

Canadian Case Study

Market Research to Understand and Articulate
the Opportunity in Prince Edward County

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Agenda

- A Blank Slate - Where to Start
- Process
- Getting Started
- Product Development / Mini Case Studies
- Research Phase 2 - Strategic Plans
- Summary

A Blank Slate

- 2001 - Prince Edward County. Did not have a clear (marketing) identity, position in the market place or a brand
- First step. Start - imperfectly, but start somewhere
- Where to start?
- Marketing Your Community 101: Find out what the market wants, figure out what you have. Match the two. Focus on that = Supply & Demand

Assets (Supply)

- Agricultural & Tourism Community
- Unique Loyalist Culture & Built Heritage
- Artists and Creativity
- Emerging Grape Growing, Wine & Culinary
- Location / Target Market : 3 Big Cities Close By

Market (Demand)

- Agri-Tourism. Value Added Agriculture
- Wine & Culinary
- Experiential Tourism
- Wealthy Baby Boomers (Target Market) Seeking Upscale Amenities & Memorable Experiences
- Target Market / Toronto - Ottawa - Montreal (Regional Market - Proximity / Geography)

Direction

- Start with a vision & goals (based on assets/market)
- Vision & goals set your direction
- Use research to support your vision & goals
- Remember vision & goals are forward looking and information / research is in the past
- Use vision & goals to drive your focus and research to support your focus
- Be cautious to let the absence of information / data / research influence your vision and goals
- Sometimes the data does not support the vision, doesn't mean the vision is wrong

Direction

- This is a balancing act
- Need to use you “gut”, common sense and other external cues
- For example - you wouldn't want to become the tomato capital of the world in the arctic. May have the vision but data would suggest you don't have the climate, population, market, etc...
- In PEC vision drove the direction in spite of the data. Too cold in winter for grapes, lack of tourism infrastructure, lack of trained labour force. (Today) cost of housing, etc ...
- There is always a reason for ideas not to succeed, but if the vision is strong enough and the market (supply & demand) exists, ideas can succeed and thrive in spite of what the data suggests

Research

- Primary Research - MBWA - Management by Walking Around
- Small community. Some data, talked to businesses, real tangible experiences & anecdotal
- Emerging grape growing - Niagara / Napa Model
- Local Food Existed: Growers - Exotic & Speciality, Cheese, Beer, Cider. Farming community.

Research

- Awareness & Observation
- I was interested, well travelled, well read
- Napa Valley - Oregon - Niagara - Paved the way
- Geoff Heinrichs ... Publication on how to start a vineyard. Secondary sources of research
- Enough research to get started. We started. Then we did more research

Getting Started

What we did

- Defined our sectors / clusters
- Packaged them: Photographs, Videos, Statistics, Data, Facts, Market Trends, white papers, strategies, reports
- Positioning: What made our community so special, unique
- Why?: We needed to answer the questions ... “Why Prince Edward County?” Locally Grown, Authentic, Experiential
- Do not pass go ... if you can’t answer “Why”
- Pre - branding / soft branding / unbranding / sub branding

Mini Case Studies

Invest in Vineyards

- **Goal:** Educate / Lower Barriers to Entry / Attract Investment
- **Vision:** Become a Wine Region / Culinary Tourism Destination
- **Created:** A 140 page publication
- **Research:** Heavy on past. Light on future. Insights on potential
- **Promoted:** Free Book, All Day Seminars / Workshops, Experts, Practitioners, Q & A, Networking, Learning Environment
- **Results:** 1.5 Million vines planted, 45 wineries, 1.4 million bottles of wine per year, \$150 Million economic spin off. Major tourism impact. Extended tourism season. March - Dec

Maple in the County

- **Goal:** Build Shoulder Season Tourism & Agri-Tourism, Culinary
- **Vision:** Experiential Family Tourism Event - Impact the Community
- **Created:** A weekend event in March themed around maple syrup. Tour sugar shacks, eat pancakes, live music / entertainment / restaurant with special menu's, art, museums, etc...
- **Research:** Local maple syrup industry/activity. Quebec model
- **Promoted:** Low budget. Map/guide, public relations, media day
- **Results:** 2,000 people attended, community embraced, 15 years running - 15,000 people attend. Start of tourism season. Awareness



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Maple in the County – Our Sweetest Tradition

TASTE

- **Goal:** Showcase our Gastronomy, Create Awareness, Leverage to Build a Brand, Grow Industry / Tourism & Attract More Investment
- **Vision:** Become a Major Gastronomy Tourism Destination in Ontario
- **Created:** One day tourism event, featuring gastronomy supply chain
- **Research:** Local supply chain. Toronto wine & food festivals
- **Promoted:** Low budget. Brochure, public relations, media day
- **Results:** 1250 people, helped brand community, 15 years - signature event. Extended tourism season

TASTE

community grown

Saturday, September 24, 2016
Prince Edward County

Discover the magic
of our island community.



Taste Trail

- **Goal:** Push Strategy - once here provide an experience of what to do & where to go. Promote regional cuisine / local food & experiences. Grow tourism.
- **Vision:** Encourage businesses to use local ingredients, brand region as a culinary tourism destination featuring “local”
- **Created:** Industry partnership / ownership. Iconic trail, trail infrastructure, participation criteria
- **Research:** Taste Trail Scotland. Ontario Wine Route(s). Met with and surveyed local businesses
- **Promoted:** Way finding signage, trail guide & map, on site signage, website public relations, media day
- **Results:** Strong partnerships, established trail, over \$2.2 Million in earned media / public relations. On going 13 years running. Major tourism driver

The Taste Trail

*Discover the restaurants, wineries, farms stands and shops
on Prince Edward County's Taste Trail*



ROUTE DES SAVEURS

The Arts Trail

*Explore Prince Edward County's
art galleries and studios*



ROUTE DES ARTS

Arts Trail

- **Goal:** Push Strategy - once here provide an experience of what to do where to go. Promote artists/ artisans / studios & experiences. Grow tourism
- **Vision:** Through collaboration promote & grow PEC's vibrant arts scene. Brand Prince Edward County as a vibrant creative arts community
- **Created:** Collaborative model / industry partnership / ownership. Iconic trail, trail infrastructure, participation criteria
- **Research:** Taste Trail PEC. Artists asked (demanded) to have a trail!
- **Promoted:** Way finding signage, trail guide & map, on site signage, public relations, very little advertising, website
- **Results:** Strong partnerships, established trail, hundreds of thousands of dollars of earned media / public relations. On going 10 years running. Major tourism driver

Research - Phase 2

- While developing the region - undertook 4 key plans
- Economic Development Strategic Plan
- Premier Ranked Tourism Destination Plan (Prov)
- Municipal Cultural Plan
- Tourism Strategy

Research - Phase 2

- Primary & secondary research
- Statistics & data provided perspective
- In many cases provided valuable support information
- Data informed the public, the businesses, politicians
- Research tool for policy development, investor decisions and government support
- Data was not necessarily a predictor of how the region could develop (PRTD)

Economic Development Strategic Plan

Key Outcomes

- 4 Pillars: Agriculture, Tourism, Arts & Culture, Industry & Commerce
- Wine Industry Opportunity
- Creative Economy - Knowledge worker
- Entrepreneurship
- Community Limitations - Geography, Roads, Labour Force

Premier Ranked Tourism Destination Plan (Prov)

Key Outcomes

- Qualitative & Quantitative Research
- Inventory of assets
- SWOT
- Ranking of asset opportunities & recommended focus
- Weaknesses: Experiences & Overnight Accommodations, Marketing Strategy & Budget

Tourism Strategy

Key Outcomes

- Statistics, data & projections
- Size, growth & yield of market. Growth trends
- Created a direction for leadership, collaboration, support and investment
- TDA: Tourism Development Alliance
- Collaboration & Information Share

Municipal Cultural Plan

Key Outcomes

- Statistics & data. Inventory of people & place assets
- Municipal Cultural Mapping - comprehensive asset map
- Static (facilities), dynamic (people, stories, history)
- CRT: Cultural Round Table - powerful collaborative - project group
- Heightened awareness and the value of culture in the community and the economy. Informed policy & decision making
- Kick Off / Launch - Day. Culture “Defined” ... Opera singers in duck hunting camouflage, oral history, hockey, fishing, etc....

Summary

- We assessed our assets / matched to market place demands
- Established visions & goals
- Packaged our offerings - tested with the market place - market place validated
- Become more strategic - more research
- Used plans & data, to create awareness, garner support, refine & improve efforts
- Economy continues to grow today 16 years later - increased investment, on-going refinement

Next

- Used the research, data and studies to get community & political support
- Greater stakeholder involvement
- Increased the profile of priorities
- Refined marketing to align with findings
- Studies, stats & data were used to create plans to attract investment
- Increased investment, creates more attractions, creates more tourism, business. Enhances the economic ecosystem