

LGBTQ MARKET FOR GENDRON TRAVEL AGENCY

A marketing plan developed for GENDRON TRAVEL AGENCY for its new
product: Gendrontours-LGBTQ , Quebec Market

Destination:
Germany

By:

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THE BRIEF

Gendron Travel has given us a mandate to develop a package for Germany, specifically Cologne, Berlin and Hamburg. The target market will be the LGBTQ community of Quebec. This specific package is branded under Gendron Tours – LGBTQ for Gendron Travel Agency. It seeks to introduce Gendron Travel to a new potential market by promoting unique experiences for summer 2022.

Our target market, the LGBTQ English and French community of Quebec is a niche on its own with different segments. It is one of the fast-growing markets that have their own needs and particularities. It consists of the millennials, gen x and baby boomers with ages from 25 to 65 plus. We will also target a broad gender identity such as the gay and bisexual men, lesbian and bisexual women and gender-expansive that are single, married or couple with a wide range of income from \$24,000 to \$500,000 or more. The prices will be average using 3 - 4-star hotels with a duration of 9-12 days.

Besides their partners such as Air Canada, Transat, Expedia and Hotel Beds, the company has allowed us to use other companies and take advantage of better offers such as flights and accommodations. The travel package will be a combination of exploration, culture and nature activities for a single or a couple traveller(s) with the feasibility to combine a small group. This package targets travelers looking for either exclusive activities for LGBTQ or activities that interact with the host community.

I. COMPANY PROFILE

Contact Information:

TELEPHONE	ADDRESS	LOGOS
514-866-8747 450-373-8747 1-800-561-8747 FAX 450-373-2368 EMAIL info@voyagesgendron.com	1465 Boul. Mgr.-Langlois, Salaberry-de-Valleyfield, Québec, J6S 1C2 Canada WEBSITE www.voyagesgendron.com	

About:

Founded in 1982, Gendron Travel has been in the industry for almost 40 years, located in Salaberry-de-Valleyfield, a city in southwestern Quebec in the region of Montérégie. It is a tour operator and specialized travel agency that helps everyone find and live their dream vacations. It was founded by Bernard Gendron as a ski club, organizing ski trips for himself and his friends within Quebec and New York. He then expanded his business to Western Canada, Europe and Utah. Today, different travel packages are offered in North America and other regions such as South America, Central America, Africa, Europe, and Asia.

Gendron Travel has developed many specialties, among which are:

- Gendron Ski
- Gendron Golf
- Gendron Bike
- Gendron Tours
- Gendron Sun
- Gendron Cruises

Made up of over 75 travel specialists, you will find a well of information within our walls. The agency also has three luxurious coaches and offers over 600 departures every year! Whether you are looking for cruises, accompanied tours or even small getaways, Gendron Travel has become a reference in its domain.

Frequent travelers and businesspeople alike have long sought a program tailored to them. These customers often want a more personalized trip of varying duration. Gendron travel understands this; that is why we offer a flexible vacation package to those customers who no longer wish to endure the constraints of charter flights and fixed-term stays of one week. In this program,

Gendron offers its customers the freedom to choose the departure and return days and their trip duration, from 3 to 30 days. This flexibility is possible with the agreements signed with several of our airline partners, such as Air Canada and Air Transat. Packages are offered at competitive rates compared to charter flights. Also, customers traveling with these scheduled flights accumulate bonus points and delays are virtually non-existent.

Mission:

- To provide perfect ways for clients to live their dream vacations by providing specialized tours and packages.
- To provide exceptional experiences to our clients through innovative ways of combining packages based on a thorough evaluation and assessment of their needs and travel styles.

Sustainable Actions:

Gendron tours contribute to protecting the environment by reducing our magazines' pages though it is one of the most appreciated communication tools by our clients. We are also printing on recycled papers and giving our customers an option to receive their travel documents electronically. We have also eliminated single used plastic bottles and ask our customers to bring refillable containers. We help in offsetting carbon emissions by planting trees financed by donations receive from our customers.

Diversity and Inclusion:

Our company understands that everyone is different and has their unique personality and characteristics. We embrace everyone who has the qualifications to work with us and allow them to enrich their skills and knowledge by providing relevant and consistent training.

II. SITUATION ANALYSIS

ENVIRONMENTAL FACTORS

MICRO

The Company

Our services and product features, including our marketing strategy, have made us a Canadian reference for golfing and skiing trips. Furthermore, we have earned several awards, including Bestseller in Quebec and Atlantic Provinces and Best group of employees of the year. As for the gay travelers, doing business with Gendron Travel means benefiting from expert advice because our agents are specially trained for LGBTQ travel.

Currently, we only have one location, but we make sure that we are consistently delivering quality services to our growing market. On the other hand, we expand by developing new departments and specialties in which Gendron Tours for LGBTQ is the latest service introduced. Excellent teamwork and collaboration, such as taking responsibility for mistakes and respecting the diversity between all the departments, builds trust and strength that is crucial in reaching company goals. We always upheld to our standards and we cling to our mission.

We continue to grow as an organization because the management provides support to the employees, allowing them to explore opportunities contributing to its exponential growth. Our President, Mr. Gendron and the whole team shares the same passion to provide exceptional experience to clients. We constantly look for innovative and perfect ways from production to marketing so our clients will live their dream vacation. Furthermore, our experiences and continued trainings enable us to give expert advice that is incomparable to other companies.

Location and community analysis

The province of Quebec is a community wherein LGBTQ rights and activities are legal and LBGTQ discrimination is illegal. It is known for its openness and the community enjoys the sense of freedom and security that prevails within. Its two major cities, Montreal and Quebec, have their gay districts. Montreal's Gay Village is one of the oldest and largest gay neighbourhoods globally, while in Québec City, Rue Saint-Jean is home to most LGBTQ businesses.

The general public's support and the government's diversity and inclusion program make the province proud in waving the rainbow flag. Many people are coming out and identifying themselves with the LGBTQ community. The inclusiveness and welcoming nature of Quebecers are perhaps one reason why LGBTQ people choose to settle here, making it one of the fastest-growing markets that needs to be addressed independently.

Our current location positions us to take advantage of this growing market. Our team will identify destinations and activities that possess the most relevant aspects for this target segment by using secondary data. As our new market is a complex niche, we will adjust our strategy as we move forward. Currently, Gendron Travel has a 4.3/5 rating based on client's feedback, but we are geared towards improvement as we continue to flourish in the industry.

Competitors

We have identified four types of competitors in this market based on our analysis

1. Those that target the general market, including the LGBTQ community.
2. The competitors that have different departments and specialties, including LGBTQ.
3. The competitors that are specific only to the LGBTQ market - both gay men and lesbians.
4. Those that are specific only to LGBTQ market but focusing on either gay men or lesbians.

Our Advantages:

- Location in Quebec is the same as the target market. There are no other operators/agency found in Quebec that specifically target the LGBTQ community
- We have the possibility of getting referrals to build the LGBTQ market from our established clientele.
- We will be able to adjust pricing as we develop our product
- The flexibility of pricing since we can use other suppliers besides our partners.
- Offering services in French and English

Our Disadvantages:

- Different format on French and English website
- Our LGBTQ tours are new to the market.
- Hard to get a pricing since we are just developing our product for LGBTQ
- No membership with LGBTQ Organizations

Location: Quebec and all over Canada

Tag line: Making your dreams travel

Customer review on Google: 2.5

General Description:

- Tour operator
- Targets general public
- Hotels, Car rentals, Cruises
- Mexico, The Caribbean, South and Central America, Canada, US, Europe, Asia and The South Pacific
- Solo, duo, family and group
- Partnership with many hotels and cruise lines
- Air Canada flights
- IGLTA member but no separate department that caters to this market on the website

Sample Itinerary and Price: \$2,502/pax

9 Days Berlin

Included: Flights and hotels

Comment: General public including LGBTQ but no specialized department for this specific community.

Well-organized website. Easy navigation on the website. Professional looking pictures

Marketing:

- Newsletter
- Printed and e-brochure
- Website
- Partnership
- Deals
- Sustainable initiative
- Aeroplan

Website:

- High-definition photos
- Distribution/sales
- Social media icon present –Facebook, Instagram, Pinterest and Twitter
- Travel advisory – COVID situation.
- Mobile App – provides tools for travel from booking to flight status. Notifications relevant to trip – first in Canada
- Health and safety program – COVID situation
- French/English

Sustainable Initiative:

- Single-use plastic reduction
- Collection of recycled material in maple leaf lounges
- CO2 emission offset

TOTAL ADVANTAGE TRAVEL & TOURS
Founded:1995

Location: Toronto, Ontario

Mission:

To serve with the highest level of customized service, expert advice and best travel values available

Customer review on Google: 5.0

General Description:

- Full-service travel agency
- Different departments: Family vacations, All-inclusive, Escorted tours, Weddings, Corporate travel, Cruises, Faith-based, LGBTQ+
- Other destinations not mentioned on the website

Marketing:

- Website
- Travel blogs
- E-mail
- Newsletter
- Twitter
- Facebook
- Instagram
- You tube
- Special offers

Website:

- High-definition photos
- Organized and detailed information
- COVID – 19 updates
- Distribution/sales on the website

- Several partnerships with suppliers such as Air Canada Vacations, Transat, Travel brands
- IGLTA member – with separate page/department that specialize in LGBTQ
- Social media icon
- Reviews on website
- Why book with us section

Sustainable initiative:

- Nothing found on their website

Sample itinerary and price: \$2,400/pax

7days Paris

Note: Paris was taken as a sample itinerary because there is no itinerary for Germany.

Included: Flights and Hotels

Comment: Simple and well-organized website with blogs and testimonials readily visible. Easy navigation on all the pages.

About us section has an excellent catch with a clear statement of the advantages of booking with the company.



Founded: 2009

Location: Toronto, Ontario

Mission:

Enrich local lives and learn from their experience

Customer review on Google: 5.0

General Description:

- Agency and tour operator
- LGBTQ travel only
- Tailor-Made & Custom Gay/lesbian Tours from single to couples to small groups (3-4 people) to larger groups (5+ people)
- Africa, Asia, Australia and Oceania, Europe, North America & South America
- Several tours type
- Different themes: Active, Cruise, Culture, Flex
- IGLTA member

Sample itinerary and price: \$5,700/pax

10 Days - Spain

Note: Spain was taken as a sample itinerary because there is no itinerary for Germany.

Included: Transfers, accommodations, breakfast, lunch, dinner, tour guide for every small group activity and gratuities

Marketing:

- Newsletter
- Blog
- Podcast
- Instagram
- Twitter
- Facebook
- YouTube

Website:

- High-definition photos
- Social media icon
- Comments from past travelers
- Reviews
- 2 different websites: Gay Men & Lesbian
- Updates on COVID
- Quick facts
- Highlights
- Dates and Prices
- Itinerary & Map
- Review on website
- Important information for travel

Sustainable initiative:

- Fund raising for gay activists and Toronto Aids walk.

Comment: Different websites for gay men and gay women. It has a well-organized website that allows easy navigation. The about us section is very detailed on who the company is and who their target market and target segments are.

Featured as one of the top travel agencies for gay travel on several websites when doing online searches. (organic results on google)



Founded: 2001

Location: Boul. Cure-Labelle, Laval

Mission: Entrust your next-all-inclusive or any other trip to an Aqua Terra travel agent who will help you choose the travel package for you

Customer review on Google: 4.8

General description:

- Online travel agency
- Specialize in the travel to southern destinations
- Different destinations: Sun, World & Theme vacations
- Self-service
- Southern Destinations, Europe, Asia, Africa

Sample itinerary and price: \$1,799/pax

8 nights in Spain (No Germany as destination)

Included: Flights, accommodation, transfers.

Comments:

- The website is well organized; you can navigate through everything easily and it has many images and explanations on several countries that they offer.
- They are very active on their social media platforms.
- Has clear information regarding COVID-19.

Marketing:

- Newsletter
- Blogs
- Facebook
- Twitter
- Instagram
- YouTube

Website:

- Well organized
- Different sections for different departments
- Easy to navigate
- A lot of photos
- Social media Icon present
- English/French
- Details for each country

Sustainable Initiative:

- Presents the first CO2 offset calculator made available by a Quebec travel agency as they believe in a greener future and long-term travel.
- They have a partnership with NaturLab world, which is an association that enables the customers to participate in forestry projects (tree plantations) to compensate for their ecological impact produced by the different modes of transportations.
- Calculate your ecological footprint = plant a tree! The tool will allow customers to calculate their environmental footprint, which will reduce the carbon trace by their travels.

<p>Location: Salaberry, Québec</p> <p>Mission: To provide perfect ways for clients to live their dream vacations by providing specialized tours and packages.</p> <p>Customer review on Google: 4.2</p> <p>General description:</p> <ul style="list-style-type: none"> • Agency and tour operator • Custom made tours • Specialized tours • Different specific themes and departments such as golf, ski, bike, cruises, sun designations, tours and LGBTQ • Africa, Asia, Europe, U.S, South America and Central America <p>Sample itinerary and price: \$2,135/pax 10 nights in Spain</p> <p>Included: Flights, accommodation, transfers, gratuities. Option to add activities</p> <p>Comment: Missing crucial information or notification on the current situation of COVID-19, which is one of the top concerns of travelers. Website can be improved with regards to target market: for example, showing affiliation or membership with different LGBTQ organizations.</p>	<p>Marketing:</p> <ul style="list-style-type: none"> • Newsletter • Printed brochure • Facebook • Instagram • Blogs • Promotions/deals <p>Website:</p> <ul style="list-style-type: none"> • Well organized website/ different pages for different department • Easy to navigate • Distribution/sales • Photos • Social media icon present • English and French • Very detailed • Different structure for the French and English websites. <p>Sustainable Initiative:</p> <ul style="list-style-type: none"> • Reduced pages of print magazines and printed on recycled paper. • Offers customers to receive their documents electronically. • No single-use plastic bottle on trips. • Offset CO2 emission by planting trees
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MACRO - PESTLE

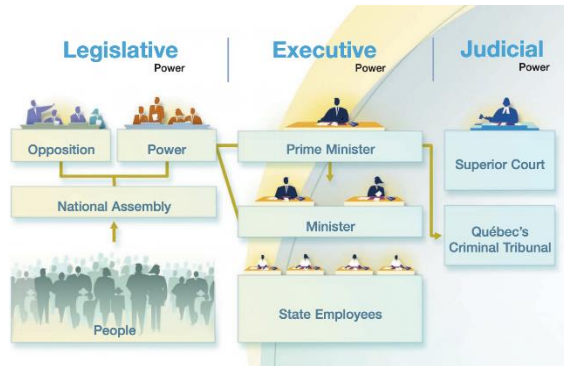
PESTEL ANALYSIS
gendrontours

P	E	S	T	E	L
<ul style="list-style-type: none"> • Political stability • Political interventions • Level of corruption • Military invasion, wars and terrorism • Weak/strong leadership • Human rights regulation 	<ul style="list-style-type: none"> • Bilateral trade • Tariffs and taxation • Investment relationship • Economic system • Exchange rates • Interest rate • Inflation • Infrastructures • Economic growth • Economic interventions 	<ul style="list-style-type: none"> • Demographics • Generational division • Educational level • Changing behaviors • Spending capability • Cultural difference 	<ul style="list-style-type: none"> • Technological development • Technology diffusion • Shift in technological system • Connectivity • Disruption of services • Media/software block out 	<ul style="list-style-type: none"> • Weather • Climate change • Natural disasters • Diseases and pandemic • Environmental laws • Environmental sustainability • Mass tourism 	<ul style="list-style-type: none"> • Data protection • Code of conduct • Copyright/intellectual property • Employment laws • Health and safety law • Immigration laws • Travel regulations

Political

Government Set – up

Canada is a federal parliamentary democracy and a constitutional monarchy with the Queen as its constitutional head. There are three branches of the government with separate powers, namely: Legislative, Executive and Judicial. Although the governor-general represents the Queen, the real executive power is in the council ministers led by the prime minister. The government power is shared between the federal and provincial, wherein the prime minister is the head of the federal and the premier is the head of the provincial level.



Canada, including Quebec, have a predominant democratic principle since the 19th century. All citizens are equal and have certain fundamental rights and freedom regulated by the

Canadian Charter of rights and freedoms and (Quebec) Charter of Human rights and freedoms. It also protects the diversity and inclusion of every individual.

Current Political Situation	Main Political Parties
<p>Chief of State: Queen Elizabeth II Governor-General: Richard Wagner Prime Minister: Justine Trudeau Premier of Quebec: Francois Legault</p>	<p>Conservative Party of Canada New Democratic Party Liberal Party of Canada Bloc Quebecois Green Party of Canada</p>

International relations

Canada is committed to promoting a progressive approach to trade that brings up open markets and creates jobs worldwide. Trade discussions include labour and employment, the environment, gender equality, politics and economy. Canada enjoys a close and friendly partnership that reflects active cooperation on the international stage on economic and investment. It has global partners who share the commitment to bolstering international order, including Alliance for Multilateralism. It works closely in a range of multilateral institutions such as NATO, G7, G20, OECD and WTO, where members are connected by cultural, social, economic, and political similarities.

European Region: The European Union is a strategic partner for Canada as they are based on shared values, a long history of close cooperation and strong people ties. It is Canada's second-largest trading partner next to the U.S. The Canada-European Union Comprehensive Economic and Trade Agreement (CETA) is a bilateral agreement between Canada and the E.U. The deal eliminates or reduces trade barriers for goods and services, non-tariff barriers, investment, government procurement, and other areas like labour and the environment. Canada's relationship with the E.U. is the oldest formal relationship dating from 1959.

Asia Pacific and other Regions: Canada is committed to playing a global role in the Asia Pacific regions. It continues to build partnerships, strengthen economic ties and provide development assistance. Achieving Canada's goals, including prosperity, sustainability, peace and security needs collaboration with other regions and the Asia

Pacific is just one of those regions that have a growing role in the country's economy and politics. The government is active in the following organizations: Asia- Pacific Economic Cooperation, Association of South East Asian Nation and several trade agreements with India, China, Japan, S. Korea and Thailand. It also has a free trade agreement with Israel, Chile, Costa Rica, Columbia, Peru, Jordan, Panama and Mexico.

Canada and the United States: Canada and the United States are two of the world's largest countries that share the longest border. With the election of the new U.S. president, both countries have renewed their ties together. It is a unique partnership that is forged by a shared border and environment, security, similar values, common interests, and politics. They both enjoy the most extensive trade and investment agreement globally that secures the efficient flow of goods, services and people. It helps both countries grow stronger economically, eliminate barriers, and promote prosperity that makes them globally competitive. At present, Canada is involved with the U.S. in more than ten agreements, including Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS), General Agreement on Trade and Services (GATS), C-US Free Trade Agreement (FTA) and Canada- U.S.- Mexico Agreement (CUSMA).

COVID- 19 Action

The COVID-19 pandemic covers a wide array of international relationships, including political and economic. The global response is mainly tackled in the United Nations. Every country must demonstrate multilateral cooperation to overcome challenges. Since the pandemic respects no borders, all nations must exhibit a collective response to combat the virus issues. Regional or continental coordination is crucial to address the pandemic's spread, these includes the issue of immigration and vaccine allocation.

Canada's prime minister, Justin Trudeau and U.S. President Joe Biden, recognized that both countries' fundamental priority is to end the global pandemic. They discussed collaborating on vaccines and acknowledging that both countries' efforts are strengthened by existing medical personnel exchanges and the flow of critical medical supplies. They have a mutual agreement to work closely together to defeat COVID-19 by responding to new variants and following expert

advice. Also, they have shared their vision for sustainable economic recovery. This agreement and vision resulted in minimized travel across the border while maintaining a consistent flow of essential goods and healthcare workers.

For now, travelers must avoid non-essential and all cruise ship travel outside Canada until further notice. However, it will be mandatory to get a COVID-19 testing in the next few years to allow travelers to board a flight to Canada. This will be mandatory for all air passengers five years of age and older, which includes Canadians and will be required a negative COVID-19 molecular test result taken within 72 hours of their scheduled time of departure back to Canada. If the traveller has a connecting flight to Canada, the pre-departure test must be done within 72 hours of the last direct flight to Canada. It is always essential to check updates from the government's Travel Advisory page because safety and conditions may change between the date the traveler book their travel and the departure. Also, when travelers are choosing a destination, they must regularly check information regarding local safety and security conditions such as areas to avoid, entry and exit requirements, local laws and culture, health hazards, health restrictions and natural hazards.

Economic

Canada has a strong and diverse commercial relationship covering trade, investment, and science and technology with other countries. Canada's largest export market in Europe is Germany and the sixth-largest trading partner globally, with two-way merchandise trade totalling \$25.6 billion in 2019. Canadian exports to Germany were worth \$6.3 billion in 2019, while Canada's exports to Germany were \$19.3 billion in 2019. Some of Canada's top merchandise exports include machinery, mineral ores, scientific and precision instruments, electrical and electronic machinery and equipment, mineral fuels and oils. In 2019, the Germany-Canada services trade, which includes travel and tourism was about \$6 billion. Germany is the ninth-largest foreign investor in Canada and fifth among European countries with a stock investment valued at \$18.1 billion at the end of 2019. The country is an essential market for the CDIA and Canadian held a stock of assets in Germany worth \$11.6 billion at the end of 2019 which makes the country the fourth-largest recipient of CDIA in the European Union. Canada is considered to have the 10th largest GDP in the world economy, which is developed by the service industry, the value of its natural resources which

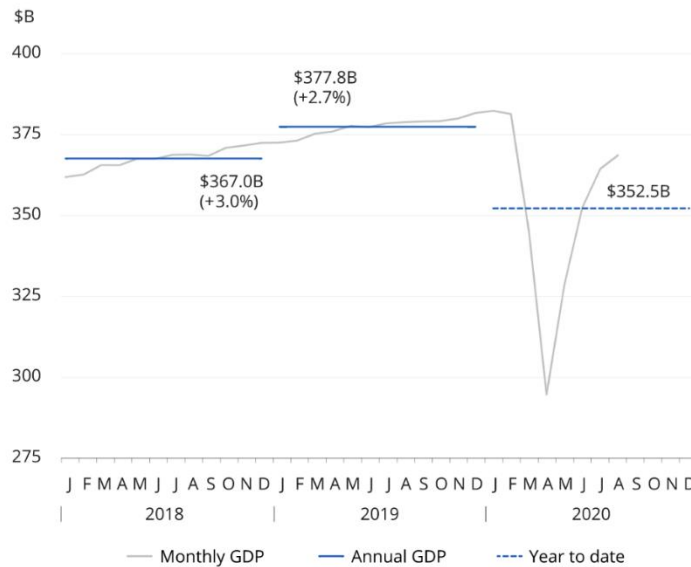
contains the 4th largest exporter of petroleum in the world and Canada is considered the 4th largest exporter of natural gas. Furthermore, Canada is contemplated for having its abundant energy due to its total land area and its small population. The country is considered economically stable which makes citizens more like to obtain the same characteristics.

At the beginning of 2020, Quebec's unemployment rate has averaged 9.2% and Canada in general averaged 9.6 but this went up due to the pandemic. The crisis crippled the global economy and brought upon losses as governments struggled to contain the virus. Our country and the province of Quebec are not exempted from this situation. Quebec's economy has been hit hard by the confinement measures and the sudden shutdown of several activity sectors in which tourism is one of them. However, thanks to the strong economy and the public finances before the health crisis, several measures were put in to support its population to foster economic stability.

Within a few weeks, the government introduced financial support, which is equivalent to the one that has been put in place within 24 months in 2008-2009 during the financial crisis. The budgetary impact of this supports a total of more than \$6.6 billion in which \$3.7 billion to our health care system to address the public health crisis, \$1.0 billion to support workers and individuals and \$2.0 billion to mitigate the economic impact of the pandemic.

The decline of GDP in 2020 is way more than the global financial crisis of 2008-2009. In March 2021, the gross-debt-to-GDP ratio is forecast at 50.4% which is lower than the ration that prevailed in 2017. Several sectors' experiences losses during the first eight months of 2020, including manufacturing at -10.0%, construction at -14.5%, transportation and warehousing at -19.2%, accommodation and food services at -30.2% and educational services at -9.0%.

Changes in real GDP by industry in Québec



Source : Institut de la statistique du Québec, Direction des statistiques économiques.

Social

Social factors can have a tremendous impact on the success of selling a destination. Although people want to explore new destinations and cultures, they do not want to feel as if they are too far from their own country and feel like they compromise their own beliefs and safety when they are travelling. Along with the culture and history, many travelers feel anxious when travelling to a new destination because of language barriers. However, travelling to Europe, more specifically Germany, is not a problem because 56% of the population speaks English. It is common to find locals who may speak English rather than speak their native language.

Millennials tend to be one of the most important demographics when it comes to the tourism industry. As of CMI 38% of the participants were millennials because they are the ones who travel the most. Millennials are the largest generation to date, making up to 31.5% of the 7.7 billion people. This generation has estimated \$200 billions of spending power, making them an ideal demographic for travel companies. According to statistics, millennials take 5.6 trips annually compared to the other generations. This demographic is very open-minded when they are booking their next trip

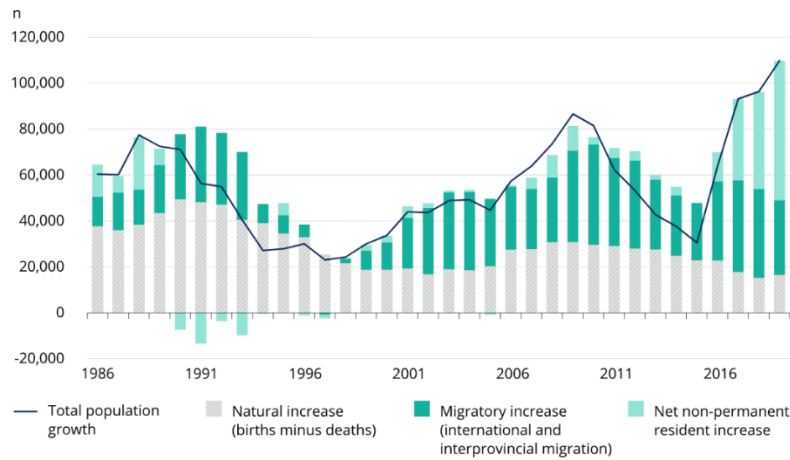
and look for inspiration through numerous sites. More than half of the millennials check reviews, travel websites and blogs to research their potential destinations.

Quebec is a province located in east-central Canada and it is the largest province in Canada in terms of area and the second-largest administrative division after Nunavut. Quebec has an estimated population of 8.18 million, which makes it the second-most populous province in Canada. Montreal is the most populous city in Quebec, followed by Quebec City. In 2019, Quebec's population increased by 12.9% per thousand, and it has been the highest rate since 1972. However, the growth of Quebec's population has surprisingly slowed down in the first half of 2020. The measure to contain the pandemic, such as the border closures, are related to this significant slowdown. In 2019, there was an increase of 110,000 people, which resulted from a natural increase of 16,400 people from births. There are 32,700 people from a net migration and the addition of 60,700 non-permanent residents, which has been the highest number of net non-permanent residents recorded in Quebec.

During the first six months of 2020, there was a decline in net non-permanent residents, going to 400 in the second quarter of 2020 from 23,500 in the same quarter of 2019 and dropping in immigrants' number to 3000 from 10,200. The increase in deaths is at 21,050 in the second quarter of 2020 compared to 16,800 in the same quarter of 2019 also contributed to the province's population decline.

As of July 2020, 20.8% of the population was under the age of 20, 59.9% was aged 20 to 64 and 19.7% was 65 and over. The number of people 65 and over continues to increase while 20 to 64 years old are declining. The pandemic does not seem to have any impact on the age structure of Quebec's population.

Total population growth and natural, migratory and net non-permanent resident (NPR) increases, Québec, 1986–2019



<https://statistique.quebec.ca/en/communiquerecord-population-growth-quebec-2019-significant-slowdown-first-months-2020>

Technology

Canada is one of the most developed when it comes to technology and science. With Ubisoft and other tech companies in Montreal, the city has positioned itself as one of Canada's top tech centers. With the government funding and public support, Montreal will be positioning itself as one of the most innovative cities in Canada and around the world.

The pandemic situation highlighted the internet as one of the significant techs and is heavily used for communication, education, and business. Technology is a relevant and essential factor for our target market. Most travelers use technology for all travel stages, including research, inspirations, experiences and sharing. The use of technology in its different forms gives the traveler convenience and a sense of control that has become invaluable. The use of social media, smartphone technology and the modern internet exploded, and it has a massive impact on helping empower the LGBTQ community. First, it enhances safety; there is an application called Geo Sure, a travel safety app that provides a neighborhood-level LGBTQ safety rating category that helps people make informed decisions about their well-being at home and abroad. Technology aids in creating a community to learn more about different challenges that an individual has faced within society. It has helped improve the lives of LGBTQ individuals in which they are

committed to creating an environment where all are valued and respected. When North Americans travel abroad, smartphones are not the only essential resource they need, but the wireless internet connection is a priority. To have access to an internet connection whenever they go provides the traveler with a sense of freedom that satisfies their needs to communicate and share their experiences throughout their social media.

Environmental

Although Canada and Quebec offer scenic natural beauty, there are several environmental challenges that the country is facing today. The government's factors of concern are the number of pollutants present in the air, acid rain, climate change, and biodiversity depletion. Climate change is the number one environmental concern, and several initiatives have been taken to tackle this problem. One of them is switching to clean energy and the programs to offset CO2 emissions by planting more trees and creating green spaces.

The country has made progress in meeting its objectives and sustainable goals when it comes to air pollution that contributes greatly to climate change.

In Quebec, the government gave its departments and private sectors a vital role under the Sustainable Development Act. They must produce a sustainable development plan that details the action they intend to do to support the governments' sustainable strategy.

Quebec has also imposed a regulation for its residents to minimize air water and land pollution by installing programs for proper waste management disposal such as recycling, reuse, and reduction.

Legal

The Canadian constitution is the basis of law in the country. It defines the powers of the three branches of government: executive, legislative, and judiciary. It also sets out the lawmaking powers and responsibilities between the federal and provincial governments. The present legal system uses two different regimes: common law and civil law. In Quebec, civil law is based on the French system, while in the other provinces and territories, it is based on the British system.

The federal government tackle issues such as defence, foreign affairs, criminal law, immigration, banking and the national currency, international trade, and intellectual property. The

provinces are responsible for taxation, education, social programs, and rights related to private property and commerce. The Department of Justice, headed by the attorney general, carries out prosecutions under all other federal laws.

Tax system:

Both the federal and provincial impose taxes on individuals. In Quebec, the combined federal and provincial taxes are higher than any other province, but it does offer services that could be beneficial to some of its residents such as the universal daycare. University tuition is also much cheaper compared to elsewhere in the country, so are the hydro charges.

Labor Laws:

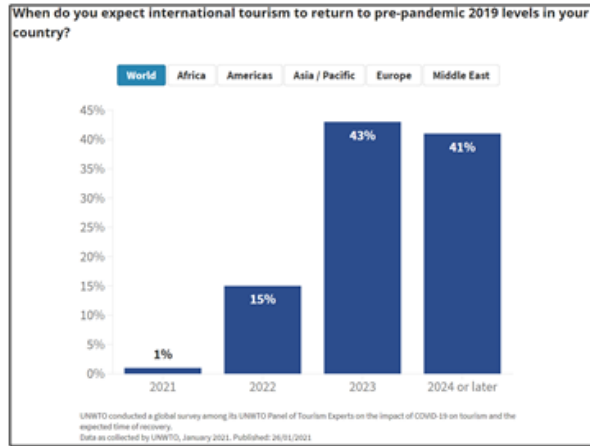
The federal government is responsible for the regulation of postal services, telecommunication and interprovincial transportations such as trains and airlines. Other industries are tackled by provincial level. Labor standards impose conditions of employment, including minimum wages, overtime rates and paid vacation leave.

Health and safety laws are imposed for every work location and are considered important in Canada. A worker has the right to refuse to work in an unsafe place. Regulations on termination varies from every province and a workers' benefits are calculated based on the length of service. They range from one to eight weeks' written notice of termination or pay in lieu of notice.

TRENDS

With the impact of the COVID-19 pandemic, global tourism suffered worse in 2020, with a drop of 74% in international arrivals. Last year, it was predicted that the industry will rebound by the third quarter of 2021. Unfortunately, with the new COVID variant and delayed distribution of vaccines, the international tourism rebound of 50% will only be possible for 2022. Most experts do not see the return to 2019 levels happening before 2032 or even later.

The graphs below show a prediction for international tourism arrival for 2021, 2022, 2023 and 2024 or later.



While the world is in the hold of the Corona virus pandemic, the entire population has adjusted. Latest trends are dominating in the travel industry. The travelers' behaviour is changing and simultaneously adapting to the situation.

Domestic travel: Safety concerns, reduced financial capability because of job loss, travel restrictions including border closing that have been imposed starting in the first quarter of 2020 catapulted domestic travel. The population is opting to travel within their own country and the LGBTQ community is not different. 90% of them are seeking opportunities to travel within Canada. With less stringent travel requirements, the local travel demand continues to be sought after.

Travelers are opting to drive to the coastal areas, soak in nature and prefer to travel to rural destinations for outdoor experiences within 100 miles away from home. According to CMI, drive vacations are a strong interest among LGBTQ travelers and with the pandemic, they are more willing to drive whenever their situations allow.

Domestic travel will also help Canada recover faster but for a short time with the prediction between 2022 and 2024. The destinations showing the most remarkable growth include: Jasper, AB (#1), Gaspesie-Iles de la Madeleines, Q.B. (#2), Banff, AB (#3), Tofino-Ucluelet, BC (#4), Okanagan Valley, BC (#5), Muskoka, ON (#6), Georgian Bay, ON (#7), Saguenay-Lac-Saint-Jean, QB (#8), Thunder Bay, ON (#9), Golden, BC (#10).

Recovery is forecasted to take years, but a significant increase in domestic travel can accelerate recovery



Forecasting is based on reasonable estimations at present, given the current state of COVID-19 in Canada and worldwide, and projected lifting of travel restrictions within Canada in Q3 2021 (including re-opening borders to all key international markets).

6 Source: Destination Canada Research



Digitalization, technology and remote work: With the purpose to reduce contact, digitalization became prominent, and the travel industry was on the lead to this trend. Though other Asian countries are already advance on this, the pandemic has accelerated this technology in the Western countries including Canada. Mobile apps are more used for contactless travel. These include keyless entries, contactless payments, digital menus and online hotel and airport check-ins.

Smartphone technology and the modern internet has a massive impact on helping empower the LGBTQ community. There is an application called Geo Sure which is a travel safety app that provides a neighbourhood level LGBTQ safety rating category which allows user to make informed decisions about their well-being at home and abroad. Technology also helps create a community to learn more about different challenges that an individual has faced. It has helped improve the lives of LGBTQ individuals in which they are committed to creating an environment where all are valued and respected. Software/apps, smartphones and the internet will remain a trend that the travel industry will continue to use for the long run.

Remote work: Remote work became the new normal, and destinations quickly adapted to this trend, offering what used to be a touristic location in their country for digital nomads. While Portugal and Germany have been offering it for years, other countries from Barbados to Iceland are launching their new remote work program giving working visas for up to two years.

A remote work program will allow someone to travel or stay longer in a particular destination. This could be more attractive for the LGBTQ community since, according to IGLTA and

CGLCC, they travel the whole year round and they stay longer when traveling. With this take, the accommodation sector has adjusted their strategies and are offering short term rental program.

Sustainable travel: Sustainability and authenticity are given much attention and became one of the fastest-growing trends during the pandemic. Travelers have been giving more importance to creating a positive impact during their trips. Being aware of the carbon footprints they leave behind and the adverse effects of mass tourism, travelers are now shifting to unheralded destinations and supporting local businesses. They increasingly look for authenticity and embracing the slow travel movement. They want to soak into a new destination in view instead of rushing into the next destination in their itinerary. With this new trend, popular destinations are being left and new destinations are emerging.

OTHER COMPANIES

For this analysis, U.S. travel companies and agencies were mostly taken since it was challenging for the team to research companies in other regions such as the U.K., the Netherlands, and Germany due to the following reasons: Website is not set up in English; limited product offers that is hard to compare with products offers of Gendron; limited functions on the website due to the COVID situation and limited communication for inquiry through email or live chat. Furthermore, during research, it was found out that most of the travel agencies/operators are offering cruises as one of their major products. Therefore, an itinerary of a cruise was included in the analysis, although the location is not in Germany.

ZOOM VACATIONS

Address: Chicago, United States

Years Founded: 2002

Tagline: A worry-free vacation

Missions/Goal: Create global vacations that feeds the hearts, souls and minds of the travelers

Awards: Voted small tour operator by PlanetOut and Travvy award for Best Tour Operator- LGBT

Customer review on website: Positive but cannot determine start rating

A high-end travel company for the LGBTQ – both men and women. It offers tours, yacht voyages and custom international event celebrations. It has prepackaged tours and builds customized personal tours for clients to different world regions; however, there is no destination to Germany. Their website features blogs with different travel topics and customer testimonials about their experience with the company.

Although it says that it caters to both lesbians and gay men, the images on the websites features mostly men and most testimonials are from gay men customers.

Sample Itinerary- TURKEY (6 DAYS): Istanbul. Cappadocia. Camels Valley

Price: Starts at USD: 3,980/pax based on double occupation

What's included:

- Tour guide throughout the trip
- Accommodations
- Airport transfers
- Breakfasts
- Welcoming event in a special location
- Tours, cruises, hot air balloon ride
- Some special dinners (seafood, dinner in a cave)

Comment: A different destination/itinerary was taken for comparison because this company does not offer Germany as one of their destinations. However, the team decided to analyze its features and offers since it is an award-winning company that offers the same travel structure close to what Gendron travel has.

OLIVIA TRAVELS

Address: San Francisco, United States

Year founded: 1990

Tagline: Beautiful together

Mission/Goal: Create a safe and welcoming space for LGBTQ women.

Customer review on website: 5 stars

It started as Olivia records in 1973, a music label exclusively for women artists. This company provides travel exclusively for LGBTQ women. They provide cruises, riverboats, resorts and adventure vacations to the world's different regions, including Germany. The company always charters the entire ship or resorts to have the space exclusively for the group. The only company in the world offering cruise that caters to lesbians, the first all-woman cruise was in 1990.

It offers a predetermined vacation package for its customers, divided into specific programs such as: Groups, solos, sisters, Gen-O, Women in Uniform, Owls and specific needs. Although different segments/generations are all together in a cruise or vacation, they provide separate spaces for each program. Example: OWL's program: Older, Wiser, Lesbians have their own special meetups on the cruise or resort to connect and share stories or to even forge a friendship.

The website includes excellent images and videos, it also includes webinars to let potential customers take a virtual peak of their activities and destinations worldwide. A visible customer review is also featured in their website.

Sample Itinerary: Germany/Budapest (10 DAYS) - Cruise on Danube river aboard the Avalon

Price: Starts at USD 4,999/ pax based on double occupation

Included:

- Accommodation
- Daily breakfast at hotels
- All meals on board
- Beverages, non-alcoholic and alcoholic
- Wi-Fi
- Sightseeing activities
- Entertainment
- Gratuities for tour guides
- Transfer- hotels and cruise ships only
- Assistance onboard

HE TRAVEL

Address: Key West, Florida, United States

Year founded: 1990

Tagline: The King of gay travel

Mission/Goal: To create exciting travel opportunities that enable the LGBTQ community to explore the wonders of the world in comfort and safety while having the time of their lives.

Customer review on website: Positive but rating is not available

Sustainable Initiative: Visible on home page

A subsidiary of Hanns Ebenstein Travel Inc. It offers cultural, culinary, adventures, biking tours, gay cruises, self-guided tours, and customized tours to gay men and lesbians and their friends worldwide.

The website is well organized and offers images, V.R. galleries and videos of different destinations. A blog and testimonials are also incorporated. A calendar of upcoming tours is also included as one of the website's pages, allowing simplicity in finding offered activity during this time of the pandemic.

Sample Itinerary: Germany Cultural tours (11 DAYS)

Price: 7,4 98/pax double occupancy

Included:

- Accommodations – 4-5 stars
- Transportation – group
- Airport to hotel transfers
- All meals during the tour except three lunches and one dinner
- Tour guide
- Admission fees to all listed activities
- Driver gratuities

LOCAL GAY GUIDE

Address: Berlin, Germany

Year founded: Unknown

Tagline: We love authenticity, we love diversity, we love traveling like local

Mission/Goal: To create an authentic experience for the LGBTQ travelers

Customer review: not available

A company offering local city guides to 16 countries, including Spain and Germany. Website is simple and easy to navigate, indicating partnership with different LGBTQ

organizations such as IGLTA and Queer Travel.

Itinerary 1: St. Georg – Hamburg’s LGBTQ neighborhood (3 hours)

A tour to give a traveler insight to the district contrasts. This includes visits and sightseeing to the following: Alster, red light area district, Islamic communities and the catholic community coming across the gay life. The Ohnsorg museum, Hansaplatz, the trams and the bourgeois houses. A stroll through the Lange Reihe while learning about some of the history of Hamburg.

Price: CAD 98.00

Included:

- Local gay guide
- City map
- Bottle of water

- Snack
- Public transport ticket

Itinerary 2: Berlin – Highlight tour (3 hours)

Stroll through the cosmopolitan city of Berlin with a local guide. Visit historical sights, cultural hotspots. This includes the German parliament, the museum Island, and the Brandenburg gate.

Price: CAD 78.00

Included:

- Local gay tour guide
- City map
- Bottle of water
- Snack
- Public transport ticket

RSVP VACATIONS

Address: West Hollywood, CA, United States

Year founded: 1985

Tagline: Where you belong

Mission/Goal: To appeal to a broad spectrum of the community. From age 21 to 95

Customer review on website:

RSVP vacations produce all gay vacation experiences for guests of all ages, genders, races, body types and sexual orientations. It offers cruises with unique themes but with a wide range of activities to the LGBTQ consumers. The company charters the full ship and arranges legendary services, fantastic parties and entertainment.

Itinerary: Croatia: Dalmatian coasts, A private Yacht cruise - 9 days

Price: starts at 5,930/pax double occupancy

Included:

- Accommodation
- All meals
- Wine and beverage
- Local guides
- Taxes and service charge
- Pre-departure assistance
- Pre-departure portfolio

MARKET DATA

There is no exact figure as to what percentage of the Canadian population belongs to the LGBTQ community. In 2017 it was estimated to be at 13 percent. This number may provide an overview of the total landscape of what the survey was intended to be but does not represent the

community's entire population. Considering that the researchers used a comprehensive structure in their surveys, we believe that there is still a shortfall probably because of a limited sample size, bias and concealment (ex. people who belong in “questioning”). Given this analysis and other factors such as increased immigration and the general community's acceptance, we believe that the actual figure could be more.

As with any population or culture, our target market has its unique history to tell. This includes the countless conflicts and struggles that have been fought by the trailblazers of this community. With notable past events and continuous fight for rights and freedoms, the LGBTQ+ community now enjoys several public events in peace, such as the pride festivals and even built their landmarks to share and celebrate their identity.

Quebec represents one of the biggest gay communities in Canada with the population expanding from the younger generations, the millennials, the gen X and the boomers. For this study, we will identify the LGBTQ+ community to be the following: Gay and bisexual men; lesbian and bisexual women; and the gender expansive (transgender, trans man, trans women, genderqueer, gender fluid, non-binary, two spirits, intersex and agender).

According to the Canadian Gay & Lesbian Chamber of Commerce (CGLCC), they are major contributors to the tourism industry. They spend 7x more than the general market and they rebound faster after a major economic disaster. They are after many travel experiences, but they consider safety higher than the general counterparts. Although Canadians take fewer leisure vacations than their American counterparts, they spend longer vacations, making the same result. They are whole year-round travelers because they are known to be “Dual Income, No Kids” market.

A study made by CMI, an LGBTQ Travel Industry Research Leader, the Canadian LGBTQ community shows that among those who have valid passports, 73% of Canadians considered travelling to another country. Besides the Caribbean and the U.S, Great Britain, France, Spain, Germany, and Italy are in the top five European leisure travel destinations. When travelling, they prefer moderate expense compared to luxury. Lesbians and bi-women identifying more as a

budget traveler with an occasional splurge and gay and bi-men moderate price travel with a bit of luxury.

Safety as an LGBTQ person is the top concern for this community when travelling. Participants indicated safety as a foreigner as their top priority with a rating of 68%, followed by laws and regulations at 62%. Affordability and political environment came in third and fourth, respectively.



The participants' top three vacation motivations are to rest and relax, get away from typical everyday life, and explore someplace new. To experience and learn about other cultures, to seek adventure, to feel alive and energetic and to restore life and balance was at 42-47%. A small percentage of the participants indicated that celebrating or exploring LGBTQ life was their key motivators.

The following are the activities that this target market is looking for when picking a destination, arranged from top to the least.

1. Interesting and unique tourists' attractions,
 - Restaurants or food scenes,
 - Natural scenery/beaches,
 - Historical attractions,
 - Attractive neighbourhoods that the city is known for,
 - LGBTQ - specific activities, outdoor activities,
 - Local arts scenes, cultural performance and live like a local and
 - Mainstream festivals/events.

While in the city, their biggest spending is dining, and quality hotel followed by museums and local activities.

The Canadian counterparts of the CMI Travel Survey was represented by the following provinces: Ontario at 38%, British Columbia at 18%, Alberta at 17% and Quebec at 14% have indicated that they prefer staying in an urban/city core hotel. This is followed by a budget hotel brand, small multi - guests hotel or B&B, a luxury and boutique or small design-oriented hotel tied with hotel in a resort area at number five.

When planning their vacation, laptop/desktop are most used, followed by smart phone when looking for inspiration, research and booking. Smartphones have the highest ranking when researching the trip. Tablets are the third most used during planning stage and during the trip.

The same research company says that the most favorable terms to describe the community by corporations are LGBTQ, LGBT+, LGBT-friendly, use of the rainbow graphic, LGBT and LGBT-welcoming. Destinations and tourism bureaus having an LGBTQ website makes them feel that the destination is LGBTQ friendly and makes them more likely to visit the destination.

For media interactions, LGBT websites/blogs are widely read/viewed by the participants at 60%. LGBT-dedicated YouTube Channels, LGBT email newsletters and LGBT mobile apps and print media (publications and national Magazines) are ranked, respectively. Facebook, YouTube, Instagram, Twitter, Tumbler and LinkedIn are the most used social media by this market.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✦ Individual and group packages make it easy for busy travelers to choose and book pre-determined destination and activities. ✦ Customized packages that offer flexibility in terms of time and activities. ✦ Several packages which ensure a hassle-free vacation: Coach tours, golf, ski, bike, cruises, and sun ✦ Several awards and distinctions throughout the years which increases recognition of the company. ✦ Offers rental coaches under the company's name and houses. ✦ Services offered in French and English. ✦ Partnered with known airlines, hotels, car rentals, airport parking and travel insurance. ✦ Sustainable initiative. One of the trends that travelers are looking for when choosing a provider for their travel. ✦ Trained agents specific to every department. ✦ Stablished company. ✦ Location is the same as the target market therefore giving us advantage to influence them. 	<ul style="list-style-type: none"> ✦ No affiliations/membership with LGBT organization except for an LGBT influencer. ✦ Different website for French (more detailed) and English ✦ Losing a client who is looking for a complete package ✦ Regular photos ✦ Having only one office located in Quebec. ✦ Possibility of missing anglophone market because of the website structure ✦ LGBTQ products are new therefore it needs more development and adjustment.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✦ To develop their market throughout Canada beside in Quebec. ✦ Large market – Quebec LGBTQ community is one of the largest and most open in Canada. ✦ Positive reputation of the company to its current customers, therefore the possibility of getting referrals from them. ✦ Received a lot of awards and distinctions. ✦ Political stability. Laws that support the inclusivity and diversity of every individual. ✦ Changing customer behavior. Since Gendron Travel is just developing its offers on the LGBTQ market, it is easier to adjust to changing behaviors or emerging trends that pertains to travel. 	<ul style="list-style-type: none"> ✦ Pandemic -The COVID 19 situation causing economic stagnation specially on the travel industry. ✦ Security in terms of health safety on international travel -Target market perception on safety when traveling. ✦ Willingness of the LGBTQ community to travel internationally again – how soon are they willing to travel. ✦ The entry of other providers targeting our niche market impacting market share.

III. MARKETING STRATEGY

OBJECTIVES

1. To build a tour package for a new destination – Germany.
2. To increase the revenue of the company by targeting a new niche market.
3. To build anticipation for travel while international borders are closed and influence the target market for their next travel plan.
4. To develop tours for the LGBTQ community in Quebec and other locations for summer 2022.
5. To promote brand awareness in our target market by utilizing different communication channels.

TARGET MARKET AND SEGMENTATION


While the pandemic continues to affect the global economy, including the travel industry, Gendron Travel remains resilient. We take this opportunity to reshape our marketing strategy according to the trends and emerging trends related to travel and tourism. We will be developing new products targeted to new niche market. Gendron travel needs to be visible in the market and build anticipation for the customers next travel plan. We want to make sure that when it is time to travel again, our influence has taken shape in the travelers' minds and be actively involved in the business of actual booking.

Our target market, the LGBTQ English and French community of Quebec is a niche on its own with different segments. It is a fast-growing market that have their own needs and particularities. It consists of the millennials, gen x and baby boomers with 25 to 65 plus. We will also target a broad gender identity such as the gay and bisexual men, lesbian and bisexual women and gender-expansive that are single, married or couple with a wide range of income from \$24,000 to \$500,000 or more.

We will be offering mixed activities such as exploration, culture, and nature to Germany as destination, particularly in Cologne, Berlin, and Hamburg. The prices will be at an average using 3 - 4-star hotels with a duration of 9-12 days. The package is targeted to a solo or a couple traveler that are looking for an exclusive LGBTQ activity and an interaction with the host community.

PERSONAS

BUYER PERSONA 1



DAVID SNIVELY
57 Y/O
Married-3 Kids
Male/Gay
Fitness professional/Diver
Westmount, Quebec
Net worth: 3.5M

"Too often we let age rob us of dreaming big, but for me it is never too late to take a leap of faith"

Goals

- To provide support to my kids in every aspect of their lives specially social.
- To travel and enjoy holidays with my spouse and kids.
- To provide personal and customized training plan to individuals looking to improve their physical and mental health.

Frustrations


- Impulsive decisions
- Gender profiling
- Low quality of products and services
- Unorganized holiday trips

Personality: Hard working, responsible, charismatic, dedicated and fact minded

TECHNOLOGY

Internet *****
Social Media *****
Mobile apps *****
Software *****

BRANDS




SOCIAL MEDIA



Bio: A leader in the fitness industry for over 35 years. David is one of the premier fitness experts in the world. This "trainer's trainer" has traveled the world as a fitness consultant and presented at over 100 major conventions and conferences. He is also a strong believer in his own continuing education, continually taking courses in all related fields of health and fitness.

BUYER PERSONA 2



ELLIOT PAGE
34 Y/O
Single
Transgender
Actor
Griffintown, Quebec
Halifax, Nova Scotia
Net worth: 12M

"We deserve to experience love fully and equally without shame and compromise"

Goals

- To inspire others specially the LGBTQ community.
- To increase awareness and open discussions on suppressed and silenced issue related to gender diversity.
- To make a difference and help others have an easier and hopeful time.

Frustrations


- Gender inequality
- Standard products and low quality of service
- Inaction of the government regarding climate change and global warming

Personality: Engaging, hard working, responsible, analytical, activists and socially conscious


TECHNOLOGY

Internet *****
Social Media *****
Mobile apps *****
Software *****

BRANDS



SOCIAL MEDIA



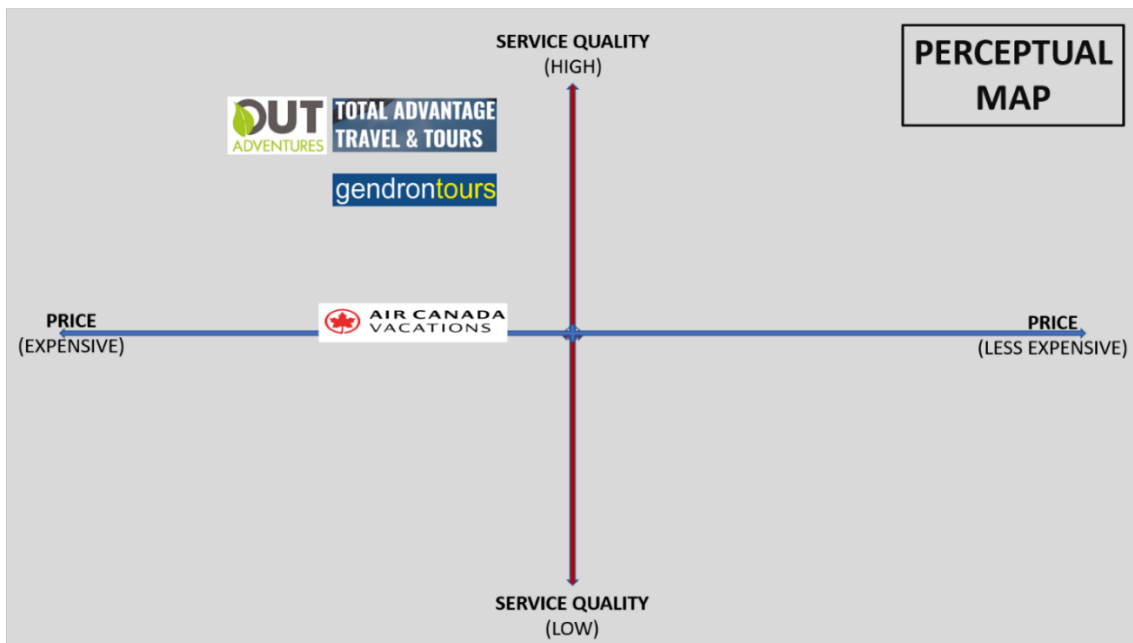
Bio: A Canadian actor and a producer. He first became known for his role in the film series Pit Pony. He was featured for a number of roles in different movies but became famous for being the lead actor in "Juno". He is also known for his film Inception and Kitty Pryde in the superhero film X-Men. He came out as a gay woman in 2014 and in 2020 came out as a trans.

POSITIONING AND PERCEPTUAL MAP

While tour packages have been offered for a while, the LGBTQ community is a new market for the company. Due to the complex characteristics, we need to develop a strategy to successfully penetrate the market making a positive return of investments. The following tactics and strategies

will be taken into action to successfully capture a high market share and ensure that more clients seek our services.

1. Market our brand as an established local company rooted in sustainable practices in terms of social, environmental, and economic.
2. Market our company as a tour provider/agency specializing in every department, including the LGBTQ.
3. Promote our existing products to the public, but we will also introduce our new products targeting our new niche market.
4. Position our company as a brand that offers unique and original that creates experience and lifetime memory.
5. Position our company as a brand that provides quality services and experiences that brings a customer into a lasting and meaningful relationship with us.



The two-dimension used for this perceptual map are the quality of service and price. While the quality of service is based on customers review and statement of the competitors on their website, price is determined by the different components/segments of the itinerary. Each axis represents a 5-scale based on low to high or less expensive to expensive.

Competitor 1: Air Canada vacations is placed on the lowest left side of the axis means that it has the lowest service quality offering based on customers review but pricing is higher by a small difference compared to Gendron travel.

Competitor 2: Total advantage travel and tours has a high service quality offering but have a higher price compared to Gendron travel.

Competitor 3: Out adventures is positioned in the upper left corner means that it has the highest pricing and a high quality of service.

While Gendron is bellow two other competitors (Total advantage and Out adventures) when it comes to service offering, we give more quality service compared to Air Canada Vacations. The position of our company is close to Total Advantage Travel and Tour and Air Canada Vacations when it comes to pricing.

COMMUNICATION MIX

It is crucial that we utilize different communication channels and different communication strategies to reach our target market to build an augmented business relationship with them. Besides our traditional marketing tools such as brochures, newsletters and sponsorship/charity events, we will develop contents that will be placed on websites and social media such as Facebook, YouTube, Instagram and LinkedIn accounts for a more professional appeal. We will be leveraging heavily on digital marketing and make sure that we appear all throughout the users' journey from awareness to advocacy stage. The following actions will be taken into consideration to help reach our marketing objectives:

1. Website
 - improve the layout, make sure that the French and English versions are the same.
 - make sure that the LGBTQ section is placed in the right category and section.
2. Social media account – a separate social media account for LGBTQ Travel will be created.
3. Contents – develop/share contents that are related to LGBTQ travel

4. Share contents on the Gendron Travel website, LGBT Travel social media accounts and other social media accounts such as Gendron Velo and Gendron Soleil to introduce our new product.
5. Membership – we will register as a member to several LGBTQ organizations.
6. Integration of events – offline events such as sponsorships will be posted online to for more publicity.

MARKETING MIX

Product/Packaging

Gendron Travel will launch a campaign as early as March in this time for summer 2022. Besides their several vacation packages, from stays and tours worldwide, cruises, holidays under the sun, getaways by bus and ski, golf and cycling travels, we want to emphasize our new packages created for a new market: the LGBTQ community. Since this is a unique clientele and can be demanding, we want to do more of a personalized tour where they feel safe and welcomed throughout their stay. That is why we reformed the standard traditional travel styles and trends by creating a more customized experience. We will package our products and services as unique and safe when it comes to safety protocols. The knowledge and skills of the highly experienced travel agents and tour guides will also add value and connect to customers so that they will feel safe out of their comfort zones; therefore, we need to include this in our products' packaging. We want to make them feel that we value them as a clientele, and they would not be treated differently from anyone else.

As a company, we design memorable experiences and cater to many trips to encompass compelling experiences such as connection, celebration, and romance. We want to focus more on the clientele's emotional aspect because we want them to feel their trip over the actual places they wish to visit. We want them to be comfortable and stress-free when they are travelling.

On the Gendron Travel website, they have over 75 travel specialists, easily accessed by all clientele, either online, by phone, or by email. The company offers several tours for different seasons, from summer to winter; they have something to offer for every clientele individually or in

groups. As they pay attention to every detail when they are putting together a vacation experience and the support, they provide with their accompanied group departures that ensures a hassle-free vacation for everyone. They are in contact with many of the best suppliers. They have excellent partnerships with Air Transat, Air Canada, Expedia, Avis, Budget, Hertz and Manulife to bring in the best products and tours everyone can dream of.

Below are some examples of travel products that the company offer. There are many ways to showcase every potential attraction; an exclusive component can be added to each trip. Their main tribute is to personalize and create travel experiences of their dreams.

[PACKAGE.PRICE.docx](#) (Link to Onedrive)

Price

According to the CMI study on LGBTQ, our target market tends to be more moderate-price travelers, although some are gender and generational differences. On the overview, we can see that they have separated the traveler type by numbering it down from 5 to 1.

The top from being five, which represents 5% of the luxury traveler, then four which represents 33% of the moderate price traveler with a little luxury and three which represents 22% of the moderate price travels. Then, two represents 30% of budget traveler with an occasional splurge and one which represents 10% of budget and economy traveler.

TRAVELER TYPE	All LGBTQ	Gay & Bi+ Men	Lesbian & Bi+ Women	Transgender & Non-binary Participants	Millennials+	Generation X	Baby Boomers
5 - Luxury traveler	4%	5%	3%	3%	2%	4%	6%
4 - Moderate price traveler, with a little luxury	33%	38%	29%	22%	21%	38%	39%
3 - Moderate price travel	22%	24%	25%	18%	23%	25%	23%
2 - Budget traveler with an occasional splurge	30%	26%	33%	34%	41%	26%	22%
1 - Budget / economy traveler	10%	8%	10%	24%	14%	6%	9%

Base: All LGBTQ n=5,709; Gay & Bi Men n=3,567; Lesbian & Bi Women n=1,708; Gender Expansive n=434; Millennials+ n=1,773; Gen X n=1,641; Boomers n=2,295



We will adopt a moderate price strategy with a little luxury that is the most equated based on our target clientele' characteristics. Our prices will be calculated based on the costs associated with the products' components, depending on the tours and activities, accommodations, and restaurants. Due to their income, our prices may be an important factor in decision-making because they seek more to have fun, create memories, and relax. That is why we want to give them the package they need, giving them lasting memories. Also, one of the most important factors that we

must take into consideration is safety. That is what they seek the most when they are looking for a package. That is why we must make sure that the destination country has gay-friendly accommodations, restaurants, bars and many more.

Place

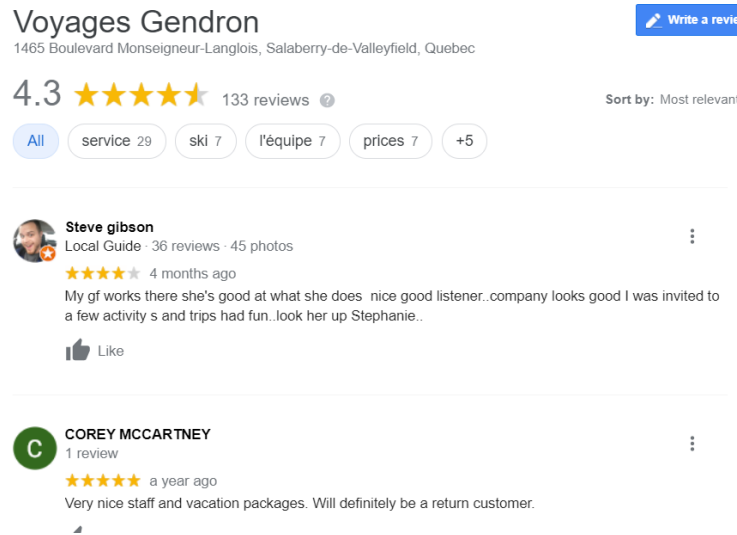
Due to the characteristics of our products and our clientele, we plan to sell directly to our clients through our own website wherein they have the option to purchase on their own or connect with our travel specialists for a more personalized service. In the future, and hopefully soon, when all goes back to normal and we can be face to face with other people, our office will gladly receive walk-in customers.

People

Gendron Travel highly believes that when it takes care of the employees first, the employees will take care of the customers that will lead to a sustainable business. The company's objective to maintain a high degree of client satisfaction starts from ensuring that their own employees are satisfied first. The following are some of the major benefits for Gendron Travel employees:

- Competitive salary – every employee starts a 30% above the minimum salary
- Retirement plan – every employee is offered an option to sign up
- Healthy and safe working environment – diversity and inclusion, office is safe from hazards
- Travel incentives - specialists are the first to discover new packages that they will be selling. In turn, when the agents talk to customers, they can speak about their personal experiences.
- Language trainings (French and English) - although bilingualism is not a must for the agents, it is an advantage since our company is in Quebec and it is our largest market. Gendron Travel supports every employee that wants to enhance their language skills.
- Guest and host
 - In a case that tours (small group) are led by our specialists we make sure that our agent is ready to answer all questions and have enough training to tackle serious problems e.g., medical insurance claims and on location emergency contacts.

- A tour guide will have enough support from the main office and knows where to go for help on location.
- A guide will provide safety guidelines on location verbally and if available will refer to safety guidelines written on the e-documents (itinerary) as a reference.
- A client satisfactory survey/recommendation will be asked/solicited at the end of each tour to be done on Google.



- Employee recognition – promotions, paid vacation, incentives
- Consistent trainings
 - Interpersonal skills, customer service, customer satisfaction and extensive knowledge on LGBTQ product
 - When an employee receives a negative comment on service, we make sure that we deal with the problem right away.
 - A specific training for the LGBTQ market and the new product has been one of our company's main reconstruction strategy. The training includes a study on the market data and correct terms to use when dealing with LGBTQ customers, e.g., "transgender" instead of "transwoman" or "transman".

We are confident that the sales team is ready to tackle our new market's needs and expectations once this new product is launched because of these trainings. On the other hand, since the market is new, the sales team will stick to training but will also make

sure that they adjust their approach to every customer and eventually refine their skills to address and exceed the expectations from these markets properly. A week before product launching, a recap on training for LGBTQ market will be scheduled to ensure that the sales team is ready and prepared.

Promotion

We need to use the right messages to reach our market using or basing on their medium of choice. Picking the right communication mix will significantly contribute to the goal of advancing our marketing objectives. It will focus on highlighting the benefits or experience that our product is offering while positioning our brands in our target market's minds. The following activities and channels will be used for promoting our new product.

1.Banners/display ads

We will create banner ads and place them mainly on LGBTQ websites, our social media accounts and our website. We will link these ads directly to the LGBTQ section of our website rather than the home page.

Ideas for Banners:

- Post on LGBTQ websites such as Advocate, After Ellen and The Gay Guide Network- according to Cision, these are the top two most visited LGBTQ websites. An average of 60% of our target market interacts with these websites constantly.
- Post LGBTQ specific ads rather than general ads
- Link the banner to the LGBTQ landing page on our website
- Position – middle right
- Style – small to medium size, static, simple message, less text with a call to action/clickable banner, and make sure that the page loads fast.

2.Newsletters/Emails

Existing customers: Since we cannot identify if our current customers belong to the LGBTQ community, we will include LGBTQ topics in our general newsletters.

Potential customers: are the people directed to our website by clicking our ad or through other activities. The same strategy will be applied to them as we are doing with our existing customers.

We will send survey questions to sort our existing and potential customers into non - LGBTQ and LGBTQ members. Sorting out will allow us to identify and “hit” our main targets with suitable topics. Once we have identified the LGBTQ clients, we will eventually send them newsletters that will cover topics such as popular styles and stories about our brand (90%) and sales materials (10%). Newsletter subscription form is available on our website to be filled out by interested audiences.

3. Brand identity and Image - Company website and logos

While our brand can be known through other media such as Facebook and SEO, the company's website will be our primary communication tool. It is the go-to section when our audience wants to learn more about our missions/values, team composition, membership, sustainable practices, products and services. Having a website makes us more credible in this digital world. Our corporate image needs to have a visual appeal to our target market. It needs to have a consistent look throughout our designs to look more serious and organized.

This will be our main channel for selling, blogging ads/displays/banners, videos, digital brochures, contents and creatives, links to social media and data capture from our audience.

Actions:

- Entire website
 - Use a theme and colors that is consistent for all departments/sections.
 - Exact layout for English and French
 - Identify the proper placement of the LGBTQ section – main category or sub-category
- LGBTQ section: Use colors consistent with our brand and integrate colors that relate to the LGBTQ – the rainbow color.
- It needs to have a consistent horizontal and vertical spacing between all elements such as the text, images, home page menu and sub-menu.
- French and English website needs to be in the same format.

- Position of the navigating elements.
- Text links should be in the same fonts and colors.
- Loading speed
- SEO
- Membership to LGBTQ organizations such as IGLTA and Travel Gay Canada

4. Influencers

According to market data our target market had a high media interaction with websites/blogs and YouTube. Partnering with the right influencer to leverage our brand will raise awareness faster to our audience (their audience). Every influencer has their viewers and followers that trust them and when they promote our products, we could effectively build our brand awareness in a niche market. At the same time, since their followers respect their contents and recommendations, we could quickly build trust in front of an active audience. Currently used influencer : GayVoyageur

5. Social Media - Facebook, YouTube, Instagram. LinkedIn

Since YouTube is one of the most used social media next to Facebook by our niche market, we recommend that we continue developing this. With the right content placed on these tools, we will be able to reach our target market not just faster but in a more efficient way. Also, with the help of various social media tools that we can use, we will be able to understand further the needs and interests of our target market therefore, we can tailor our content in a more personal and authentic way to better engage our target market.

Actions:

- Create specific accounts for Gendron tours LGBTQ
- Pooling - Invite clients to tag us in their post or post on our timeline
- Create a community and mention followers
- Cross channel – since not everyone has all of these accounts, we will share same content across different networks
- Chatbot on Facebook account

- YouTube Channel – develop and manage a channel that can be turned into an income generating channel

6. Contents

This will be our givers' gain strategy. While we provide value without strings attached, we are also increasing our visibility that improves our brand awareness and recognition. Quality content also opens more communication channels when being shared on social media, thus increasing the potential of generating traffic to our website. We will consistently develop creatives and contents in the proper format and place them on the right channels

- Blogs - will be placed on the blog section of our website with general topics about LGBTQ travel
- Videos and high-quality images that will be placed on the company's social media accounts and website.
- Other contents that will demonstrate our expertise and provide the right information that is beneficial to our target market.
- Shared content from DMO's or LGBTQ organizations.

7. Search Engine Marketing/ Search Optimization

While doing our research, other companies are appearing but nowhere we can find our company through organic search. People use search engines for several reasons and travel is one of them. It is important to use the right keywords to rank our website on top for our target audience to see us when they are doing an organic search. By advancing on this strategy, we will be getting a higher return on our digital marketing efforts. After building a quality product and all those years of experience and training to deliver quality services, now is the time to increase quantity.

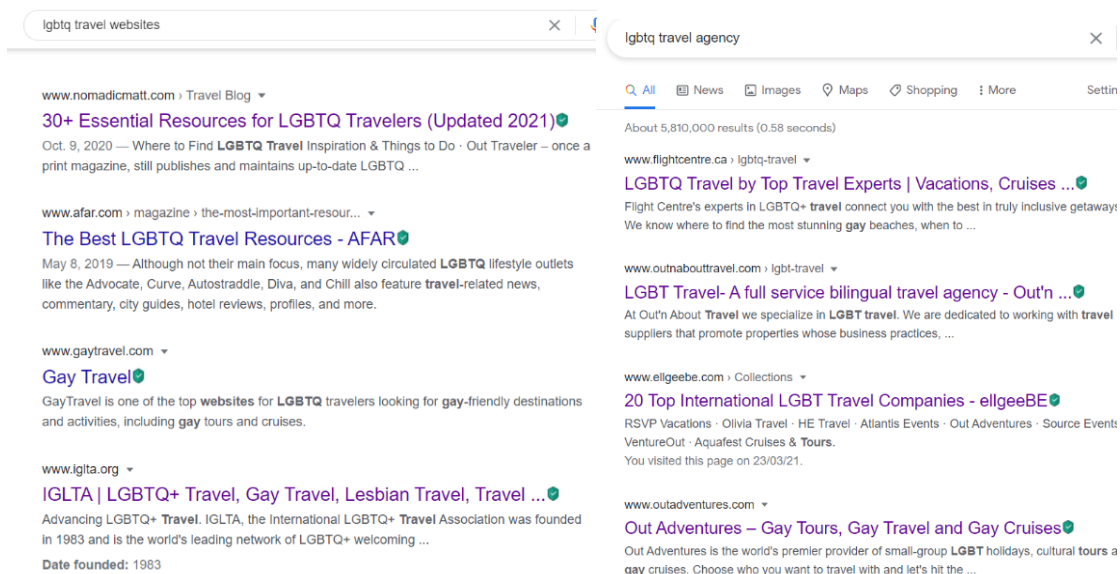
With the inevitable use of the internet and massive potential traffic in the system, we wanted to lead and take advantage of this traffic. Understanding the analytics embedded in this technology could be complex, but the right skills and resources could overcome this. After building a quality product and all those years of experience and training to deliver quality services, now is the time to increase quantity. It is vital to use the right keywords to optimize our website for the search engine

to get a ranking. By advancing on this strategy, we will be getting a higher return on our digital marketing efforts.

Actions:

- Reconstruct our website to make it more search-friendly and user friendly
- Integrate a site-wide keyword strategy
- Set the LGBTQ section as the landing page for LGBTQ searches.
- Buy google ad words
- Search optimization in all platforms

The examples below are using medium tail keywords to possibly match predictive searches in google. It is also worth noting that there are no paid ads appearing on the top page of the results, so we don't need to allocate a budget for paid ad.



8. Brochure (Printed and Electronic)

To support our company's sustainable efforts, we will not stop our printed brochures, but we minimized the pages and use recycled paper. Our brochure still appeals to our existing audiences and makes our new product known; we will incorporate LGBTQ products into all our departmental brochures such as Gendron Velo, Gendron Tours and Gendron Soleil. E-brochures will also be made available and could be downloaded from our website. Brochures will be distributed to several business establishments e.g., Gendron Velo which also contains a page for

Gendron tours - LGBTQ, will be distributed to bike stores. In the future, when we have enough itineraries and topics to cover related to LGBTQ travel, we will then publish a separate brochure entitled: Gendron tours – LGBTQ.

9. Sponsorship – Charity Events

This is our chance to highlight our responsible business practices. A sustainable business practice that supports the environment and the society. Joining this event will not only be a positive publicity. Doing this activity will not just create a good publicity but will also benefit our employees through team building and encourage to promote a healthy workplace.

Actions:

- Sponsor a team (employees) for the Enbridge Ride to Conquer Cancer.
- Pay for the teams' initial registration
- Design a jersey bearing the Gendrontours LGBTQ logo to be worn by the team during the event.
- As for secondary sponsors e.g., existing customers, friends, community
- Promote the sponsorship to social media accounts.
- Prepare the team for a 200km charity ride – consistent training
- Raise more money and get a chance to be recognized!
- After the event – share it as a content

Sample content:

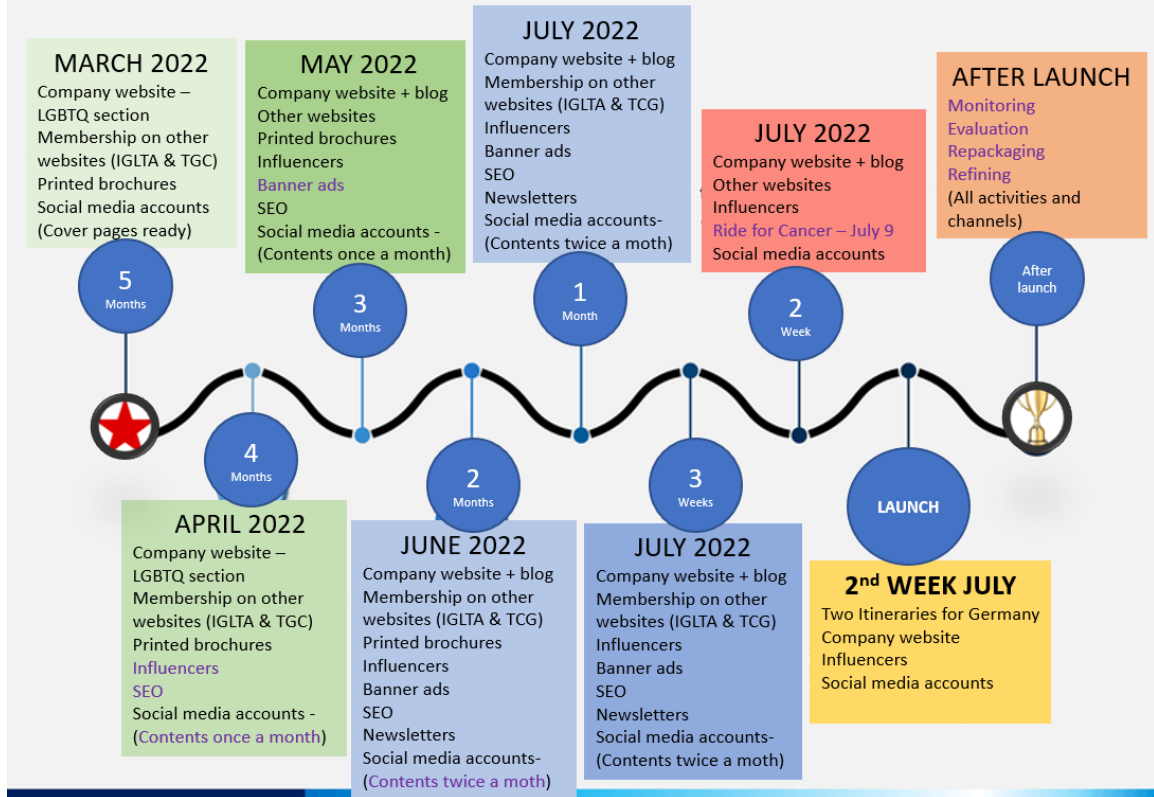


10. Other Websites:

According to market data, our target market refers to LGBTQ websites/organizations and blogs during their travel research. Some of these organizations are the International LGBTQ Travel Association (IGLTA) and Travel Gay Canada (TGC). Being a member of a significant LGBTQ organization will add a significant impact on our marketing initiatives. We could use a membership with these organizations to leverage our marketing initiatives, an example of which is being featured as a business that offers LGBTQ travel or our LGBTQ package to a specific destination like Germany will be featured on their website.

CALENDAR OF ACTIVITIES

CAMPAIGN TIMELINE



CREATIVE IDEA

The whole idea behind our creative choices is the fact that our client can build the trip of their dreams from scratch and travel specialists will assist them each step of the way to meet their needs and expectations. There is always a blank page waiting for each client's unique experience.

Germany Mood Board:



Brochure (Front)



EXPLORE A DESTINATION THAT IS BOTH MEDIEVAL & CONTEMPORARY!



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- Gratuities
- Meals
- Baggage charges with airline
- Alcoholic beverages



Brochure (Inside)

 <p>Berlin, the Capital City DISCOVER THE CITY OF BERLIN</p> <p> AXEL HOTEL BERLIN</p> <p>ACTIVITIES DISCOVER THE CITY ON A HOP-ON HOP-OFF BUS AND OPTIONAL BOAT TOUR</p> <p>TASTE OF BERLIN WITH LOCALS: PRIVATE FOOD TOUR DISCOVER BERLIN'S GAY, LESBIAN AND QUEER SCENE SMALL-GROUP WALKING TOUR</p>	 <p>Hamburg, the Free and Hanseatic City DISCOVER ONE OF EUROPE'S MOST IMPORTANT CULTURAL AND COMMERCIAL CENTERS</p> <p> ARCOTEL RUBIN</p> <p>ACTIVITIES DISCOVER THE CITY ON A BIKE TOUR DISCOVER HAMBURG AT YOUR OWN PACE WITH THE HAMBURG CARD ENJOY A HAMBURG PRIVATE FOOD TOUR WITH TASTINGS</p>	 <p>Cologne, the historic, cultural, and economic capital of the Rhineland DISCOVER THE HISTORIC OLD TOWN</p> <p> LINDNER HOTEL CITY PLAZA</p> <p>ACTIVITIES DISCOVER COLOGNE ON A SMALL-GROUP BIKE TOUR WITH A GUIDE SIGHTSEEING ROUD-TRIP ON A CRUISE</p>
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Two different formats for banners ads:



IV.IMPLEMENTATION PLAN

Tracking our performance to measure the progress towards our objectives should be done when implementing our plan. We will set up a dashboard to analyze the progress of our plan while meeting as a team regularly. We will be doing this in a monthly basis for the first 6 months and identify the positive and negative outcomes of our efforts. Monitoring will help us to adjust and improve marketing strategies that are not producing the desired results and help us develop new ideas and tactics to reach our target audience.

Quality Control Tools

OBJECTIVES	METRICS
Customer feedback	<ul style="list-style-type: none"> • Product purchase • Service and product inquiries • Online purchase without a specialist • Online purchase with a specialist • Phone/person to person purchase • Downloaded content
Target sales	<ul style="list-style-type: none"> • Pricing strategy • Employee feedback • Sales strategies • Conversion rate
Market shares	<ul style="list-style-type: none"> • Local market • Other markets (geographical) • Online engagement • Competitor reactions • Feedback from partners
Return of investments	<ul style="list-style-type: none"> • Sold products • Generated profit • Marketing strategies • Marketing budget

Evaluation

ACTIVITIES	KEY PERFORMANCE INDICATOR
Website traffic	<ul style="list-style-type: none"> • Page viewed per session • Average time viewed on a specific page • Unique visitor, monthly website traffic • Top landing page • Bounce rate, conversion rate • Questions/inquiries, positive lead
SEO	<ul style="list-style-type: none"> • Organic search result • Domain authority • Page ranking, unique keywords • Links to website
Social media	<ul style="list-style-type: none"> • Engagement - likes, shares and favorites, Comments • Impressions – how many times your content show up in someone’s feed • Number of subscriptions and followers • Post reach, number of mentions
Newsletter/ E-brochure/blogs banners/display	<ul style="list-style-type: none"> • Conversion rate from call to action • Newsletter/eBooks /blogs published per month • Number of blog visits • Number of blog shares
Sponsorship/events	<ul style="list-style-type: none"> • Engagement rate - interests • Number of inquiries • Media impressions

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