in the development of long-range business and marketing plans. This recommendation focuses on finding ways to communicate current market research in a way that it can be better utilized by the private sector. Research results could be better advertised or promoted on the 'what's new'

section of the website. This could include developing a 'key findings summary' for research results to bring context to the research findings and promote greater usage of the results. This may also involve posting summaries of findings, quick facts, questions and answers (Q &A) with links to key statistics and summary tables. ACTP stakeholders recognized the importance of communicating the overall value and importance of ACTP activities as well as, the benefits resulting from ACTP marketing activities and regional cooperation (increased revenues, travel, tours). This also includes a recommendation for continued progress toward improved organization of ACTP's web site. Suggested improvements include better organization of folders (labelling by date and topic). Other suggested improvements include continued progress in organizing the non-public large document site, (research results, videos, marketing plans) in terms of placing files in folders with dates.

### **3.4 INTERNAL REPORTING**

Our evaluation also found strong linkages between the performance measurement indicators and the goals and objectives of the 2009-2012 ACTP Agreement. Performance measurement indicators are developed based on the results in previous agreements, knowledge of the tourism industry indicators and statistics, as well as the results of credible research and information management.

***Recommendation 5: We recommend that ACTP continue to make improvements in internal reporting to facilitate improved program evaluation and tracking of accomplishments.***

Tour operators are asked to fill out forms providing information on the sales attributed to ACTP, the corresponding packages sold and the conversion rates. However, there appears to be scope for improving the consistency in reporting. Additional detail in the information used in the calculation of the performance indicators would provide useful information in reporting of internal evaluation processes and would reduce the scope for misinterpretation. Consistent reporting on the number of press visits and press releases/pitches would provide useful information on the efforts of the public relations (PR) firm and offer options for additional targets for future years in these categories.

There is scope for performance measurement targets to be established for some areas of the U.K. Marketing Program (e.g., targets set for the number of packages sold in the U.K. Travel Trade sub-Program) to facilitate the evaluation and internal tracking of achievements directly attributable to sub-Programs activities undertaken. In addition, there is scope for increased consistency in targets across markets to better facilitate the evaluation of marketing activities and allow for a consistent internal tracking of accomplishments relative to measurable targets.

There is also potential to add performance targets related to leveraged contributions and support through partnerships with industry and government partners (other than ACTP funding partners) to be added as performance measurement targets. Adding targets for levered partner contributions would allow ACTP's success in this area to be recognized and consistently tracked, contributing to a stronger evaluation of the ACTP Marketing Program activities.



## **APPENDIX A: SYNOPSIS OF SUCCESS INDICATORS**

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<b>Table A-1 Performance Measurement Indicators Atlantic Canada Tourism Partnership</b>	
<b>Variable</b>	<b>Definition</b>
R.O.I	Measurable tourism revenues generated per dollar invested in the marketing/media campaign
Conversion	Measurable ratio of the total number of prospective visitors that called or requested tourism information versus those callers who actually visited the destination
Province Visits	Increased number of annual visitors (directly related to the tourism project).
Revenues/Receipts	Increased value of annual visitor spending on goods and services (directly related to the tourism project).
Inquiries	Increased number of tourism information request (directly related to the tourism project).
Awareness	Level of awareness of the provinces of Atlantic Canada as pleasure travel destinations and awareness levels for the tourism products, services and experiences available in Atlantic Canada
Publicity/Media Generated	Volume of media/publicity generated by FAM tours, press releases and other promotions and equivalent value had the space been purchased.
Event Registration	Number of tourism operators, tour wholesalers, etc. registering for and attending special events
Industry Support/Participation	Number of tourism operators that participate in educational seminars, workshops and training, trade shows and etc.
Technology	Number of tourism operators in a target group that acquire/develop/utilize Internet technology for marketing/promotional purposes
Quality Enhancement	Number of tourism operators in a target group that improve product and service quality
Extent of Reach/Access	Number of tourism operators who benefit from activities
Performance Evaluation	Evaluation of ACTP contracts for administrative and management and other support service
Strategic Partnerships	Number of new, formal alliances established with International partners to market Atlantic Canada in USA and Overseas markets.



## **APPENDIX B: SUMMARY OF ACTP STAKEHOLDER SURVEY RESULTS**

<b>Table B-1 Summary of Survey Responses – ACTP Evaluation Questions for Management and Marketing Committee Representatives</b>						
<b>Q.#1 Marketing Activities / Initiatives</b>	<b>(A) Strongly Disagree</b>	<b>(B) Disagree</b>	<b>(C) Agree</b>	<b>(D) Strongly Agree</b>	<b>Don't Know / No Opinion</b>	<b>(C + D) Percent of Respondents That “Agree” or “Strongly Agree”</b>
(a) ACTP has effectively developed the 2009-10 strategic plan based on strategic objectives, research and results.			62%	38%	0%	<b>100%</b>
b) ACTP has effectively implemented the 2009-10 strategic plan based on strategic objectives, research and results.			71%	19%	10%	<b>90%</b>
c) ACTP’s current performance measures are effective in measuring the performance of its programs		5%	76%	14%	5%	<b>90%</b>
d) ACTP’s Marketing strategies respond to market changes.		5%	57%	38%	0%	<b>95%</b>
e) ACTP effectively informs partners of trade shows, and FAM and media tours.		10%	48%	29%	14%	<b>76%</b>
(f) ACTP creates tourism marketing opportunities beyond those offered by provincial ministries.		5%	38%	52%	5%	<b>90%</b>
g) ACTP effectively leverages appropriate levels of support outside of ACTP funding partners.		0%	62%	24%	14%	<b>86%</b>
h) ACTP’s marketing initiatives are effective in building on the brand equity of provincial partners in priority U.S. markets.		10%	38%	38%	14%	<b>76%</b>
i) ACTP’s marketing initiatives are effective in building the Atlantic Canada brand in priority UK markets.		29%	38%	29%	5%	<b>67%</b>

Results based on 21 survey responses from Management and Marketing Committee Representatives.

<b>Table B-1 (Continued)</b>						
<b>Summary of Survey Responses – ACTP Evaluation Questions for Management and Marketing Committee Representatives</b>						
<b>Q.#2 ACTP Corporate Communications</b>	<b>(A) Strongly Disagree</b>	<b>(B) Disagree</b>	<b>(C) Agree</b>	<b>(D) Strongly Agree</b>	<b>Don't Know / No Opinion</b>	<b>(C + D) Percent of Respondents That "Agree" or "Strongly Agree"</b>
a) ACTP effectively communicates its programs and activities to relevant partners		14%	57%	29%	0%	<b>86%</b>
b) ACTP effectively communicates the research results to relevant partners		14%	57%	29%	0%	<b>86%</b>
c) The ACTP website and e-news are effective communication tools		14%	57%	19%	10%	<b>76%</b>
d) ACTP effectively communicates the economic benefits, (revenues, added value and marketing	5%	5%	62%	29%	0%	<b>90%</b>

Results based on 21 survey responses from Management and Marketing Committee Representatives.

<b>Table B-1 (Continued)</b>						
<b>Summary of Survey Responses – ACTP Evaluation Questions for Management and Marketing Committee Representatives</b>						
<b>Q. #3 ACTP Operations</b>	<b>(A) Strongly Disagree</b>	<b>(B) Disagree</b>	<b>(C) Agree</b>	<b>(D) Strongly Agree</b>	<b>Don't Know / No Opinion</b>	<b>(C + D) Percent of Respondents That “Agree” or “Strongly Agree”</b>
a) The current ACTP Management Committee structure is effective for decision-making purposes.			67%	33%	0%	<b>100%</b>
b) ACTP has developed and implemented effective operational policies and guidelines.			67%	33%	0%	<b>100%</b>
c) The structures and processes of ACTP allow for collaboration.		5%	57%	38%	0%	<b>95%</b>
d) ACTP is receptive to suggestions from partners.		5%	62%	29%	5%	<b>90%</b>
e) ACTP works co-operatively with provincial ministries to avoid duplication of effort.			76%	14%	10%	<b>90%</b>
f) The Management Committee’s decision-making process is optimal given the ACTP structure.		5%	71%	24%	0%	<b>95%</b>
g) The ACTP recognizes joint responsibility for decision making in the area of planning.		5%	62%	33%	0%	<b>95%</b>
h) The private sector stakeholder participation adds value to the ACTP partnership.			52%	43%	5%	<b>95%</b>

Results based on 21 survey responses from Management and Marketing Committee Representatives

**Table B-1 (Continued)**  
**Summary of Survey Responses – ACTP Evaluation Questions U.S. and U.K. CTC PARTNERS**

<b>Q. #1 Overall Communications and Operations have:</b>	<b>(A) Strongly Disagree</b>	<b>(B) Disagree</b>	<b>(C) Agree</b>	<b>(D) Strongly Agree</b>	<b>Don't Know / No Opinion</b>	<b>(C + D) Percent of Respondents That "Agree" or "Strongly Agree"</b>
a) helped to bolster consumer awareness of Atlantic Canada in the UK (or in the US, consumer awareness of four Atlantic provinces)			100%			<b>100%</b>
b) resulted in incremental travel trade activity for the region (or in the US, each of the four Atlantic Provinces)			75%		25%	<b>75%</b>
c) resulted in increased media coverage for the region (or in the US, each of the four Atlantic Provinces)					100%	<b>0%</b>
d) resulted in increased marketing research for the region (or in the US, each of the four Atlantic Provinces)			25%		75%	<b>25%</b>
<b>ACTP is</b>						
e) a valued marketing partner	25%		25%	50%		<b>75%</b>
f) effective in responding to market changes	25%		75%			<b>75%</b>

Results based on 4 survey responses from U.S. and U.K. CTC partners.