

**BUSINESS, MARKET &  
TRADE READY PROGRAM**

**WORKBOOK**



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**Nunavut Tourism**  
**Nunavumi Pulaakataligiyit**  
**Tourisme Nunavut**

**SPECTACULAR**  
**NORTHWEST**   
**TERRITORIES**

**NORTHWEST TERRITORIES TOURISM**

The development of this workbook was done in partnership with Nunavut Tourism, NWT Tourism and Tourism Yukon.

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# TABLE OF CONTENTS

<b>How to use this book.....</b>	<b>2</b>
<b>Introduction.....</b>	<b>3</b>
The Business Market and Trade Ready Project.....	4
What it means to be Business, Market and Trade Ready.....	5
The importance of standards.....	7
The benefits of being ready.....	9
How to assess if your business market or trade ready.....	10
<b>MODULE ONE - TOURISM</b>	
Definition of tourism.....	12
A national tourism snapshot.....	13
Five industries of the tourism sector.....	15
Tourism marketing in Canada.....	17
Tourism marketing programs from the North.....	18
<b>MODULE TWO - BUSINESS AND MARKET READY</b>	
The importance of standards for the consumer.....	21
Business Ready Standards.....	22
Market Ready Standards.....	23
MR1 to MR4.....	24-33
<b>MODULE THREE - TRADE READY STANDARDS</b>	
What is the travel trade?.....	35
What are the trade ready standards?.....	36
Tourism distribution sales channels.....	37
What does trade ready mean?.....	38
Benefits of working with travel trade.....	39
What does the trade need from suppliers?.....	40
Why your DMO looks for trade ready suppliers.....	41
Why work with the travel trade?.....	42
Exploring trade ready marketing programs.....	43
Breaking down the trade ready standards	
TR1 to TR6.....	44-57
Supplier product descriptions.....	58
Conclusion.....	59
<b>RESOURCES</b>	
Glossary of terms, BMT Checklist, sample booking and cancellation policies, sample voice and email messages, website referrals	61-66

# HOW TO USE THIS BOOK

This Business, Market and Trade Ready Workbook is your guide to learning how to become Market and Trade Ready. If you have received this workbook as a participant in the in-classroom workshop, your instructor will guide you through the sections of this manual during the workshop. You may also keep the workbook as a reference for later in your business.

You will note that some terms are **highlighted**. These terms are defined in the Glossary at the back of the workbook.

In order for our Northern tourism industry to remain competitive, **tourism suppliers** must ensure they deliver effective communication and services for potential clients. **This learning program is designed to get you thinking about your role in the tourism sector, steps you can take to build consumer confidence, whether selling direct to consumers or through travel trade, and how to work with the different types of travel trade in the distribution sales channels** to reach even more customers.

All information provided in registering for this course or receiving this workbook will remain confidential. Only you and your territorial **Destination Marketing Organization (DMO)** will have access to the information you provide. Your DMO is collecting this information to help them assess how they may further support tourism industry training, understand your level of readiness and offer assistance where necessary to help you enhance your competitiveness and increase your sales.

# INTRODUCTION:



## In this section, you'll learn about:

- A. The Business, Market and Trade Ready Project
- B. What it Means to be Business, Market and Trade Ready
- C. The Importance of Standards
- D. The Benefits of Being 'Ready'
- E. How to Assess if you are Business, Market or Trade Ready

## A. The Business, Market and Trade Ready Project

Welcome to 'Becoming Business, Market and Trade Ready' in tourism. This training is part of a learning program to help you become and remain competitive in the global tourism industry. Whether you have been in business for 10+ years with formal tourism education, or are planning to start a new tourism business, this workbook provides you with information, helpful links and learning opportunities to support tourism suppliers on their business development path.

The Pan North Tourism Marketing Consortium (PNTMC) is a partnership of Destination Nunavut, NWT Tourism and Tourism Yukon. Referred to as **Destination Marketing Organizations (DMO)** they lead the tourism marketing initiatives for each territory. Since 2007 they've collaborated on a number of destination marketing initiatives, and in 2015 initiated this project to establish industry standards and develop curriculum for all three regions.

The PNTMC gathered information from northern tourism suppliers, Canadian travel trade and other provinces that have established standards, to learn more about how BMT Standards are implemented across the country.

From this research and consultation with industry, the PNTMC developed the Business, Market and Trade Ready Standards along with training resources that present how to integrate these standards into your businesses operations.

The ultimate goal of the Business, Market and Trade Ready Program is to build a stronger and more competitive tourism industry in Northern Canada. The BMT Ready Program and resources are provided to assist you in understanding the requirements of being ready.



### Tourism Yukon:

Telephone:  
867-667-8723

Email:  
industriyservices@govyk.ca

### NWT Tourism:

Telephone:  
867-873-5007

Email:  
marketing@spectacularnwt.com

### Destination Nunavut:

Telephone:  
867-975-7800

Email :  
info@destinationnunavut.ca



## B. What it Means to be Business, Market or Trade Ready

*Readiness* is defined as the state in which one is fully prepared and willing to do something.

In the tourism sector, being 'Business Ready' means that a business has all licenses, permits and insurance required to operate legally. Being 'Market Ready' builds upon that and means the business is promoting themselves to potential visitors, communicating year-round and can take advanced reservations. Being 'Trade Ready' means that a business understands and has the policies in place to work with and sell through the travel trade.

As you can see in the diagram on the next page, selling direct to the **consumer** involves you and the potential consumer (visitor). In the tourism sector, you can also sell through the travel trade to reach the consumer. The travel trade is made up of various businesses who sell to travelers in Canada and in **international markets** (countries) on your behalf.

If you choose to work with the travel trade, there will be **net rates** or **commissions** that you will provide them ... but only when they make a sale for you. It is important to note when selling through the travel trade, the end consumer price should be similar to the price you would sell at if the consumer purchased direct with you.

For example:

If your retail price is \$500, and you are selling direct to consumers, you will keep the full \$500 for yourself. When selling through the travel trade, the consumer, no matter where they are located, should still pay a similar retail price. The trade partner selling on your behalf, will pay you a net rate when they make the sale. The net rate may range from 20% - 30% depending on the type of travel trade you partner with. This will be discussed in more detail in Module Three.

Let's now connect distribution sales channels with standards.



## C. The Importance of Standards

### What are they and why are they important?

The Business, Market and Trade Ready (BMT) Standards help the tourism supplier become or remain competitive. Tourists are used to common booking and cancellation policies around the globe that are “standard” in the tourism industry. Whether they are booking a hotel, a cruise, or a day tour, they need to know what they are buying, the price, how to book, when to pay and when they will be penalized if they cancel or change plans.

Through implementing BMT Standards, a supplier gains the confidence of potential consumers. The consumer’s expectations of timely responses and clear reservation policies are met through the quality of the service they receive to their request.

These standards are not unique to Canada's North. They are “best-practices” that are similar to those required to participate in [Destination Canada](#) marketing initiatives, and a requirement already in some of the other provinces.

The Business, Market and Trade Ready Standards outlined in this workbook are the **minimum standards** required to be considered for participation in your territorial DMO’s marketing initiatives or to be eligible for marketing programs. Readiness standards help DMO’s confidently promote tourism suppliers through the appropriate distribution sales channels.

Through this training program and workbook, tourism suppliers will gain key information about the industry, roles of agencies and organizations, details specific to each territory, and the kinds of policies or practices tourism suppliers can follow to sell through distribution sales channels.

## THE BMT STANDARDS:

### Business Ready Standards

Business Ready refers to a business that has all of its licenses, permits, and insurance in place in order to operate legally.

- BR1. Provide owner/operator contact information (include contact name, business name, mailing address, telephone number, and email address).
- BR2. Be in good standing with all applicable licenses, insurance and legislative requirements.

*continued on next page*

### NOTES:



## C. The Importance of Standards *continued*

### THE STANDARDS: *continued*

#### Market Ready Standards

*Business Ready Standards plus the following:*

Market Ready refers to a business that markets to potential visitors in the planning stages, communicates with potential visitors year-round, and is ready to accept advance reservations.

- MR1. Has an email address and telephone number operational year-round. If closed for the season, provides automated response through voice mail, answering service and/or email.
- MR2. Has marketing materials such as brochures, rack cards, website or social media presence.
- MR3. During operating season, the business maintains at least a 24-48 hour response time to inquiries and at least a 24 hour response time to **reservations**/booking requests.
- MR4. Has published prices and consumer booking, payment and cancellation policies.

#### Trade Ready Standards

*Market Ready Standards plus the following criteria:*

Trade Ready refers to a business that markets to and through the travel trade distribution sales channels; understands commission or net pricing; agrees to trade booking and cancellation policies.

- TR1. Has been Market Ready for at least one year, or has successfully operated a tourism business working with the travel trade.
- TR2. Offers wholesale, net or commissionable rates to travel trade throughout the negotiated time period, provides these rates at least one year in advance of the selling season and guarantees those prices during the selling season.
- TR3. Responds within 24 hours year-round to requests, inquiries, reservations and cancellations from travel trade.
- TR4. Has trade-oriented booking, payment and cancellation policies for groups and **FIT (Fully Independent Travelers)**
- TR5. If participating in destination marketing organization-led travel trade **Familiarization Tour (fam tour)**, is prepared to offer a shared investment and/or reduced pricing (complimentary) in hosting travel trade.
- TR6. Provides image/rich media files in a format required by the destination marketing organization or **Receptive Tour Operator** for marketing purposes along with up-to-date product descriptions/information sheets.

*The standards serve as a guideline for tourism suppliers working with the travel trade. Standards may vary depending on the specific negotiated agreement between the supplier and trade partner.*

## D. The Benefits of Being ‘Ready’

This learning program has been developed to help tourism suppliers understand how applying BMT Standards can enable their business to access new marketing and distribution sales channels. In addition, tourism suppliers will gain increased credibility in the eyes of the consumer and travel trade by having proper licensing, having sufficient insurance and by maintaining consistent policies.

Based on the readiness level of your business, you may be eligible to participate in you DMO's marketing activities and programs including but not limited to:

- access to marketing funds
- participation in travel trade familiarization tours
- attending Rendezvous Canada and other travel trade marketing shows

More information about the specific programs of your tourism DMO can be found at:

- Tourism Yukon: [www.tc.gov.yk.ca/tourism](http://www.tc.gov.yk.ca/tourism)
- Northwest Territories Tourism: [www.spectacularnwt.com/members](http://www.spectacularnwt.com/members)
- Destination Nunavut [www.destinationnunavut.ca](http://www.destinationnunavut.ca)

No matter how long you have been operating your business, the tools, resources and links in this training program offer new and updated tourism information to help grow your business.

- Glossary of terms
- Booking and Cancellation policy examples
- How to develop a trade tariff with templates
- Vouchers and how they are used
- BMT Checklist
- and more...



At the end of your training, whether you complete 1, 2 or all 3 modules, we invite you to participate in a brief **5-minute survey** to help us evaluate the program. Your feedback will provide us with insight to improve the training, consider further tourism development and marketing programs for Canada's northern tourism sector. Your instructor will hand out the evaluation at the end of your workshop.



# MODULE 1: TOURISM



## In this Module you will learn about

- A. A National Tourism Snapshot
- B. The Five Industries of the Tourism Sector
- C. Tourism Marketing Canada
- D. Tourism Marketing Programs and Services from the North



## A. A National Tourism Snapshot

To picture how your business fits into the tourism industry, it is beneficial to know who some of the key players are. As mentioned earlier, each territory and province has a destination marketing organization (DMO). They often partner with Destination Canada who leads tourism marketing on behalf of the country representing the best in Canadian tourism experiences to consumers, international travel trade and travel media in key target markets.

### Destination Canada (formerly the Canadian Tourism Commission)

Destination Canada (DC) promotes Canada as a four-season travel destination, in 11 key markets around the world.

They promote Canada as a tourism destination, targeting those international markets who send strong visitation numbers to Canada, as well as best potential new markets that have a strong interest for Canada. These travel markets generate **export revenues** into the Canadian economy, thereby supporting the growth of new tourism businesses and jobs in Canada's tourism sector.

Learn more about Destination Canada's business and marketing activities:  
[www.destinationcanada.com/en/markets](http://www.destinationcanada.com/en/markets)

See how Destination Canada promotes experiences to visitors:  
<http://caen-keepexploring.canada.travel/>

### Indigenous Tourism Association of Canada (ITAC)

The Indigenous Tourism Association of Canada (ITAC, formerly Aboriginal Tourism Association of Canada), is a consortium of over 20 indigenous tourism organizations and business representatives from across Canada. ITAC supports a collective approach to promotion and marketing of authentic indigenous cultural tourism experiences across Canada, as well as provides tourism development advisory services, conferences, training and research for indigenous tourism suppliers, tour operators and communities initiating cultural tourism experiences in Canada. The ITAC corporate website contains many useful development resources, research, and features indigenous tourism guidelines and protocols for marketing and development.

Learn more about Indigenous Tourism Association of Canada's business and marketing activities:  
[www.indigenoustourism.ca/corporate/](http://www.indigenoustourism.ca/corporate/)  
[www.indigenoustourism.ca](http://www.indigenoustourism.ca)

### Provincial and Territorial Tourism Organizations

At the federal level, the Government of Canada works with the provinces and territories to market tourism, develop visitor experiences, and improve and address legislation and policies that affect the tourism industry. This level of collaboration involves many different industries and areas of governments.

Destination Canada as a Crown Corporation of the Government of Canada plays the lead role for marketing tourism on behalf of the federal government.

The Tourism Industry Association of Canada (TIAC) represents tourism business interests at the national level, and its advocacy work involves promoting and supporting policies, programs and activities that will benefit the sector's growth and development.

### Provincial and Territorial DMO's

At the provincial and territorial level, the DMO leads in the promotion of visitor experiences in your territory or province. Your DMO's visitor experience websites are:

- **Tourism Yukon**  
[www.travelyukon.com](http://www.travelyukon.com)
- **Northwest Territories Tourism**  
[www.spectacularnwt.com/members](http://www.spectacularnwt.com/members)
- **Destination Nunavut**  
[www.destinationnunavut.ca](http://www.destinationnunavut.ca)

### Tourism Industry Associations

As a tourism supplier you know that there is more to tourism than marketing and promotion. To support sector businesses and industry-specific associations, there are provincial and territorial Tourism Industry Associations (TIAs) and other organizations. These groups provide a collective voice and represent tourism industry interests when issues arise that affect the growth or sustainability of the tourism sector.

In Nunavut and the Northwest Territories the industry associations also maintain DMO responsibilities.

**Tourism Industry Association of Yukon - TIAY**  
[www.tiayukon.com](http://www.tiayukon.com)

**Northwest Territories Tourism**  
[www.spectacularnwt.com/members](http://www.spectacularnwt.com/members)

**Destination Nunavut**  
[www.destinationnunavut.ca](http://www.destinationnunavut.ca)

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## A. A National Tourism Snapshot *continued*

### Travel Trade

These are the buyers and sellers of tourism suppliers' experiences and services. They may be located in Canada, in the North, or elsewhere in the world. You will learn more about the travel trade in Module Three – Trade Ready.

### Tourism Suppliers

If you are taking this workshop, chances are you are the supplier. Suppliers provide the components that are used to develop, promote and sell tourism experiences in a destination. Suppliers can sell either direct to the consumer and/or through the travel trade distribution sales channels to the end consumer. This Business, Market and Trade Ready program is for you.

### Visitors/Tourists

Call them what you will, but there wouldn't be a tourism industry if it wasn't for people's desire to travel and experience different things in different places. The visitor ultimately determines what they will buy, when they will buy it and at what price they will pay. It's your job to understand how these visitors' personal choices impact your ability for success. Your DMO can help you understand the expectations of visitors to Canada's North.

### So how does your business play a role in the larger tourism picture?

Many businesses and organizations invest significant marketing dollars in attracting visitors to Canadian destinations, including to your territory. When a business lacks standards and a visitor or trade partner has a poor experience, those investments are jeopardized.

The DMO can facilitate introductions between suppliers and travel trade so they can enter into a business relationship. However once the introduction is made, it is the responsibility of supplier and trade partner to maintain their relationship to the benefit of each other.

Destination Canada and your DMO promote your territory's amazing tourism experiences to travelers from around the world and work to attract visitors to your territory, potentially benefiting your business. It is important the tourism suppliers your DMO's introduce to the world operate with standards that match their customers expectations.







## C. Tourism Marketing - Canada

*How does the world learn about Canada?*

*What does Canada's marketing organization do for tourism?*

Destination Canada (DC) leads the Canadian tourism industry in promoting Canada as a premier four-season tourism destination where travellers can enjoy extraordinary experiences.

Together with provincial, territorial and industry partners, and supported by current research, DC leads marketing and promotions to build awareness of Canada's tourism experiences in primary and emerging markets. Almost all of the markets they reach, are also primary and emerging markets for your territory/province.

### What markets is Canada investing in?

Currently, DC is marketing Canada in 11 countries around the world. They are:

Australia	Japan
Brazil	Mexico
China	South Korea
France	United Kingdom
Germany	United States
India	

DC conducts market research to support the tourism sectors understanding of travel trends, visitor preferences and expectations, along with other consumer insights. DC provides tools and learning resources to help businesses and DMO's leverage Canada's successful tourism brand, *Canada. Keep Exploring.*

To learn more about where Destination Canada markets to and why, visit:

[www.destinationcanada.com/en/markets](http://www.destinationcanada.com/en/markets)

### How can DC support your business?

As tourism suppliers in Canada, you have available to you a wide range of resources developed by DC to help suppliers align their marketing efforts with that of the national marketing organization. There is the:

- *Guidelines for the Brand Identity of Destination Canada* presenting how to use and align with Canada's brand.
- *Experiences Toolkit* helps you develop experiences that are in demand by visitors to Canada.
- *Explorer Quotient* will help you understand your best customers experience and marketing preferences.

Visit [www.destinationcanada.com/en/tools](http://www.destinationcanada.com/en/tools) to explore these and other free resources available.

### Canadian Signature Experiences Collection (CSE)

Is a membership based marketing initiative, led by DC that features Canada's most unique and authentic trade (or export) ready visitor experiences. Applying for membership is an application driven process, that starts with submitting a pre-qualifying quiz to your territorial or provincial DMO.

[www.destinationcanada.com/en/programs#signatureexperiences](http://www.destinationcanada.com/en/programs#signatureexperiences)

More information about the priorities, programs and resources of Destination Canada can be found at [www.destinationcanada.com](http://www.destinationcanada.com)

## D. The Tourism Marketing Programs and services from the North

In each of the three territories, the tourism sector has common goals to grow: visitation, tourism revenues and the economy. It is important to know that across the three territories, tourism is organized differently and understanding the organizational structure, players and programs of your DMO may contribute to your success.



In Yukon the Department of Tourism and Culture's Tourism Branch is known as Tourism Yukon. Tourism Yukon is the destination marketing organization responsible for promotion of Yukon as a travel destination. Through attendance at international travel trade shows, hosting familiarization tours, managing social media marketing and engagement, they grow visitation to Yukon by promoting what there is to see and do when here.

The six Visitor Information Centres throughout Yukon welcome visitors when they are in the destination and help them find the activities they want to do- when they want to do them.

The Industry Services Unit works closely with tourism suppliers, to help them understand how to work in their industry, rules and regulations to be aware of, and where to access resources that may support an entrepreneur's development and marketing activities.

### **Tourism Yukon**

[www.tc.gov.yk.ca/tourism](http://www.tc.gov.yk.ca/tourism)

### **Tourism Yukon (consumer marketing website)**

[www.travelyukon.com](http://www.travelyukon.com)



In the Northwest Territories (NWT), tourism industry leadership is shared by two organizations, connected but distinct in their roles. Northwest Territories Tourism (NWTT) is the Destination Marketing Organization and is also the industry advocate. NWTT works closely with Destination Canada on marketing research and program opportunities and with the Tourism Industry Association of Canada on advocacy matters. NWTT leads the participation for their suppliers at national and international trade shows, encourages and facilitates tourism suppliers' participation in consumer shows provides industry and market information to help suppliers make marketing decisions and more. The Government of the Northwest Territories' Department of Industry, Tourism and Investment (ITI) licenses NWT tourism suppliers and leads product development and training programs in the territory. ITI manages five regional tourism offices as well as all territorial parks and campgrounds, which are considered part of the products and services used by both tourists and residents alike.

### **Spectacular NWT**

*(marketing website and corporate members)*

[www.spectacularnwt.com/members](http://www.spectacularnwt.com/members)

### **Government of the NWT, Department of Industry, Tourism & Investment:**

[www.iti.gov.nt.ca/sectors/tourism](http://www.iti.gov.nt.ca/sectors/tourism)



# MODULE 2: THE STANDARDS — BUSINESS AND MARKET READY



**In this Module, you will learn about:**

- A. The Importance of Standards for Consumers
- B. Business Ready
- C. Market Ready

## A. The importance of Standards for Consumers

Having your business follow industry standards makes good business sense. As a tourism supplier you gain credibility for operating with recognized business standards, and your customers will have greater confidence in your operations, knowing that you are following best practices. A customer who is able to book with you easily and efficiently and has a safe, high quality experience from start to finish, will tell friends and family about your operation, possibly generating even more business.

**Bottom line: Operating with Business, Market and Trade Ready standards helps you, the tourism supplier, become and remain competitive.**

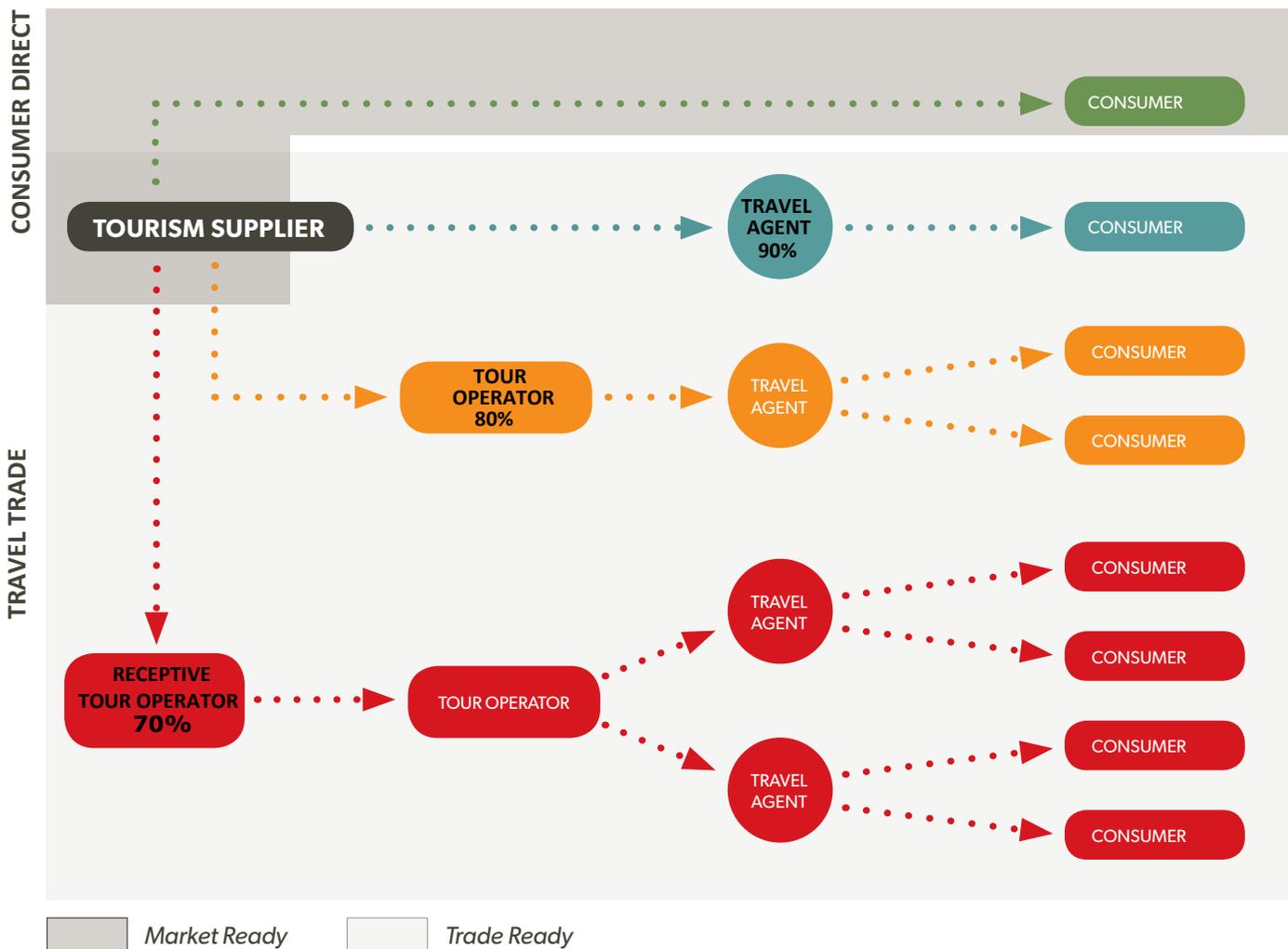
Below is the diagram showing the distribution sales channels to sell to the consumer. **Being Market Ready means you are well prepared to sell direct to the consumer.**

**Being Trade Ready means you are willing to sell at a discount (offer net rates) in order to have others sell for you to reach the end consumer in international markets.**

Below represents that the:

- *Travel agent pays 90% of cost, or receives 10% commission.*
  - *Tour Operator pays supplier 80% of price.*
  - *Receptive Tour Operator pays supplier 70% of price.*
- This will be explained in more detail in Module Three*

### DISTRIBUTION SALES CHANNELS



## B. Business Ready

### Business Ready Standards

The minimum standards for recognition as **Business Ready** by your DMO are:

**Business Ready** refers to a business that has all of its licenses, permits, and insurance in place in order to operate legally.

- BR1.** Provide owner/operator contact information (include contact name, business name, mailing address, telephone number, and email address)
- BR2.** Be in good standing with all applicable licenses, insurance and legislative requirements.

### Why are these standards important?

If you are going to succeed in tourism, you need to be on the radar of your DMO and the only way to do that is to ensure they have your basic contact information and that they know you are operating legally with current permits, licenses and insurance. Your DMO needs to know who is offering tourism experiences, what they are offering, and how they are being sold, so they can pass this information on when promoting the territory as a tourism destination. When your DMO is promoting an experience or service they need to know that the supplier offering that experience will respond to consumer or travel trade inquiries, in a manner that is industry standard for the distribution sales channels.

If you are not interested or able to accept advance bookings, maintain consistent policies or respond to inquiries within the 'standard' time frame, and are happy with the way you operate, then the marketing opportunities and programs offered by your DMO may not apply to your business model.

**As a tourism supplier, if you are operating, you must have all necessary licenses, permits. It's the law.** Moreover, all businesses are expected to have insurance and a business license, providing evidence of both legitimacy and consideration for the safety and care of the guest, staff and the operation.

### A Business Ready attraction or service may be one that...

- Does not require, or is not set up to accept advance bookings.

- Has standard hours of operation and is open "daily" through the high tourist season and operates on a first-come first-served basis.
- Does not wish to work with the travel trade to offer discounts or block space.
- May implement a booking and cancellation process on a case-by-case basis rather than following recognized industry standards.
- Examples may include some museums and cultural centres, retail and food services, highway lodges targeting walk-in customers, events and festivals.

### What permits, licenses and insurance do I need?

Depending on your sector, level of risk, types of activities, etc., your requirements for permits, licenses and insurance will vary.

Across all three territories, a business license (where applicable) and commercial insurance is a must. Beyond that, to know what other licenses you may require consider:

- if you are serving food or alcohol. What food safety, liquor license or permits and training are required in your territory/province?
- Guiding on the water or in remote land-based adventures? Do you need a special Wilderness License? Wilderness first aid certificate? Marine pilots license?
- Are you in a boat, on a four-wheeler, in a plane or a dog sled? Your insurance company will want to know what level of risk your guests may be taking when participating in an experience with you.

There are many factors to understanding what you need. To learn more about the licensing requirements for tourism suppliers contact your DMO, check out *Bizpal* or visit the links to your territory:

#### Yukon

[www.gov.yk.ca/services/cat\\_licensing.html](http://www.gov.yk.ca/services/cat_licensing.html)

#### Northwest Territories

[www.iti.gov.nt.ca/programs-services/tourism-operator-licensing](http://www.iti.gov.nt.ca/programs-services/tourism-operator-licensing)

#### Nunavut

[www.gov.nu.ca/contact-us](http://www.gov.nu.ca/contact-us)

#### Bizpal

[www.bizpal.ca](http://www.bizpal.ca) and follow the prompts for your territory or province to see what licenses and permits you may require.



## C. Market Ready *continued*

### Market Ready 1 (MR1)

Has an email address and telephone number operational year-round. If closed for the season, provides automated response through voice mail, answering service and/or email.

#### Why is this important?

Customers need to reach you. They need to know that if they make an inquiry by phone or email that they can count on getting a response.

Market Ready standards mean that your email and or voice mail is checked regularly or you have an auto reply message that indicates **when you will reply**. Don't disappoint the customer and don't lose that sale!

Having a year round telephone number, even when closed for the season, helps a potential customer talk to someone and ask important decision-making questions. If they can't reach you — they may call your competition or choose a different experience or destination altogether.

If you are closed for the season, the customer is not going to wait for months and try you again. They are moving on to the next tourism supplier on their list. Help them do business with you!

#### What should the "out of office" message include?

You should let inquirers know when you'll reply, or how they can book while you're closed. You could provide a contact number that can either respond on your behalf or contact you if you need to respond.

Consider the following points when drafting your message:

- A 'Thank you' for calling.
- A greeting using your company name.
- Indicate why you didn't answer, how often you check messages and when you will call them back.
- If appropriate offer an alternate contact name and number.
- Refer to your website to learn more about your product.
- Provide your email so they can send their request in writing.
- Let them know if anything "out of the ordinary" or special is happening or will happen. *i.e. renovations, special events, anniversary, etc.*
- Encourage the caller to leave clear detailed information for you to connect with them and answer all their questions.

#### Example voice mail for year-round operations "

Thank you for calling Snow Owl Bed and Breakfast. We are assisting other guests and are sorry to have missed your call. Please leave your name and the time you called with any details about how we can help you and we will get back to you within 24 hours.

To see our newly renovated rooms or to inquire about rates and availability please visit [www.snowowlbnb.com](http://www.snowowlbnb.com). Have a great day and we look forward to you welcoming you as our guest!"

#### Example voicemail - Closed for the season

You have reached Cirque River Adventures and the home of Sal and Mike. Our 2016 season is now complete, and we are in full planning mode for next year. We can't wait to take you on the water. Please contact our winter office at (867) 123-4567 and Julie will be happy to assist you. Or, you can email Julie at [info@cirqueriver.com](mailto:info@cirqueriver.com) or visit [www.cirqueriveradventures.ca](http://www.cirqueriveradventures.ca) to learn more about our trips for next season.



## C. Market Ready continued

### Market Ready 2 (MR2)

Has marketing materials such as brochures, rack cards, website or social media presence.

#### Why is this important?

Marketing materials help inform the consumer about your business. If you want to be on the radar of any consumer, from any market, you need to have a market presence. When a potential customer is at home planning where to go, it is likely they will visit your DMO website first. You will want them to find you on the DMO site, look for product details on your own website, and see what others are saying about you through social media channels. Make sure you are listed in your territorial Vacation Planner or Guide for those who still want to order one in advance. If a potential customer is already in your destination and is looking to plan an activity locally, they may use the local Visitor Information Centre (VIC), the Internet, social media or the local papers. Are your brochures at the VIC, the local hotels? Can the visitor easily find you when searching things to do in the community?

If you are not promoting your business and you don't have marketing materials, then fewer customers will know about you, where you are located or what you do. Marketing materials are a must if you want visitors to budget accordingly when planning their holiday so they can include time in their trip to take your tour or stay an extra day.

#### What kind of marketing materials do I need?

Ask yourself another question first—Where are my customers?

If they are already in-destination, a brochure or rack card in the VIC's or at hotels, along with some local ads may do the trick. If your DMO publishes a Vacation Planner or Guide that is mailed to visitors in their planning stages, ensure you have a listing or an ad in that publication or on the DMO website.

*It is important to note*, investing in marketing is more than just having an on-line presence and a brochure. There are several ways to promote yourself. Networking or partnering with other tourism suppliers, attending consumer shows, sponsoring a community event, or attending industry conferences. Hone your on-line skills because websites need fresh content and images — all the time. Social media should be engaging, short and sweet so that your clients will share their experiences about your business. Be sure to respond to both positive and negative comments. Remember to stay professional and open minded to constructive criticism. Invest in your marketing materials and take the time to share, push, network and promote your business.

#### How much should I spend on marketing?

Understanding how much to spend on marketing materials, what are the right marketing materials for your business and placement of your advertising is your business decision. It starts with you having a marketing budget.

Marketing expenditures are based on % of total revenues. Industry common practice can be anywhere from 5-15% and varies depending on your business model, sector, overall performance and goals. For example, if your total annual revenues are \$100,000, then you could consider setting a marketing budget of \$5,000 to \$15,000 annually.

Marketing is an essential cost of doing business. Without marketing how will consumers find you?

**TIP:** There is good market research with your DMO and a knowledgeable team that can guide you in matching your tourism business to potential markets.

## C. Market Ready *continued*

### MARKET READY 2

#### Activity:

*In this multiple choice activity, please choose the best answer that applies:*

Which of the following marketing options would you use if you wanted to increase your chances of reaching potential customers before they arrive in the location where you operate your business? (Circle all that apply.)

- A. A website
- B. Your brochure or rack card which you have placed at a local hotel or VIC
- C. Your Facebook page
- D. Recommendations on Trip Advisor or other similar social media channels
- E. Paid advertising in publications that reach your targeted geographic and demographic markets
- F. Wait in front of a popular hotel to solicit potential customers
- G. Print business cards
- H. Contact your local DMO for assistance

---

*Best answer is A, C, and D. If you want to increase the chances of your business being seen and included in someone's travel plans before they arrive in your territory, then they need to be able to see what you offer through your online marketing channels.*

*If you want to service customers as they arrive in your location, then putting your rack card in local hotels or VICs may be the only marketing you choose to use.*

*Depending on what you offer it may be best to have a combination of marketing tactics to help those planning a trip — either in advance or from within the destination so they can find you and learn about what you offer.*

## C. Market Ready continued

### Market Ready 3 (MR3)

During operating season, the business maintains at least a 24-48 hour response time to inquiries and at least a 24-hour response time to reservations/booking requests.

#### Why is this important?

Consumers need to feel confident in who they purchase their holiday activities and services from. It is important to respond quickly to inquiries and to answer any questions potential clients may have. If consumers cannot reach you or if you don't respond right away, they may move on to another business. They will search for a business that is easy to contact, provides details in a convenient manner and ensures the customer's needs are met. How you handle a potential customer at their first point of contact will affect their decision to proceed with a booking. It is your first opportunity to build consumer confidence in your operations.

Consumers are web savvy. They use the Internet, know how to research customer reviews and will compare your business to others when planning their trip. How they are treated as a customer from the time of inquiry to the moment they return home will influence what they say about your business and their experience in your territory. Don't disappoint that potential customer and lose the booking because you were too busy to acknowledge their call or confirm their reservation.

#### How do I meet this Standard?

There are several things you can do such as:

- Maintain current details on your website, rack card, brochure or social media sites such as: contact information, operating season, hours of operation, price and how to book.
- If you have an on-line availability calendar or payment system, make sure it works, is easy to use and secure so your customers' information is protected.
- Good communication, reliable and timely responses to inquiries, and confirmation of bookings within 24 hour, are all examples of meeting this standard.

**If you can respond sooner - go for it! Your customers sales partners will appreciate your promptness.**



## C. Market Ready *continued*

### MARKET READY 3

#### Activity:

*In this multiple choice activity, please choose the best answer that applies:*

You get a voice mail request for a booking on a Friday afternoon. The message states that they want you to call them back the next day, as they will be unavailable for the rest of the evening. They think they are ready to book but have a few questions.

You are about to go out on a three day trip and cannot return their call until the following Tuesday.

#### **You think:**

- A. Don't worry about it — they'll call you back!
- B. Ask a colleague, employee or business partner to return the call the next day in your absence.
- C. Call them back on Tuesday and hope that they still want to book a trip.
- D. Call them back immediately, apologize in a voice mail, explain that you will follow-up immediately on Tuesday morning and can't wait to host them.

---

*You start building your reputation the moment you respond to an inquiry. If you respond late, your first impression is already made. If your customer can't reach you or make a reservation with you, that business is likely gone.*

*Building on the first Market Ready Standard (MR1), where you are required to respond to requests by telephone or email, this standard (MR3) is about responding in a timely basis.*

**Best Answers – B, D**

## C. Market Ready *continued*

### Market Ready 4 (MR4)

#### Has published prices and consumer booking, payment and cancellation policies.

##### Why is this important?

Consumers are entitled know how to do business with you. This is the sole purpose behind this standard.

Planning a trip requires collecting a lot of information. If the consumer has to work hard to find your prices, availability, or payment process, they may decide to give up and look for a supplier that makes it easy for them to plan and make their decisions. Be sure to provide them with the information you know they seek.

If your customers are required to put money down to hold their spot(s) in the form of a deposit, they will also want to know if that deposit will be refundable in the event they cancel or changes dates.

These policies protect you and your customer. Imagine if you, as the supplier, had to cancel due to an unexpected issue such as weather. You will need to advise your clients about how and when you will refund them. Not all clients will have the flexibility to rebook, regardless if its the next day or next year.

Your policy also protects your business from clients making frivolous or last minute cancellations, no shows and changes.

##### What do you need to consider when you set your price?

When you are Market Ready you are selling direct to the consumer. You do not need to include an additional profit margin for sales through distribution channels. Be sure however to include your own profit margin.

Coming up with your net cost(what it will cost you) to provide your experience or service, how many trips or rooms you'll need to sell in a season to break-even or make a profit, is an activity that is best undertaken with an accountant or trusted book keeper. What you will determine is how much you need to sell your product or experience for.

You then take your unit cost, and add your own profit margin, if you hadn't already, to determine your retail price which you will sell direct to the consumer.

Other considerations when developing your prices are minimum and maximum number of persons you can carry in your van, boat or on your tour. Will you need one vehicle or two? One guide or two? what are my **variable costs**, and my **fixed costs**?

##### What types of policies should be considered?

###### Payments

Communicating with the consumer your payment policy is an important step in closing and guaranteeing the sale. If you ask for a deposit at time of booking, you need to inform the consumer of what will happen with their deposit should they cancel or change their reservation. How many days advance of the travel dates you will apply final payment and what happens then if they cancel after full payment has been collected.

Consumers need to know what form of payment you accept and how you accept it.

*E.g: We proudly accept VISA, MasterCard and American Express, or a certified cheque to confirm your booking. PayPal is our on-line payment program.*

###### Cancellations

A cancellation policy provides clarity to the customer and the business about what will happen to deposits and payments in the event that you or the consumer has to cancel.

Cancellation details should outline when a client can cancel without penalty, when penalties start to incur and what those financial penalties will be.

Cancellation details should also outline what options your business will provide in the event you have to cancel. If something happens that you are unable to deliver on the experience you sold, you will need to inform the customer about how the booking, deposit or refund will be handled.

###### Change Fees

Some businesses will allow one change per reservation before applying a change fee penalty. A change fee helps to pay for the administration necessary to make the changes. In some cases if just one component needs to be changed, the fee may be waived. If several changes need to be made for one reservation, then an administrative change fee may apply.

## C. Market Ready *continued*

Here is an example of a hotel cancellation policy:

- Your room must be guaranteed with a valid credit card.
- Cancel by 6:00 PM hotel time one day prior to avoid one night penalty. Applicable charges and taxes may apply.
- Contact us at 1-800-555-1212 to cancel or change your reservation.

### Example: multi-day guided trip

Cancellation by the customer must be obtained by *Cirque River Adventures* in writing. The following cancellation fees will apply:

- 90 – 61 days before start of trip or rental: 25% non-refundable refunded
- 60 – 30 days before start of trip or rental: 50% non-refundable
- Less than 30 days before start of trip or rental: 100% non-refundable

### Example: Day Trips/Rentals/Courses:

- Until 30 days before start of day trip or rental: 10% non-refundable
- 29 – 7 days before start of trip or rental: 20% non-refundable
- 7-2 days before start of trip or rental: 50% non-refundable
- 48 hours before departure and less: 100% non-refundable

### Example of cancellation clause by

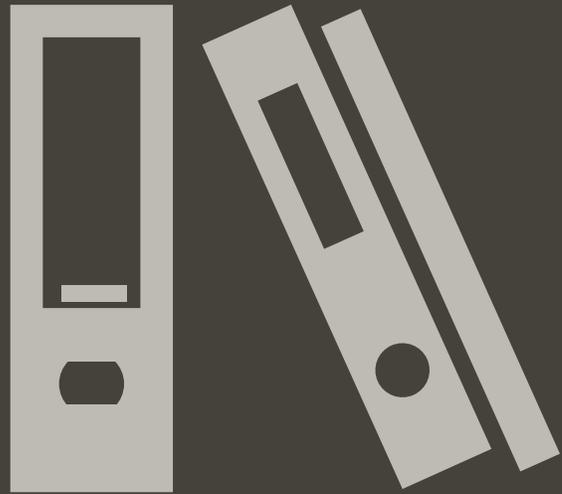
#### *Cirque River Adventures*

In the case where *Cirque River Adventures* has to cancel a trip due to minimum numbers not being met, we shall refund the full amount paid already. We reserve the right to do so within 30 days prior to departure of our trip.

*Cirque River Adventures* reserves the right to change itineraries or even cancel a trip if we feel we are forced to do so by circumstances beyond our control, in order to keep our guests safe. (e.g. snow conditions, temperatures, blizzards, river levels, forest fires, etc). If we should have to cancel altogether we shall endeavor to meet your needs with another trip date of your choosing or if that is not possible, provide you with a full refund.

## How are your booking, payment and cancellation policies communicated or shared?

Your payment policies should be available on your website or emailed/mailed to the consumer at the time of either inquiry, purchase or booking.



### What information do you need from the consumer to confirm their booking?

- Number of persons in travel party?
- Names of persons in travel party?
- Room preference and number of beds?
- Special requests?
- Physical limitations?
- Form of payment?
- contact information?
- anything else?





# MODULE 3: THE STANDARDS - TRADE READY



## In this Module, you will learn about:

- A. What is the Travel Trade?
- B. What are the Trade Ready Standards?
- C. Tourism Distribution Sales Channels:  
The Players and their Roles
- D. What does Trade Ready mean?
- E. Benefits of Working with the Travel Trade
- F. What does the Travel Trade need from  
their Tourism Suppliers?
- G. Why Your DMO Looks for Trade Ready Suppliers.
- H. Why work with the Travel Trade?
- I. Exploring Trade Ready Marketing Programs
- J. Breaking Down the Trade Ready (TR) Standards (Trade  
Ready 1-6)
- K. Supplier Product Descriptions
- L. Conclusion

## A. What is the Travel Trade?

The travel trade are buyers and sellers of YOUR experiences or services and either sell direct to the consumer or to other buyers. Collectively, they form a distribution sales channel that can promote and sell your experiences to a larger market place (usually internationally) than you can on your own. They are a mix of tour operator businesses that package, promote and sell experiences in and to various travel destinations. Below is an overview of the key players who buy and sell in these channels:

### Tourism Suppliers

(YOU!) Businesses in the destination who develop and provide experiences and services for travellers. For example, an accommodation, attraction, transportation service, food, day tour; or a business that is located in the destination and operates a multi-day tour.

### Receptive Tour Operators (and Tour Wholesalers)

A receptive operator is a Canadian - based tour operator specializing in Canadian tourism experiences and products. The receptive operator represents Canadian tourism suppliers' products to tour operators in international markets. Businesses who research, contract and package travel products and experiences in the destination for export distribution to other travel trade businesses such as tour operators and travel agents who are located in international markets. RTOs will promote one destination to many different markets. The primary difference between a tour wholesaler and RTO, is the wholesaler doesn't operate the components they package, whereas the receptive tour operator may own the coach, provide the driver / guide, etc.

RTO's bring:

- destination expertise and product knowledge.
- a convenient one-stop travel shopping experience for their clients (trade channels).
- packaging of trade ready suppliers products and services in a particular destination.
- the ability to customize packages for travel trade partners during the travel season.
- exposure to a suppliers product in many different markets.
- in-destination customer service for their trade partners clients should anything go wrong.
- an existing international network and travel trade client base to the relationship.
- a reduction in efforts by the supplier to make the sale. They contact you to ask a question or book.

### Tour Operators (outside of territory, province or country)

Companies who select travel products, and packages and prepare them for retail sale to consumers and travel agents in their market. They tend to contract directly with RTOs located in the destination but in some cases, direct with the the tourism supplier. Tour Operators' main marketing tools are printed brochures and/or websites.

### Travel Agents

Licensed individuals who sell travel packages and products direct to consumers. They often buy these from RTO's and tour operators with whom they have confidence and experience with. Or they may be part of a **consortium** of agencies that are required to purchase from preferred tour operators due to better rates or commission payouts they receive.

## B. What are the Trade Ready Standards?

The following Trade Ready Standards and how to implement them is intended to help tourism businesses work more successfully with the trade in domestic and international markets

The Standards are:

### Trade Ready Standards

*The Market Ready Standards plus the following criteria:*

Trade Ready refers to a business that markets to and through the travel trade distribution sales channels; understands commissions or net rate pricing; agrees to trade bookings and cancellation policies.

- TR1. Has been Market Ready for at least one year, or has successfully operated a tourism business working with travel trade.
- TR2. Offers wholesale (net/commissionable) rates to travel trade throughout the negotiated time period, provides these rates at least one year in advance of the selling season and guarantees the prices during the selling season.
- TR3. Responds within 24 hours year-round to requests, inquiries, reservations and cancellations from travel trade.
- TR4. Has trade-oriented booking, payment and cancellation policies for groups and FIT bookings.
- TR5. If participating in DMO-led familiarization tours, is prepared to offer a shared investment and/or reduced pricing (or complimentary) in hosting the participants.
- TR6. Provides image/rich media files in a format required by the DMO, or tour operators for marketing purposes, along with up-to-date product descriptions/tariff information sheets.

### Tourism suppliers that are Trade Ready, also...

- provide a consistent delivery of the experience or product so it can be sold by others.
- maintain a current photo library of high quality images for marketing purposes and partner requests.
- only provide what has been booked and confirmed through the travelers tour operator. Additional costs travelers incur when in the destination are the responsibility of the traveler to pay suppliers directly.
- does not share negotiated rates of one tour operator with others. Partner agreements are to remain confidential from other partner agreements.

**In this Module we'll learn more about how the travel trade works in Canada, marketing opportunities and benefits of working with trade.**

## C. Tourism Distribution Sales Channels: the players and their roles

### Remember that diagram depicting the distribution sales channels?

The term distribution sales channels refers to the different businesses that tourism products are sold through to the end consumer. As a tourism supplier you choose how to reach and sell your experiences to the end consumer. Your decision depends on several factors including but not limited to:

- the marketing reach that is possible within your budget.
- whether you have existing international connections, or are willing to develop connections within the geographic markets you wish to sell in, and
- whether you can afford to sell some of your inventory direct to the consumer and some through the travel trade, and;
- whether or not you want to work with others the way they need you to, to have them sell on your behalf.



### How it works:

The consumer buys a travel package from their travel agent. The travel agent contacts the tour operator and books the package. The tour operator contacts the receptive tour operator to confirm the package. The receptive tour operator contacts all of the suppliers and books the product under the consumers name.

### Then.....

..... within 24 hours of receiving the request to book or sooner:

The supplier confirms in writing back to the receptive that the client is booked. The receptive tour operator contacts the tour operator and confirms the package is booked. The tour operator contacts the travel agent and confirms that the package has been booked. The travel agent, applies the clients payment for the package and sends that payment to the tour operator, who sends to the receptive, who sends payments to all the suppliers.

Research indicates that the farther away the destination is from the travel market, the more likely it is that travelers will need trip planning assistance. This is the same for travel trade who sell **long-haul** destinations that are unlike where they come from or what they are familiar with.

Canada's North, definitely falls into this scenario. Suppliers should be aware that many travelers from, "outside" or who "come from away", use travel agents and tour operators to book their northern Canadian vacations.

**At the time you make the decision to work with the travel trade, is the time when you should be prepared to price your products to allow for travel trade profit margins.**

### Remember...

The receptive tour operator will sell to many different tour operators in one market. Those tour operators will work through the RTO for the convenient one-stop shopping experience. When you offer the RTO the same discount as the tour operator, you are limiting how the RTO can sell you, and their ability to provide a competitive price to their trade channels. Be sure to acknowledge who you are working with, by providing a fair profit margin.

## D. What does Trade Ready mean?

### The simplest definition of the role of the Travel Trade is:

*Businesses that resell travel products to the visitor — products that they have bought and/or reserved from other parties.*

### Being Trade Ready means:

- you are partnering with businesses that sell tourism experiences through third party distribution sales channels.
- you price your products to pay a commission or offer a net discount for those that make a sale for you.
- you are willing to be flexible in your booking and cancellation policies to allow your trade partners to sell on your behalf.

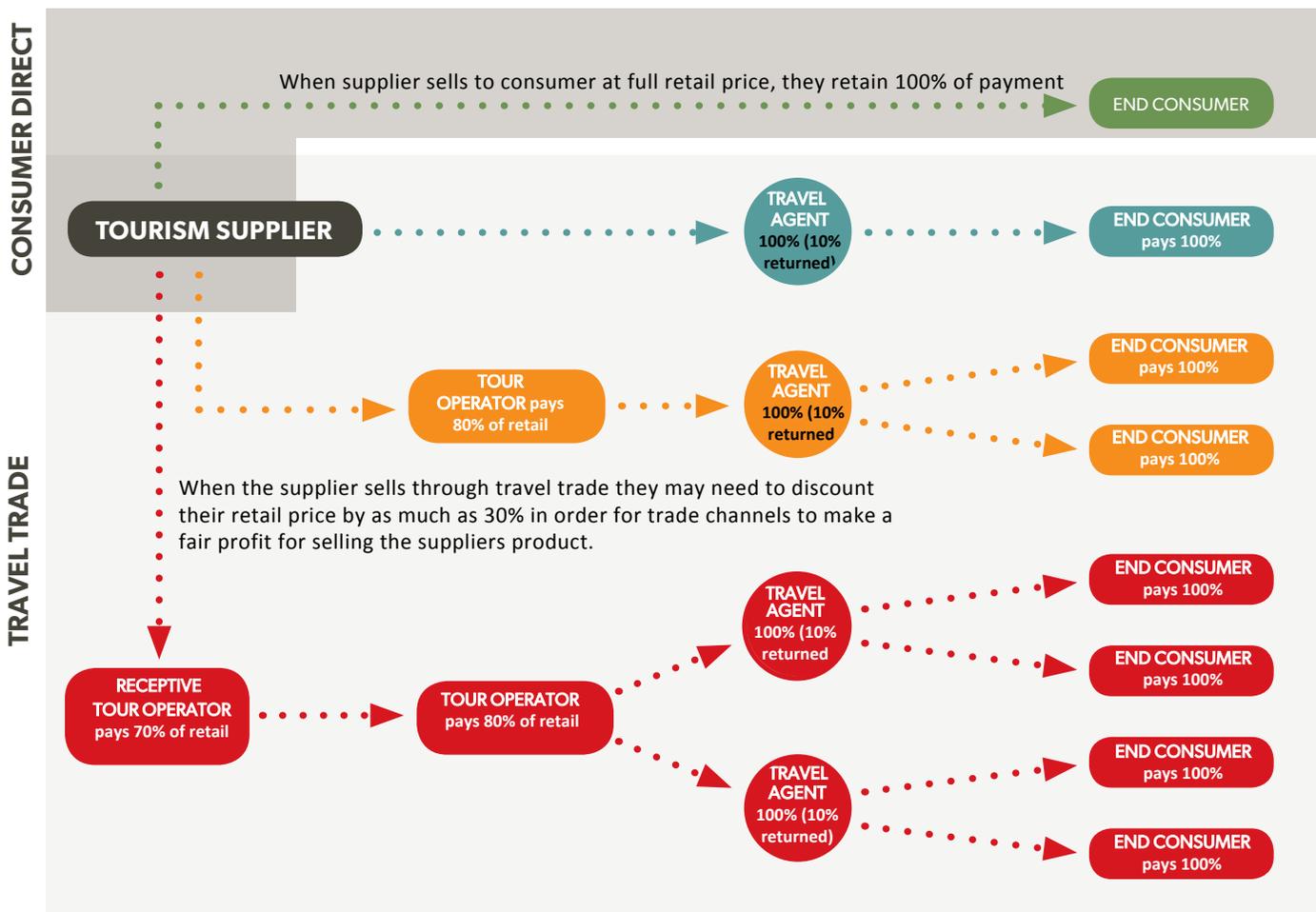
Below is the diagram demonstrating the distribution sales channels once again. This chart will help you understand how much of a discount each partner should receive from the supplier, and how they distribute that profit margin amongst their sales channels.

- The travel agent will pay 100% of the retail price. And receive 10% of the retail price back (commission).
- The tour operator will pay 80% of the retail price.
- The receptive tour operator will pay 70% of the retail price.

or in other words...

- The travel agent only pays 90% of retail, once the commission has been received.
- The tour operator keeps the 20% discounted amount to share with their sales channels.
- The receptive tour operator keeps the 30% discounted amount to share with their sales channels.

## DISTRIBUTION SALES CHANNELS



Market Ready

Trade Ready

## E. Benefits of working with Travel Trade

Every business will have a different perspective of what constitutes 'beneficial'. There are many benefits to working with the travel trade such as:

- A. **Expanding your marketing reach and customer base.** If you cannot afford to invest money to enter new markets, working through the travel trade can help expose your product in those markets. There is no cost to you, except when they make a sale. Then a discount is provided.
- B. This is a **success-based marketing** model. The travel trade continually makes efforts to promote your business. If you enter into a contract with a travel trade representative, your product may be promoted internationally, on websites and in their publications, translated into different languages and presented to international buyers, at no cost to you — except when they make a sale. Then a discount is provided
- C. Working with the travel trade **builds diversity** in your market segments and can support earning additional revenue from many markets, on top of your own consumer direct efforts. Diversifying your markets through the travel trade is one way to build your business, as you do not have to rely on a single source to generate sales.
- D. The travel trade **follow trends**, and know what their customers want. It is the business of the trade to know what is happening in the world of travel, to stay abreast of trends and changes in markets, and to know how travelers are making their travel decisions. As such, the trade can help you stay informed.
- E. Working with the trade **reduces your administration time** per customer. The trade will handle all the sales, administration and booking/ payments with the customer; your task is to welcome and service the guest, and invoice your trade partner at the net price, as per your agreement. Your trade partner will pay you within the negotiated time frame and the agreed upon form of payment.

F. **Reallocated marketing costs.** Generally businesses will allocate about 5 to 15% of their total business revenues to marketing activities. However, when working with the travel trade this means that the investment *they put into marketing your business* is only provided when they make sale for you. In charging your trade partner a net rate your marketing fee is paid at the time of sale.

When you sell direct to consumer and through travel trade, the additional profit you have built in to allow for discounts and commissions to be paid out, is extra profit in your pocket every time a consumer books direct with you!

We'll discuss pricing models further on in this Module.

### Examples of how a travel trade relationship can expand your marketing efforts

The time, travel expense, energy, marketing dollars and networking you have to do in foreign markets with different consumer protection laws, cultures and currencies is expensive. Working with the travel trade leverages their time, their networks, their marketing and their knowledge to work on your behalf — for no cost to you except when they bring you business.

Here are other examples of how a travel trade relationship can expand your marketing efforts:

- Imagine attending a world tourism marketplace show in the UK with 5,000 booths and 50,000 tourism industry professionals. You would have to make a hefty marketing investment to make a unique impression.
- The travel trade is already there and have an established clientele — they already have a reputation and relationships in key markets that you can benefit from, offering greater exposure for your product / service — and at no cost to you— again, until there is a sale.

## F. What does the Travel Trade need from Tourism Suppliers?

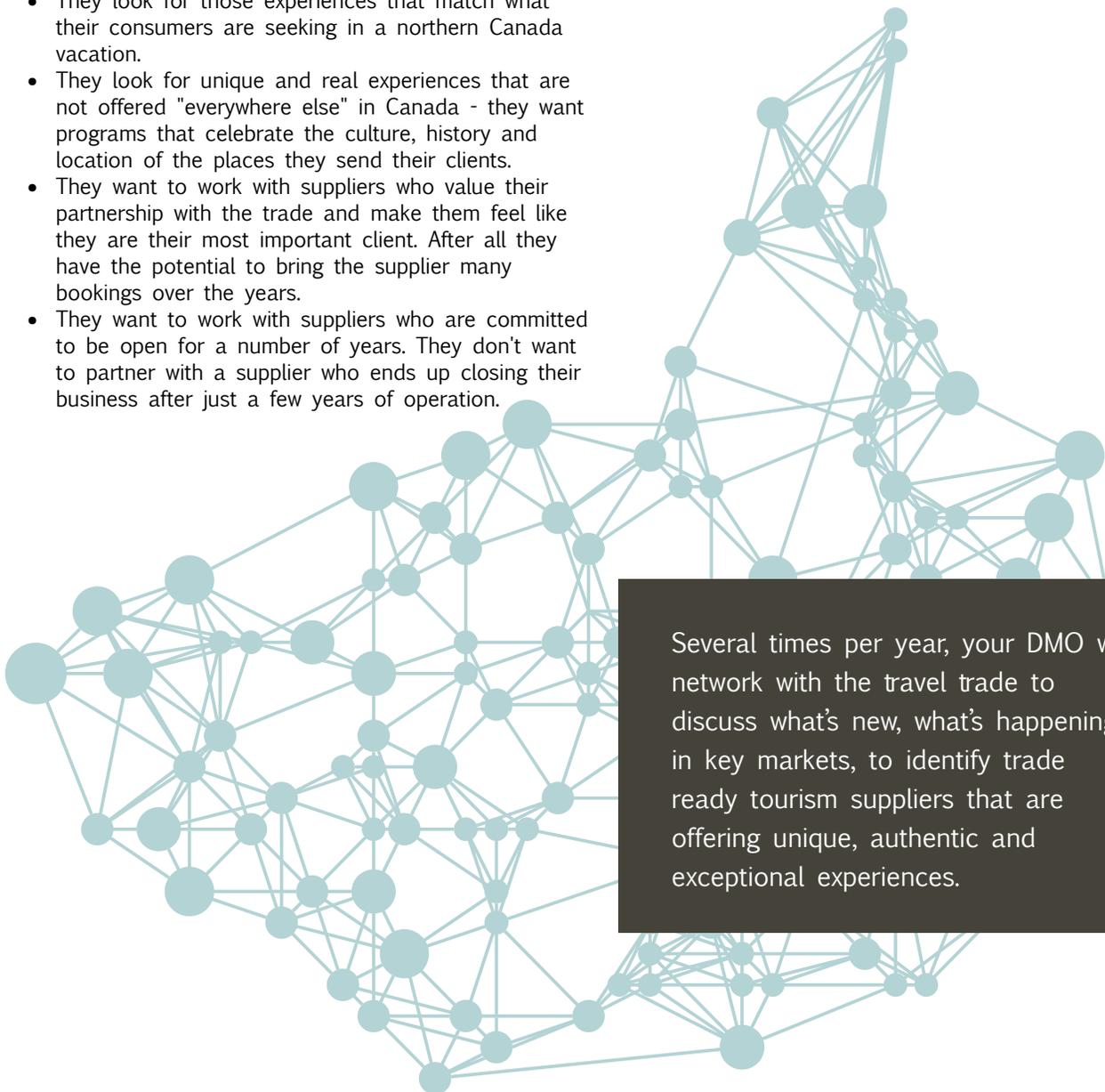
The travel trade need suppliers that can provide a consistent, quality product, with competitive pricing, while operating within recognized industry standards.

### Travel trade need and want:

- Suppliers who understand how to work with tour operators. Who are trade ready and more.
- Supplier partners who are fully licensed and insured, should anything happen to their clients while with the supplier.
- They look for those experiences that match what their consumers are seeking in a northern Canada vacation.
- They look for unique and real experiences that are not offered "everywhere else" in Canada - they want programs that celebrate the culture, history and location of the places they send their clients.
- They want to work with suppliers who value their partnership with the trade and make them feel like they are their most important client. After all they have the potential to bring the supplier many bookings over the years.
- They want to work with suppliers who are committed to be open for a number of years. They don't want to partner with a supplier who ends up closing their business after just a few years of operation.

The travel trade shares with your DMO any new developments in their markets, what their customers are looking for, or new areas of interest for that travel trade partner.

This information is used by the DMO to help trade ready tourism suppliers in their territory understand what is happening in outside markets that may affect their potential for partnerships or the number of bookings for the season ahead.



Several times per year, your DMO will network with the travel trade to discuss what's new, what's happening in key markets, to identify trade ready tourism suppliers that are offering unique, authentic and exceptional experiences.



## H. Why work with the Travel Trade?

The travel trade can expose your business to a broader customer base than you might reach on your own, therefore increasing your chances for additional sales.

The trade knows how to work with and sell to consumers in their tourism markets. They have established sales networks and relationships with other travel trade who are also looking for products to sell. They have a strong brand and marketing presence that they use to inspire potential partners to sell travel products and travelers to book.

Working with the travel trade is a significant commitment on the part of the supplier. If you run your business with a "skeleton staff", selling through the travel trade may be a way to alleviate some of the administrative work that comes with each booking and inquiry. When you provide a fair profit margin for your trade partner, they will provide many of the administrative services that the client needs, along with giving additional information about the destination that is not even related to your product or experience, but that needs to be shared with consumers who are planning their travel.

### Activity:

*In this multiple choice activity, please choose the best answers that apply:*

You have been in business and have been Market Ready for three years. You now want to expand into new markets and you decide to work toward becoming Trade Ready because:

*Select the reasons you think adding the travel trade to your business model is good for you.*

- A. You have someone else working to bring you sales.
- B. You need knowledgeable partners who know specific, domestic and international markets best.
- C. Your direct consumer sales are low and you have room to expand into other markets.
- D. You are prepared to re-price your products to enable commissions and net rates to be made available to partners who sell your product or experience.
- E. You want to do less work.
- F. You have a German speaking staff person this season, so you want to offer services to German travelers.
- G. You're an excellent tour guide, and if someone else does your marketing and administration, you can focus on guiding clients which is what you love to do best.

*If you selected E and F these are not good reasons to work with the Travel Trade. Working with the Travel Trade may mean you have more work because you have more clients. The language your staff speaks does not mean your product is a match for the geographic market where that language is spoken.*

*No matter what reason you choose, remember it is the Travel Trade that is responsible for ensuring their clients are getting the experience that they want. Therefore it will be up to the Travel Trade to decide whether your business and the experience it offers is something they want to sell to their clients.*

# I. Exploring Trade Ready Marketing Programs

## Travel Trade Shows

An example of Trade Ready marketing programs available to qualified suppliers are travel trade shows, which bring together buyers of tourism products with trade ready suppliers who want to work through the distribution sales channels.

Every year the national marketing organization, Destination Canada, hosts the nations premier international tourism marketplace called Rendezvous Canada. Here international buyers have pre-booked meetings with sellers and/or suppliers of Canadian tourism products and experiences. Over 1,500 industry professionals gather annually to learn about what is new in Canada and how key and emerging market trends are affecting the buying and selling of tourism experiences to Canada.

Remember in Module One, we identified the international markets that Destination Canada targets. It is from these markets Destination Canada invites buyers to Rendezvous Canada.

**For more information on what shows Destination Canada may be attending, go to [www.destinationcanada.com/en/events](http://www.destinationcanada.com/en/events)**



## How does Trade Readiness relate to travel trade shows?

Imagine participating in an event where over three days, you have pre-arranged 15 minute meetings with travel trade buyers who are actually interested in your product and who represent the market you want to sell to.

Bringing buyers and sellers together is a **huge** investment on the part of Destination Canada and your DMO.

When they arrange for travel trade shows they are enabling pre-arranged introductions of buyers and sellers for business relationships to flourish.

When your local DMO is working with Destination Canada to identify tourism suppliers from within their territory, they know the travel trade buyers are investing their time and money to come and meet you, and that these buyers expect you to be Trade Ready when you meet them.

Tourism suppliers who wish to participate, will be required to complete an application to Destination Canada and undergo an approval process. This is where demonstrating to your DMO that you can meet and operate with these standards comes into play.

Demonstrating these Trade Ready standards will help your DMO have confidence in your readiness to participate.

Success in these events may provide opportunity to participate in other national marketing initiatives of Destination Canada and your DMO.

Other international travel trade shows or marketplaces can be found on the DC website here: [www.destinationcanada.com/en/events](http://www.destinationcanada.com/en/events)

Be sure to click the market drop-down button to see what events are held outside of Canada.

## J. Breaking down the Trade Ready Standards

### Trade Ready 1 (TR1)

**Has been Market Ready for at least one year, or has successfully operated a tourism business working with the travel trade.**

#### Why is it important?

When the travel trade enters into a contract or relationship with a tourism supplier they need to know that the supplier has had experience in running their business and managing their own sales and administration. They need to know if the tourism supplier has a good reputation for safety, quality and reliability before they are ready to sell the suppliers product or experience in their market.

With this in mind, tourism suppliers may find it easier to demonstrate their readiness to their trade partners if they have had at least one to three years in business.

New tourism suppliers may not be eligible to work with the trade until they have established a positive reputation as a fair and reliable supplier in order to build confidence with potential trade partners by demonstrating good business practices.

#### How to demonstrate evidence of your experience?

How does a company demonstrate that they have been Market Ready for at least one year? Your DMO is one way the trade can learn more about your company and its successes.

Potential trade partners may ask what markets you currently sell in, why you are interested in their market, or what other travel trade partners you currently work with.

Why not share this information with your DMO?

They'll want to know how many years you have been in business, so they can gain a sense of your business longevity and your commitment to the relationship.

If you have no experience, they may want to see your business in operation for a few years to ensure that you are already successful, and are not completely relying on their bookings to sustain your business.

If you are planning on retiring in a couple of years, they may be less interested in starting a business relationship with you. They want to enter into relationships that will last for a number of years.



When the trade enters into a contract with a tourism supplier, they need to know that the supplier has experience in running their business and managing their sales and administration.

## J. Breaking down the Trade Ready Standards *continued*

### TRADE READY 1

#### Activity:

*In this multiple choice activity please choose the top three ways the Travel Trade can best learn about your business.*

- A. A website comparison of your business, products, and services to your competitors
- B. Ask you for net rates
- C. Have them come to your business and see your operations first hand
- D. Read online customer reviews on social media sites
- E. Find out which other travel trade are selling your product.
- F. Attend travel trade shows like Rendezvous Canada
- G. Inquire directly with your DMO marketing reps.

*Best Answers*  
All of the above. These choices are all relevant ways that the travel trade may assess your readiness to work with their company. They are looking for evidence and opinion of safety, satisfaction, reliability, credibility and more about your company. Staying in touch with your DMO and encouraging your customers to use trip review sites is a proven way to build credibility in the tourism industry.

#### NOTES:



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## J. Breaking down the Trade Ready Standards *continued*

### Trade Ready 2 (TR2)

Offers wholesale (net/commissionable) rates to travel trade throughout the negotiated time period, provides these rates at least one year in advance of the selling season and guarantees those prices during the selling season.

#### Why is it important?

In order for vacation packages to be promoted through tour operators and travel agents websites and brochures and through marketing campaigns around the globe, some travel trade partners will need to publish their **trade tariffs** well in advance of the travel season (12 - 18 months, so their partners can then publish their vacation brochures targeting consumers in their markets.

For example, tour wholesalers and receptive tour operators will seek net rates and product details from their suppliers up to 18 months in advance of the selling season. They will build vacation packages and itineraries and publish a net priced trade tariff for their tour operator and travel agent clients. The prices they receive from suppliers and publish in their tariff for their sales partners, must be guaranteed for the travel season quoted for. This is often reinforced in writing, either through contracts or emailed communications. Tour operators then publish and price the experiences accordingly for sales to the consumer. They may also produce travel agent training for a particular experience or destination which helps agents sell more effectively to the consumer.

As previously presented in the distribution sales channel chart, common industry practice when selling through the the sales channels is to offer a net rate of up to 30% off of your retail price.

If the retail price on your website for your experience is \$1000, and this includes paying yourself and building in the profit margin for your sales channels partners; you will discount your price as follows:

- 30% discount for receptive tour operators and tour wholesalers.
- 20% discount for tour operators
- 10% commission is sent to travel agents after clients have started their trip.

**Although the above is common industry practice, negotiations with each travel trade partner may vary and should remain strictly confidential, between you and that trade partner.**

#### How to demonstrate evidence you are Trade Ready.

When it comes time to meet the travel trade, you should have your net prices ready, be prepared to negotiate your booking and cancellation policy, have your website up to date, and visuals available depicting the best of your experience or product.

Now let's explore the differences in rate structures and what they mean.

#### Commission, Net and Retail Rates

**1. Commission** is what is paid to a travel agent after a client has traveled, or after full payment has been received by the supplier and the client is guaranteed to travel.

The amount of this commission is generally 10% off of the retail cost of the experience or product. Commissions may be paid by the supplier to the travel agent, or they are paid to the travel agent by the tour operator whom they purchased the package through.

**2. Net Rates** are what "all tour operators" will request from a tourism supplier. Net rates are basically quoted prices that already have the % of discount subtracted from the retail price.

The difference between the supplier's retail price and the travel trade net price, is the amount the trade retains to cover their costs for marketing and selling a suppliers product through their sales channels. Although net rates are provided to trade, they are re-sold at a similar price to the consumer as if they had purchased directly from you.

**3. The retail price** is the published price of an experience or product as found on a suppliers website. It is from this price that discounts and commissions are based. When a supplier partners with travel trade to sell his/her experience, the trade partner needs a profit margin that allows them to sell the suppliers experience at a competitive price and augment the suppliers own sales efforts.

The following section will provide examples of how to develop rates for distribution sales channels.

## J. Breaking down the Trade Ready Standards *continued*

### Pricing your Product

A product or experience must be priced so that it is affordable for consumers to buy and profitable for travel trade partners to sell. The travel trade's end selling price for your product should be similar to your published retail rates.

### Being competitive

Understanding how to price your experience so it will sell means knowing what your competition is charging and what consumers are willing to pay. Be sure to understand:

- What are you selling and how that is different than another supplier who sells "the same" experience in that market.
- How much your competitors are charging for the same experience and why your price is different. what extra value does your experience offer that others may not.



- How much are consumers willing to pay for the experience you want to sell?

- Which type of tourism operator should you be selling through? Who will be able to best promote your experience to their markets?
- Are you selling through a tour operator or receptive operator who can bring you large sometimes un-manageable volumes of visitors, but they seek lower rates? Or who can bring you smaller manageable groups, where the experience is better and therefore more expensive for them to buy?

### As a general rule:

- **You should not lose or take a reduction in your own profit margin when working through the travel trade, IF you have added on the profit margins to your price they need to sell you in their markets to their clients.**

## PRICING TIPS – THE DO's and DON'Ts

### DO

- Get your price right for the market and compare it with prices offered by your competitors.
- Build consistent pricing that the travel trade can rely on and can be guaranteed during the agreed upon time frame.
- Ensure that your price will generate sufficient revenues for you and your travel trade partners while still being attractive to consumers.
- Ensure that the validity date and all booking terms and conditions are clearly stated on all correspondence related to pricing.
- Ensure you maintain effective management and administrative practices so you know who you have distributed rates to and what you have agreed to so you are billing them based on your agreement.

### DON'T

- Distribute rates intended for tour operators or wholesalers to travel agents.
- Offer the same discount to wholesalers and receptive tour operators that you offer to tour operators.
- Share the details of your agreements or contracts with trade partners with competing businesses. regardless where located in the world.
- Reduce the retail sale price of your experience for the consumer, just to get the booking. This makes the price your trade partners sell at, un-competitive.
- Under estimate the amount of work the travel trade do to sell your experience or product to their clients. If you don't know how they sell, then ask them so you can appreciate what's involved.



## J. Breaking down the Trade Ready Standards *continued*

CALCULATING PROFIT MARGINS	Suppliers Bottom Line Cost	Suppliers Profit Margin (/ .80)	Suppliers Retail Price	Travel Trade Profit Margin (/ .70)	Suppliers NEW Retail Price
	\$1000.00	\$250.00	\$1250.00	\$538.00	\$1786.00
Sales Channel	Retail Price	Net discount (multiply by)	Profit earned by trade partners	Supplier receives	Supplier total* profit made on each sale
Direct to Consumer	1786.00	0	0	0	786.00
Travel Agent	1786.00	X .90	178.60	1607.40	607.40
Tour Operator	1786.00	X .80	357.20	1428.80	428.80
Receptive Tour Operator/Wholesaler	1786.00	X .70	535.80	1250.20	250.20
Total profit includes the supplier profit and travel trade profit.					
When you adjust your prices to allow for travel trade profit margins, the supplier does not lose money when they sell through trade, they still retain their full profit amount (\$250.00).					
<i>Calculations:</i>					
<i>Divide by .90, .80 and .70 to reach the sell price.</i>					
<i>Multiply by .90, .80, and .70 to reach discounted or net rates.</i>					

Remember, that your travel trade partners can bring you many clients, a larger volume of sales, and repeat business. Whereas when you only sell through your own business, your potential volume of sales may be less.

When you price your experience or product for travel trade, each time you make a direct sale to the consumer, you retain both your own profit margin and the amount that was added for trade. Bonus! Once you make the decision to sell through the trade you should not reduce your retail price so it is less than the what is being sold by trade partners.

### Activity:

Based on the pricing example above, please select the correct answer:

1. What is the retail price for your tourism product after you have added your profit margin?

- A. \$1786.00
- B. \$1000.00
- C. \$1250.00

2. If you want to sell through all distribution sales channels, what profit margin should you be prepared to add to your retail price?

- A. 10% (or .90)
- B. 20% (or .80)
- C. 30% (or .70)

3. If you sell to tour operator and not via a receptive tour operator, how much profit will you make on each sale?

- A. \$428.80
- B. \$786.00
- C. \$607.00
- D. \$250.20

*Answer*  
1.C, 2.C, 3.A

## J. Breaking down the Trade Ready Standards *continued*

### What is Price Integrity?

**Imagine you are the consumer:** Through a brochure in a travel agency you find a package to a wilderness fishing lodge in Northern Canada. You also do your own research on-line and find the same fishing lodge package. You contact the lodge directly and they offer you \$200 per person less than what their published retail price is.

Because you have other travel components to include in your vacation, you go back to the travel agent to book everything you need. However, you tell the travel agent that you want to pay the price the fishing lodge quoted to you by the supplier since it was cheaper than what the agent had quoted you earlier. Imagine the agents surprise when she realizes that the supplier has undercut the price that their trade partners sell at! The travel agent would like to provide you with everything you need, including the fishing lodge, but if they sell that lodge now for the price the you were quoted, the agent, nor the tour operator whom the lodge is sold through, will make a profit, because the lodge cannot discount any further.

The travel agent now has to decide if they will sell your fishing lodge, or perhaps they can convince the client to book a different fishing lodge that offers a similar experience, but with a supplier who will provide a fair profit margin for trade partners and honor that agreement.

#### In other words...

When you work with the travel trade, you offer a negotiated net rate to your partner, that they will price accordingly and sell in their markets. The net rate to the travel trade partner, should allow them sell at a similar price to what you have published on your website. Regardless of which avenue the customer chooses to purchase your product, the price in the end to the consumer should be similar or the same as your published retail price.

Working through the travel trade is not for everyone, but if you make the decision too, then you must honor your pricing and not undercut your partners efforts to sell your product for you. This is having price integrity.



## J. Breaking down the Trade Ready Standards *continued*

### Trade Ready 3 (TR3)

**Responds within 24-hours year-round to requests, inquiries, reservations and cancellations from Travel Trade.**

#### Why is it important?

The business of selling travel is highly competitive and customer service is critical to attracting and retaining clients. Especially travel trade clients. When a tour operator or travel agent has a consumer at their desk and they call a supplier for additional information, they expect an immediate response or one to be provided within 24 hours of their inquiry. Failure to provide the information they need to sell your product may result in the loss of the booking for your business.

**Always remember that your client is your travel trade partner. Their client is the customer whom they sell your product to.** That customer does not become your client until they show up at your business or start their experience with you. When the travel trade asks you a question regarding your product, they are asking on behalf of all customers they could be selling your product to in the years ahead. If you don't respond to your trade partners right away you may jeopardize your relationship with them and with other trade who inquire with them about you. You could lose the sale and the confidence of the agent who had to wait for your response but wasn't informed of when when to expect it.

**Being Trade Ready means that you are also Market Ready. Which means that you know how and why it's important to let your customers know when they can expect to hear from you, if you are not available at the time.**

Your trade partners realize that not all supplier's operate all components in their experience or product and may need to reconfirm with the subcontracted suppliers their availability. If this is the case, it is still important for you to respond right away to your trade partner and let them know when you will have the information they seek.

#### How can I provide evidence or demonstrate that I meet this Standard?

The details of the agreement you establish with your travel trade partner is confidential. Be sure to respect that confidentiality.

When a tourism supplier is introduced to the travel trade by the DMO, and the supplier doesn't follow trade ready standards, your DMO will likely hear about it from the trade partner(s). They may lay a complaint or concern with the DMO in hopes that the supplier will improve their readiness, or they may just decide not to continue or even pursue the relationship with the supplier. These types of complaints may affect how your DMO refers you in the future to other travel trade.

Demonstrating that you can meet the requirement to respond within 24-48 hours is done by responding to all inquiries and bookings as soon as possible.

#### And...

**This includes all inquiries and bookings made by your DMO, who is working to promote the territory and your business through the facilitation of media and travel trade familiarization (fam) tours.**



## J. Breaking down the Trade Ready Standards *continued*

### Trade Ready 4 (TR4)

**Has published trade-oriented booking, payment and cancellation policies.**

#### Why is it important?

As previously stated, booking, payment and cancellation policies are an important element of being able to sell direct to consumers. However, when selling through the travel trade your policies and processes will need to remain flexible to align with the operational policies and processes of your trade partners.

Your booking, payment and cancellation policies should be virtually risk free for your travel trade partner who is trying to sell your product in their market. They should not be incurring penalties and change fees when they are making bookings with you well in advance of the actual dates of travel. As the dates of travel draw nearer, then penalty fees may apply for cancellations and changes, but these should be considered and administered cautiously so as not to put the partnership at risk.

As the supplier entering into a contract or agreement with travel trade, it is your responsibility to ensure that any sub-contractors you work with to deliver components of your experience also agree to provide flexibility in their policies to support the sales process.

#### How do I demonstrate meeting this Standard?

You can demonstrate that you meet this standard by providing a copy of your booking and cancellation policy to your trade partners and negotiating with them an agreement that works for you both. You may also be asked by your DMO to provide a copy of your policy in writing so they can see that you are ready to work through the distribution sales channels. Your DMO will not negotiate on your behalf of share you policies with trade. They merely need to ensure that you are ready, before they are able to facilitate introductions.

#### Deposits, Cancellation and Penalties

On page 30 in this workbook you were presented with information about booking, cancellations and change fees when working as market ready. For the same reasons, deposits and cancellation penalties are also necessary guidelines when working with travel trade partners. Some tourism products may be more difficult to apply a penalty too, than others that are more complex in nature and involve several subcontracted supplier components. Be prepared to explain why penalties are necessary and balance that with how badly you want the relationship to work.

#### Deposit

A deposit is sometimes provided to hold space or a reservation(booking. A deposit may also be necessary to guarantee a booking for an experience or property that is in high-demand, and is sold out the majority of the time. Whether or not the deposit is refundable, generally depends on the suppliers practical ability to resell the space.

So in the event of a cancellation, tourism suppliers must pre-determine how much notice they will require to release a reservation made by the travel trade and if they need to charge them a cancellation or change fee when for example, the consumer changes their mind well in advance of travel dates. (i.e. more than one month

When selling group programs, and the tour operator has requested you hold a larger block of seats or rooms for them for a certain date, your deposit and cancellation requirements may be more stringent. Managing the **block space** requires additional administrative processes and your ability to resell the rooms or spaces may be less likely. In situations like this you may want to consider a non-refundable deposit.

Your travel trade partners may sell to groups and independent travelers. Having a different booking and cancellation policy for each makes good business sense.

## J. Breaking down the Trade Ready Standards *continued*

### Cancellations

There are many reasons why consumers cancel their plans and reservations well in advance of travel or just before. They may merely be holding space while they build their holiday itinerary, then decide not to travel after all. Or they may have fallen ill or had a personal crisis to deal with. For whatever reason they decide to cancel, it is not because the travel agent or tour operator made that decision for them.

Cancellation fees generally follow a schedule that is attached to payments. The farther out from the date of travel a cancellation happens the lesser the penalty is. The closer to the date of travel, the larger the penalty is. In some cases it may be 100% non-refundable when canceled within a certain time frame.

#### Example: Booking and Cancellation Policy

*A 10% deposit is due 10 days after you receive our confirmation.*

*Full payment is due 21 days prior to dates of travel.*

*Cancellations:  
60 days or more prior to travel – deposit refundable  
59 – 22 days prior to travel – deposit is non-refundable  
21 days or less – 100% non-refundable.*

### Things to consider when developing your policy

- Seasons of operation: prices are valid "from - to". If operating the "same" tour from May to September, are clients getting the same value or will you reduce your pricing for shoulder seasons when attractions and other services are now closed for the season?
- Will there be any **blackout periods** — anytime during your operating season that you know you will be closed, or you are booked for another event, or that every year on these dates you will not offer trade rates or space.
- Do you have a minimum number requirement or maximum number threshold?
- Do you offer child or youth rates? (i.e. 12 years and under get 50% off.)
- Provision of extra bed/cot in same room? Extra costs?
- Are your prices per person or per room? Per vehicle? Per aircraft or per seat? Etc.
- If having to use a larger vehicle for example, have you explained the cost increase clearly?
- What size is considered a group tour? More than 6 persons? More than 20 persons? More than 10 rooms?
- Precisely what is included in your price?

- What is not included? Remember — to keep things simple for the sales channels, only present inclusions that are consistently included every time. If there are additional costs, what are they and why?
- Can you offer the tour escort a free room when they book a group with you? For one night? Or all nights?
- Can you offer the same for a language translator/escort?
- Are there set start and end times in your experience? Let your trade partners know the dates and times in case they are trying to book other experiences or services to match up with your schedule. This is especially important when arrival and departure flights are being booked.
- Are there any equipment requirements, clothing, or licenses clients are expected to have when they get here? Can they rent or purchase these once here? Have you provided them time to do so?
- What other out-of-pocket expenses can you not build into your pricing and that clients need to pay for themselves once here? For example — extra kilometres with a car rental, fishing license, camping gear rentals, meals, transportation, etc.

#### And don't forget...

- what will your policy be when or if you have to cancel on your clients?

### Forms of Payment

How you receive and accept payment will be part of the negotiations with your travel trade partner. Common practice with international tour operators is to set up a bank account where they can wire Canadian funds directly to you.

Online payment systems may not work for your trade partners if they are not willing to pay deposits at time of booking.

Credit card transactions have additional user fees attached. If this is your preferred payment method be sure to factor that cost into your pricing before quoting the amount.

- Remember that clients booking through the travel trade do not always have the flexibility to change their travel plans and come back another day.

## J. Breaking down the Trade Ready Standards *continued*

### Trade Ready 5 (TR5)

If participating in destination marketing organization (DMO)-led travel trade m familiarization tour, is prepared to offer a shared investment through reduced pricing or complimentary services when hosting travel trade.

#### Why is it important?

The marketing programs undertaken by your DMO cost millions of dollars in an effort to drive consumers to the destination. In helping the travel trade understand the destination, DMOs will often organize fam tours.

A travel trade fam tour hosted by your DMO is intended to introduce travel buyers (the trade to tourism suppliers and the experiences and services they sell. The trade will consider what they want to promote and sell as vacation experiences in their markets. For that reason your DMO looks for tourism suppliers willing to share the investment they are making to bring a buyer to you. This is done by offering reduced or complimentary (free rates. This shows that you are interested in working with the market and are willing to make a financial investment to reach it.

Remember, your DMO has a fixed marketing budget and bringing buyers to Canada's North is expensive. Your DMO can bring more buyers to your territory and your business, if their costs are reduced by your shared investment.

#### How can I provide evidence of this Standard?

Trade Ready suppliers that want to participate in travel trade fams should be taking a **proactive approach** with their DMO, to ensure that they are recognized as Trade Ready **and who are willing to make an investment to participate in fam tours.**

Completing and signing the Business, Market and Trade Ready checklist is one document that can help support that recognition.

#### Other ways:

- Offer your DMO a guaranteed fam tour rate for the season.
- Let your DMO know which markets you are interested in expanding into.
- Respond to your DMO's request immediately. Don't wait for them to call you back. This shows them you are not ready to do business with outside markets or that you're not interested in the particular market the fam tour is being organized for.

#### Product - Market Match

Travel trade fam tour participants are pre-screened by the DMO (and sometimes Destination Canada and the itineraries developed feature suppliers who are Trade Ready and offer an experience or product that matches that being sought from the market. This consideration is referred to as a product — market match.

For the trade participants, there is no better way to understand an experience or learn how that tourism business is managed than through a fam tour. Impressions made through these opportunities can be the start of a long and beneficial business relationship... or the end of one if your experience and professionalism is not of the quality required to do business with them.

#### Hosting a Travel Trade FAM

Travel trade fam tours are about facilitating business-to-business relationships (B2B) and therefore it is important for you to understand as much as you can about the travel trade representatives that you will meet and so you can speak intelligently about their market and how your product is of interest to their of clients when referring to your experiences.

#### How to Prepare

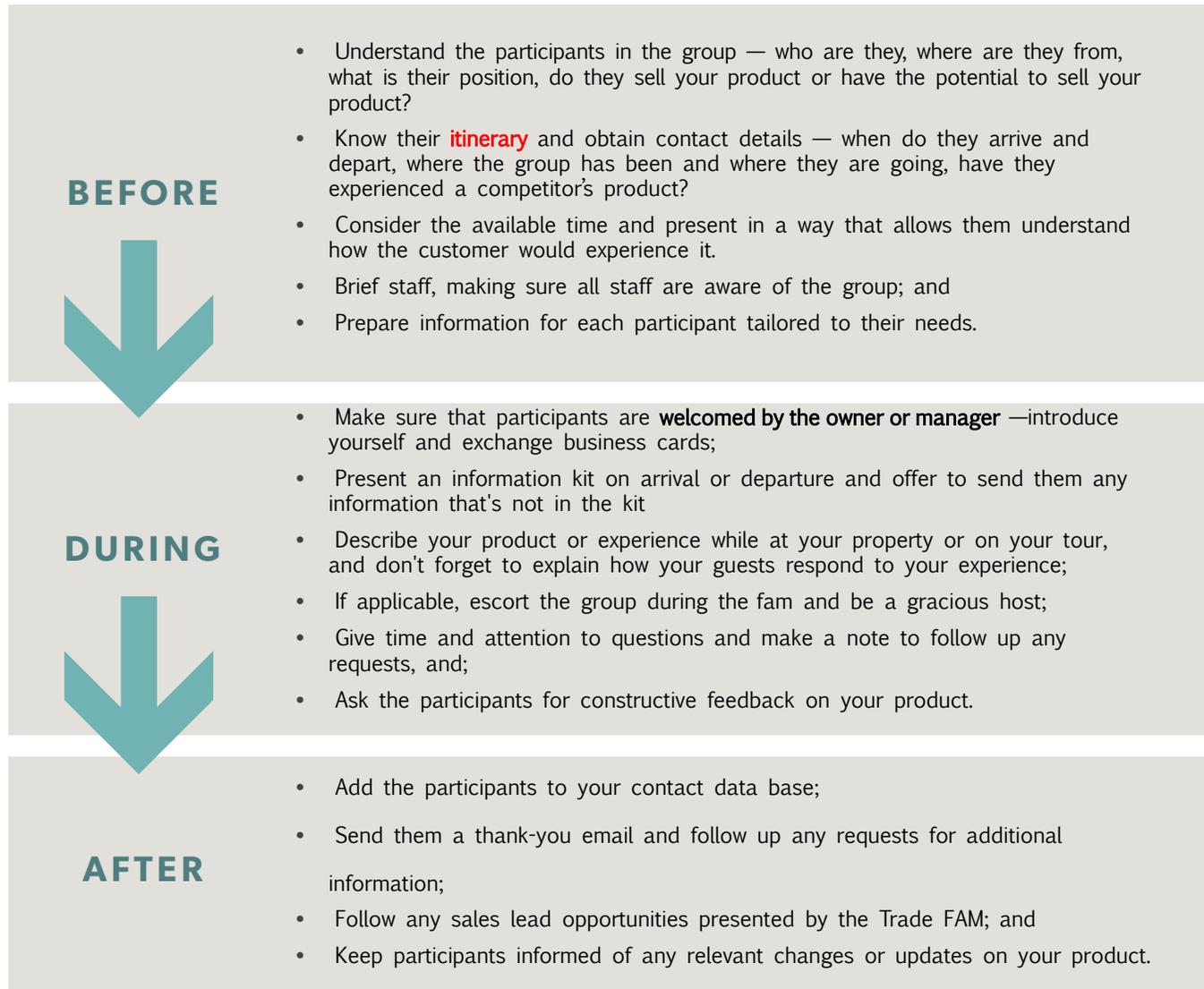
The travel trade is on the fam tour to experience many different products and learn about the sights and logistics of travel in the north. They may not have time to participate in a full tour, or perhaps see all of your experiences.

If you are called upon to participate in a fam tour, be sure to ask about who is coming and what they are looking for and how long they will be with you. That way you can prepare to present what is important to them. If the market they represent is not a fit, don't hesitate to say "no".

If you say yes, this is the most important introduction you can have with a travel trade potential partner. First impressions are lasting impressions.

## J. Breaking down the Trade Ready Standards *continued*

The following chart is provided as a best practice resource for tourism suppliers participating in fam tours.



Tourism suppliers who treat fam tours as a revenue generating opportunity and believe they are entitled to participate in a percentage of annual fam tours hosted by your DMO, are missing the point and may be jeopardizing participation in future familiarization tours.

## J. Breaking Down the Trade Ready Standards *continued*

### Activity:

#### *The scenario:*

Your DMO has invited you ( the supplier) to participate in a travel trade familiarization tour for six tour operators from the United Kingdom. They are looking to add outdoor adventures to the types of products and experiences they sell.

They are visiting in July, have one week in total, to see “everything”. Your DMO would like you to present them with your full day tour. However, they will only be able available with you for two hours total.

You have other tours you’d like to show them, but not the time. Answer the following questions in relation to your experience.

**How will you prepare to make the most of your two hours with these buyers?**

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**What will you do when they visit?**

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**What will you do before they arrive?**

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**What will you do after they have left?**

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## J. Breaking down the Trade Ready Standards *continued*

### Trade Ready 6 (TR6)

**Provides image/rich media files in a format required by the destination marketing organization or travel trade for marketing purposes.**

#### Why is it important?

The travel trade publishes and distributes **tariffs** that include information about all of the experiences and products they sell. They build websites and partner with marketing agencies to produce visually enticing promotional materials that inspire the consumer to want to visit. Additionally, your DMO may be building materials to promote experiences in the destination which may include your business. Visually stunning marketing campaigns need current, high-resolution images that help the traveler see themselves in the experience.

#### How do I provide access to my images?

There are a number of ways to share photos, such as *Flickr*, *Drop Box* or *Google Drive* where you can then give your partners access to your images to download.

Or perhaps you'd rather provide your images to your DMO, who can then share those with travel trade and media for you.

Regardless of how you share, make sure your images are current, high-resolution and are rights-free which we'll discuss more below.

#### Helpful tips on what types of images to share?

Today's promotional images should be no more than (1-5 yrs old, shot in 300 x 600 dpi and represent the experiences that the visitor will have when they are with you. A higher resolution the larger the file will be. Not all images will work as attachments in email.

For print media, especially if photos are to be reproduced in larger formats — the higher the resolution, the better the quality.

#### Other tips:

- A low-resolution image will not be effective in conveying a strong message. Choose images that reinforce what you want to say. If you are hiring a professional photographer inform them of how and where these pictures will be used.
- When appropriate include people in your photographs. People taking part and enjoying themselves in activities they will do with you can help readers to visualize themselves at your location.
- When your product includes a particular accommodation, include a picture of the guest rooms and some of the public spaces the guests will utilize. These are important selling features for your product.
- Avoid using images of events and activities, such as performances or contests, unless they are included as part of your experience or product offering.
- Use food images only if meals are included and of the type of food that will be served.
- Don't over use generic "wow" shots of scenery, and wildlife of the destination. Your DMO already has that covered. Be sure to provide images that relate to your business and experience or product.

#### Rights-free images and model release forms

Your photos may be published and shared through social media sites, in travel magazines, featured on a travel trade partners website or brochure, or turned in to a pop-up banner to market the destination. **Making sure that you own the images or have permission from the owner is a must when they are being used for commercial purposes.**

Your DMO and your travel trade partners will want to ensure that you are giving them "rights-free" images that they can use when they want in the marketing they do.

**Rights-free** refers to the right to use the copyright material or intellectual property without the need to pay royalties or license fees for each use, per each copy, or volume sold, or for a set period of time.

#### Model Release

This is basically a contract between you and the person you are photographing. The purpose is to protect you, and others you provide the image to, from future liability where that person may try and file a legal claim against you for invasion of privacy, defamation of character, etc.

When photographing a person under 18 years of age, parental or guardian signature must be obtained.

## K. Supplier product descriptions - when sending new rates, update your descriptions.

### Preparing a tourism product description for travel trade

When working with travel trade, tourism suppliers should provide with their annual rates detailed product information with current images. Depending on the scope of experiences or products you sell will determine how much information you have to share and what format may be best to provide it in.

A "flat-sheet" is a one page document that can be used to present a suppliers product to their trade partners. It should be branded with your logo and contact information.

Or, if you have many products to sell, you may want to create a brochure or provide your partners with electronic copies of your information on a USB stick.

Your product description and pricing is intended to be a quick reference document with limited and targeted information specifically for those who will be selling on your behalf. It should not be a print out of your website, as the information your trade partners will want should focus on logistics, accommodation amenities, food options, location, what to bring, etc.

### Consider including information about:

- Location — If you're an accommodation provider, how far is it from the airport, major attractions, shopping and restaurants?
- Room amenities— what's included? Coffee maker, hairdryer, tub or shower, breakfast, what can be rented on site by the clients and price of rental (cot, safety deposit box, etc.).
- Location of where the tour will start and how they will get there.
- Duration or distance — of the experience, from airport to hotel, from hotel to tour site, length of days of travel, anticipated number of stops.
- Any safety issues, requirements for liability waiver, special skills or experience necessary (i.e.: beginner hikers, advanced hikers, must know how to ride a bike, how to ride horses, paddle a canoe, etc.).
- Age requirements or recommendations.
- Do you offer a local contact number for trade or clients to call in case of emergency?
- How your experience or product is unique (compared to your competitors)
- Remember — the flat sheet or tariff you are going to present to the travel trade is not the same as the information you would present on your website. The flat sheet or tariff will contain details that are about logistics, pricing and processes.

Once you have written a draft, ask for feedback from someone who knows your business in case they may think of things you had not considered or, like typical Canadians, are too humble to state.



### TIPS:

- Short sentences and short paragraphs make copy much easier to read.
- Keep your language simple and straightforward for the readers.
- Do not use acronyms without including the full written name the first time you use it.
- Testimonials — include one or two of your best customer comments to enhance their understanding of the quality of the experience.
- Bullets and asterisks help to emphasize important points or lists.

**Don't forget to check out the resource documents online and located in the Resource section of this workbook.**

## L. Conclusion

Congratulations on finishing Module 3.

Completing this learning program puts your business one step closer to being recognized as Business, Market or Trade Ready.

Demonstrating your readiness to your DMO may require a combination of actions such as:

- Submitting a signed and completed BMT Check List to your DMO.
- When requested, submitting copies of your licenses, permits, insurance, pricing and booking and cancellation policies which should demonstrate that you operate or understand how to operate within the BMT standards.

The reason your DMO requires this "proof" of readiness, is to ensure that they are aware of those suppliers who want to work in international markets, and how ready they are to be introduced to various travel trade or travel media.

In pursuing BMT Standards your DMO is working hard to bring more business to you, to raise the profile of your destination in key markets through the travel trade, improve the reputation of your territory's destination and raise consumer confidence.

**If after the workshop you require further assistance to understand or meet any of the Business, Market and/ or Trade Ready Standards, or you have other questions or comments about this program, your DMO would love to hear from you.**

**THANK YOU**  
*for doing your part to  
 achieve tourism success.*





# RESOURCES:



## **In Resources, you will find:**

- A. Glossary of Terms
- B. BMT Checklist
- C. Sample Booking and Cancellation Policies
- D. Sample voice and email messages
- E. Web Referrals

## Glossary of Terms

The following are the definitions relevant to the Business, Market and Trade Ready Standards and learning resources of the Pan North Territorial Tourism Consortium.

**Blackout Period.** A period of time during the operating season when the Tourism Supplier pre-negotiated pricing structure and inventory is not available to the Travel Trade. This typically occurs in particularly high demand periods.

**Block Bookings.** Block Bookings refers to inventory (either rooms, seats on trips, or group space, that is held without a deposit up to a certain period, when the space, rooms or seats are then released back to the Tourism Supplier or a non-refundable deposit is then required to hold them further.

**Commission.** The financial compensation that a Travel Agent receives in return for selling the products or services of Tourism Suppliers and Tour Operators. Common procedure is to offer 10% of the price.

**Consumer Show.** Tourism consumer shows are held throughout the world to showcase tourism products and destinations to consumers interested in travel options

**Coupon.** A document offering a saving or other benefit through the purchase of a product.

**Cut-off Date.** The designated day when the Travel Trade or buyer of block bookings must release or add to the inventory of blocked space. Usually this is the time when rooming or name lists, predetermined non-refundable deposits and/or final payments are due.

**Destination Canada (DC).** Formerly the CTC (Canadian Tourism Commission) - is the national marketing organization which promotes Canada's tourism experiences to the world, in partnership with the provinces and territories.

**Destination Marketing Organization (DMO).** An organization dedicated to developing and marketing tourism, within a geographic or political area such as a town, city, province/territory or region.

**Distribution Sales Channels.** Are the channels or intermediaries which a Tourism Supplier may sell their product or service through, to reach the consumer. It may include Travel Wholesalers, Receptive Tour Operators, Tour Operators and Travel Agents.

**FAM Tour (familiarization tour).** A sponsored tour within a destination for travel media or Travel Trade to introduce them to new or refined destination experiences, Tourism Suppliers products and notable events.

**FIT (Fully Independent Travel).** Travel that is independent whether booked pre-booked directly or through the Travel Trade, or booked while travelling in the destination. FIT travellers do not travel as part of a large group. They tend to be fly/drive travellers.

**Fly/Drive.** Travel that entails flying to the destination and driving a vehicle as the primary transportation of the travel party. For example – car/truck, RV, motorcycle, rentals.

## Glossary of Terms *continued*

**Fixed Costs.** Are those that are constant no matter the quantity of variables (i.e. persons booked). For example, when pricing a guided van tour the fixed costs in the tour would be the van and driver. The van and driver need to be paid for regardless of the number of seats sold. Their “fees” don’t change regardless if you sold 4 seats or 8. Therefore, the van and driver costs are considered “fixed” in the tour package. (See the example under Variable Cost for how fixed costs and variable costs are priced together in a tour product.)

**Itinerary.** The written day by day tour plans for the traveler that contains Tourism Supplier contact information, confirmations and important details during the trip. The itinerary is provided by the tour operator to the client in the language of the client. Group tours follow a set itinerary and so may FIT travellers.

**Liability Insurance.** Coverage that protects a company from legal claims arising out of accidents or losses incurred by their customers.

**Low Season.** The time of year when there is less demand on a Tourism Supplier’s products. Tourism Suppliers may offer lower rates than in high season to entice travellers to visit.

**Net Rate.** The discount provided by a Tourism Supplier to the Travel Trade. Common industry practice is to offer net rate discounts off your retail price of 20-30% to Tour Operators, Travel Wholesalers and Receptive Tour Operators. 10% for travel agent bookings.

**Operational Costs.** Are the expenses which are related to the operation of a business, or to the operation of a component, or facility, etc. They are the cost of resources used by an organization just to maintain its existence.

**Peak Period.** The periods or seasons when the demand for a Tourism Supplier’s product is high. This is the time of year when the Tourism Supplier’s rates tend to be their highest.

**Receptive Tour Operator.** An RTO negotiates net rates with tourism suppliers and creates vacation packages for consumers that are sold through other Travel Trade partners around the world. They create in-bound destination packages with Tourism Suppliers products, resell individual components and customize vacation programs for their Travel Trade partners, who generally are not located in the country or region. A Canadian Receptive Tour Operator may be located inside or outside of the Province/Territory, where the tour(s) and services operate.

**Retail Rate.** The selling price of a product that is established, advertised and displayed. Tax, if applicable, is often quoted in addition to the price. (i.e. + 5% gst)

**Rack Rate.** Is the published, or advertised retail price of an accommodation (room).

**Reservation.** Refers to the advance allocation or booking of a Tourism Supplier’s products for a fixed date.

**Tour Component.** A single travel service or single product that when grouped with other components form a tour package.

**Tour Operator** is a Travel Trade business who negotiates net rates for tourism products and services Tourism Suppliers sell. The Tour Operator packages them into vacation programs that are promoted and sold either direct to the consumer or through the Distribution Sales Channels. Tour Operators may or may not provide elements of their own services such as “meet and greet”, their own motor coach, tour escort, driver, etc.

**Tourism Supplier.** The producer of a product, experience and/or service that is sold either direct to the consumer or through the Travel Trade Distribution Sales Channels.

## Glossary of Terms *continued*

**Tour Wholesaler.** Similar to a Receptive Tour Operator a Travel Wholesaler negotiates for net/net rates with different Tourism Suppliers for products and services that they combine into vacation packages. They generally negotiate a greater discount than that of the Tour Operator as they promote and sell these packages to other Travel Trade at discounted or net rates. A wholesaler does not sell direct to the consumer, they may or may not be located in the destination where the tour operates, and they don't own or operate components in the packages.

**Travel Agent.** A licensed individual who sells or otherwise provides travel arrangement services to the consumer. They may purchase packages and tour products from a Tour Operator or directly from the Tour Supplier. The Travel Agent is the "last" in the Distribution Sales Channel, but the first to engage with the consumer.

**Travel Trade.** Consists of Receptive Tour Operators, Tour Operators, Travel Wholesalers, and Travel Agents. They are the buyers and sellers of Tourism Supplier's products and may sell direct to the consumer or through the Distribution Sales Channels.

**Travel Trade Show.** A tourism industry gathering where Travel Trade buyers have pre-arranged meetings with Tourism Suppliers in the destinations the Travel Trade currently sells, or may be interested in selling to consumers in their market. In the case of Rendezvous Canada, Canada's largest national travel show, travel agents are not invited to participate.

**Travel Trade Tariff.** A document that contains the details of a Tourism Suppliers products and/ or packages that are presented in a comprehensive format and priced accordingly for sales through the Travel Trade. Receptive Tour Operators and Wholesalers may produce an extensive trade tariff featuring many suppliers and tour packages.

**Travel Voucher.** A confirmation document that is provided by the traveller to the Tourism Supplier for the product or service that had been arranged in advance through a Tour Operator or Travel Agent. The voucher will be provided in lieu of payment. The Tourism Supplier may then invoice the tour operator or agent with a copy of the exchanged voucher after the service or product has been used.

**Vacation / Travel Planner.** A visual and informative travel brochure specific to the destination. It is usually produced and distributed by the territorial or provincial DMO. It generally contains Tourism Supplier listings, food and beverage services, and other information that will assist travellers in planning their vacations or when in the destination.

**Variable Costs.** The costs that vary with the number of persons booking tickets, meals, rooms, etc. To better understand fixed and variable costs the following simple example is provided.

**Visiting Friends and Relatives (VFR).** Leisure travel undertaken to visit friends and relatives.

**Wholesale Rates.** Are generally the largest discounted rate off of the retail price of a Tourism Suppliers product.

## Business Market and Trade Ready (BMT) Checklist

This checklist is a self-assessment tool for tourism suppliers across Canada’s north. The checklist aligns with the BMT Ready Standards. You can use this form as a tool to assess your readiness. This document along with demonstrated proof of meeting these standards may be used by your DMO to support capacity development initiatives and further learning needs of the tourism supplier. Being recognized as “Ready” may provide you with access to marketing programs and opportunities. Please note you may be asked to provide supporting documents to accompany your application. (Print, complete, sign and submit)

<b>Business, Market and Trade Ready Self-Assessment</b>		<b>Check only those that apply</b>
<b>Business Ready</b>		
BR1	Has provided owner/operator contact information (including contact name, business name, mailing address, telephone number and email address) to your DMO	
BR2	Am in good standing with all applicable licenses, insurance and legislative requirements.	
<b>Market Ready</b>		
MR1	Email and telephone number are operational year-round and if closed for the season, provides an automated response through voicemail, answering service and/or email.	
MR2	Have marketing materials such as brochures, rack cards, website or social media presence.	
MR3	During operating seasons, the business maintains at least a 24-48 hour response time to inquiries and at least a 24 hour response time to reservations/booking requests..	
MR4	Has published prices and consumer billing, payment and cancellation policies.	
<b>Trade Ready</b>		
TR1	Has been market ready for at least one year, or has successfully operated a tourism business working with the Travel Trade.	
TR2	Offers wholesale (net/commissionable) rates to Travel Trade throughout the negotiated time period, provides these rates at least one year in advance of the selling season and guarantees those prices during the selling season.	
TR3	Responds within 24 hours year-round to requests, enquiries, reservations and cancellations from Travel Trade.	
TR4	Has trade-oriented billing, payment and cancellation policies for groups and FIT bookings.	
TR5	If participating in Destination Marketing Organization-led Travel Trade Familiarization Tour, is prepared to offer a shared investment and/or reduced pricing (complimentary) in hosting Travel Trade.	
TR6	Provides image/rich media files in a format required by the Destination Marketing Organization or receptive tour operators for marketing purposes along with up-to-date product descriptions/information sheets.	

To register to become recognized as Business, Market or Trade Ready with your DMO, please complete the following contact information and submit your checklist together with requested supporting documentation.

Contact Name: \_\_\_\_\_

Business Name: \_\_\_\_\_

Date: \_\_\_\_\_

Email: \_\_\_\_\_

Website: \_\_\_\_\_

Phone: \_\_\_\_\_

Signature: \_\_\_\_\_

## Tour Operator and Supplier Booking, Payment and Cancellation Policy

### Examples:

It is expected that travelers will honor confirmed trips, however it is also understood that things do come up and sometimes changes or cancellations are inevitable. In order to guarantee the consumer's reservation, a deposit is requested from the tour operator (or supplier). This deposit and when applicable, subsequent payments, safeguard the tour operator from frivolous cancellation and changes before the trip begins.

### TOUR OPERATORS

#### Receptive Tour Operator, Tour Wholesaler, or Tour Operator

A credit card is required to confirm and guarantee your reservation. No charges will incur on your credit card until you receive confirmation of all components in your tour. Payment will be automatically applied to your credit card as noted:

- More than 60 days prior to start of tour, 10% deposit due when confirmation returned for all components.
- 60 - 45 days prior to start of tour, 50% of total payment due.  
*Cancellations between 60 days to 45 days prior to start of tour - deposit is non-refundable.*
- 44 - 30 days prior to start of tour, full payment required.  
*Cancellations between 44-30 days prior to start of tour - 50% of total tour cost is non-refundable.*
- 30 - 0 days prior to start of tour, 100% non-refundable.

*Change fees* will apply once you have received your confirmation and are invoiced for payment. Any changes to confirmed reservations will be subject to an administration fee. In some cases due to the overwhelming demand for a tour or accommodation we cannot confirm your space without incurring a cancellation fee. You will be advised of this at time of booking and this will be passed onto you as part of your change fees.

- |   |                               |
|---|-------------------------------|
| • Day Tours   | \$10.00 per change / per tour |
| • Multi-destination tour packages of 6 nights or less   | \$50.00 per person            |
| • Multi-destination tour packages of more than 6 nights | \$75.00 per person            |

Cancellation and change fee requests must be received in writing and the effective date is when we receive the written request in our office either by fax or email.

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### SUPPLIERS

#### Day Tour – guaranteed scheduled departures, advance reservations not required (i.e. Scheduled City Tour departing every 2 hours, starting at 10:00am daily)

- Space subject to availability on day of tour. If you wish to guarantee a certain departure time, a 10% non-refundable deposit will be required to secure your space.
- Payment in the form of a valid credit card, interac ( bank card), or cash is accepted
- Full payment required before tour commences.
- Children under the age of 18 must be accompanied by an adult.

You must arrive a minimum of 15 minutes prior to tour departure to guarantee a seat on the tour, space subject to availability, except in the case of advance reservations.

## Day Tour Operator – scheduled tour, advance reservations required (i.e. whale watching tour)

- Prices subject to 5% GST
- A 20% deposit is due 10 days after receiving your confirmation
- Full payment will be charged on day of departure and before the tour begins
- All seats need to be reserved ahead of time with a valid credit card number
- We require 48 hour cancellation notice prior to confirmed tour time.
- Cancellations within 48 hours; deposits are non-refundable and non-changeable
- Cancellations outside of 48 hours; deposits are fully refundable and changeable subject to availability.
- All children under two years old will be required to sit on parents lap if the vessel is full.
- Departure times are subject to change without notice. We reserve the right to cancel any trip due to weather conditions, mechanical problems or unforeseen circumstances. In that case the deposit will be refunded in full.
- We reserve the right to substitute vessels.
- All passengers will be required to sign a liability when deposit is due.

## Day Tour Operator – on request departure, advance reservations required (i.e. full day guided horseback ride)

- A credit card is required to confirm your reservation
- 10% non-refundable deposit required within seven days of confirmation to guarantee reservation.
- Changes to dates subject to availability.
- Cancellations within 7 days of departure, 50% non-refundable.
- Cancellations within 3 days of departure, 100% non-refundable.
- Trips will operate rain or shine. We reserve the right to alter or cancel your trip due to unforeseen circumstances such as health of animals, equipment breakage or failure, weather or routes that are unsafe to ride.
- Should we cancel your trip, you will receive a full refund.

## Accommodation policy - "short stay"

For stays between 1 and 14 nights (up to two weeks) :

- a valid credit card is required to guarantee the reservation
- Cancellations must be received within 72 hours prior to arrival, or a penalty of one nights stay will be charged to the guests credit card.
- Cancellations outside of 72 hours will be charged a \$30 administration fee.
- Room and date changes are possible, subject to availability and room rate change.

## Accommodation policy - "long stay" ( 15+ days)

- A valid credit card is required to guarantee the reservation, and for the security deposit for any damages upon check out.
- 50% of the payment is due 45 days prior to your arrival, or at time of booking if made within 45 days prior.
- Final balance is due 7 days prior to arrival.
- Cancellations within 7 days prior to arrival will be subject to a 25% non-refundable fee based of the total amount of the reservation.



***A good way to understand how your trade partners sell to their consumers is to look at their brochure or websites.***

***Check out their booking policies and how they present experiences and products being sold for Canada.***

## Greetings - voice mail and email message Examples:



Here are a few more examples of messages you could leave inform your customers of when they can expect to hear back from you:

### Phone examples:

You've reached Cirque River Adventures. We can't take your call at this time but please don't hesitate to leave a message after the tone. We will return your call as soon as we are able. If you need immediate assistance, please call my assistant, Jennifer, at extension 59. Thanks for calling.

Hello. You've reached Marty Jones, Manager of Cirque River Adventures. Unfortunately, I can't take your call right now, but if you leave me a message and include your name and telephone number, I will get back to you within 24 hours. You can also contact me via email at manager@cra.com. Thank you for calling.

Thanks for calling. You've reached Cirque River Adventures and the home of Marty and Jane Foster. We can't answer the phone right now, but will return your call as soon as possible. If this is regarding a reservation with Cirque River Adventures, please call our toll free number at 1-800-555-4455. They are available Monday thru Saturday from 9:00am - 6:00pm. Or you can send us an email to info@cra.com with your request. Otherwise please leave a message after the beep.



### Email examples:

Thank you for your email. I'm out of the office and will be back at (Date of Return). During this period I will have limited access to my email. For immediate assistance please contact me on my cell phone at (your cell phone number).

Best Regards, [Your Name]

Hello and thanks for your email. I'm currently out of the office until (Date of Return) with limited / no access to email. If your request is urgent, please contact Bobbie at bobbie@cra.com or call 1-800-555-4455.

In the mean time, did you know we have a quarterly e-newsletter? Yep, you heard that right! A seasonal look at all of our favorite Cirque River Adventures sent right to your inbox. To ensure you don't miss out on early bird specials or last minute deals sign up for our newsletter here.

I'll be sure to get back to you when I return on mm/dd. Thanks,  
Your Name

Hey there!

Sorry you missed me. I'm out of the office from mm/dd to mm/dd and will be responding to my emails when I return on [DAY].

To keep up with all the latest happenings at Cirque River Adventures, follow us on Facebook / Twitter / LinkedIn / Instagram and Pinterest (We're really funny on Twitter, trust me.)

I'll get back to you as soon as I can. Thanks!

### Include the basics where appropriate:

- Greet the caller.
- State your business name and your name and title, if applicable.
- Explain the information you need in the message that's left
- Give the caller other options of how to reach you and when you'll get back to them.

## Web Referrals

### Destination Canada (DC)

Learn more about Destination Canada's business and marketing activities: [en.destinationcanada.com](http://en.destinationcanada.com) See how Destination Canada promotes experiences to visitors: [caen-keepexploring.canada.travel](http://caen-keepexploring.canada.travel)

### Provincial and Territorial Destination Marketing Organizations

- **Tourism Yukon:**  
[www.tc.gov.yk.ca/tourism](http://www.tc.gov.yk.ca/tourism)
- **Northwest Territories Tourism:**  
[www.spectacularnwt.com/members](http://www.spectacularnwt.com/members)
- **Destination Nunavut:**  
[www.destinationnunavut.ca](http://www.destinationnunavut.ca)

Learn more about Canada's tourism industry Canada's National Tourism Strategy at [tourism.gc.ca](http://tourism.gc.ca)

Learn more about how your Territory is developing tourism, you can visit the Territorial tourism site for business information, marketing plans, research and other valuable links:

- **Yukon**  
[www.tc.gov.yk.ca/tourism](http://www.tc.gov.yk.ca/tourism)
- **Northwest Territories:**  
[www.iti.gov.nt.ca/sectors/tourism](http://www.iti.gov.nt.ca/sectors/tourism)
- **Nunavut:**  
[www.destinationnunavut.ca](http://www.destinationnunavut.ca)

### Tourism Industry Associations

- **Tourism Industry Association of the Yukon:** [www.tiayukon.com](http://www.tiayukon.com)
- **Northwest Territories Tourism:**  
[www.spectacularnwt.com](http://www.spectacularnwt.com)
- **Nunavut Tourism:**  
[www.nunavuttourism.com](http://www.nunavuttourism.com)

### Tourism Licensing

Learn more about the licensing requirements for tourism suppliers, contact your DMO

#### Yukon

[www.gov.yk.ca/services/cat\\_licensing.html](http://www.gov.yk.ca/services/cat_licensing.html)

#### NWT

[www.iti.gov.nt.ca/programs-services/tourism-operator-licensing](http://www.iti.gov.nt.ca/programs-services/tourism-operator-licensing)

**Gov't of Nunavut, Dept. of Economic Development & Transportation**

[www.gov.nu.ca/economic-development-and-transportation/documents/tourist-establishment-and-outfitters-licences](http://www.gov.nu.ca/economic-development-and-transportation/documents/tourist-establishment-and-outfitters-licences)

### Don't Forget!

At the end of your training, whether you complete 1, 2 or all 3 modules, we invite you to participate in a brief **5-minute** survey to help us evaluate the program. Your feedback will provide us with insight to support further tourism development and marketing training for Canada's North.

### Tourism Marketing

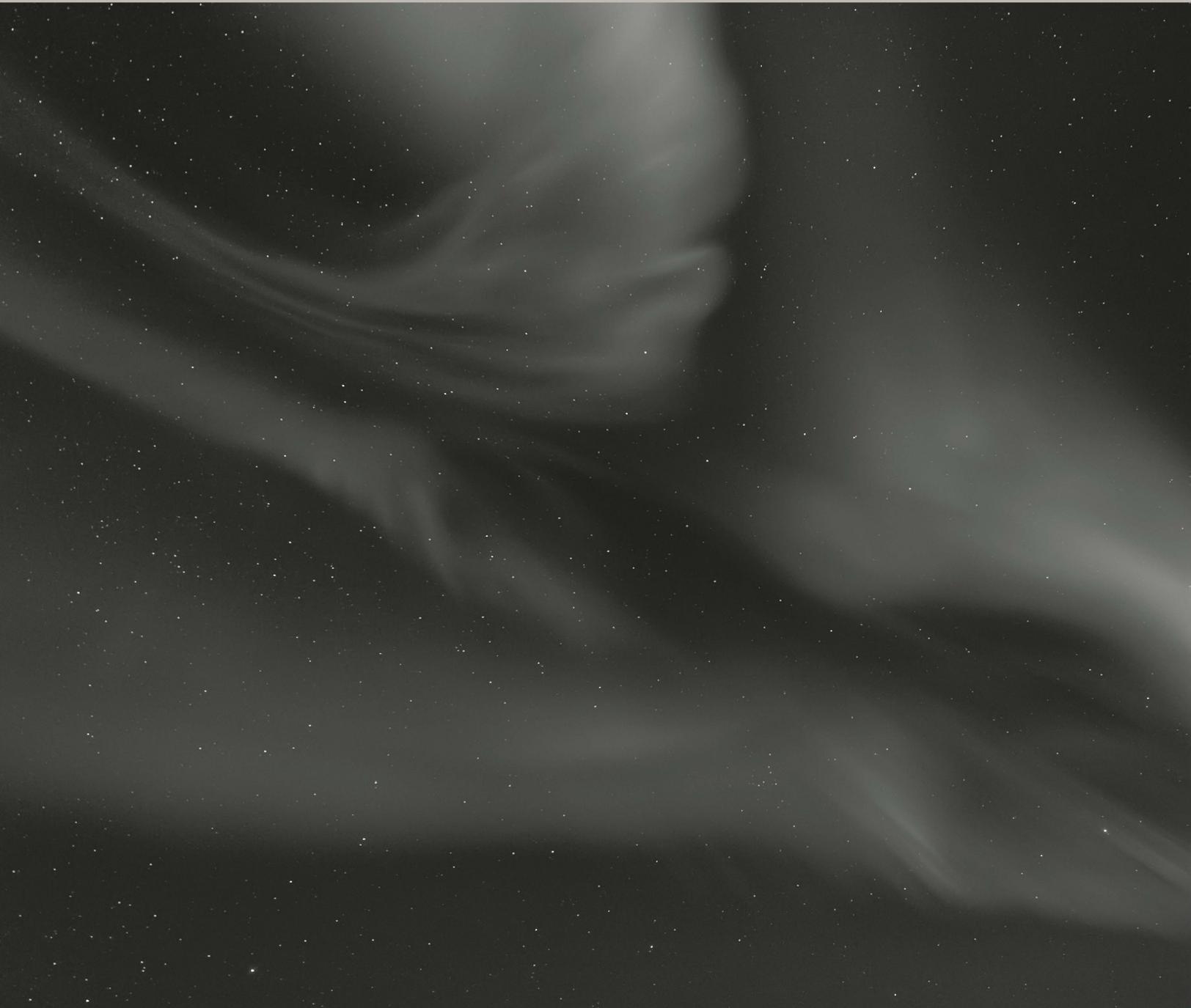
**Tourism Yukon**  
[tc.gov.yk.ca/tourism](http://tc.gov.yk.ca/tourism)

**Tourism Yukon (marketing website)**  
[travelyukon.com](http://travelyukon.com)

**Spectacular NWT (marketing website and corporate members):**  
[spectacularnwt.com/members](http://spectacularnwt.com/members)

**Government of the NWT, Department of Industry, Tourism & Investment:**  
[www.iti.gov.nt.ca/sectors/tourism](http://www.iti.gov.nt.ca/sectors/tourism)

**Government of Nunavut, Department of Economic Development & Tourism**  
[gov.nu.ca/edt](http://gov.nu.ca/edt)



canada's  
**north**