



Tourism Nanaimo Marketing Plan

April 1, 2017 – March 31, 2018
Prepared by Tourism Vancouver Island

TOURISM NANAIMO'S MARKETING PLAN April 1, 2017 – March 31, 2018	
Executive Summary	<p>Tourism Nanaimo is at an exciting point in its growth. The Fiscal 2018 plan builds upon past successes, but creates a cohesive presence in the marketplace through the development of a Destination BC brand-aligned creative concept. This plan translates a creative vision that captures the uniqueness of Nanaimo as a destination into marketing tactics that hit desired markets: short-haul British Columbia and Alberta residents seeking authentic travel experiences and identifying as Authentic Experiencers, Cultural Explorers or Free Spirits. The theme of the FY18 Marketing Plan is uncovering the real Nanaimo – storytelling that forefronts the hidden gems and undiscovered beauty of this region, known and celebrated by local residents and now shared with the world.</p> <p>Tourism Nanaimo will continue to support and strengthen a social media and digital marketing presence, in building upon past momentum. Our objective will be to drive traffic to a website, rather than measurement on impressions and engagement on social media sites only.</p> <p>Tourism Nanaimo will create a new virtual home and manage one website, rather than the current three. This new website will be built on a storytelling platform: showcasing the stories of our region in a journalistic manner to increase interest and readability.</p> <p>It is necessary to invest in asset development – video and images that can also be used by our stakeholders and destination marketing partners. These assets will allow us to engage in both online and traditional marketing efforts including social media advertising, broadcast and print advertising. We will engage with media and influencers to generate press coverage for Nanaimo.</p> <p>Total budget of the marketing program is at minimum \$403,050 with a combination of City of Nanaimo investment, Destination British Columbia funds and stakeholder investment. Execution of the plan will create significant and positive impact in the marketplace and will support the overarching goals and objectives of the City of Nanaimo, while meeting the needs of consumers and stakeholders alike.</p>
Situation Analysis	<p>Destination BC and Tourism Vancouver Island play a key role in marketing to the long-haul markets, enabling Tourism Nanaimo to focus its efforts in British Columbia and Alberta. Tourism Nanaimo can take advantage of the trend of travellers staying in Canada, resulting from the continued low performance of the Canadian dollar against that of the US.</p> <p>The Vancouver Island region has demonstrated growth in the annual Omnibus survey of BC and Alberta residents conducted by Tourism Vancouver Island. In 2017, 80% of British Columbians and 73% of</p>

	<p>Albertans said they think of Vancouver Island as a place to visit for an overnight leisure trip (compared to 76% and 71% respectively in 2016). Similarly, 91% of British Columbians and 86% of Albertans feel the area is a desirable location for an overnight stay (compared to 90% and 81% respectively in 2016).¹</p> <p>In 2015, 77% of domestic overnight travel by British Columbia residents was in BC, generating \$3.6 billion in tourism revenue and making it the province’s number one domestic market. In the same period, Albertans accounted for 22% of domestic overnight travel in BC, generated \$1.5 billion in tourism receipts, and hold the number two position for British Columbia’s top domestic markets.²</p> <p>Nanaimo’s competitors are other destinations on Vancouver Island, which should also be regarded as our greatest allies. BC and Alberta residents are likely familiar with most of the destinations on Vancouver Island; however, Nanaimo’s advantage is that it is the most convenient, central access point to the island with two ferry terminals, an airport (with multiple direct routes from Alberta), and float plane and HeliJet terminals, but is also recognized as an affordable option. For those who have already explored the rest of Vancouver Island, Nanaimo is ideal. Nanaimo can compete effectively because it offers the culinary options and urban amenities of Victoria, including a diverse range of quality accommodations from campgrounds to hotels, while also offering an abundance of natural wonders like Tofino, Comox Valley and Cathedral Grove. Ranked #2 on Trivago as “Best Canadian Cities for 2016”³ and awarded second place on “9 Super Affordable Trips North of the Border” by TripAdvisor in 2016⁴, Nanaimo is recognized as a destination that offers good value for money to set up as a home base.</p>
<p>Objectives And Targets</p>	<p>Tourism Nanaimo’s objectives are to:</p> <ul style="list-style-type: none"> • Increase overnight stays in Nanaimo and region, including fixed roof and camp accommodations. <ul style="list-style-type: none"> ▪ Increase occupancy rate from 69% to 72%; up 3% over 2016 as reported by Chemistry Consulting ▪ Average length of stay (5.4 nights) up 2% as reported in the Visitor Experience Survey ▪ Establish baseline with Check-In Canada widget on Tourism Nanaimo website: Estimated average daily rate, Estimated bookings • Increase the word-of-mouth about Nanaimo, encouraging sharing and referral amongst residents, stakeholders and past visitors . <ul style="list-style-type: none"> ▪ To achieve a Net Promoter Score of 35 as measured in the Visitor Experience Survey • Increase brand cohesion and clarity. To align the creative look and presence of Tourism Nanaimo with the British Columbia brand

	<p>(Destination BC pre-approval on advertisements)</p> <ul style="list-style-type: none"> ▪ Aided advertising recall as measured by the Conversion Study <ul style="list-style-type: none"> • Grow the number of interested and potential consumers for Nanaimo as a destination. <ul style="list-style-type: none"> ▪ Increase social media audience on Facebook (by 10% to 14,766), Twitter (by 10% to 12,116), Instagram (by 10% to 12,791) and YouTube (establish baseline) ▪ Increase traffic from social media to website (conversion) (establish baseline) ▪ Grow website pageviews ▪ Grow email subscribers by 15% to 6,556 ▪ Grow referrals to stakeholder websites from Nanaimo website (establish baseline) • Increase stakeholder participation in marketing programs. <ul style="list-style-type: none"> ▪ Sales Revenue up 25% • Quantifiably measure the effectiveness of destination marketing campaigns. <ul style="list-style-type: none"> ▪ Conduct a conversion study ▪ Continue Visitor Experience survey ▪ Create a baseline for accommodation booking information using the Check-In Canada widget on the Tourism Nanaimo website
<p>Strategies</p>	<p>Tourism Nanaimo’s marketing plan will align with Tourism Vancouver Island’s and Destination BC’s strategies to Captivate, Advocate and Generate and work within the “Wild at Heart” brand. The plan also maintains a proven mix of both traditional and digital media. Creating a solid foundational identity for Nanaimo and building out tactics that support that cohesive presence are the focus of the marketing plan.</p> <p>Strategy One</p> <p>Design a cohesive creative concept that showcases what makes Nanaimo unique as a destination and to encourage overnight stays and visitor expenditure.</p> <p>This will be achieved through an effective marketing mix including website; social media and content marketing; digital and broadcast advertisements; and a new collateral piece.</p> <p>Strategy Two</p> <p>Utilizing a content marketing strategy focused on what locals know:</p> <ul style="list-style-type: none"> - A website that includes journalism-quality stories (e.g. Not a

	<p>directory of accommodations but “Top 10 places to stay in Nanaimo.”)</p> <ul style="list-style-type: none"> - Local Curators provide unique perspectives on the blog (e.g. Guides to the Good Stuff on Sandiego.org). - Nanaimo Explorer Team provides original content to social media as they explore Nanaimo landmarks and hidden gems. - A hashtag campaign and encouragement for locals to share their favourite Nanaimo activities, landmarks and locations. <p>Strategy Three</p> <p>Consistent market presence that raises awareness of Nanaimo as a destination, using compelling emotionally resonant messaging.</p> <ul style="list-style-type: none"> - A daily social strategy, which curates and shares content generated by Tourism Nanaimo, stakeholders and residents. - Social media posts that drive traffic back to the Tourism Nanaimo website and stakeholder websites with a specific Call to Action. - Broadcast and digital advertising spend that puts Nanaimo in key BC and Alberta markets during peak trip planning months (April to November). - Tactics that drive email capture: trip-building itineraries, contest. - Effective use of the current email list – sharing stories and itineraries. - Promoting Nanaimo festivals and events. <p>Strategy Four</p> <p>Establish consistent and in-depth research tactics that establish a strong baseline of information for evaluating current and future campaign years.</p> <ul style="list-style-type: none"> - Conversion Study – to measure ad recall, movement on the path to purchase and return on investment. - Visitor Experience Survey – to measure visitor origin, trip purpose and motivation, group composition, sources for trip information, transportation, length of stay, accommodation type, booking methods used, spending, activities and events attended, and Net Promoter Score. - Check-In Canada Widget allows Tourism Nanaimo website bookings – to measure estimated average daily rate and estimated bookings.
<p>Positioning and Messaging</p>	<p>Positioning: To Be Determined. Messaging: This will be determined in cooperation with a creative agency.</p> <p>Iconic Touring & Exploring experiences: food, farm to table lifestyle; handcrafted beverages; outdoor adventure; wildlife and beaches; artisan shopping; culture – our living stories.</p>

Tourism Nanaimo Marketing Plan

	Asset: Heart of Vancouver Island (access point).
Target Audience (Geographic Markets and Audience Segments)	<p>Markets and Audience:</p> <ul style="list-style-type: none"> • Tier 1: British Columbia (60%) • Tier 2: Alberta (40%) <p>EQ Segments:</p> <ul style="list-style-type: none"> • British Columbia: Cultural Explorers, Authentic Experiencers • Alberta: Free Spirits, Cultural Explorers <p>Demographic: 45+, affluent couples, frequent travellers without children</p>
Provincial Alignment	<p>Tourism Nanaimo’s marketing plan continues to support Tourism Vancouver Island’s and Destination BC’s key marketing strategies of Captivate, Advocate, and Generate. The plan represents a heavy investment in digital and social media without neglecting traditional media.</p> <p>Tourism Nanaimo’s new creative concept will align with the BC brand.</p>
Performance Measures (Metrics)	<p>To increase the primary markets of BC and Alberta’s consumer awareness and desire to travel to Nanaimo.</p> <ul style="list-style-type: none"> • Survey of visitors measures occupancy, length of stay and return on investment • Net Promoter Score, word-of-mouth referral • Nanaimo’s position on the Path to Purchase • Ad recall
Marketing Budget	<p><u>Total promotional marketing budget:</u> \$403,050</p> <ul style="list-style-type: none"> • <u>Supported with DBC funding:</u> \$168,000 • <u>Stakeholder Investment:</u> \$90,000
Outline of Tactical Elements of the Marketing Plan	<p>Concept Development</p> <ul style="list-style-type: none"> • <u>Strategic Alignment:</u> Captivate • <u>Description:</u> Create a cohesive creative concept that positions Nanaimo as a unique and desirable overnight destination central to appealing tourism amenities. Align creative concept with the British Columbia brand • <u>Target geo-market:</u> BC & Alberta • <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits • <u>Rationale:</u> To inform all creative outputs. To consistently position Nanaimo as an overnight destination • <u>Call to action:</u> N/A • <u>Budget:</u> \$7,000

	<p>Website Development</p> <ul style="list-style-type: none">• <u>Strategic Alignment:</u> Captivate, Advocate, Generate• <u>Description:</u> Single dynamic consumer-facing website that will feature journalism-quality stories, photos, video, and stakeholder advertising• <u>Target geo-market:</u> BC & Alberta• <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits• <u>Rationale:</u> To provide consumers with a single online planning tool for their Nanaimo visit, including hotel bookings. To drive traffic to stakeholder's websites and to support marketing materials• <u>Call to action:</u> TBA• <u>Budget:</u> \$48,000 <p>Digital Media Strategy</p> <ul style="list-style-type: none">• <u>Strategic Alignment:</u> Captivate, Advocate, Generate• <u>Description:</u> The purchase of targeted Google search and display ads that will reach our primary target market as they are searching for trip-planning tools• <u>Target geo-market:</u> BC & Alberta• <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits• <u>Rationale:</u> To reach our primary market in the right place at the right time. To achieve top-of-mind repetition that supports other marketing efforts• <u>Call to action:</u> Website URL• <u>Budget:</u> \$80,000 <p>Social Media Strategy</p> <ul style="list-style-type: none">• <u>Strategic Alignment:</u> Captivate, Advocate• <u>Description:</u> Paid and organic social media posts that place compelling content in front of our target consumer to move them along the path to purchase• <u>Target geo-market:</u> BC & Alberta• <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits• <u>Rationale:</u> To increase audience engagement, advocacy and awareness amongst out-of-town followers and look-alike audiences, and to drive traffic to the Tourism Nanaimo website and stakeholder websites.• <u>Call to action:</u> Nanaimo URL; #ExploreNanaimo• <u>Budget:</u> \$22,050 <p>Broadcast</p> <ul style="list-style-type: none">• <u>Strategic Alignment:</u> Captivate, Advocate• <u>Description:</u> Multi-flight television campaign that supports the media mix and reaching consumers via multiple touch points
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	<ul style="list-style-type: none"> • <u>Target geo-market:</u> BC & Alberta • <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits • <u>Rationale:</u> To inspire Nanaimo trip-planning by appealing to multiple senses through emotionally resonant storytelling • <u>Call to action:</u> Nanaimo URL • <u>Budget:</u> \$50,000 <p>Content Generation</p> <ul style="list-style-type: none"> • <u>Strategic Alignment:</u> Advocate • <u>Description:</u> Acquisition of user-generated and paid content to be used across all social media platforms, as blog content on the website and distribution via e-newsletters to existing consumer database • <u>Target geo-market:</u> BC & Alberta • <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits • <u>Rationale:</u> Consumers place high value on content written by other visitors to the region as it is seen as unbiased and unfiltered viewpoints • <u>Budget:</u> \$20,000 <p>Tourism Nanaimo E-newsletters</p> <ul style="list-style-type: none"> • <u>Strategic Alignment:</u> Captivate, Generate • <u>Description:</u> Distribute a bi-monthly consumer e-newsletter to existing database. The newsletter will inspire trip-planning through itineraries, event and festival information, stakeholder advertising and stories. Increase the e-newsletter database through contesting and other email capture incentives • <u>Target geo-market:</u> BC & Alberta • <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits • <u>Rationale:</u> Provide timely and relevant information on things to do in Nanaimo directly to qualified, interested and engaged consumers. Provide an opportunity for stakeholders to buy-into Tourism Nanaimo marketing • <u>Call to action:</u> Stakeholder websites / Nanaimo Website. • <u>Budget:</u> \$4,000 <p>Image Acquisition</p> <ul style="list-style-type: none"> • <u>Strategic Alignment:</u> Captivate, Advocate, Generate • <u>Description:</u> Acquisition of British Columbia brand-aligned images for use across all tactics and provided for stakeholder use • <u>Target geo-market:</u> BC & Alberta • <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits • <u>Rationale:</u> Consumers respond more readily to images and these can suggest emotional responses to Nanaimo
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	<p>experiences like elation and serenity</p> <ul style="list-style-type: none"> • <u>Call to action:</u> N/A • <u>Budget:</u> \$7,500 <p>Video Acquisition</p> <ul style="list-style-type: none"> • <u>Strategic Alignment:</u> Captivate, Advocate, Generate • <u>Description:</u> Produce videos that can be used on the website and on social media to tell the emotionally resonant story of a Nanaimo vacation, as experienced by our target market • <u>Target geo-market:</u> BC & Alberta • <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits • <u>Rationale:</u> Because video is emotionally suggestive, it performs better on social media than written posts. Video will support storytelling on the Tourism Nanaimo website • <u>Call to action:</u> N/A • <u>Budget:</u> \$20,000 <p>Conversion Study</p> <ul style="list-style-type: none"> • <u>Strategic Alignment:</u> N/A • <u>Description:</u> Measures ad recall, return on investment and path to purchase. • <u>Target geo-market:</u> N/A • <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits • <u>Rationale:</u> Relevant research will allow us to make informed decisions about current and future strategy. Evaluate and utilize research to inform messaging and creative concept • <u>Call to action:</u> N/A • <u>Budget:</u> \$30,000 <p>Visitor Experience Survey</p> <ul style="list-style-type: none"> • <u>Strategic Alignment:</u> N/A • <u>Description:</u> Measures visitor origin, trip purpose and motivation, group composition, sources for trip information, transportation, length of stay, accommodation type, booking methods used, spending, activities and events attended, and Net Promoter Score • <u>Target geo-market:</u> N/A • <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits • <u>Rationale:</u> Relevant research will allow us to make informed decisions about current and future strategy. Evaluate and utilize research to inform messaging and creative concept • <u>Call to action:</u> N/A • <u>Budget:</u> \$9,000 <p>Travel Trade & Media Tours</p> <ul style="list-style-type: none"> • <u>Strategic Alignment:</u> Captivate, Advocate, Generate
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	<ul style="list-style-type: none">• <u>Description:</u> Invite travel trade and media to familiarize themselves with Nanaimo, to expand their knowledge and create stories for their readers/consumers• <u>Target geo-market:</u> British Columbia and Alberta• <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits• <u>Rationale:</u> Earned media is cost-effective with a strong return on investment. The advocacy behind recommendations and articles carries greater value to readers and consumers than paid advertorial or advertising• <u>Call to action:</u> Nanaimo URL• <u>Budget:</u> \$8,000 <p>Printed Marketing Collateral</p> <ul style="list-style-type: none">• <u>Strategic Alignment:</u> Captivate, Advocate, Generate• <u>Description:</u> A single collateral piece that includes the key features of Nanaimo, accommodations, and itineraries like the Nanaimo Bar Trail and Cedar Yellow Point Artisan Trail offers a reference to inspire trip-planning• <u>Target geo-market:</u> British Columbia and Alberta• <u>Audience:</u> 45+, affluent couples, Cultural Explorers, Authentic Experiencers, Free Spirits• <u>Rationale:</u> To inspire travel to Nanaimo through stories and advertisements aimed at increasing length of stay and total spend.• <u>Call to action:</u> Nanaimo URL to build an ideal itinerary• <u>Budget:</u> \$50,000
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Budget Overview

Concept Development	\$7,000
Website Development	\$48,000
Digital Media Strategy	\$80,000
Social Media Strategy	\$22,050
Broadcast – Television	\$50,000
Content Generation	\$20,000
E-Newsletters	\$4,000
Image Acquisition	\$7,500
Video Acquisition	\$20,000
Conversion Study	\$30,000
Visitor Experience Survey	\$9,000
Travel Trade & Media Relations	\$8,000
Printed Marketing Collateral	\$50,000

Sources:

¹ Tourism Vancouver Island’s Awareness & Desirability of the Vancouver Island Region Telephone Survey Report, January 2017.

² Destination BC Global Marketing Plan, 2017

³ Trivago, Canada’s Top 10 Best Value Cities for 2016

(<http://company.trivago.ca/press-release/news-alert-winter-sees-abnormal-decline-in-americans-travel-interest/>)

⁴ Trip Advisor, Visit Canada: 9 Super Affordable Trips North of the Border in 2016 (<https://www.tripadvisor.com/VacationRentalsBlog/2015/11/13/visit-canada-10-affordable-vacation-rental-trips-2016/>)