From anxious to empowered: Sourcing and using data to drive visitation and investment

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“Have nothing in your houses that you do not know to be useful or believe to be beautiful.” William Morris

This presentation is on the useful, rather than beautiful side of the equation!
How many of you think there is ......
Not enough information?

Too much information?
Errr... both!

Whatever you said you are right!
What information are you using now to...

- Attract visitors?
- Retain them?
- Maximise the amount they spend?
- Turn them into influencers for your destination?

- Attract investors?
- Convert them?
- Prevent hungry white elephants?
- Prevent #mehtoo experiences?
Let’s go back to basics... the different types of data

**Secondary**
- Desk research
- Analytics/Big data/Informal data

**Primary**
- Observational
- Quantitative research
- Qualitative Research

Use of information that already exists/was collected for some other purpose than the problem at hand but is relevant to the business issue

These two are probably what most people think of as market research

Data or insight collected directly to address the business issue
## What’s best for when?

<table>
<thead>
<tr>
<th>When to use it?</th>
<th>Desk/secondary</th>
<th>Big data</th>
<th>Qualitative</th>
<th>Quantitative</th>
<th>Observational</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All of these can help you with both visitors and investors!</strong></td>
<td>Avoid ‘reinventing the wheel’ when budgets are limited</td>
<td>All the time! It’s often yours to use or cheap or free to access.</td>
<td>When you don’t necessarily know enough about the issue</td>
<td>When you need to answer ‘what?’, ‘how many?’, ‘how much’? Questions, to provide a strong evidence base</td>
<td>To understand gaps between what people say they do and what they actually do, to probe behaviours that are automatic, to test certain ways of behaving</td>
</tr>
<tr>
<td><strong>Avoid ‘reinventing the wheel’ when budgets are limited</strong></td>
<td></td>
<td>Significant sample sizes, and shows actual rather than claimed behaviour</td>
<td>When you need to go into more depth, answer ‘why?’ questions, probe motivations that may lie below the surface, generate a creative response</td>
<td>Techniques that require modelling or forecasts are obvious options.</td>
<td>Some overlap with big data which observes behaviour</td>
</tr>
<tr>
<td><strong>Devote resources to finding ‘new information’</strong></td>
<td>Lends itself to automation and large scale technology projects</td>
<td></td>
<td>To aid in designing quantitative surveys, especially if they are high investment or risk projects</td>
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<tr>
<td><strong>Many such sources often have large budgets and/or run over a long time providing longitudinal data and large budgets</strong></td>
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Note that some business issues may require multiple methodologies

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**MyTravelResearch.com**

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Government statistics on Tourism
Tourism Research Australia (1)

- The main site is https://www.tra.gov.au/
- This will take you to both the just published and recently published surveys and analyses by the organisation.
Government statistics on Tourism
Tourism Research Australia (2) and the ABS

- National Visitors Survey (NVS/Travel by Australians)
- International Visitors Survey (IVS)
- Destination Visitors Surveys (DVS).
- Strategic Regional Research (SRR). Conducted jointly with the states. Even if the results are not for your state, the topics are designed to have wider relevance.
- Economic reports including investment, state of the industry etc.,
- Profiles of Local Government Tourism and Tourism Regions
- Information on the Accommodation sector

- You can also sign up to receive updates when information comes out – so it comes to you

- The Australian Bureau of Statistics (www.abs.gov.au) e.g. for our Accessible Tourism Report I used their statistics on an aging population and also travellers with a disability. The site is not necessarily user-friendly but it is fantastically detailed.
Government statistics on Tourism
Canada

• Statistics Canada (or StatsCan for short!) houses information about domestic, inbound and outbound tourism to/from Canada at https://www150.statcan.gc.ca/n1/en/subjects/travel_and_tourism

• Again, broader statistics can be found on the Stats Can website including some useful reports on topics like seniors
Government statistics on Tourism

China

• Formerly the China National Tourism Administration (CNTA) provided most statistics for China. But in May 2018, CNTA was merged into the Ministry of Culture.

• Some tourism statistics can be found here: http://data.stats.gov.cn/english/easyquery.htm?cn=C01

• The site is pretty interactive around using the statistics but primarily focuses on domestic and inbound tourism. Also a source for broader official statistics including cultural data such as Museum visitors.
Government statistics on Tourism

European Union

• For the 26 countries that comprise the EU, statistics can be found on both their intra-European behaviour but also useful material like online booking from Eurostat. The homepage is http://ec.europa.eu/eurostat/web/tourism but you can also browse their publications.

• Eurostat also publishes special interest studies (e.g. on accessible tourism)
Government statistics on Tourism
New Zealand

- Statistics New Zealand (https://www.stats.govt.nz) collects much of the data but the Ministry of Business Innovation & Employment (MBIE) houses the key tourism statistics prepared by Statistics New Zealand including:
  - International Visitor Statistics (they no longer track domestic visitation)
  - Forecasts
  - Productivity
  - The accommodation sector
  - Sector topics like cruise, recreational vehicles and conferences

- But it’s also worth remembering that Stats New Zealand is also a great source for other data
Government statistics on Tourism  
United Kingdom

- Loads of great statistics. We use the Department of Culture, Media and Sports data on Museum Visits all the time!

- This is also the best place for outbound statistics on the UK: [https://www.ons.gov.uk/peoplepopulationandcommunity/leisureandtourism](https://www.ons.gov.uk/peoplepopulationandcommunity/leisureandtourism)
Government statistics on Tourism
United States

- The US government primarily focuses on international tourism both inbound and outbound.

- However, when they are available you can find them here
  https://travel.trade.gov/research/monthly/index.asp

- To sign up for updates and news go to
  https://service.govdelivery.com/accounts/USITATRADE/subscriber/new?topic_id=USITATRADE_201
Websites with information on tourism in and to Australia

Tourism Australia

- Whilst TRA concentrates on visitor profiling and behaviour, Tourism Australia provides insights on needs and wants (including drawing on TRA data) as well as planning channels. Again this is a fantastic data source that I use a lot


- You can look by market or by segment
Websites with information on tourism in and to Australia

STOs

- Besides DNSW, it is well worth checking out other states’ that
  - Neighbour yours (may have similar visitors – especially if you are close to borders)
  - Offer similar experiences (again similar visitors). I would recommend thinking laterally here. For example, both NT and Tasmania attract nature-based tourism

- [https://corporate.visitvictoria.com/resources](https://corporate.visitvictoria.com/resources)
- [https://teq.queensland.com/research-and-insights](https://teq.queensland.com/research-and-insights)
Websites with useful supporting information for Australia

Other Government departments

- Although TRA, TA and the States are the primary sources of information other government departments produce useful statistics
- Many are useful background for business cases or tourism planning
- These are now housed in a hub data.gov.au and you can search here [https://search.data.gov.au/](https://search.data.gov.au/) this covers all levels of government. Not everything is there yet so you may also need to go to individual state pages
- At a local government level, lots of super valuable data is available at [https://profile.id.com.au/](https://profile.id.com.au/) or at [https://remplan.com.au/](https://remplan.com.au/) some is behind a paywall, but it can help you assess any particular market or region
Information on travel and travellers generally

Other “frenemies”

• Tourism Ireland [http://www.failteireland.ie/research-statistics](http://www.failteireland.ie/research-statistics) (we like their infographics and also their broader trends!)

• Hong Kong (not pretty, but very interactive!)
Websites with useful supporting information for Australia

Academia/STCRC


- Universities in Australia that have tourism departments will also publish their research. Those who do postgraduate work who can be found at [http://www.hotcourses.com.au/australia/all-travel-and-tourism-postgraduate-courses-australia/pg-aus-all/db-m2/order-cd-1/kw/courses.html](http://www.hotcourses.com.au/australia/all-travel-and-tourism-postgraduate-courses-australia/pg-aus-all/db-m2/order-cd-1/kw/courses.html) and then follow links to individual universities to find one near you

- Travel and Tourism Research Association can connect you to both commercial and academic researchers all over the world. If you work for a destination then you can join their Listserv [www.ttra.com](http://www.ttra.com) which is a brilliant network! (I think you have to be a member)
Websites with industry specific information
Industry associations in Australia

• There are many associations with information about your industry to help you plan things.

• However you often need to be a member to access this information.

• Industry associations that share research beyond their members include:
  • ATEC  https://www.atec.net.au/ATEC/Advocacy/ATEC/Advocacy/Advocacy.aspx?hkey=b7497dao-4283-412d-b301-84d02a785da7 This is mostly policy documents but these contain a great deal of information
  • TTF.  https://www.ttf.org.au/policyandresearch/
  • Motoring associations  https://www.aaa.asn.au/knowledge-centre/?category=&tag=reports You can go to a specific state association if you click on their logo at the bottom of the page
  • Australian Cruise Association  http://www.australiancruiseassociation.com/reports
  • CLIA Australasia (Cruise)  https://www.cruising.org.au/Home
Information on travel and travellers generally

International bodies (1)

• Tourism
  • PATA – the Pacific Asia Travel Association  http://www.pata.org/sic/#pub  (some are chargeable but some are free)
  • UNWTO (the World Tourism Organisation)  http://statistics.unwto.org/en/publications  (again chargeable and free are both available)
  • WTTC (the World Travel and Tourism Council)  https://www.wttc.org/publications/
  • ETC  http://www.etc-corporate.org/research-intelligence
  • WTACH  www.wtach.org

• Cruising
  • CLIA  https://www.cruising.org/about-the-industry/research
Information on travel and travellers generally

International bodies (2)

• Airlines
  • www.iata.org (global)
  • www.icao.int (UN civil aviation body)
  • Regional organisations such as
    • AAPA (for the Asia Pacific Region) http://www.aapairlines.org/Asia_Pacific_Perspectives.aspx
    • https://www.raa.org/page/Publications (US regional airlines)
    • https://www.eraa.org/ (European regional airlines)

• Airports
  • Airports Council International
    http://www.airports.org/cda/aci_common/display/main/aci_content07_banners.jsp?zn=aci&cp=1-6_725_2
Information on consumers and travellers

Commercial research (1)

• In Australia, the Roy Morgan Holiday Tracking Study does make some of its research available for free as well as other research on subjects such as consumer confidence – many clients use their Helix Personas as well (they can be useful in persona development for example):
  • [www.roymorgan.com](http://www.roymorgan.com)

• Specialist travel consultancies
  • [http://www.phocuswright.com/free_reports](http://www.phocuswright.com/free_reports)
  • TCI (example) [http://xl4z.mj.am/n1z/xl4z/lgzgp.html?hl=fr](http://xl4z.mj.am/n1z/xl4z/lgzgp.html?hl=fr)
  • STR global (brilliant for hotel data!) [https://www.strglobal.com/products/trend-reports](https://www.strglobal.com/products/trend-reports) (Your LGA report is available from DNSW)
  • Sojern [https://www.sojern.com/reports/](https://www.sojern.com/reports/) (advertising data and profiles)
Information on consumers and travellers
Commercial research (2)

- Commercial research companies sometimes have specialist travel teams who put out insights and information on their travel
  - YouGov (UK headoffice) [https://yougov.co.uk/publicopinion/archive/?category=travel&year=&month=](https://yougov.co.uk/publicopinion/archive/?category=travel&year=&month=) Their Hong Kong office includes a lot)

- Sponsored research is another good source such as the Visa PATA Travel Intentions study (the most recent source is available for purchase to PATA members, but you can usually find the previous year’s study on the net e.g. [http://www.visa-asia.com/ap/cn/zh_CN/mediacenter/factsheets/includes/visa_pata_travel_intentions_report2010.pdf](http://www.visa-asia.com/ap/cn/zh_CN/mediacenter/factsheets/includes/visa_pata_travel_intentions_report2010.pdf) (this still has a lot of good insight)

- CAPA produces a great deal of relevant information [http://www.centreforaviation.com/](http://www.centreforaviation.com/)

- Or try the search terms later in this presentation!
Information on consumers and travellers

Other commercial research companies - China

• Because it’s so big, it’s worth listing separately
  • China Skinny [https://www.chinaskinny.com/](https://www.chinaskinny.com/)
  • COTRI (International Outbound specialist – also does training) [https://china-outbound.com/](https://china-outbound.com/)
  • Sinorbis is actually a digital marketing company but their content is great! [https://www.sinorbis.com/](https://www.sinorbis.com/)
Information on consumers and travellers

Other commercial organisations

- The following consistently produce research that we find useful
  - Expedia [https://advertising.expedia.com/insights/research](https://advertising.expedia.com/insights/research)
  - Amadeus [https://amadeus.com](https://amadeus.com)
  - Google (Think with Google) [https://www.thinkwithgoogle.com/consumer-insights/](https://www.thinkwithgoogle.com/consumer-insights/)

- The big consultancies do consistently good papers that I use A LOT (again I have generally included the Australian address but add relevant search terms to find international content)
Information on digital trends

• Most of the major research vendors produce insight in this area. The ones I know best are below

• TNS
  • [www.tnsdigitallife.com](http://www.tnsdigitallife.com) and [www.discovermobilelife.com](http://www.discovermobilelife.com)

• Nielsen (just an example)
Information on trends and the consumer mindset (1)

• Here are some sites that I use ALL the time to understand the consumer mindset and broader trends
  • www.jwtintelligence.com (Anxiety Index, Top 10 and Top 100 trends per year)
  • http://trendwatching.com/
  • www.trendhunter.com (not as good as trendwatching, but improving fast)
  • https://www.futureagenda.org/partner/the-futures-company/ /now part of Kantar Consulting
    https://consulting.kantar.com/#
  • Insider tips (the sites researchers use and trust):
    • http://www.rebeccahuntley.com/bio.htm (you may have seen Rebecca on The Gruen Transfer and Q&A)
  • The Economist ‘World in yyy’ series

• https://www.cbinsights.com/research
Information on trends and the consumer mindset (2)

- Forbes does an annual review of key trends forecasts: Here is the most recent [https://www.forbes.com/sites/paularmstrongtech/2019/01/08/school-reports-2019-trend-reports/#6aca298a49e2](https://www.forbes.com/sites/paularmstrongtech/2019/01/08/school-reports-2019-trend-reports/#6aca298a49e2)

- Besides those I have listed it rates:
  - [https://www.foresightfactory.co/](https://www.foresightfactory.co/)
  - [https://www.slideshare.net/NextGenerationMedia/carats-10-trends-for-2019](https://www.slideshare.net/NextGenerationMedia/carats-10-trends-for-2019)
  - [https://www.wired.co.uk/topic/the-wired-world-in-2019](https://www.wired.co.uk/topic/the-wired-world-in-2019)
Quirky or interesting sources

• For a general country profile you cannot beat the CIA World Fact Book. I use it all the time as a general start point
  • https://www.cia.gov/library/publications/the-world-factbook/

• Financial information try using the search terms (e.g. Consumer confidence in China) or go to
  • http://www.tradingeconomics.com/
  • www.economist.com
  • Try the national banks
A commonly forgotten source of secondary research – yourself

<table>
<thead>
<tr>
<th>Type</th>
<th>Examples</th>
<th>Potential sources</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal records</td>
<td>• Archives • Libraries</td>
<td>Within organisation – referring to the organisational structure and identifying most likely sources is key</td>
<td>Always available</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal staff</td>
<td>• Librarians/Archivists • Marketing or research teams</td>
<td>Within organisation – referring to the organisational structure and ‘snowballing’ (building with existing contacts to reach can be useful) Many organisations now have their own ‘corporate network’ platforms (e.g. shareware, Yammer) these can be useful places to commence a search</td>
<td>Always available</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Interaction directly with customers</td>
<td>• VIC queries • VIC door counts • Complaints departments • Attraction data</td>
<td>Within organisation – referring to the organisational structure and identifying most likely sources is key</td>
<td>Always available</td>
</tr>
</tbody>
</table>
Core sources of big data for Travel

- Transactions, including financial
- Bookings and ticketing
- Social media
- Telecommunications

Source: Tourism Research Australia COMPLEMENTARY DATA AND TOURISM 2019
## TRANSACTIONS

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>CHALLENGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Provides insights on spending pattern behaviours</td>
<td>× Tourism not clearly defined</td>
</tr>
<tr>
<td>✓ Granular</td>
<td>× Non representative sample</td>
</tr>
<tr>
<td>✓ Available soon after reference period</td>
<td>× Privacy/licensing = limited access</td>
</tr>
<tr>
<td>✓ Better for domestic than international</td>
<td>× Partial coverage of items</td>
</tr>
<tr>
<td>✓ Provides insights on events</td>
<td>× Relies on card use</td>
</tr>
<tr>
<td></td>
<td>× Items such as purpose of visit, travel party etc. limited</td>
</tr>
</tbody>
</table>

Source: Tourism Research Australia

COMPLEMENTARY DATA AND TOURISM 2019
<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>CHALLENGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Best for tracking movement</td>
<td>× Non representative sample</td>
</tr>
<tr>
<td>✓ Very granular and real time reporting</td>
<td>× Narrow topic range</td>
</tr>
<tr>
<td>✓ Good for event measurement</td>
<td>× Better for domestic than international</td>
</tr>
<tr>
<td>✓ Can work with surveys to improve official statistics</td>
<td>× Can be expensive to purchase</td>
</tr>
<tr>
<td>✓ Tourism definitions mostly covered</td>
<td>× Limited access and licensing</td>
</tr>
<tr>
<td>✓ Travel paths can be clearly highlighted</td>
<td></td>
</tr>
</tbody>
</table>
Telecoms data in action (starting from USD1,000)

Of the POIs provided we see Auctions of America accounts for a third of all visitors to these locations. Amongst all the POIs and winery options in Dekalb County, Country Heritage Winery ranks second with 20% of the visitors.

Source: Uber Media
### SOCIAL MEDIA

#### OPPORTUNITIES

- ✓ Near real time insights
- ✓ Good source of sentiment and satisfaction information
- ✓ Early warning and crisis management
- ✓ Easy to monitor and find emerging trends
- ✓ Good for a range of topics: accommodation/ attractions/ food and dining/events

#### CHALLENGES

- × Qualitative not quantitative
- × Non representative sample
- × Application Programming Interfaces (API) are constantly changing
- × BOTS and self interest groups can impact accuracy
- × Unstructured volumes of text, images, video and sound
- × Works best when customised for each customer

Source: Tourism Research Australia COMPLEMENTARY DATA AND TOURISM 2019
Social media tools – free e.g. Facebook Insights
## BOOKINGS AND TICKETING

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>CHALLENGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Near real time reporting</td>
<td>× Tourism not clearly defined</td>
</tr>
<tr>
<td>✓ Bookings can be forward looking</td>
<td>× Limited reporting items</td>
</tr>
<tr>
<td>✓ Reports at granular levels of geography incl. locations/ events</td>
<td>× Can be expensive and access is limited</td>
</tr>
<tr>
<td>✓ High level of automation possible</td>
<td>× Only partially covers key variables</td>
</tr>
<tr>
<td>✓ Time series available</td>
<td>× Messy, as it comes from disparate sources</td>
</tr>
</tbody>
</table>

### Accommodation

- **Spend**
- **Satisfaction**
- **Movement**
- **Purpose**
- **Granularity**
Big data integrators

- Spreedix
  [https://www.spreedix.com/services/](https://www.spreedix.com/services/)
- Forwardkeys
  [https://forwardkeys.com/solutions-for-dmos/](https://forwardkeys.com/solutions-for-dmos/)
- Sojern [www.sojern.com](http://www.sojern.com)
- Adara [www.adara.com](http://www.adara.com)

Source: Forwardkeys
Nurturing your destination via data
Find out what you already know

Do an Insights Audit!
Attracting visitors – what you need to know

Your target customer  The customer journey to you  Your brand
What does a customer persona look like?

Example: Bob and Karen

Recently retired | Planning their trip | Want to travel with pet | From Sydney, Australia

**Goals and values**
- They are planning their dream trip around Australia with their dog Lucky.
- Worked all their lives.
- This is their reward.
- Pursue hobbies and interests such as painting, fishing and looking forward to immersing themselves into the regional Australia.
- They are passionate about learning.

**Challenges and pain points**
- They are worried about how best to travel with Lucky – they couldn’t bare the thought of leaving her at home.
- Worried about how best to travel with her and if there are places to cater to pets.
- Worried about the limitations taking a pet might give.
- What if Lucky gets sick along the way?

**Sources of information**
- Karen does most of the travel planning for the family.
- She wants to plan a lot taking lucky.
- They are looking at caravan/trailer parks, guest houses or motel/hotels that are pet friendly.
- She is looking on Facebook, asking friends
- ‘Googling’ and surfing the internet, Travel forums.

**Objections**
- Some places are too expensive and charge a premium for pets.
- What if we can’t find anywhere to stay?
- What if something happens and we can’t find a vet?

“We have travelled and gone on holidays all our life, but someone has always looked after Lucky for us. We intend to be gone for around 12 months this time and would like to take Lucky with us. She is such a big part of our lives.”
Understanding the customer journey
Things to consider in drawing up your maps

- Ecosystem we operate in
- The overall journey
- The touchpoints within it
- Break down siloes, own the customer relationship
- Understand the context and constraints
- Identify needs and friction points, meet one, eliminate the other

MTR extrapolation from https://hbr.org/2013/09/the-truth-about-customer-experience
Create your own customer journey map

- For each stage on the journey go through the following questions and note them down for your specific situation.
- Do for one customer persona
- Repeat for other personas (you will find there is a lot of overlap so you can reuse them)
- Make notes and review
- See the example on the next page

What job is the customer doing?
What needs do they have from you? What’s your job?
Where are they going for information (channel strategy?)
What types of content or information do they need?
How can you move them along to the next stage/fast track the decision?
Let’s look at that from the perspective of one sector: cruise

- We followed precisely that process in partnership with
Map out your brand positioning

This should guide every aspect of decisions about marketing (and investment)
Remember your product includes elements like logo, tagline etc., used consistently these offer distinctiveness
Attracting visitors – Where you might find what you need (example only)

Your target customer

- ABS
- NVS/IVS
- DNSW
- Roy Morgan Helix Personas
- Tourism Australia
- Industry workshop
- Trends reports e.g. WT Top 100
- More specific once you identify top layer e.g. CCIA,
  Marketing to Millennials
  VIC staff and records

The customer journey to you

- Tourism Australia
- Think with Google
- Google Analytics
- Ubersuggest (content ideas and key words)
- Expedia
- Facebook and Instagram Analytics

Your brand

- Product Audit
- Internal workshops
- Industry workshops
- Social media commentary
- Primary research
Checklist of factors to consider for attracting investment (cultural or heritage attraction)

<table>
<thead>
<tr>
<th>Factor</th>
<th>Have you done this?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreed objectives and clear concepts</td>
<td></td>
</tr>
<tr>
<td>Financial planning for budgeting, capital raising and price setting</td>
<td></td>
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<tr>
<td>Effective marketing strategies based on sound market research</td>
<td></td>
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<tr>
<td>Matching the plans to destination nature, proximity to major markets and visitor flows</td>
<td></td>
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<tr>
<td>Human resource management, including paid staff and volunteers</td>
<td></td>
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<tr>
<td>Planning for product differentiation, life cycles and value adding</td>
<td></td>
</tr>
<tr>
<td>Quality and authenticity of products and experiences</td>
<td></td>
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<tr>
<td>Engage cultural heritage and tourism expertise in conservation and promotion</td>
<td></td>
</tr>
<tr>
<td>Design interpretation as an integral part of the heritage tourism experience...</td>
<td></td>
</tr>
<tr>
<td>And vice versa... Conduct heritage to manage visitors from the beginning</td>
<td></td>
</tr>
</tbody>
</table>

Source: CRC for Sustainable Tourism, MTR
Where you might find the answers for an investment case

- Primary research
  - Community and Industry consultation
  - Consumers

- Carrying capacity
  - Water, power, wifi
  - Population size and structure (idprofile/remplan)

- NVS/IVS – ideally longitudinally

- Tourism forecasts

- STR Accommodation data

- Immersion and Observation

- Archives (culture and heritage)

- Competitor research (desk research) e.g. other attractions elsewhere – annual reports, association data for relevant industry

- Tourism multipliers e.g. WTTC

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visita&on	trends	imperial	war	museum	london	(iwm)	and	all	iwm
lokations	–	2004-2015

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And finally Be a Patty

- Used properly data
- Silence the loudest voice in the room
- Make you the hero
- Data are empowerging
- So go back discover your inner Patty!

And ask for help if you need it!