

Brand Strategy

myEscapades.ca

Prepared for: Firdosh Bulsara
Prepared by: Graham Huber

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1.0 Executive Summary

1.1 Key Insights

CUSTOMER

- ▶ People want to travel *in* a country, not *through* it
- ▶ People have an inherent psychological need to have someone accountable
- ▶ Many people don't know the difference between an agent and a tour operator

AGENCY

- ▶ Agencies fear being bypassed / undersold
- ▶ There is a huge level of disenchantment in dealing with the service industry
 - e.g. Excessive automation, impersonal service, lack of trust, uninformed reps, lack of accountability
- ▶ Agencies take the biggest risk
 - Trust is vital → i.e. "Who's not gonna screw up?"
 - Agent = handhold appeal
- ▶ Agencies don't have enough time or resources to be specialists

PROMOTION

- ▶ Invest promotion dollars with agents, not direct customer
- ▶ Pricing depends on what we show ourselves to be
- ▶ Place capital to encourage travel -> Booking secured by trust
- ▶ Permission marketing + contextual marketing = high sales conversion rate.

INDUSTRY

- ▶ Most trade partners have very little first-hand knowledge of off-route destinations
 - Geographically challenged
 - Lack of familiarity with tourism infrastructure

SALES

- ▶ Large majority of bookings are pre-packaged tours with minor adjustments.
- ▶ Facilitating customization must be optimized.

1.2 Key Opportunities

1. Same for Less

- ▶ Economic recession = Decline of high luxury travel market
- ▶ Huntington = lowest airfares
- ▶ Same local tour operators
- ▶ Equivalent experience

2. Agency Partnerships

- ▶ “We provide product to sell to your clients”

3. \$1 = \$1

- ▶ Verified and fixed pricing

4. Trust

- ▶ Guarantee of quality + reliability + value
 - Establishing accountability
 - Huntington's long heritage
 - Firdosh's reputation
- ▶ Deliver what we say
 - Never sell short

5. Customer Reach

- ▶ Print vs Internet
- ▶ Direct vs Agency

6. Customer Relationship Management

- ▶ Referrals
- ▶ Retention
- ▶ Satisfaction
- ▶ Follow-up

1.3 Key Questions

- ▶ What is the customer inquiry vs booking conversion rate?
- ▶ How do you sell if you haven't been?
- ▶ How can experience + knowledge be translated to sales?
- ▶ How can "unique" destinations or experiences be positioned?
- ▶ What drives commitment?
- ▶ What builds trust?
- ▶ What guarantees quality?
- ▶ How do we appeal to specific target markets?
- ▶ How do we win share vs our competitors?
- ▶ What distinguishes our service / product?

2.0 Business Profile

2.1 Company Summary

CORE BUSINESS

Huntington = consolidator

Known to trade, not public

Partner: We provide product to sell to your clients

Role: Go to the consumer through the retail chains

Product: Flights at rates not accessible to consumer

Aircraft seats → Economy class

Same value not matter what price for the plane seat

Huntington = gets seats to fill the plane

Goes to retail agency → mark up low rate

SUPPLY CHAIN

Airline (*Supply*) → [**Consolidator** (Airfare) + **Tour Operator** (Destination)] (*Value-Add*) → **Trade Partner**

(*Broker*) → **Agency** (*Sales*) → Customer (*Demand*)

COMPANY HISTORY

Launched in 2004 as Escapades by Huntington

"All over the place" - different branding, different logo

Huntington in business 37 years (1972)

Long-time -> niche + heritage

MyEscapades response to airline needing to cut costs:

- Airlines putting out low cost to consumer itself
- Huntington needs to expand to compete
- Brings into hotels and services - travel related

Expanded in 2004 as a reaction to problem → Cheap consolidation fares no longer available

Envisioned 'Escapades' as response:

- Escapades by Huntington
- Coming through reliable, long-standing entity
- Consolidator worked through retailer
- Bypassed now by Internet

MyEscapades.ca

- Envisioned to compete online
- Branded as MyEscapades.ca
- A Huntington Group of Companies
- "Huntington" is included for industry recognition

2.2 Client Streams

Customer vs Retail:

1. Customer
 - a) Direct Sales
 - b) Agency referral
2. Retail
 - a) Agency

Print (Brochure) vs Internet-based

2.3 Sales

What are the numbers are Customers vs Retail sales

~150 consumer vs 200+ retails

Consumer comes in batches → e.g. winter sells hot places

Clients want the research done

Asking questions, going back to their agent with questions

What is the questions asked vs booking

Get info first

Won't come directly → go back to agent

Agency:

Fostered as relationship

Agencies worried about dealing directly because of web-based

Need to differentiate product

No print piece

Retail industry wants a brochure → Agency role is protected

Retailers will sell

Transparency of involvement? → Invisibility

Don't want to be bypassed

Direct:

Directly to consumer while NOT bypassing agent

Publish pricing to protect commission for agency

Protected on all transactions

Apple store analogy → price fixed

Must build relationship

Airlines stopped paying commission from airline

Agencies must now be fee-based

Ethics:

'Unethical' Tour company → Circumvented by offering commission as discount

2.4 Values

Relationship built on TRUST

Used to be the knowledge of the agent - i.e. protected

Set up with agent → "Do you have a travel agent"

CAN book direct IF customer contacts directly

Comfort level in industry

Support them, not go behind back

Provide tools to sell

"We are THERE FOR YOU"

Build trust

Work with agent to pass the booking on OR book direct

10% more for self book (double)

Why book to agent?

1. NOT ENOUGH RESOURCES
2. 10,000+ national agencies are the agents

That's why they earn the 10%

People want to book with THEIR agent

2.5 Customer Relations

Consumer comfort level

Who do you yell at? (when something goes wrong)

Foster relationship with consumers and their agent

Inherit psychological need to have someone accountable

i.e. eBay horror stories

Personal touch

There from start to finish

Huge level of disenchantment in dealing with the service industry

Automated forms of tech

Talking to robots

Talking to who knows where ?

Lack of accountability and personal sales

Building the relationships + TRUST

AGENCY PROFILE

Agent takes the biggest risk

Capital outlay?

Agencies live and die by their rep

Undercapitalized - thus, NEED REP

Agent decides on which are the safe products

i.e. "Who's not gonna screw up?"

If insurance funds → Collapses by wholesalers

Agent is responsible

Who we work with and **why** is huge

Agent = Handhold appeal

It's an old joke: who do you trust the least → Car salesmen, or travel agents?

Perceived as being idiots

Not actually knowing about the product they're selling

Travel industry to blame for that

Little money = order taker

Limited or narrow product knowledge

FAM trips to Caribbean for research

How do you sell if you haven't been?

CUSTOMER PROFILE

Don't know the difference between tour operator and agency

Don't know any better to go to agency

2.6 Advertising

Convince retail partners why they should pick US over competition

Rests on what we show ourselves to be

e.g. Four major sellers selling the same product

Price differences negligible

Why does the agent choose myEscapades.ca rather than competitor?

"Are we better than Starbucks?"

Are we better than GoAway?

Branding will imply we're better

Heavy consumer advertising by competitor in newspaper

Remember 7X rule - no one looks until they've seen it seven times

Advertising requires enormous capital

Boils down to price

Place capital to encourage travel → investment is with retail industry

Don't put dollars into direct sales

3.0 S.W.O.T. Analysis

3.1 Strengths

KNOWLEDGE

7. Destination knowledge

- ▶ Know destinations inside and out from a hand-on, first person perspective

8. Destination relationships (more for industry than consumer)

- ▶ With suppliers
- ▶ Aren't just a negotiation on a piece of paper
- ▶ End result is huge → but subtle
- ▶ Know destinations inside and out from a hand-on, first person perspective

9. Specialization

- ▶ Destinations that are long-haul → no Mexico/Caribbean/Hawaii
- ▶ 90% of trade partners have very little knowledge of Africa
 - ▶ Geographically challenged
- ▶ Even if they knew, they are not familiar with what the tourism infrastructure is
 - ▶ e.g. Themes, game range, vehicles, itineraries, hotels, meals, etc.
 - ▶ Top 2% knows in destination and services

10. Consultation / Guidance

- ▶ Consultant to client
- ▶ Overshadowing the agent
- ▶ Agent doesn't have enough time or energy to be specialist
- ▶ Close the deal and guide
- ▶ Agent still gets commission

VALUE

11. Pricing

- ▶ Negotiating well
- ▶ Ability to work with absolute best people with price that won't kill client
- ▶ Comfort of knowing your client is having a 100% trip
 - ... in terms of paid for to happen
- ▶ Got it for cheaper price
- ▶ Guarantee of best

12. Reputation

- ▶ Firdosh has a reputation of 27 years in the industry
 - WHO IS THE PERSON?
- ▶ "Great service with the best prices going"

SERVICE

13. Retention of customer

- ▶ Go out of way to keep client happy
 - i.e. 21 years ago

14. Delivery of Service

- ▶ Deliver what we say
- ▶ Never sell short
- ▶ Will even lose to keep word

15. Organization

- ▶ Agent bookings
- ▶ Client relationship management (CRM)

Post-trip follow-up:

Thank you

Survey of trip

Show you care

Gather feedback

16. **Service Structure**

- ▶ Don't include airfare
- ▶ Land only arrangements
- ▶ No set departure

AFFILIATIONS

17. **Huge air component with Huntington**

- ▶ Registry
- ▶ Need air? → Best for air

CUSTOMIZATION

18. **Customize to client**

- ▶ FITs
- ▶ Replace vs building something new

3.2 Weaknesses

HERITAGE

1. **New establishment**

- ▶ Competition claim they have been around 30 years

2. **Brand equity**

- ▶ Heritage vs Experience
- ▶ Cumulative years of knowledge
- ▶ Translate experience into currency

TRUST

3. Danger

- ▶ Attract destinations that ends up in problems
- ▶ Political baggage

4. Risk Management

- ▶ Off the beaten track → specialize in them
- ▶ Spin the excitement → "Interesting"

MARKETING

5. Brand strategy

- ▶ Lack of definition + positioning + direction
- ▶ Lack of strong visual identity

RESOURCES

6. Time

- ▶ Not enough time to make sales

PRODUCT STRUCTURE

7. Lack of consistency

- ▶ No consistent system
- ▶ Cut the cloth by the size of the person every time
- ▶ For every sale - work twice as much

No two products are sold as identical

SALES

8. Sales optimization

- ▶ Create product that can be sold with just few tweaks
Rather than changing the program
- ▶ Customize for FITs

CUSTOMIZATION

9. Tweaking itineraries

- ▶ Customize trip
- ▶ 95% of the bookings are OUR TOUR with a couple adjustments in the middle

3.3 Opportunities

BRANDING

1. Consistency of style

- ▶ Designing itineraries
- ▶ Collateral
- ▶ Logo
- ▶ Website

PROMOTION

2. Presentations

- ▶ Increase familiarity
- ▶ Trade shows
- ▶ Marketing

3. Customer response

- ▶ E-Blast → email templates
- ▶ Response to sales

4. Customer reach

- ▶ *Fridays with Firdosh*
- ▶ Personal touch

ECONOMY

5. Budget travel

- ▶ Demise of the high end hotel → People won't pay \$500 / night
- ▶ Budget travel with class

3.4 Threats

EXTERNAL

1. **Destination Upheaval**
2. **Economic "recession"**

COMPETITION

3. **Undercutting**
 - ▶ Competition keeps dropping
 - ▶ Must differentiate

MARKET

4. **Shifting demographics**
 - ▶ Shift in travel patterns
 - ▶ Way destinations are chosen, way customer books
5. **Target markets**
 - ▶ Catering to certain demographic of the market
 - ▶ 50+ market ?
 - ▶ Create product to later ages ?
 - ▶ Age and safety

4.0 Market Demographics

4.1 Key Targets

NICHE MARKETS

1. Customized Itineraries

- ▶ Can take on the bookings that can not be changed
 - ▶ Missing bookings by the GAP
 - ▶ The non-fixed itinerary
 - ▶ CUSTOMIZED
 - ▶ Fill the gap
- ▶ Will not bother with set group departures - unless customer wants it

2. FITs

- ▶ FIT = Foreign Independent Travel
 - ▶ 95%
 - ▶ Personal planning
 - ▶ 1:1 planning
 - ▶ "Full service"
 - ▶ Back office commitment

3. Same for Less

- ▶ Set of small departures
- ▶ Sell "adventures"
- ▶ Pick up slack from high luxury market
 - ▶ Due to economic conitions
 - ▶ Same service but cheaper

NICHE DEMOGRAPHICS

1. Ages 35-55

- ▶ Least disposable income
- ▶ Not in for the long-haul
 - ▶ Short haul sun

2. DINKs

- ▶ Young professionals
- ▶ High disposable income
- ▶ High debt
- ▶ Helped by parents
 - ▶ Graduation trips
 - ▶ "Find yourself" vacation

3. Honeymoon

- ▶ "Adventure" / "Unique"

4. Cash on Hand

- ▶ Inheritance
- ▶ Independently wealthy

5. Women

- ▶ Women in travel
- ▶ Solo + groups

5.0 Competitive Analysis

5.1 Competitor List

PRIMARY

1. **G.A.P. Adventures**
2. **Abercrombie & Kent**
3. **Butterfield & Robinson**
4. **Goway**
5. **Micato Safaris**
6. **Trek Holidays**

SECONDARY

- ▶ TourCanVacations.com
- ▶ TravelStudio.com
- ▶ Travco.com
- ▶ Sitatours.com
- ▶ ReversationsAfrica.com
- ▶ WildAfricaSarafis.com

5.2 Primary Competitors

Each of the following primary competitors were chosen to represent a distinct market positioning.

Competitor	Positioning
1. G.A.P. Adventures	Guided adventure tours
2. Abercrombie & Kent	Luxury tours
3. Butterfield & Robinson	Speciality luxury tours
4. Goway	Affordable travel & tour packages
5. Micato Safaris	Luxury African safari
6. Trek Holidays	Affordable treks holidays

5.2 Market Segmentation

Segment	Competitor					
	1 GAP	2 A&K	3 B&R	4 Goway	5 Micato	6 Trek H.
AGE						
Children (0 - 17)						
College (18 - 24)	●			•		•
Young Singles (25 - 30)	●			●		●
Young Couples, No Children (25 - 35)	●			●		●
Family with Young Children (30 - 40)	•		•	●		●
Family with Older Children (35 - 55)	•	•	•	•	•	•
Empty Nest (45 - 65)	◦	●	●	•	●	•
Senior (55+)		●	●		●	

Segment	Competitor					
	1	2	3	4	5	6
	GAP	A&K	B&R	Goway	Micato	Trek H.
INCOME (Annual Household)						
\$0 - \$40,000	•			•		•
\$40,000 - \$80,000	●			●		●
\$80,000 - \$120,000	•	•	•	•		•
\$120,000+		●	●		●	
BUDGET (Per person)						
\$0 - \$1,000	•			•		•
\$1,000 - \$3,000	●			●		●
\$3,000 - \$10,000	•	•	•	•		•
\$10,000+		●	●	○	●	○
LOCATION						
North America	○	•	•	•		•
South America	●	•		●		●
Central America	•			•		•
Australia	○	•	○	●		•
Europe	•	●	●	●		•
Asia	●	●	•	●		●
Middle East	○	•		•		•
Africa	●	●	○	●	●	●

Segment	Competitor					
	1	2	3	4	5	6
	GAP	A&K	B&R	Goway	Micato	Trek H.
ACTIVITY						
Holiday & Vacation				•		•
Cruises		•		●		●
Resort & Dining	◦	●	●	●		•
Family Friendly	•	●	●	●	◦	•
Hiking & Trekking	●	•		•		●
Adventure (Biking + Rafting + Climbing)	●		●	•		•
Safari & Overland Journeys	●	●		●	●	•
Self-Directed FIT	●			•		•
Volunteering	•			◦		
Nature & Wildlife	●			●	●	●
History & Culture	•	●		●		●
Sightseeing	•	●		●		●

5.3 Competitor Positioning

Each of the following primary competitors were chosen to represent a distinct market positioning.

1. G.A.P. Adventures

Source: http://www.gapadventures.com/about_us/mission_statement

A. **BELIEF** *What does the brand believe?*

- It takes one to know one
- Experienced travellers make the best travel agents/ reps/ leaders
- There is a niche market for authentic adventure with emphasis on sustainability

References:

"Bruce Poon Tip launched G.A.P Adventures with the belief that other travellers would share his desire to experience authentic adventures in a responsible and sustainable manner."

"Our groups are small and sustainable tourism is on the forefront of our agenda. If G.A.P Adventures is successful then our local host shall benefit as well. Defying the mainstream on a quest to define the spirit of adventure."

B. **PURPOSE** *Why does the brand exist?*

- To connect customers with rewarding and authentic travel experiences
- To connect like-minded individuals with a company that supports their values
- To offer personalized and high quality service

References:

"**Our mission statement and Core Values:** Our priority is to satisfy every customer, every time, through outstanding, personalized service! We are dedicated to the customer experience and are constantly evaluating how we can improve this experience."

"**Continuous Improvement:** We constantly strive to improve the quality and effectiveness of our products and services. We innovate and welcome change, continually increasing our standards of quality and service to clients."

C. **PROMISES** *What does the brand promise to deliver to its customers?*

- Real, authentic travel experience
- Sustainable / ethical policies
- Honourable + high integrity
- Dedicated and timely customer service

References:

"Our passion is making sure you get behind the scenes to experience the real world in an authentic and sustainable manner."

"Customer Focus And Understanding: We always seek to understand our customers needs, and provide them with timely, accurate, quality service. All initiatives we undertake, products we develop, and systems and processes we establish, are aligned with increasing value to our customers."

D. **PERSONALITY** *How is the brand seen by its customers and the industry?*

- Youthful
- "In the know"
- Honourable + high integrity
- Visionary + innovative
- Approachable ("Real people", not a "corporation")
- "Real" / authentic
- Passionate & caring
- Team orientated

References:

"How People View Us: We recognize our success as an organization is best achieved through cooperation and team work, and our customers measure us as a whole, rather than by distinct departments."

"Aggressive, Profitable Growth: We expand our thinking and grow faster than the industry average, and we enjoy being seen as young aggressive company. We believe that we do not have to compromise our integrity to be profit driven."

E. **POSITIONING** *Where does the brand fit into the market?*

- "By travellers, for travellers"
- Shared vision
- Face-to-face travel at grassroots level
- Ahead of the curve

References:

"Vision: We are the Great Adventure People and we are a company of travellers. Through a dedicated group of travellers an exciting company was born with a vision of travelling while respecting the land and her people. While others focus on attractions and creating a western environment, our vision is face to face travel at a grassroots level."

"Innovation: We were the first and we continue to innovate. By doing this we stay ahead of companies that have since followed our path. Our travellers know that by travelling with G.A.P Adventures they are travelling with innovative leaders who set the path and don't follow it."

F. **UNIQUE VALUE PROPOSITION** *How does the brand differentiate from its competitors?*

- **Do it first:** Innovate before the competitor.
- **Takes one to know one:** Employ experienced travellers who know their areas of specialty.
- **Values before profit:** No compromise on defined core values.
- **Deal local, employ local:** Authentic and socially responsible tourism.

2. **Abercrombie & Kent**

Source: http://www.abercrombiekent.com/about_abercrombie_kent/

A. **BELIEF** *What does the brand believe?*

- Luxury travel should have no compromise on comfort or authenticity
- Adventure travel should be comfortable and hassle-free
- Quality of experience is #1 no matter what the price
- Premium is worth it - Buy the best, get the best

References:

"... formed A&K to allow visitors to experience Africa without compromise to either comfort or authenticity."

"A deep-rooted concern for the natural world infuses each and every Abercrombie & Kent journey. We believe passionately that travel should both respect the natural environment and benefit indigenous peoples whose lands we visit."

B. **PURPOSE** *Why does the brand exist?*

- To be the best
- To be the first name in luxury adventure travel
- To offer the best, most exclusive, most rewarding/fulfilling, most coveted travel experiences
- To enhance & change lives
- To deliver insider access with the most comfort, style, value and expertise

References:

"Abercrombie & Kent is committed to providing the most fulfilling and rewarding travel experiences in the world, while assuring our guests that their journey helps to preserve some of the world's most extraordinary places for future generations."

"Our mission is to provide travel that enhances and changes lives. We do so by delivering insider access to all corners of the world in peerless comfort and style, with unparalleled value and expertise."

C. **PROMISES** *What does the brand promise to deliver to its customers?*

- Unsurpassed authenticity and comfort
- Extraordinary journey
- Unforgettable experience
- Make dreams come true
- Cultural expertise

References:

"Abercrombie & Kent is dedicated to providing a travel experience of unsurpassed authenticity and comfort."

"Every Abercrombie & Kent departure is backed by a handpicked staff in our 62 offices worldwide. Our full-time staff members are on call around the clock, ready at any time to provide you with everything you need for an extraordinary journey."

"As well as ensuring your comfort, our long-standing connections allow us to uncover local secrets and experiences beyond the reach of the ordinary traveller."

"Our expertise extends to every aspect of your journey: we're experts in not only luxury but in culture, wildlife and history, and we know how to blend them all to seamlessly reveal your destination. Our guides are chosen for their absolute (sometimes lifelong) dedication to understanding those wonders that make every place unique."

D. **PERSONALITY** *How is the brand seen by its customers and the industry?*

- Exclusive
- Luxury
- Rich
- Privileged
- Well-connected
- Exotic
- Informed
- Professional
- Trustworthy
- High quality

References:

"Abercrombie & Kent believes in designing the most inspiring travel experiences in a personalized, low-profile and intelligent style throughout the world."

"Our team of travel sales professionals believes that the career they have chosen with A&K is more than just the best travel job in the industry. They share a passion for creating the most inspiring experiences for every A&K traveller. This requires a rare blend of professionalism and knowledge, patience and understanding, and most of all...creativity and caring."

E. **POSITIONING** *Where does the brand fit into the market?*

- The first name in luxury adventure travel
- Beyond the reach of "ordinary travel"
- "Luxury cocoon" - exclusive access
- Whole package - no "third parties"

References:

"Abercrombie & Kent -- the first name in luxury adventure travel."

"We call these "& moments," the occasions of surprise and delight that make travel with Abercrombie & Kent so distinctly inspiring. An "& moment" might be a meeting with a renowned cultural expert, taking a meal in the quiet solitude of a 300-year-old abbey or joining Buddhist monks in an offering of food and incense. All introduce you to your destination with an intimacy beyond the reach of any other travel company."

"From exotic dining opportunities to once-in-a-lifetime encounters with friendly local people, we can arrange the kind of privileged access that sets an Abercrombie & Kent journey beyond all others."

"Contrast our approach with ordinary travel companies, who rely on third parties to create their programs and to support them on the ground. We take personal responsibility for every stage of your journey, sparing no effort to deliver the most inspiring travel experience possible."

F. **UNIQUE VALUE PROPOSITION** *How does the brand differentiate from its competitors?*

- **Be the best:** Only offer the best, and charge premium rates.
- **Once in a lifetime:** "We call these "& moments," the occasions of surprise and delight that make travel with Abercrombie & Kent so distinctly inspiring."
- **No compromise:** Control 100% of the offering.
- **Exclusive reputation:** Well known and well connected.

3. Butterfield & Robinson

Source: <http://www.butterfield.com/index.asp?navid=5075&fid5=0>

A. **BELIEF** *What does the brand believe?*

- Travel is about the experience
- "Slow down" - Walk, bike, boat
- Luxury travel doesn't have to mean high profile and over-the-top

References:

"Slow down to see the world is still B&R's guiding philosophy after almost four decades on the road. "

"Great travel is about experiencing."

"We believe that the health of our environment is integral to the health of the communities we visit. Sustainability is an investment we all benefit from.

B. **PURPOSE** *Why does the brand exist?*

- To create one-of-a-kind journeys for active people
- To offer biking and walking trips with luxury value

References:

"Our goal is to create one-of-a-kind journeys for active people who value their freedom and want to see the world a little differently."

"We refined the concept of exploring Europe by bike through the early 1980s, recognizing that a new generation of discerning travellers wanted to cap an exhilarating day of biking with a memorable dinner and a luxurious chateau hotel."

C. **PROMISES** *What does the brand promise to deliver to its customers?*

- Careful and well-designed routes
- One-of-a-kind experiences
- A "different" experience
- Active participation
- Discreet personal care
- Cultural expertise

References:

"Each route is carefully designed to immerse you in the local culture and reveal a region's true spirit."

"BR creates one-of-a-kind journeys for active people who value their freedom and want to see the world a little differently."

"Our trips are for people who enjoy learning and experiencing as they travel – not by listening to lectures or gazing into glass cases, but through hands-on, cultural encounters."

"All day every day, your guides work discreetly to anticipate your every need – seeing that your water bottle is filled, double-checking that the musicians show up at the right vineyard for lunch, making sure the hotel launders your dinner clothes while you're out horseback riding or relaxing poolside. In a thousand different ways, we cater to the desires of travellers who expect the very best and appreciate those extra touches that make a great trip even greater. "

D. **PERSONALITY** *How is the brand seen by its customers and the industry?*

- Customized
- One-of-a-kind
- Attention to detail
- Intimate
- High quality

References:

"Whenever we ask one of our travellers to describe the B&R difference, we get the same reaction: they get quite excited, and insist they'd never travel with anyone else."

"It's the little things they mention, the intangibles. Things like a surprise picnic with a local mariachi band, a special bottle of champagne sent to a room, a moving account of D-Day from a war veteran, an impromptu wine tasting in the vineyards. Little, special, unforgettable things that together make all the difference."

E. **POSITIONING** *Where does the brand fit into the market?*

- Walking, biking, or boat luxury travel
- Hands-on behind-closed-doors experience

References:

"There's luxury, then there's BR luxury..."

"The Famous "B&R Moments - We're known for our creative itineraries and exemplary service, but there's another vital component to the B&R trademark: those unexpected events and unsolicited gestures that often turn into the greatest moments of your holiday."

F. **UNIQUE VALUE PROPOSITION** *How does the brand differentiate from its competitors?*

- **Little things:** Attention to detail for adding special touches.
- **One of a kind:** Highly customized.
- **A little different:** Intimate and personal alternative to high profile experience.

4. Goway

Source: <http://www.butterfield.com/index.asp?navid=5075&fid5=0>

A. **BELIEF** *What does the brand believe?*

- Travel is about the experience
- "Slow down" - Walk, bike, boat
- Luxury travel doesn't have to mean high profile and over-the-top

References:

"Goway is committed to providing the best valued, quality holidays available."

B. **PURPOSE** *Why does the brand exist?*

- To offer affordable travel rates and packages
- To be convenient and cheap

References:

"Goway is here to stand by our product when you return from your trip of a lifetime. "

"We are not an impersonal airline subsidiary whose real objective is to sell only their parent airline. "

C. **PROMISES** *What does the brand promise to deliver to its customers?*

- Accurate pricing on valid travel products
- Quality customer service
- Protection, licensing, and service guarantee

References:

"Our commitment is to ensure that all Goway travellers are so satisfied with our services so that: 1. they will recommend us to their friends, 2. they will try another one of our great travel ideas next time they travel."

"For your peace of mind, Goway belongs to USTOA, the best consumer protection plan in the U.S.A. In Canada we contribute to the respective Government regulated compensation funds in Ontario and British Columbia."

"Every passenger is important! We want you to be totally satisfied with our service so that you will book with Goway again and recommend us to your friends."

D. **PERSONALITY** *How is the brand seen by its customers and the industry?*

- Long establishment (39 years)
- One stop shop

References:

"Having commenced business in 1970, we are one of North America's oldest and most experienced travel operators. We've learned a lot and we keep looking for better ways to serve you."

E. **POSITIONING** *Where does the brand fit into the market?*

- "All kinds of travellers - from backpackers to business people to honeymooners to adventurers"
- Self-operated tour in South Pacific, Africa, and "the Orient"

References:

"Because of our many years of experience, we have been able to develop an exciting range of travel ideas for all kinds of travellers... from backpackers to business people from honeymooners to adventurers. "

"We operate our own fully escorted tours (and not sell into some other company's program) to the South Pacific, Africa and the Orient. These exclusive tours are the only tours we designate HOLIDAYS OF A LIFETIME, carrying "our promise of something special". "

F. **UNIQUE VALUE PROPOSITION** *How does the brand differentiate from its competitors?*

- **One Stop Shop:** Full bookings from airfare to land arrangements.
- **Value:** Best quality at the most affordable rate.
- **"Expert"-Certified Service:** In-house training program to certify employees.

5. Micato Safaris

Source: <http://www.micato.com/>

A. **BELIEF** *What does the brand believe?*

- Hospitality is important.
- Service is #1.
- Personal involvement from the founders is important.
- Anyone can do a safari, but only Micato can do a Micato safari.

References:

"It's different in Micato's Africa. Hospitality is a way of life here: travellers are welcomed like old friends and invited to dine in the home of Micato Kenya's founders Felix and Jane Pinto."

B. **PURPOSE** *Why does the brand exist?*

- To offer luxury safaris with a personal touch.

References:

"Luxury takes on new meaning — we go beyond what's expected of even the most luxurious safari outfitter."

"And no matter what safari you choose, you'll receive the only kind of service we know how to give: the very best."

"The Micato mission is, quite simply, to offer the most meaningful, luxurious and personalised safaris available in Africa today. "

C. **PROMISES** *What does the brand promise to deliver to its customers?*

- Aim to amaze.
- Details taken care of
- Personal care

References:

"We want our guests to be more than just satisfied. We aim to amaze."

"We know that details make all the difference. So with Micato, every need is anticipated and every day offers pleasant surprises."

"If there's anything you need, a 24-hour concierge awaits your requests. "

D. **PERSONALITY** *How is the brand seen by its customers and the industry?*

- Luxury
- #1 in African Safari
- Best of the Best

References:

"Throughout, the Pintos' presence adds a familial warmth to exquisite luxury."

E. **POSITIONING** *Where does the brand fit into the market?*

- Personal
- Specialization

References:

"With us, it's personal"

"Micato is also unique in that we specialise exclusively in Africa with no desire to expand and run tours around the globe."

F. **UNIQUE VALUE PROPOSITION** *How does the brand differentiate from its competitors?*

- **Specialization:** African safaris and nothing else.
- **Best of the Best:** Best quality, best service, best programs.

6. Trek Holidays

Source: <http://www.trekholidays.com/who.cfm>

A. **BELIEF** *What does the brand believe?*

- No stated values.

References:

"Our "sense of adventure - or wonder, as some prefer to call it - is not something that died with Marco Polo."

B. **PURPOSE** *Why does the brand exist?*

- To provide wholesale travel products at low cost.
- To connect travellers to travel partners.

References:

"We work in conjunction with travel agents across Canada to prepare you for your arrival in a new destination with our own personal experiences, videos, pre-departure booklets as well as reading lists."

C. **PROMISES** *What does the brand promise to deliver to its customers?*

- Connect customers to agents.

References:

"Don't have a travel agent? Give us a call or e-mail us so we can put you in touch with one in your area."

D. **PERSONALITY** *How is the brand seen by its customers and the industry?*

- Bargain / budget choice
- No (or few) frills

E. **POSITIONING** *Where does the brand fit into the market?*

- Wholesaler
- Low-to-mid range consumers

References:

"Our reputation has widened and strengthened, since we began in 1972, becoming Canada's largest wholesale adventure travel company."

F. **UNIQUE VALUE PROPOSITION** *How does the brand differentiate from its competitors?*

- **Experience:** Long standing business history and experienced employees.
- **Broad range of offers:** Many trips at many price points.
- **Wholesale value:** Probably won't find it much cheaper elsewhere.

5.4 Competitive Market

The competitive market can be charted by plotting positions against XY axis of contrasting attributes. Captured or open markets may be visualized with an allowance of +/- 2 standard deviations in any direction.

COMPETITIVE MARKET

Price vs. Planning

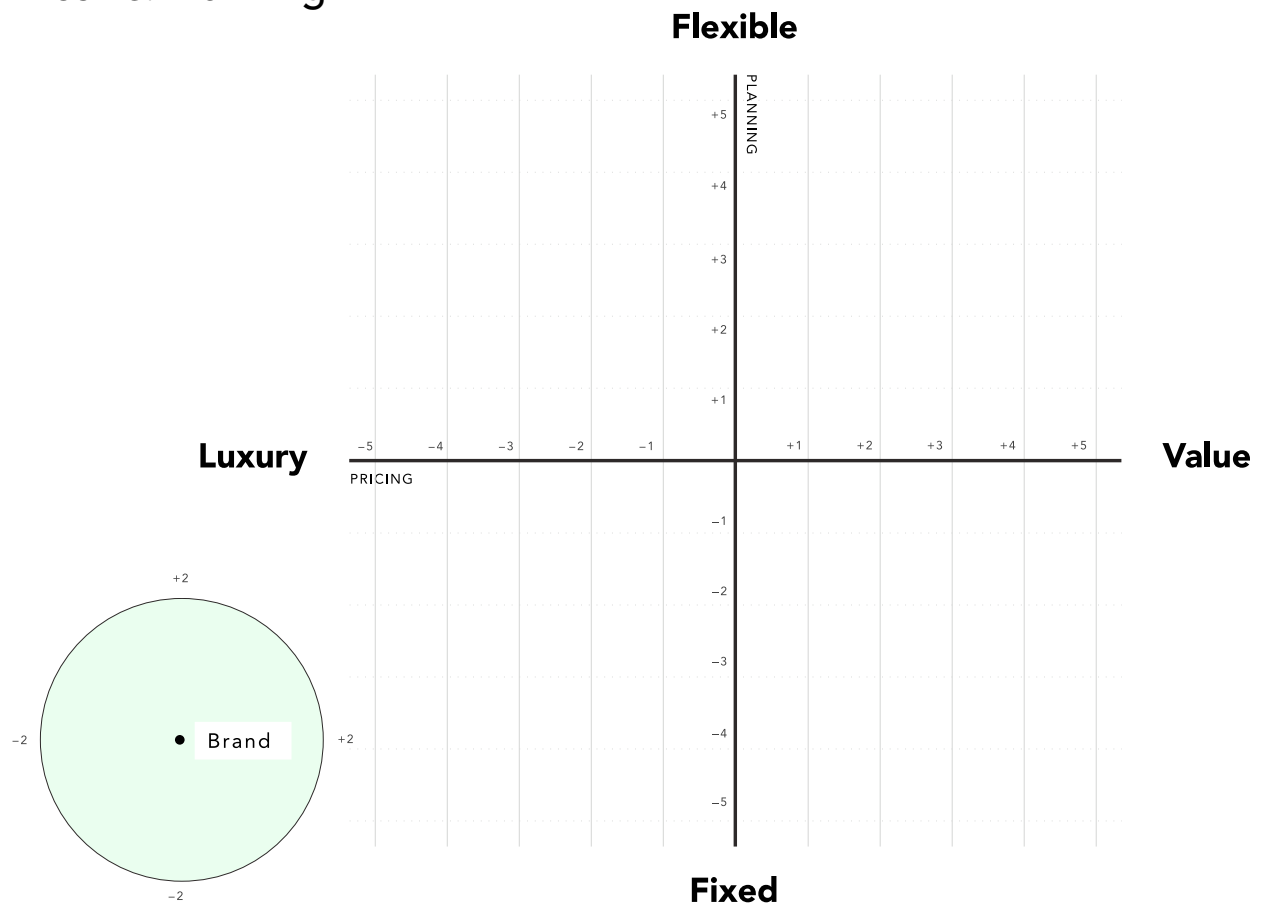


Fig 1.2.1 Competitive Market graph

PRICE vs. PLANNING

1. G.A.P. Adventures

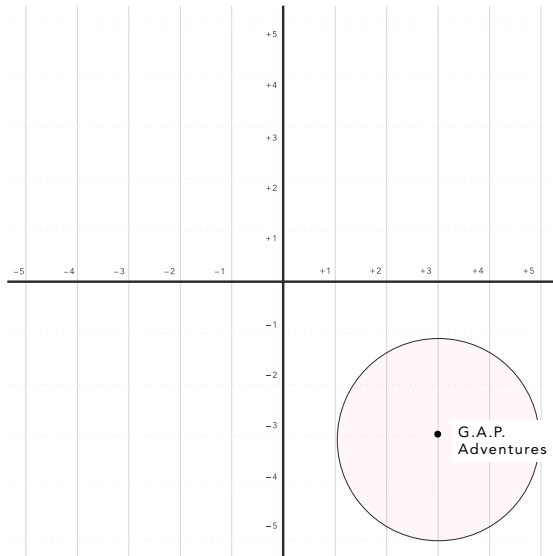


Fig 1.2.2

2. Abercrombie & Kent

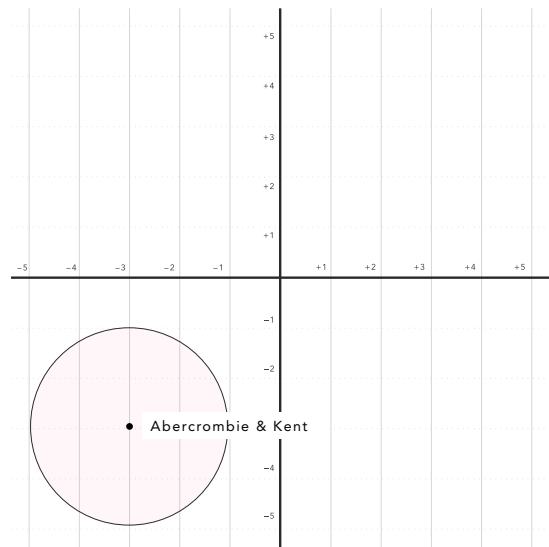


Fig 1.2.3

3. Butterfield & Robinson

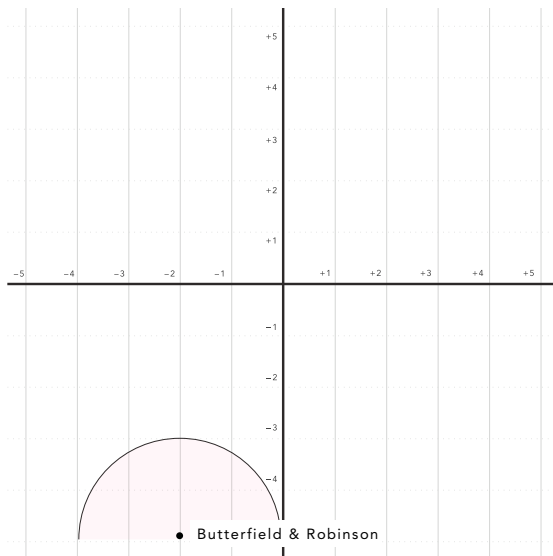


Fig 1.2.4

4. Goway

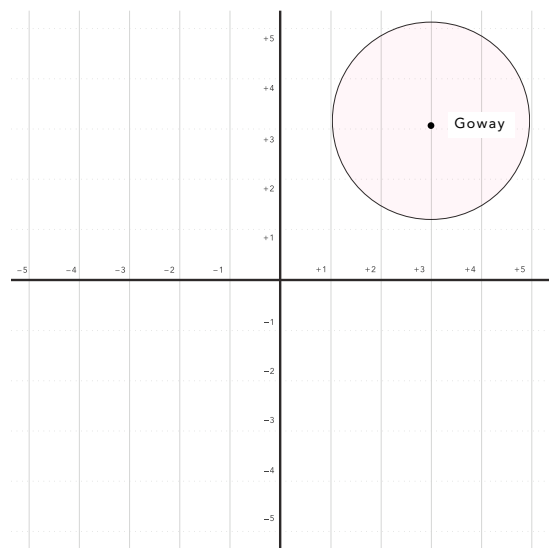


Fig 1.2.5

5. Micato Safaris

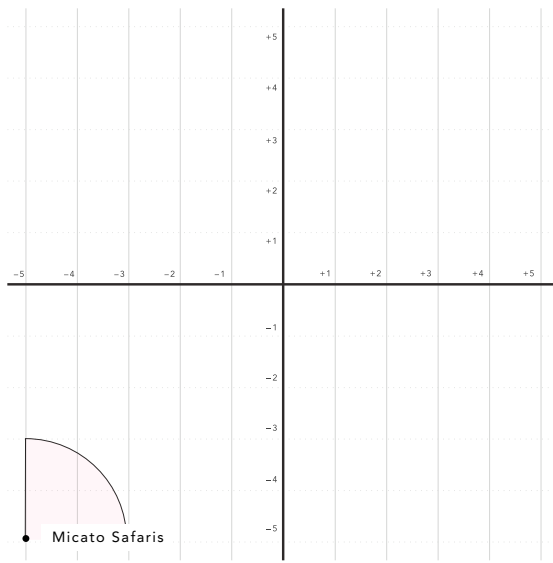


Fig 1.2.6

6. Trek Holidays

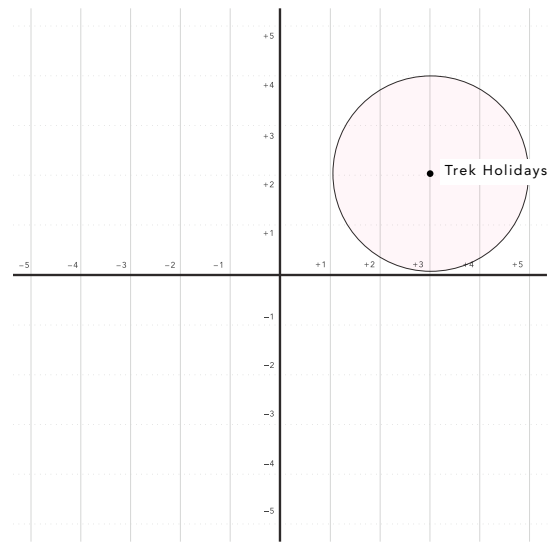


Fig 1.2.7

CAPTURED MARKETS

Price vs. Planning

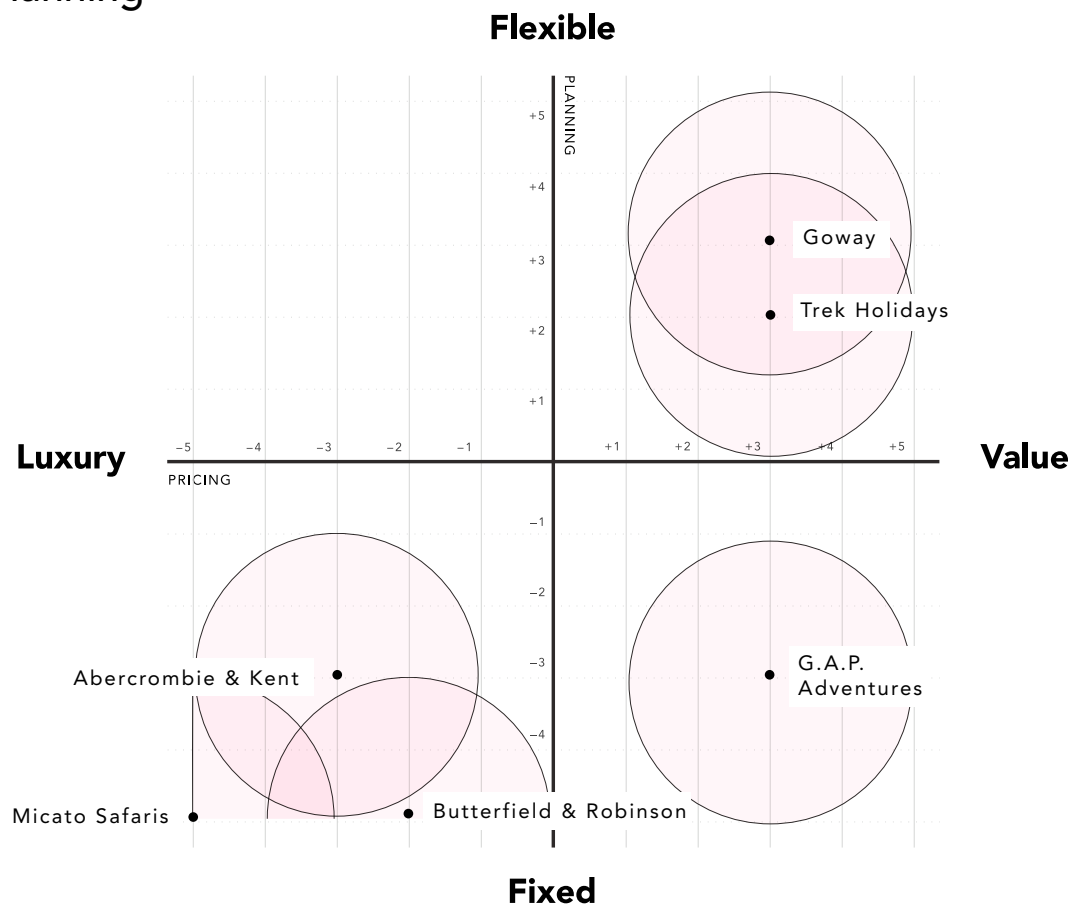


Fig 1.2.7

Market	Captors
FLEXIBLE & Very VALUE	Goway, Trek Holidays
FIXED & VALUE	G.A.P. Adventures
FIXED & LUXURY	Abercrombie & Kent, Butterfield & Robinson, Micato Safaris

OPEN MARKETS Price vs. Planning

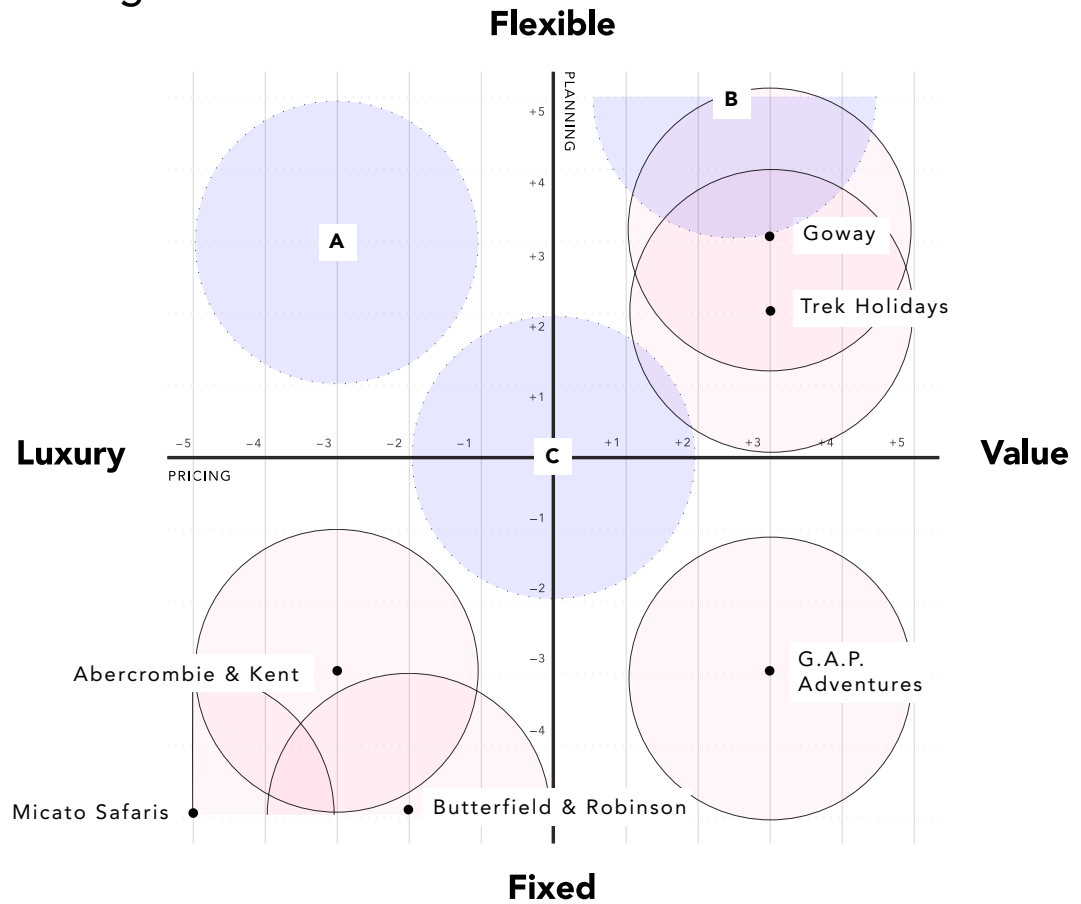


Fig 1.2.8

Market

A. FLEXIBLE & LUXURY

B. Very FLEXIBLE & VALUE

C. FIXED + FLEXIBLE & LUXURY + VALUE

5.5 Brand Positioning

Brand positioning can be described by plotting position against XY axis of contrasting attributes. The total scope of the brand's positioning may be visualized with an allowance of +/- 2 standard deviations in any direction.

BRAND ATTRIBUTES

Appeal vs. Tone

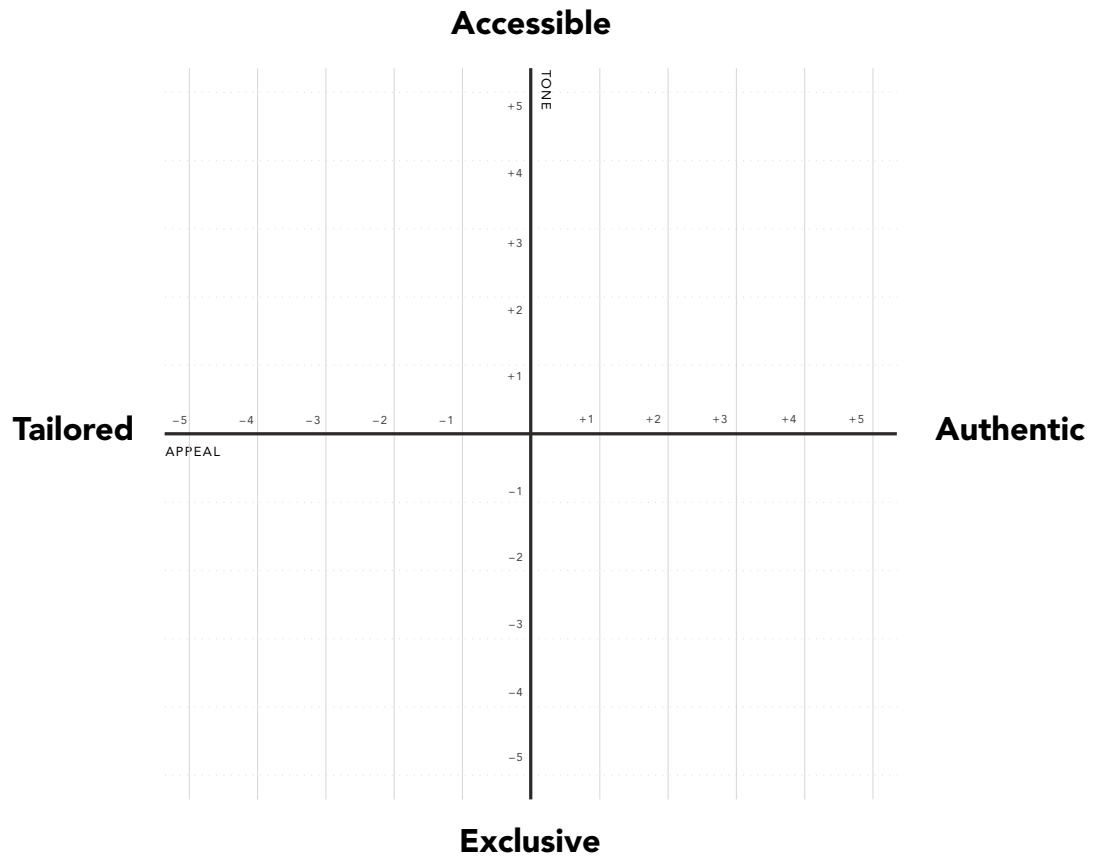


Fig 1.2.2

BRAND ATTRIBUTES

Appeal vs. Tone

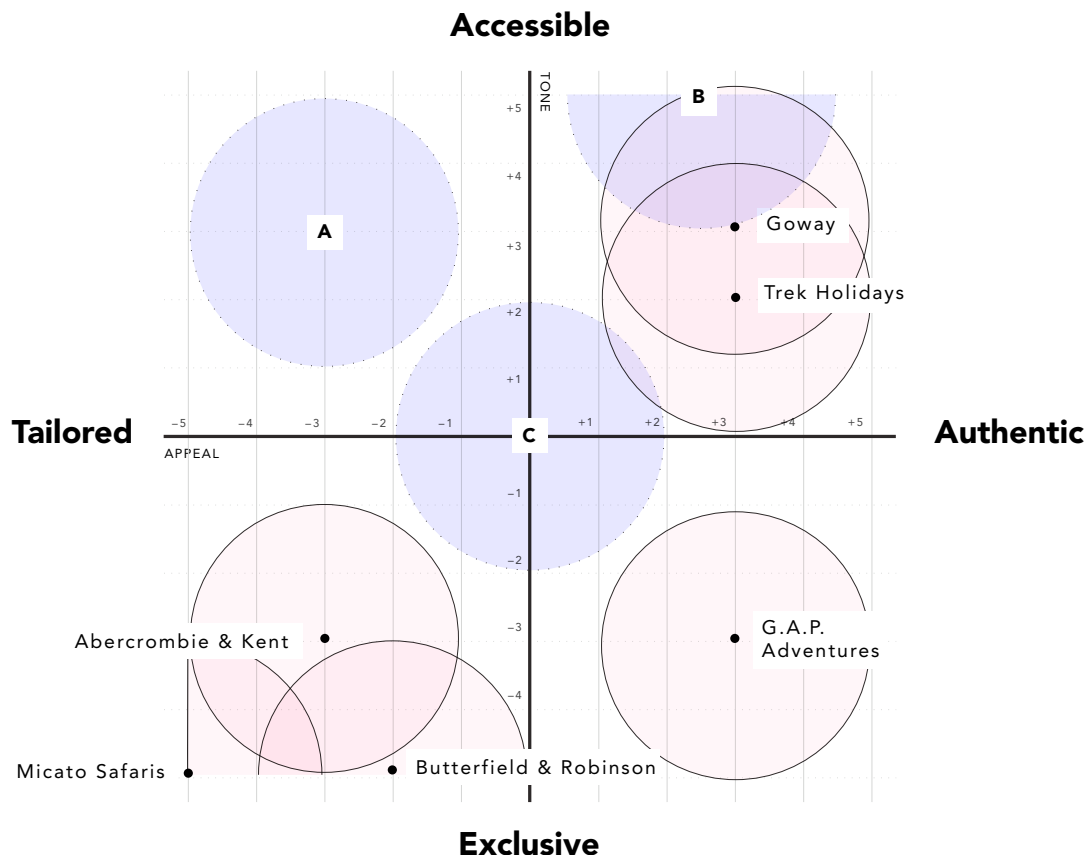


Fig 1.2.2

CAPTURED vs. OPEN MARKETS

Captured	Captors	Open
AUTHENTIC & ACCESSIBLE	Goway, Trek Holidays	A. TAILORED & ACCESSIBLE
AUTHENTIC & EXCLUSIVE	G.A.P. Adventures	B. AUTHENTIC & Very ACCESSIBLE
TAILORED & EXCLUSIVE	Abercrombie & Kent, Butterfield & Robinson, Micato Safaris	C. TAILORED + AUTHENTIC & ACCESSIBLE + EXCLUSIVE

6.0 Contact Information

6.1 Mailing Address

Please send all cheques, deliveries, and correspondence to:

Graham Huber
81 Norgrove Crescent
Toronto, Ontario M9P3C7
Tel 416.668.1463

6.2 Email & Website

graham@grahamhuber.com
<http://www.grahamhuber.com>

6.3 Questions?

If you have any questions or comments concerning this document, please contact Graham Huber.

Thank you!