



Tourism Resource Guide

Volume 1


Yukon

Table of contents

Tourism overview	3
Research	11
Developing your idea	20
Licensing, permitting and regulations	38
Financials	49
Marketing	62
Setting up your operations	74
Business planning	79
Launching your business	86
Appendix	90
Glossary and index	97



A message from Tourism Yukon

Welcome to the **Tourism Resource Guide!**

This Guide is designed to equip you with the essential knowledge, planning, and resources needed to navigate starting a business in the Yukon's tourism industry. From researching your target markets to implementing marketing strategies and ensuring regulatory compliance, this Guide will cover the essentials to empower you at each stage of your process.

For a comprehensive list of industry resources, supports, and programs delivered by Tourism Yukon, visit our [Industry Resources page](#).

We extend a warm welcome to the industry. We're here to support your success.

Happy Learning!



How to use this guide

Each of the sections in this document has been built to help you initiate and work through your tourism business idea, develop a small business plan, and start your business in the Yukon.

While most businesses will be able to take advantage of some or many sections within this Guide, every business is different. Because of that, we recommend that you review the sections and exercises as a series of best practice suggestions that you can select from to match your specific business needs.

You'll also notice that this document includes both a Table of Contents at the beginning and a Glossary at the end. Each of the items in both sections are linked to their relevant pages to make it easy for you to jump directly to a subject that you're looking for information on.

In many sections, you'll notice links to supporting resources. You can use those to go deeper and learn more advanced information about the corresponding topic.



Guide Quick Tips

- Skip to sections that are most relevant to you
- Underlined blue text takes you to web links outside of this document with more advanced information
- *Italicized grey text* are words that can be found defined in the Glossary at the end of the guide



Section 1

Tourism overview

What is tourism?	4
Tourism in the Yukon	5
Types of tourism businesses	6
Starting your tourism business	7
Choosing how to enter the market	8
Self-assessment	9
Activity: challenges and considerations	10

What is tourism?

Broadly, Tourism refers to the activity of people traveling to and staying in places outside their usual environment for leisure, recreation, business, or other purposes.

Tourism means something more to the Yukon. Here, the word encompasses a wide spectrum of adventure and sports tourism, corporate, culinary, historical, and Indigenous experiences. The tourism ecosystem also includes campgrounds, roads, trails, and rest stops, all contributing to the overall visitor experience.

Visitors from around the globe consider the Yukon to be a once-in-a-lifetime destination and family and friends come from far and wide to visit locals in their homes. The Yukon has a wide array of amazing tourism opportunities suitable for all abilities and budgets.

Here in the Yukon, being a part of the tourism industry means you play a significant role in economic development, job creation, cultural exchange, and global visibility.



Photo credits: Nicolas Lemieux

Tourism in the Yukon

Tourism is a major part of the Yukon's economy, providing year-round jobs and unique lifestyle opportunities for people who want to make the wilderness their way of life. Businesses in the industry range from one-person operations to large international companies, offering a wide variety of adventure, cultural, culinary, and other experiences.

Within the Government of Yukon is the Department of Tourism and Culture, which is responsible for promoting and managing tourism in the Yukon. The Tourism Branch is made up of the Destination Development Unit (product and destination development), Marketing Unit (destination promotion), and Visitor Services Unit (visitor experience management). You can find out more about the Department [here](#).

Resources from the Destination Development Unit can be found on the [Industry Resources page](#).

You may have seen the Instagram account or website belonging to [Travel Yukon](#). This is the official platform that promotes tourism in the Yukon. Managed by the Tourism Branch, its job is to market the territory to visitors from around the world.

The Yukon is full of business opportunities in tourism. The industry represents a diverse set of products with considerable potential for growth and economic contribution.



Statistics

For an overview of Yukon tourism statistics, check out Tourism Yukon's Indicators Dashboard.

Types of tourism businesses

A tourism business is defined as any organization or sole proprietor that earns a significant portion of its revenue by providing products, services, or experiences that directly support or attract visitors. Here are some examples:

Accommodation	Bed and Breakfasts, Hotels, Motels, Lodges, Cabins, Campgrounds
Transportation	Rental Cars, Taxis, Airplanes, Boats, RV's
Tour operators	Fishing, Hunting, Sightseeing, Winter Activities, Wildlife/ Birdwatching, Hiking
Food and beverage	Restaurants, Bars, Cafes
Events and attractions	Cultural Festivals, Historical Sites, Natural Attractions

While these “traditional” tourism sectors form the core of the tourism industry, there are many ways in which tourism can extend beyond these sectors.

Tourism businesses can be further defined into three groups:

Core Tourism Business: These businesses only exist because of visitors and are deeply embedded in the visitor economy.

Tourism-Aligned Businesses: Businesses that serve both locals and visitors but have a strong connection to the visitor experience.

Tourism-Adjacent Services: Businesses that support tourism, even if they don't directly provide experiences or entertainment.

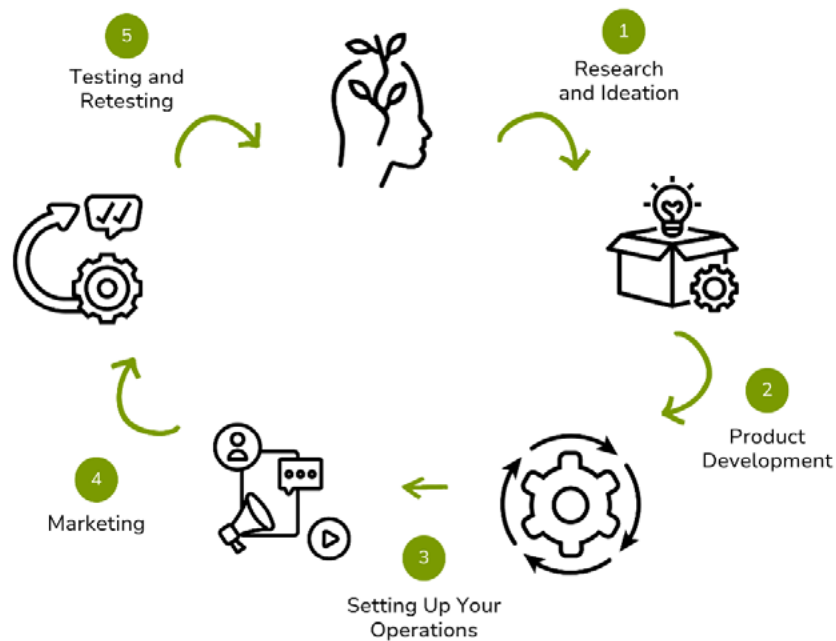
Are you a Tourism Business?

- ☐ Will your business engage with and enhance the experience of visitors?
- ☐ Do you plan to support or partner with other tourism-related businesses?

Starting your tourism business

Starting a tourism business from scratch can look different for everyone, but generally, you may follow these key stages.

Assess where you are on the tourism journey:



- 1. Research and Ideation** - Involves identifying gaps that your business idea can address, and studying trends, competitors, and customer needs.
- 2. Product Development** - Designing your product based on your research.
- 3. Setting up your operations** - Administrative and legal processes to establish your business and comply with regulatory requirements.
- 4. Marketing** - Knowing your target audience and having established your product, you can now create a comprehensive marketing strategy to effectively reach and engage your target audience.
- 5. Testing and Retesting** - In your first year of business, evaluate and refine your offerings to ensure they meet the needs and expectations of your target audience. Remember that continuous evaluation must be conducted to make enhancements and determine the product's long-term viability.

Choosing how to enter the market

While this guide is primarily designed for those starting a new tourism business from scratch, many entrepreneurs enter the sector by purchasing, taking over, or investing into an existing operation.

Entrepreneurship Through Acquisition (ETA) is an alternative entry point into entrepreneurship that uses many of the same skills, steps, and supports as starting from scratch. Whether you start a brand-new business or acquire an existing one, many of the steps in this guide still apply.

In both pathways, businesses will navigate core areas such as:

- Financing
- Licensing and permits
- Hiring and HR
- Marketing and digital presence
- Visitor experience and safety
- Business planning

Where these pathways differ is not in what needs to be done, but how it is approached.

For example:

- Instead of conducting exploratory research, you'll review past business metrics and client data.
- Instead of creating startup budgets, you'll understand the cash flow, costs and financial patterns of your new business.
- Instead of obtaining new permits and licenses, you'll maintain compliance with existing ones.
- Instead of designing and launching your new brand, you'll maintain or evolve your existing message.

As you work through this guide, consider how these steps may apply depending on how you enter the tourism sector.

Entrepreneurship Through Acquisition will be explored further in Volume 2.

 **Resources: Check out BDC's Business Acquisition Toolkit for a deeper dive into buying a business in Canada.**

Self-assessment

Running a tourism business requires readiness, expertise, training, and a combination of acquired and innate skills. Take into account the following:

Skills and Certifications: Do you have the essential skills and knowledge required to responsibly and legally own a tourism business? Examples: wilderness skills, first aid, culinary expertise, customer service experience or training, guiding experience, and more.

Organizational Capacity: Are you well-organized and prepared, especially when preparing for tours or multi-component activities? Can you manage business-related tasks like bookkeeping, licensing, and communication?

Working with Yukon First Nations: Most of the Yukon lies within the Traditional Territories of the 14 Yukon First Nations. It is crucial to understand the history and protocols of First Nations in order to operate a professional tourism business.

Customer Service: Can you and your staff deliver excellent customer service to clients? Important qualities include patience, warmth, socializing ability, confidence to navigate challenging situations, communicating regularly and effectively with clients, and more.

Caring for the Yukon: Are you willing to operate sustainably? Are you familiar with Leave No Trace principles, conservation measures; protected areas and regulations? Do you know the impact your business might have on the environment?

Time: Are you planning on running this business year-round? Will you only be operating seasonally? How will you stay in contact with clients if you do have an off-season? How will you manage your own time?

Help: Do you have support if you lack strength in any of the above areas? Capacity to hire someone? Resources such as coaching and mentorship? Friends with relevant expertise?

Activity: Challenges and considerations

This reflective activity helps you identify your personal strengths and areas for growth. By answering the questions below, you'll gain clarity on where to focus your efforts, what skills to develop, and what tasks might be best delegated to others.

What are you already good at? Highlight your personal strengths and skills.

Where do you lack experience? Identify areas where you need to gain knowledge or conduct further research.

What tasks or skills will you have to delegate?



Section 2

Research

Conducting research	12
The Yukon's customers	13
Consumer research	14
Identifying your customer	15
Competitive analysis	16
Activity: Taking inventory	17
Identifying the gaps	18
Activity: Product comparison	19
Competitive advantage	20

Conducting research

A key part of business development is determining who your potential customers are (your **target market**) and whether their demand is already being met by other businesses (your competition).

Conducting market research can also help you guide your product development based on customer preferences.

The insights gathered through market research will also shape your Business Plan.

The Research Process:

1. Consumer research
2. Competitive analysis
3. Identifying the gaps

As you conduct your market research, continue to ask yourself the following critical questions and conduct additional research accordingly:

What markets do you hope to attract or create?

What is the nature of the Yukon's tourist market and what have been the recent trends?

Will your business be filling a gap in the Yukon?

Why do you think it will succeed?

 **Resources: Want more information on how to conduct market research? [Read this article.](#)**

The Yukon's customers

While visitors come to the Yukon from all corners of the world, Tourism Yukon has identified three main markets for attraction to the territory:

- The Americas (Canada, United States, Mexico)
- Europe (German-speaking Europe, United Kingdom, French, Benelux)
- Asia Pacific (Australia, Japan, China, Taiwan)

To support operators in understanding these markets, a wide range of national and international travel insights are available.

Destination Canada's Tourism Data Collective has a full range of market research and statistical data pertaining to Canadian and non-Canadian travel markets.

In addition to national resources, local data can provide a more detailed snapshot of travel behaviour specific to the Yukon.

The Yukon Tourism Indicators Dashboard highlights visitor numbers, spending patterns and seasonal trends, border crossings, airport arrivals, hotel and short-term rental indicators, and more. This data can help you consider preferences and trends when developing your product.

You can find more historical tourism data [here](#), or contact desinationmanagement@yukon.ca.



Resources:

[Yukon tourism indicators](#)

[Destination Canada Tourism Data Collective](#)

Consumer research

Each visitor to the Yukon seeks a unique experience with specific preferences. The key is identifying which segments will most likely purchase your product or service.

Determining this will help you ensure your product caters to marketing demands and will help guide your marketing efforts in the future.

Types of visitors to the Yukon

A traveler may visit the Yukon for many reasons, including:

- Hiking
- Northern Lights viewing
- Hunting
- Iconic drives
- Athletic events or races

Each of these activities can be experienced in different ways, such as bus tours, overseas package tours, independent travel, and more. As you develop your idea, start thinking about not only the type of experience you want to offer, but also the format.



Photo credits: Abby Cooper

Identifying your customer

Once you have identified one or more “types” of visitors you would like to attract, you can develop a detailed profile of your target market(s).

Finding target customers is all about understanding their needs and motivations using research. This research can help determine the need for your product, who your customer is, what you should be charging, and how to promote.

Develop an understanding of your customer in terms of:

- Who they really are (age, gender, income, marital status, lifestyle patterns)
- What interests them
- Where they come from
- Why and when they travel
- How they spend their travel money

There are several ways to conduct consumer research:

- Primary research involves gathering data directly from potential customers through surveys, focus groups, and field testing. You can do it yourself to save money or hire a research firm for a more professional approach.
- Secondary research can provide broader demographic and economic information. [Statistics Canada](#), [Industry Canada](#) and [Tourism Yukon](#) statistics are reliable sources of secondary data.
- Study your competitors. Who are they targeting? Is it working? You will assess your competitors in-depth in the following pages.

There are also different tools that you can refer to for customer profiles, including Destination Canada’s new [Traveller Segmentation Program](#). The Segmentations have personas linked with travel preferences, booking habits, and other comprehensive profiles.

Competitive analysis

Conducting a competitive analysis will help you determine whether other businesses are already meeting the demand for your product. What similar facilities or services are in the area? How many are there? Are they successful?

Start by **taking inventory** [page 19]. At this point, you'll identify the competitive landscape.

Next, you will **gather information** about your competitors and their product offerings [page 19] and **evaluate the strengths and weaknesses of each competitor** [page 20].

With all this information, you will then identify the gaps in the market and name your **competitive advantage** [page 21]: the distinctive “upper hand” you want to have in the market.



Photo credits: Mark Kelly

Activity: Taking inventory

Using the table below, take inventory of the competitive landscape.

Consider direct competitors (those with a similar product and target market), indirect competitors (those in your same category but with different offerings), and other competitors (different types of businesses that may be competing for the same customers in your area).

Direct competitors	Indirect competitors	Other competitors

Identifying the gaps

Once you've taken inventory of the current product offering, consider the gaps you've noticed in your area or region. Will your product address any of these gaps?

If your product or idea seems to be addressed by other businesses, you can conduct further research:

- Are these businesses at full capacity?
- Is there room for more of a similar product or service in the market?
- How can I differentiate myself?

Activity: Gap Analysis

1. Using your inventory and product comparison, note the customer needs or market demands that are not being fulfilled by current offerings.
2. Compare your business idea against the unmet needs. Note areas where your offering meets these gaps.

Gaps	
Opportunities	

Refer to Tourism Yukon's Products and Experiences Gaps List for a list of product gaps in the Yukon's tourism market. Tourism Yukon works with in-market sales agents to prepare this list every year.

 Resources: Products and experiences gaps list

Competitive advantage

Next, evaluate each competitor's strengths and weaknesses. Summarize what would make a customer choose (or not choose) each business. This will help you pinpoint your **competitive advantage**: the distinct strength or quality you have that your competitors don't. You should be able to summarize your competitive advantage in one sentence.

Based on your assessment, what is your competitive advantage?

With the information you gathered above about the Yukon's customers, your target audience, product gaps, and your competitors, you should have a sense of:

- ☐ **Market feasibility:** Is there a demand for your product within the Yukon's tourism industry? Are you following current trends?
- ☐ **Your customer:** Who will buy your product?
- ☐ **Current product offering:** Are you filling a gap?
- ☐ **Competitive advantage:** What would make a customer choose you over other similar businesses?



Section 3

Developing your idea

Product development overview	21
Key considerations	22
Sustainability	23
Business concept	24
Vision and mission	25
Positioning	26
Activity: Product comparison	27
Activity: Finding your “position”	28
Pricing	29
Designing your experience	30
Creating your itinerary	31
Itinerary worksheet sample	32
Customer experience	33
Determining your business model	34
Phasing your product	35
Emergency planning	36

Product development overview

Tourism product development means creating and introducing new and innovative products, experiences, and services for visitors to purchase. As a tourism operator, you provide the tourism product.

Sometimes, product development involves creating a new experience. It may also involve expanding or enhancing an existing product.

What to consider when developing your product:

- **Research and Market Trends:** Use what you've determined in the sections above to determine whether your product meets a demand or fills a gap.
- **Business Concept:** What exactly are you creating? What are the profitable elements?
- **Mission:** Know why you're creating your tourism product (e.g., sharing community stories or lifestyle).
- **Unique Selling Proposition:** Understand what makes your product stand out against your competitors.
- **Positioning:** Establish a distinct image or identity for your product in the minds of your customers relative to competitors.
- **Revenue Streams:** Identify all the different ways your business will generate income.

Key considerations

Embedding an understanding of sustainability and Yukon First Nations history from the start ensures your business aligns with values of respect for the land, culture, and community. By embracing these principles, your business not only contributes to environmental stewardship but also helps share and celebrate the Yukon's rich and diverse heritage in an authentic way that appeals to visitors.

Tourism and Yukon First Nations

Understanding and respecting First Nations history and protocols is crucial for doing business in the Yukon.

Take time to understand how to be a respectful traveler and tourism business by reviewing the Respectful Travel Guidelines, developed by the Yukon First Nations Culture and Tourism Association and Elders and Knowledge Keepers representing all eight Yukon Indigenous language groups.

You can learn more about regulations and best practices surrounding doing business on First Nations traditional territory on page 47.

Three ways to start:

1. Educate yourself on Yukon First Nations history and culture and provide information to visitors.
2. Familiarize yourself with First Nations Traditional Territories and comprehensive land claims agreements.
3. Reach out to the Yukon First Nations Culture and Tourism Association for resources, support, or just to say hello.

Resources

- [Respectful Travel Guidelines](#)
- [First Nations Traditional Territories](#)
- [Yukon First Nations](#)
- [The Yukon First Nations Culture and Tourism Association](#)
- [Agreements with First Nations](#)

Sustainability

The Yukon's tourism industry thrives on our landscapes, culture, and a welcoming vibe. But with more visitors comes more impact on our resources. To keep things running smoothly and ensure our communities stay strong and supportive, it's important for new businesses to find ways to respect our environmental, social, and cultural values.

When developing your business idea, consider how sustainability can be at the forefront, not an afterthought.

Three ways to start:

1. Research the concepts of [Regenerative Tourism](#) and [Sustainable Development](#).
2. Consider easy initial measures like offering reusable options (i.e, compostable cups) and choosing local, eco-friendly suppliers.
3. Consider an itinerary/business location that has very little impact on the surrounding landscape

Resources

Guidelines for Sustainable Tourism Development: [United Nations World Tourism Organization](#)

Learn How to Minimize Waste Generation: [Zero Waste Yukon](#)

Support for Residents and Organizations in Implementing Energy Efficient Initiatives: [Energy Solutions Centre](#)

Business concept

If the initial review of the market looks positive, a clearly defined business concept should be outlined. Your business concept can be stated as a goal. For example:

- To build an eco-tourism resort with rental cabins at Annie Lake and attract visitors from the European market;
- To open a seasonal specialty coffee shop for summer visitors; or
- To provide evening dogsled rides for aurora viewing to the growing number of people on package tours from Asia.

This original concept will likely be altered throughout research and development. However, you should always maintain a clear statement of your business concept.

Activity: Business concept

Answer the questions below:

What is your product?

What market gaps are you filling?

How do you expect visitors to use this product?

What is this product's advantage over the competition (your competitive advantage)?

Vision and mission

Mission statement: What does your organization do? What solution do you offer to customers?

Vision statement: Where do you want to take this business? List 3-4 future goals.

Values

Ask: What drives us beyond making a profit?

Ask: What do we want our business to stand for?

Unique Selling Proposition

Ask: Why should a customer choose us over competitors?

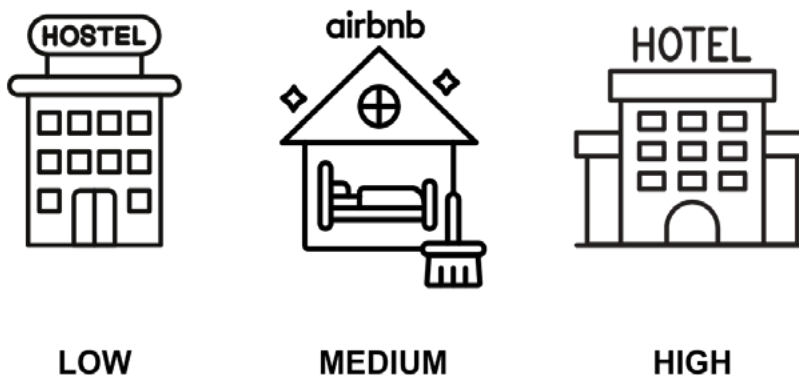
Ask: What unique strength or resource do we have that others can't easily replicate?

Positioning

 Activity on page 28

Positioning refers to how a company presents itself to its target customers relative to competitors.

As a new tourism business, positioning can help you identify your ideal client and target marketing, determine pricing, and tailor your product in a specific way. It can also help you identify what makes you “different” from your competitors, so you can lean into your business’s strengths.



Example: A hostel may position itself as a budget-friendly, no-frills option; an airbnb may cater to travellers requiring more amenities; and a hotel may distinguish itself as high-end, will full service comfort and higher prices.

Activity: Product comparison

Below, rank your competitors on a scale of 1-10. Focus on:

- Product: What features are similar? Different?
- Pricing: How are they priced?
- Location: Where do they operate geographically? Will you overlap?
- Promotion: What marketing tactics are they using?
- Positioning: How do they present themselves to the market compared to their competitors?

(learn more about positioning on page 28).

	You	Competitor 1	Competitor 2	Competitor 3
Product				
Pricing				
Location				
Promotion				
Positioning				

Activity: Finding your “position”

How will you position your business in the Yukon’s tourism market?

Answer the following questions:

What is your unique selling proposition?

Who is your ideal customer? What is the ideal demographic?

How could your ideal “position” influence your pricing? Will your prices be higher or lower than other businesses in your sector/category?

Will you be able to maintain your “position” over time?

Pricing

Considerations for determining your product pricing:

- **Positioning:** Your business's position in the market will influence your pricing. For example, a business that is positioned as a high-end, luxury experience can justify higher prices.
- **Target market:** Consider your target market as established in your Research section [page 13]. How price-sensitive are they? What are they willing to pay?
- **Seasonality and discounts:** Will your prices be flexible according to high/low seasons, special occasions, or customer type?
- **Financial planning:** You can use the Financial Planning section to help determine the costs associated with your business and guide your pricing decisions.
- **Long-term sustainability:** Can you maintain your pricing over time? Your pricing strategy should be sustainable for your business.

Activity: Pricing Comparison

Compare the prices of six similar businesses.

Business	Price of similar product
Average price	

Designing your experience

The steps for creating a tourism product will vary depending on the experience or service you are developing. If you are operating a tour, there may be different logistics to consider than if you are a service provider, retail store, or otherwise. Consider sections that apply to your specific business.

Product Theme

- No matter your product, focus on creating something that aligns with your vision and mission identified above.
- If you are packaging a product with multiple different experiences, all elements should tie back into one evident theme.

For example: a fishing lodge experience that combines canoeing and aurora viewing can be centered around the theme of “Exploring the Yukon’s Waters.”

Revenue Streams

Revenue streams are all the different sources of income that a business generates from delivering products and services to its customers. Examples include ticket sales for tours, subscriptions, food and beverage sales, merchandise, or partnerships with other operators. Each of these is a distinct revenue stream.

Identify all the different ways you will generate income. What will your customers actually be paying for?

- Identify your primary product or service that directly generates revenue.
Example: Tickets to a cultural performance or a guided hiking tour.
- Consider add-on services or products (if applicable).
Example: selling retail items in your restaurant; providing photography packages as part of a tour.
- Think about packaging experiences through bundling.
Example: combining a guided tour with an add-on option for lunch.

Note: You will expand on your revenue streams in the Financial Planning section.

Travel

- Identify how customers will arrive at your starting point and whether transportation is needed to get them there.
- For multi-activity products, ensure you have planned how customers will travel between locations.
- Be clear on what is included in your product (e.g., transportation provided by you) versus what customers need to arrange on their own.
- If you are transporting customers, ensure your itinerary is precise, and you have all licenses and permits in place.

Location

- Whether you are a wilderness tour or a restaurant, identify your product's or experience's physical location. Does the setting align with the product theme and target market?
- Determine whether you will own the property, lease it, or have special permission to use it. Ownership, rentals, and contracts all come with different responsibilities and costs.
- If your product requires access to specific land or water areas (e.g., trails, rivers, or parks), research necessary licenses and permits. See page 41 for more information.
- Be mindful of whether the land is within a Traditional Territory or Settlement Land, as this may require permissions to operate respectfully and legally. See page 45 for more.

Creating your itinerary

A detailed itinerary outlines the activities, accommodations, transportation, and other services that make up your tourism product. Incorporate flexibility in the schedule to accommodate potential delays or unforeseen circumstances.

Your detailed itinerary should be shared with guests before they experience the product so that they can prepare.

Consider the following when building your itinerary:

- **Consumer time commitment:** How long will your experience take? Is the transition time between activities reasonable?
- **Accommodation:** What style of accommodation will be included, and what type of amenities will be provided?
- **Meals:** Consider the number of meals you will need to provide. This will depend on the duration and timing of your experience.
- **Transportation:** How will your guests get to and from the start point of the experience? How will you transport them between activities? Also consider the consistency and reliability of scheduled services. Is the 5 pm flight to Dawson City seasonal? Every few weeks? Subject to cancellation?
- **Collaboration:** Will you work with other service providers, such as airlines, transportation companies, or activity organizers? If so, ensure your itinerary accounts for potential changes or delays in their schedules.

Equally important is building time into your schedule to rest and recharge between activities and tours. This not only prevents burnout but ensures you can deliver consistently high-quality experiences for every group. If you have a restaurant or lodging product, this will be necessary to allow turnover between groups.

 **TIP:** Consider sketching out several variations of your itinerary. Once you've selected a preferred option, conduct a dry run to identify potential issues and fine-tune the details.

Itinerary worksheet sample

Day [X]: [Title of the Day]

Overview

[Provide a summary of the day's activities, including a list of other businesses in your package (if applicable).]

[Time]: [Starting Point]

Description: [Describe what happens during this time]

Transportation: [Describe how to get to your starting location, if applicable.]

Inclusions: [List any materials, gear, or refreshments provided during the day.]

[Time]: [Activity Title] **Duplicate this section as needed

Description: [Describe the activity]

Inclusions: [List provided meals or items.]

[Time]: [Wrapping up]

Transportation: [Describe how you will get to your last stop.]

Description: [Describe what happens during this time.]

Inclusions: [Mention meals, drinks, or extras included.]

Transportation: [If this is your last stop, describe drop-off locations.]

Included in This Day

[List everything included, such as transportation, meals, guides, entrance fees, and materials.]

Optional Add-Ons

[List any additional activities, services, or upgrades that guests can purchase.]

Notes for Guests: Details like what to pack, dress code, or accessibility considerations.

The customer experience

The tourism industry is, by definition, in the business of interacting with and serving customers. It is essential to provide a customer experience that makes people happy and keeps them coming back.

The Roadmap of a Good Tourism Experience

1. Customer Journey (Marketing)

The customer journey is the series of stages that lead to a customer initially purchasing your product. Steps to optimizing the customer's experience in this stage are covered in the Marketing section [page 58].

2. Arrival and first impressions

Make the arrival process seamless by providing clear instructions and creating a streamlined check-in process. For instance, if you run a fishing tour company, what steps can you take to collect information for licenses ahead of time?

Ensure you and your staff greet customers warmly and professionally. This will reflect your brand and set a positive tone for the experience.

3. During the experience

Provide attentive service and regularly check in with guests to ensure they have what they need.

The little things are the big things for a customer! Even details like having great music in the car during transportation; offering snacks and drinks; providing comforts like blankets; sharing local history and stories; and creating a great ambience can make a difference.

4. Post-experience

There is an opportunity to provide a stellar experience even after your experience ends. Immediately after the experience, you can offer recommendations for other things to do, or offer to help take guests back to their accommodations. You can stay connected via email newsletter; encourage guests to share their experiences online; and continue to create a sense of community. Tips for post-experience marketing are covered in the Marketing section page 63.

While there are core principles to embed throughout the customer experience – such as respect, consistency, adaptability, and communication – you can also refer to your customer research [page 15] and positioning [page 28] for more insight on what different customers may expect during their experience.

Determining your business model

Now that you've developed your product idea, you should start to have a picture of your business model.

Your *business model* is the framework that explains what your business does and how it makes money.

Create your initial Business Model:

1. Define your business idea

- Clearly state what your business will do.

2. Identify your target market

3. State your value proposition

- What problem are you solving?
- What makes you different?

4. List your revenue streams

- Primary revenue source?
- Secondary or add-ons?
- Packaging?

5. Identify key activities

- What are the daily activities required to run your business?

 Resource: Check out the Business Model Canvas for a visual guide to creating your Business Model.

Phasing your product

“Phasing” is the process by which a product is introduced to the market bit by bit, rather than simultaneously.

Taking a phased approach may be a good idea if:

1. You lack sufficient financing, time, or staff to implement everything at once
2. You want to test and refine each stage before moving on to the next
3. You plan on receiving a certain amount of financing at a certain time in order to scale up (i.e., through funding)

Phasing can demonstrate to potential funders, investors, and business partners that you are taking a strategic, risk-managed approach to business development.

Whether or not you need to phase your business implementation depends on the elements that will make up your final product, your cash flow assumptions and needs [page 59], and your own time constraints.

Example of phasing: Accommodation Development

1. Planning/Preparation: Business planning, product development, marketing, and securing financing.
2. Initial Offering: Build one main lodge, offering accommodation with fixed food and beverage options.
3. Experience expansion: Based on cash flow or financing opportunities, invest in a sauna to create a more fulsome experience.
4. Capacity expansion: Build two more out-cabins to increase guest capacity and enable hosting group events (i.e. weddings; retreats).

Future phases for this product could include purchasing gear (e-bikes; canoes and life jackets; cross-country skis); adding additional on-site elements like hot tubs and geodesic domes for aurora viewing; and packaging with other businesses to deliver tour experiences.

If you plan to phase your product, build a plan that demonstrates how you will calculate measurable returns at each stage before moving on to the next.

Emergency planning

Tourism, and especially products that involve an experience in the wilderness, involves inherent risks that must be carefully managed before they occur. Managing risks involves training, skill development, client education, thorough trip planning, and maintaining professionalism through potential crises.

Use this checklist to ensure you are prepared. Note: this list is non-exhaustive and all potential risks should be considered.

Task	Completed
Identify all potential hazards that could occur throughout your experience.	
Ensure that you and all of your employees have adequate training, such as First Aid [page 92]	
Share your Emergency Preparedness Plan with your employees (if applicable).	
Have a liability waiver in place [page 48]	
Develop a brief safety talk for guests.	
Familiarize yourself with local emergency numbers, regulations, guidelines and protocol.	

When you begin operating, ensure you stay up to date with weather updates, road conditions, and emergency alerts. Do not operate if there will be risk to you, your employees and/or your guests.

It is strongly recommended to develop a more fulsome Emergency Preparedness Plan to help you prepare. [Click here for an example.](#)



Section 4

Licensing, permitting and regulations

Registering your business	39
Choosing a name	40
Business licenses and permits	41
Operating on First Nations Territory	46
Getting insurance	47
Other forms of consent	48

Registering your business

All Yukon businesses must be registered in the Yukon Corporate Registry system (YCOR). Access the YCOR online registry [here](#).

You may also require a Municipal business license specific to your location.

Process:

1. Choose your legal structure.

Sole Proprietorship - In this structure, the business is owned and operated by one person. This is the easiest and most common way to start a business. The owner is personally responsible and legally liable for all costs and debts of the business, this includes taxes of the business.

Partnership - There are three types of partnerships – general, limited and liability partnerships. The liability of the partners depends on the type of partnership and how it is set up. Partnerships typically involve a contractual agreement that outlines the distribution of revenues, expenses, and responsibilities among partners.

Corporation - A corporation is a legal entity separate from its shareholders. A corporation has all the legal abilities of a natural person in that it can own property, carry on business, borrow, lend, sue or be sued. For further questions on liability, seek legal advice.

2. Reserve and register your business name (page 42).

3. Submit additional documents: Depending on your business type you may need to file extra forms. You will be prompted to do this by Corporate Affairs.

4. Keep your registration current by renewing your business name every 3 years.

Resources:

- Yukon Corporate Affairs: 867-667-5314
- Want more info on how to choose your business structure? Check out this [article](#) or seek professional advice to find out what business structure is best for you.
- [Starting a Business in Yukon](#)

Choosing a name

If you haven't already done so, selecting your business's name is the first step toward registering your business. Some considerations:

1. To reserve your business name, you will have to file an [application for name reservation](#). Drop off the completed form at the Corporate Affairs Office or submit online through the Yukon Corporate Online Registry.
2. Research whether the name is already trademarked or in use by another business by searching for names on Yukon's [Corporate Affairs website](#), and ensure that the name fulfills any requirements for the type of organization (e.g. see s.2.12 of the [Business Corporations Act](#))
3. The name should reflect the nature of your tourism business and the experiences you offer. It should give potential customers a clear idea of what your business is about.
4. The name should align with the brand identity and reflect who you are.
5. Consider using relevant keywords related to tourism, travel, or your specific niche in the business name. This can help improve your search engine rankings for those terms.

Example

You are starting a business that offers northern lights viewing combined with a snowmobile excursion. Consider the following name options (note: these are not existing businesses in the Yukon):

1. Northern Lights Adventure Tours – this name directly communicates the business's theme and offerings.
2. Silver Horizons – potential customers may need additional context to understand the business's focus.

💡 Tips for Choosing a Name

- **The name should be short and concise.**
- **The name should reflect the nature of your tourism business and the experiences you offer.**
- **Try relevant keywords related to tourism, travel, or your specific niche in the business name.**

Business licenses and permits

When starting a tourism business in Yukon, various licenses and permits may be necessary based on the nature of your business activities. This section provides an overview of some regulations required to operate different types of Yukon tourism businesses.

While efforts are made to include current information, this list is not exhaustive - you will need to do your own research to ensure you are meeting all of your permitting and licensing requirements. Be sure to check for any municipal business license requirements you may need in your specific community.

Wilderness Tourism Businesses

- Wilderness Tourism License: A WTL is required for businesses offering guided wilderness activities, such as hiking, kayaking, or wildlife tours. If you're unsure whether your business requires this license, contact the Wilderness Tourism Licensing Act Registrar.
 - [Contact the Registrar](#)
 - [What wilderness tourism operators need to know](#)
 - [How to get a Wilderness Tourism License](#)
 - [Permit to operate an off-road vehicle in an ORV management area](#)
- First Aid: Any tourism business owner or guide should have valid First Aid, regardless of business category.
 - [YukonU - Wilderness First Aid](#)
- Tourism in National and Territorial Parks: If you plan to operate in National or Territorial parks, you will require special permits and licenses. You must contact each entity separately.
 - [Parks Canada Business Licenses](#)
 - [Process for obtaining a Parks Permit](#)

Tourism businesses transporting passengers

- **Driver's Licence:** New drivers must pass through all the stages of getting a driver's licence. Individuals from any country other than the US, Taiwan, Isle of Man, and Germany must retake their Class 5 (or equivalent) driving test, even if they held a full license in their home country. **German drivers are required to take a sign recognition test before being issued a Yukon driver's license.** If you've held your driver's license for less than 2 years in a jurisdiction outside Canada you will need to enroll in the [Graduated Driver's Licensing \(GDL\) program](#).
 - [Get a Driver's Licence](#)
- **Commercial Carrier Permit:** This applies to all businesses and their guides transporting people or goods for a fee (i.e., commercially).
 - [Commercial Carrier Permit](#)
- **Commercial Driver's Licence:** for operating trucks, buses, and taxis. Drivers need specific classes of licences based on the vehicle type: Class 1 for semi-trailer trucks, Class 2 for large buses, Class 3 for heavy vehicles with three or more axles, and Class 4 for taxis and small passenger buses.
 - [Commercial Driver's Licence](#)

Hunting, fishing and boating guides

- **Outfitting Concessions:** The Yukon has 20 outfitting areas, called “concessions.” One big-game outfitter holds exclusive rights to guide non-residents in each outfitting concession.
 - [Learn more about concessions](#)
- **Fishing Licence:** You do not need a special licence for angling tourism, but each visitor who plans to fish requires a licence. Licences cost differently depending on where your guest is from. If you plan to fish in a national park, you need separate fishing licences for each park you fish in. It is important to note that certain areas require a sport fishing licence. Additionally, a salmon conservation card is needed for salmon fishing in Yukon (other than Kokanee salmon in lakes).
 - [See fishing rules and regulations](#)
- **Building a dock:** If you plan to build a dock that is on public land, you need to apply for a lease. You will also need to ensure that the land you plan to build the dock on is available and does not overlap settled land, a titled parcel or other conflicting issues. If you require assistance you can contact the Land Management Branch at 867-667-5215 or email at land.disposition@yukon.ca. Be mindful of your timeline as approval can be a lengthy process, taking between 12-24 months.
 - [Apply for a dock lease](#)

Building and developing

- **Zoning/Area Development Regulations:** Area development regulations divide a community by different land uses. This is called zoning. Ensure your business activity is taking place on land that is zoned correctly – for tourism businesses, typically Commercial. Some areas allow for “accessory uses,” including bed and breakfasts, ancillary buildings, and more; ensure you read the specific zoning regulations for your area.
 - [Find zoning regulations](#)
- **Rezoning:** If your property is not zoned adequately for your business, you can apply to re-zone it.
 - [Apply to rezone your property](#)
 - [Apply for a discretionary use permit](#)
- **Get Land for Your Business:** The Yukon government provides a process for businesses to apply for undeveloped land. This is intended to support commercial development by allowing businesses to acquire land that has not yet been developed.
 - [Apply for public land for your business](#)
- **Development Permits:** Check to see if your project requires a development permit before proceeding with a building permit application. Examples of projects requiring a development permit include adding a building to your property; changing the use of a building; building a deck; etc. For further assistance contact the Land Planning Branch at 867-667-3515 or email land.planning@yukon.ca.
 - [Development permit](#)
- **Building Permits:** You need a building permit if you do any new construction, new commercial accessory buildings, most renovations, new fuel-related equipment, demolishing or moving buildings, and more.
 - [Building permits](#)
 - [City of Whitehorse building permits](#)

Restaurants

- **Food premises permit:** To open your restaurant, you will need to apply to Environmental Health Services to operate a food premises, either in a building or as a mobile business (such as a food truck). You will also need to complete a form describing your water, garbage, and sewage disposal plan. For questions - email environmental.health@yukon.ca, or phone 867-667-8391, toll free in Yukon 1-800-661-0408, extension 8391.
 - [Permit to operate a food premises](#)
 - [Water, garbage, sewage disposal](#)
- **Liquor licences:** There are different types of liquor licences that you need to be able to serve alcohol, depending on the nature of your business. For questions - email yukon.liquor@yukon.ca or phone 867-667-5245 or toll free in Yukon 1-800-661-0408, extension 5245.
 - [Types of licences](#)
 - [Apply for a liquor licence](#)

YESAB Assessments

Depending on the nature of your project, you may need to submit an application to the Yukon Environmental and Socioeconomic Board (YESAB). YESAB helps identify potential environmental and socio-economic effects of proposed activities before they are carried out.

Examples of tourism-related activities that may require assessments include:

- Construction of a structure for commercial use;
- Wilderness tourism activities like horseback riding, rafting, or off-road vehicle use, for which the operator employs more than 10 guides in a 12-month period.

Prior to submitting a project proposal, confirm that an authorization is required.

- [Learn more about YESAB](#)
- [Find out if you require an assessment](#)
- [Start a proposal](#)

👉 Need help navigating YESAB?
A Tourism Resource Coordinator can help! Email
destinationmanagement@yukon.ca.

Operating on First Nations Territory

The Yukon is home to [14 First Nations](#), representing 8 distinct language groups. Nearly all of the land in the Yukon lies within their Traditional Territories and includes transboundary agreements such as the Gwich'in Comprehensive Land Claim Agreement and Inuvialuit Final Agreement.

11 of Yukon's 14 First Nations land claims have been settled. Each First Nation with a settled agreement has parcels of Settlement Land in their Traditional Territory. Learn more about the history of land claims [here](#).

Settlement Land use: Settlement Land is land that is owned and managed by First Nations. If you wish to access Settlement Land as a part of your tourism business you should always contact the appropriate First Nation directly. You will find more information here: [Agreements with First Nations](#).

Traditional Territory land use: Traditional Territories are areas of the Yukon that the people of a First Nation have traditionally used. A First Nation and its beneficiaries have a number of rights within their Traditional Territory, both on and off of Settlement Land. Though not legally required, you are encouraged to contact the appropriate First Nation directly when accessing Traditional Territory for tourism purposes. There are often Traditional Territories that overlap, so you may need to contact several First Nations

Remember: no matter where you do business, it is essential to be respectful, knowledgeable, and aware of protocols.

Resources

- Council of Yukon First Nations
- First Nations Traditional Territory Map
- Walk With Us: Respectful Tourism Guidelines
- Self-Government Agreements

Getting insurance

Types of insurance you may need

Here are the most common types of coverage you may need. **Note that this list is not exhaustive – it is important to do your own research and seek professional advice or guidance.**

1. **Commercial General Liability (CGL) Insurance:** CGL is the most basic and essential of business insurance policies and covers third-party claims or lawsuits alleging bodily injury or property damage.
2. **Commercial Property Insurance:** Sometimes called business contents insurance, this provides support to pay for losses or damages to your property because of extreme weather, fire, flood, theft, or vandalism.
3. **Commercial Auto Insurance:** If you own or plan to use a vehicle for business, to transport guests, goods, materials, etc.

 **Tip:** To find out more about insurance requirements and insurance brokers, visit the Insurance Bureau of Canada website at www.ibc.ca.

Developing waivers

A liability waiver is a legal document that exempts one party from the risk of legal liability in the event that the signee is injured or otherwise suffers damages from participating in an activity, visiting a venue, or attending an event.

What you should include:

1. Outline of the risks – for example, if you are a wildlife viewing tour, you might outline the risk of encounters with bears or misuse of bear spray.
2. Specify the jurisdiction where the waiver would be handled.
3. Confirmation and signature of participants.

Other forms of consent

Beyond a standard waiver, other consent forms ensure that participants are fully aware of what they're agreeing to, including any inherent risks. This reduces the likelihood of misunderstandings or disputes later. Seek professional advice to understand if this is something you should require.

Some examples are:

Health and fitness declaration

- This is a form that is used in situations where the client is expected to perform some type of physical task. This declaration requires the participant to affirm that they are physically fit and capable of participating. There can be a section requiring the participant to inform you of any medical conditions that may affect their ability to safely participate.

Consent to use of photography/media

- This is to obtain consent from participants for you to use any photos or videos taken during the activity for promotional or marketing purposes.



Photo credits: Michael Overbeck



Section 5

Financials

Financial planning	50
Startup costs	51
Sales forecasts	52
Revenue forecasts	53
Operating expenses forecast	54
Simple budget	56
Cash flow	58
Securing financing	60
Crisis management	61

Financial Planning

Understanding your finances is essential at the start-up stage. It provides a roadmap for the costs involved with starting up and continuing over time and establishes a foundation for attracting investors or securing funding.

Every financial planning process will look different. The below activities and tutorials are a guideline to help you get started, **but your official financial documents should be created in accounting software or separate spreadsheets.**

More resources, tips and tutorials on financial planning are available at [Business Development Bank of Canada](#) (BDC) and [Futurpreneur](#).

Financial Planning: Steps

1. Map your revenue and expenses

Estimate how much your business is likely to earn and what it will cost to operate.

- Startup Costs: Identify initial, one-time costs to get up and running.
- Sales and Revenue Forecasts: Identify the different ways money will come into your business and how those sales translate to revenue.
- Operating Expenses: Identify ongoing costs you can expect as you run your business.

2. Make budgets

Using your estimated revenue and expenses, bring your numbers together to create a simple budget and cash flow for the year ahead.

- Simple budget: Use your estimates to build a budget that shows how much money you expect to earn and spend.
- Cash flow: Prepare a cash flow forecast that reflects how money moves through your business over time.

Completing these steps will help you answer the following questions:

1. How much money do you require to get started?
2. How much money do you expect to make in your first year?
3. When will you be able to make bigger investments, and when will you be tighter on cash?
4. How much money will you need to maintain your business?

Startup costs

How much money do you need to get started?

When assessing your startup costs, you will identify all the items that you have, and those required to start your business:

1. List your business's current assets. What do you currently have?
2. Calculate how much money you need for initial expenditures on absolute necessities. Start-up costs do not include operational expenses like paying salaries, rent, or research and development.
3. For a full picture of the cash required to start your business, add up these expenses, minus any startup financing (apportion to specific items).

Potential startup items

- Incorporation costs
- Legal fees
- Purchase of land or initial rent
- Hardware and software
- Website
- Gear for first trips

 **Resource:** Use this [fillable template from Futurpreneur](#) to complete your Startup costs activity.

Sales forecasts

Your Sales Forecasts will help you predict your cash flow and revenue. Begin by outlining key assumptions like pricing for each revenue stream, seasonal patterns, or major marketing efforts. Next, explain how these factors translate into monthly sales projections.

When starting a new business, sales forecasting may seem like a guessing game. This is where your market research and pricing comes in.

 **Resource: Use this [fillable template from Futurpreneur](#) to complete your Sales forecasts activity.**

Check out [this video from LivePlan](#) for a simple breakdown on sales forecasting.

Here is an example of setting forecasts according to assumptions:

Month	Number of sales	Assumptions/Rationale
May	10	• Launch of business • Extensive marketing efforts
June	19	• Attending networking event • Google Ads ramp up
July	30	• Influencer marketing campaign (sales increase from visibility) • My target audience will start booking for next summer • Last-minute bookings from locals for long weekend
August	Etc.	Etc.

Revenue forecasts

Using your Sales Forecasts (the number of sales you will make within a given period) will help you create your Revenue Forecast: the amount of money you will make from selling your various products or services

 **Resource:** Read [this article](#) from BDC for more information on Revenue.

Revenue is calculated by multiplying every unit of product or service sold by its unit price, so you can use your Sales forecasts above, as well as your pricing strategy, to help generate these numbers.

Use this example of a Revenue forecast for a startup hiking guide business to build your own. Remember to list the multiple revenue streams that you identified in the Designing your experience section. The numbers used below are based on the sales forecast from the page above.

Revenue Source	May	June	July	August
Half-day hikes @ \$75/person	\$375	\$750	\$1,125	Etc.
Full-day hikes @ \$100/person	\$500	\$900	\$1,500	Etc.
Total	\$875	\$1,650	\$2,625	Etc.

Operating expenses forecast

“Operating Expenses” (often called OpEx) are the day-to-day costs a business incurs to keep running. These are different from one-time capital investments (like buying equipment or property).

👉 Resource: Check out [this video](#) for more examples of Operating Expenses.

Operating Expense Categories and Assumptions

When outlining your key operating expense categories, make sure you adequately identify the assumptions that you are making to estimate your expenses – including research, scenario mapping and any quotes you have gathered so far.

Here are some examples of how to make assumptions for specific Operating Expense Categories:

- **Cost of Goods Sold (CoGS):** This includes the cost of delivering the guided hike including the guide's time on the hike at \$30/h, park fees charged per guest (\$25.00/participant as per Park guidelines), fuel to get to the trailhead at \$1.43/L for 100km, and snacks or water provided to participants at \$10/head. In Month 1 CoGS is slightly higher as efficiencies are sorted out.
- **Ads/Marketing:** Startups [typically spend](#) from 5% to 10% of revenue on marketing to build brand awareness. The top end of 10% of revenue in year 1 is expected for initial launch, while dropping and then remaining consistent, especially as owner learns how to do UGC and social media marketing.
- **Insurance:** We will be obtaining CGL Insurance and Commercial Auto Insurance for the business. As wilderness tourism businesses are considered a riskier endeavor we will be budgeting at the top end of typical business insurance rates.
- **[repeat for each expense category]**

Operating Expenses

Using the below example, make a table of your own anticipated operating expense categories for the next few months.

Expense	Month 1	Month 2	Month 3
<i>Cost of Goods Sold</i>	\$3,000	\$2,000	\$1,500
Rent	\$4,000	\$4,000	\$4,000
Ads/Marketing	\$3,000	\$1,000	\$1,000
Utilities	\$900	\$900	\$900
Insurance	\$200	\$200	\$200
Etc.			
Total			

***Cost of Goods Sold (CoGS)** refers to the direct costs of delivering the service or experience that generated the revenue. [See more examples of CoGS from BDC here.](#)

In formal accounting, CoGS is separate from OpEx, but here can be listed as part of operating costs in the broader sense of running the business day-to-day.

Simple budget

Now that you have established your expenses (startup and operating) and revenue, you can create a simple budget that captures your anticipated net profit or loss.

This budget is a working tool and does not need to be perfect; it can be refined as your plans develop and costs become clearer.

The core components of your simple budget are:

- Revenue - All expected sources of income for your first year, including grants and each of your revenue sources. List each source and calculate a subtotal.
- Expenses - All costs required to operate the business in your first year, including startup costs, one-time investments, and operating expenses. Tip: Include a contingency amount to account for unexpected or variable expenses.
- Net amount - The difference between total revenue and total expenses, showing whether the budget results in a surplus or shortfall.

Use the example on the next page to create your own Simple Budget.

Simple budget - example

👉 Resource: You can start your simple budget using [these templates](#).

Below is an example of how a new business could format a basic budget. When creating your own, add or remove lines based on your revenue and expenses.

Simple Budget

Fiscal Year XXX

Revenue	Description	Budget
Revenue Streams		
	Total amount you expect to make from this activity within the stated period	
Half-day tours	As above	
Multi-day tours	As above	
Merchandise	Sales from merchandise (i.e. t-shirts, stickers)	
Etc.		
Grants		
Funder 1	i.e. startup grant	
Funder 2	i.e. capital project grant	
Etc.		
Revenue Subtotal	(add up all Revenue)	

Expenses	Description	Budget
Startup Costs		
Incorporation	Business registration; name reservation; etc.	
Legal fees	Fees associated with incorporation; waivers; etc.	
Etc.		
Operating Expenses		
Space rental	Annual amount to rent space, if applicable	
Wages	Wages to guides; marketing specialists; etc.	
CoGS	Cost to your business per product or service sold	
Etc.		
Expenses Subtotal	(add up all Expenses)	
Revenue Subtotal	(indicate all Revenue)	
NET	(subtract Expenses from Revenue)	

Cash flow

While your working budget captures how much money you can expect to have in the bank at the end of a particular period, your cash flow statement tells you how much money you will have at different points throughout the period, and whether you will have enough money in the bank at those times to pay your bills or make investments.

Your cash flow will reflect two main streams:

1. Cash inflow

- Money collected from customers. Use your revenue streams.
- Sources of funding (i.e. grants) that you will receive in the corresponding month you receive it.
- Inflow from any non-Revenue sources (i.e., investing).
- Etc.

2. Cash outflow

- Start-up costs.
- CoGS for each month based on the number of sales predicted in your Sales Forecasts.
- One-time investments (i.e., equipment, landscaping) in the period that they occur.
- Operating Expenses month-by-month (i.e., rent; marketing).
- Etc.

Remember: cash flow is all about timing, so consider when your inflows and outflows will occur throughout the year.

Cash flow template - example

((BUSINESS NAME))
CASHFLOW
[DATE] to [DATE]

PERIOD TOTALS		
	FORECAST	ACTUAL
Inflow		
Outflow		
Profit/Loss		

	YEAR 1							
	MONTH 1		MONTH 2		[cont'd]		TOTAL	
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	FORECAST	ACTUAL
INFLOW								
Cash received from customers (sales/revenues)								
Grants received								
Investment activities								
cont'd								
TOTAL INFLOW	-	-	-	-	-	-		
OUTFLOW								
Startup Items								
Operating Expenses								
Non-Operating Expenses								
Cost of Goods Sold								
Income Tax								
One-time purchases (equipment, vehicles, etc.)								
cont'd								
TOTAL OUTFLOW	-	-	-	-	-	-		
PROFIT/LOSS	-	-	-	-	-	-		

There are several ways to analyze your completed cash flow document:

- Is it positive or negative? If negative, how will you cover your losses?
- Where is the money being spent? Is this the best use of your cash?
- Will you have enough money for certain points in time? For instance, say you have a big expense coming up in May: will you have the cash? If not, how will you pay for it? Will you get a grant or a loan?

Securing financing

There are various ways to finance your start-up business.

If you are planning on seeking external investment, the above exercises are critical to include in your business plan to demonstrate your preparation and financial strategy.

Here are some common sources of financing for a new business:

Yourself	Pros: This is almost always necessary for a start-up and shows investors that you are ready to share risk with them. Cons: This can be difficult to achieve with the many costs of starting a business.
Banks/Credit Union Loans	Pros: The most common source of funding for small and medium-sized businesses and often comes with relatively low interest rates. Cons: Must be repaid. Ensure you have a solid financial plan in place, as these entities often see tourism as a “risky” investment due to its seasonal nature.
Government Grants	Pros: Does not have to be repaid. Check out pages 93-94 for government funding sources. Cons: Can be more difficult to obtain due to high demand.
Investors/Equity Financing (Angel, venture capitalists)	Pros: Often more tolerant of risk; can be personal connections; can share knowledge and experience. Cons: May require giving up some agency in your business.

The Yukon has many funding resources, from government to non-government, grants to loans, and more - check out page 92 for resources. However, it’s important to remember that your business model should be robust enough to sustain without external funding sources down the line.

Crisis management

Creating a Crisis Management Plan will allow you to mobilize quickly and effectively during disruptions and minimize damage to operations, finances, and reputation.

Note: **financial crises** look a bit different from safety or operational ones, but having a financial crisis management plan is just as important — especially for small tourism businesses where cash flow is tight and seasonal. The template below can also be adapted for operational and safety-related crises.

Here's a simple, practical outline for a crisis management plan:

1. Set up an introduction

Define why this plan exists: to protect guests, staff, and the business in case of crisis. Consider including an organizational chart with tasks for each team member.

2. Outline key risks for the business

List the most relevant risks you face. For a tourism business, this could be:

- Sharp decline in bookings or loss of a contract
- Reputation issues (i.e., a bad review)
- Global travel crisis (i.e., a pandemic)

3. Establish roles/responsibilities

Who is the Crisis Lead? Communications Lead? Operations Lead?

4. Outline response procedures

For each potential crisis, outline step-by-step response measures. For instance:

- Initial response
- In-moment management
- Communication plan
- Post-crisis next steps

5. Recovery and future prevention

For a financial crisis, this could mean establishing a timeline to rebuild reserves; re-evaluating your business model to ensure steady income; or altering policies and procedures.

👉 **Resource:** For a more in-depth guide on crisis management, check out this link: [How to create a complete crisis management plan](#)



Section 6

Marketing

Overview	63
Customer journey	63
Branding	65
Sales channels	66
Business, market and trade ready	67
Digital marketing	68
GOST table	69
Marketing plan	71
Marketing resources	73

Overview

When it's time to bring your product to market, the key challenge is deciding on the best approach. Should you focus on reaching consumers directly? Partner with other operators? Or adopt a combination of both strategies?

To make these decisions and craft an effective marketing plan, you should start with understanding your target audience, which you did in the Research section. These insights and a strong, consistent brand identity will help you select the best tools and channels for your marketing plan.

Customer journey

The *customer journey* describes the steps a person takes from first learning about a product or service to making a purchase (and beyond). Understanding the customer journey can help you tailor your marketing because you have a better idea of who it's reaching and at which stage.

Here's a quick overview:

1. Dream: The customer becomes inspired to visit a destination.
2. Plan: The customer researches and compares options.
3. Book: The customer finalizes their plans by making bookings (this is called a "conversion").

Each stage of the customer journey is optimized by a different type of marketing channel, tone of voice, or level of information provided.

See the next page for a visual of the customer journey and examples of channels to focus on for attracting customers at each stage.



While the above graphic touches on the stages to get a customer to book, it's also important to focus on the stages that come after: Experience, Retention, and Advocacy.

1. **Experience:** This includes the process leading up to when the customer arrives on-site, communications throughout the experience, customer services, and issue response. Tactics at this stage could include check-ins via text.
2. **Retention:** This is how you'll keep your customers engaged with your business post-trip. Use email campaigns, encourage social media follows, and follow up to stay in the minds of your customers.
3. **Advocacy:** Satisfied customers should be encouraged to promote your business to others. Reach this stage by encouraging reviews, social media mentions, shareable newsletter content, or creating referral incentives.

Branding

In each stage or channel of the customer journey, you should be identifiable through your **branding**. Branding is essential for your business because it creates a unique identity that helps you stand out and attract the target market you desire.

What is a brand?

A brand is a collection of visual elements, stylistic decisions, and other resources that together create a unified identity for your business. Your brand doesn't just include your logo: it's everything that shapes your business's theme and reputation.

How to develop your brand

1. **Refer to your target audience** to remember who your brand is for. If you start by considering what your audience is looking for, you'll be able to design a brand that connects with them.
2. **Refer to your competitor research** to match competitor's brand strengths, while keeping in mind how your brand can find the "gap."
3. **Refer to your mission statement**, which will guide your branding activities, from logo design to marketing and communications.
4. **Develop your "brand voice,"** which should be consistent across your marketing. Examples of personality include sincerity; sophistication; playfulness; competence; ruggedness; etc.
5. **Design your look or logo** to have a look and feel that will speak to your target audience and communicate your brand voice. Imagery, colour, font, and simplicity all matter here. Most businesses hire a graphic designer or branding specialist for this step.
6. **Integrate your branding** into your channels, including your website, storefront signage, newsletters, menus, etc. Consistency is key!

 Resource: Learn more about branding in [this article](#)

Sales channels

Your *sales channels* are the pathways you use to reach your customers. Having a good mix of sales channels can help you reach different audiences, target your desired clients, and increase your chances of being discovered.

Sales channels can be direct, wherein you sell to your customers without middlepersons, or indirect, where an intermediary – like a travel agent, booking platform, or otherwise – is involved.

The sales channels you use will depend on the customer you wish to target. Refer to the Customer Journey graphic on the previous page for more detailed examples within the channel types.

Direct Sales Channels	Third-Party Channels	Other
Best for: Savvy, independent buyers who do their own research.	Best for: Cost-sensitive buyers looking for a deal; customers who want help with the booking process.	
Website	Online Travel Agencies (OTAs), like Booking.com or Expedia	Attending trade shows
Social Media	Travel Agents	Showcasing at Visitor Information Centres
Search Engine Booking	Destination Marketing Organizations (DMO) (i.e., Travel Yukon)	Forming partnerships to sell in multiple ways.
Traditional Marketing (flyers, signs)	Tour Operators and Receptive Tour Operators	
Email marketing (post-trip follow ups, exclusive discounts)		

Business, market and trade-ready

As you think about your marketing, it is important to understand the three tiers of tourism “readiness”: Business-ready, market-ready, and trade-ready or **export ready**.

If you’re using this Guide, your immediate focus is likely on becoming business-ready; however, it’s equally important to understand the opportunities for scaling and where you can aim to grow.

Business Ready: Your business has all the necessary licenses, permits, and insurance to operate legally.

Market Ready: Your business actively promotes itself directly to consumers, communicates year-round, and is set up to accept advance reservations. This level builds upon Business Ready.

Trade/Export Ready: Your business actively markets to and through travel trade distribution sales channels, understands net pricing or commissions, and has booking and cancellation policies.

When you work with the trade, you work with organizations such as travel agencies, wholesalers, and tour operators to promote and sell your tourism products to travelers, often in bulk or through partnerships.

There are requirements to become export ready:

- Have been Market Ready for at least one year
- Offer wholesale rates to the trade
- Have trade-specific booking, payment and cancellation policies
- Respond to inquiries within 24hr
- Offer marketing materials and information sheets to partners

 **Resources:** Read more about the three stages of “readiness” in [this article](#).

Digital marketing

Now that you've done your research, identified your audience, and understand the customer journey, it's time to start marketing!

These days, no matter who your audience is, most of them will find and connect with your business online. Visitors will check out potential tourism destinations, products, and services before arriving at a destination, and most will do this through their phones.

That's why digital should be at the forefront of your marketing efforts.

Tourism Yukon partnered with eLearningU to offer a free [Digital Marketing Toolkit](#) that contains everything you need to get started, including worksheets and activities. You can also use the GOST table on the next page to help define your marketing activities.



GOST Table

A Goals, Objectives, Strategy and Tactics (**GOST**) table is a simple but powerful way to organize your marketing strategy. This is where you'll collect the work that you've done in the previous four steps.

It's recommended that you return to your GOST on a regular basis. Many organizations will have monthly and quarterly reviews where they check in to see how they're progressing towards their Goal, which of their Objectives are seeing the most success, and how effective their Strategy has been.

Those reviews allow marketers to look critically at their Tactics, allowing them to make adjustments/reallocations as necessary. When we see our various Tactics as inputs to a greater goal, it becomes much easier to see where our resources are best invested.

Goal	What will we achieve for the business?		
Objectives	Objective 1	Objective 2	Objective 3
Strategy	Why will visitors choose us?		
Tactics	Tactic 1	Tactic 2	Tactic 3
	Tactic 4	Tactic 5	Tactic 6

GOST Table Example

Goal	By 2026, we will achieve the highest rated designation for outdoor adventure in the Yukon		
Objectives	Engage 10,000 people per month	Build a community of 100 storytellers	Drive 10 bookings per month
Strategy	We will engage and attract a community that loves adventure, loves the outdoors, looking for a place to deepen their relationship with nature		
Tactics	Social media content	Email marketing program	Outdoor adventure SEO
	Ambassador program	Community engagement	Social media advertising

Complete the below GOST table

Goal			
Objectives			
Strategy			
Tactics			

Marketing plan

Your marketing plan is a key element of your business plan. It allows you to set measurable goals for reaching your target audience while outlining a clear budget and timeline for your activities.

Complete your marketing plan using the following key categories:

1. Executive Summary

- Briefly describe your business concept, vision, and mission [pages 26-27].
- Describe your broad marketing goal; for example: “We aim to increase brand awareness and revenue.”

2. Situation Analysis

- Detailed description of your target customer based on your market research [page 16].
- Describe the nature of the tourist traffic in the Yukon (and specifically your area).
- Outline the demand for your product.

3. Marketing Objectives

- Referring to your GOST table on the previous pages, define how you will measure the success of your marketing efforts. Examples:
 - Increase website traffic by a certain percentage within a set timeframe.
 - Attract a specific number of new customers through Instagram.

4. Marketing Channels

- List which marketing channels you will use, such as: Instagram; Facebook; Signage; Website; Email marketing; Search Engine Marketing.

5. Marketing Strategies

- Describe your brand identity, including logo, colours, and messaging [page 67].
- Outline a campaign for your initial marketing efforts, specifying which channels you will use. Detail costs and schedules.
- For each marketing channel, describe how it will reach customers in each stage of the customer journey [page 66].

6. Budget

- Allocate resources for marketing activities, breaking them down by activity and date to be spent. This should also be included in your financial documents.

7. Implementation

- Create a schedule for all marketing activities per channel.
- Tip: batch-creating content can help you save time.

8. Evaluation

- Identify indicators that will be used to measure the success of your marketing.
- Can include metrics like bookings, clicks, social media engagement, etc.

Marketing resources

Listings

- [Free listing on Travel Yukon](#)
 - [A free listing on Travel Yukon's website](#) can help you get noticed by travelers looking to come to the Yukon.
- [Yukon Wild \(WTAY\)](#)
 - Provides eligible adventure tourism businesses with a marketing platform and exposure.

Marketing, funding and training

- [Go Digital Yukon Program](#)
 - Delivered by the Department of Tourism & Culture, this free resource includes a platform of digital marketing lessons and 1-on-1 marketing advice for your business.
- [Tourism Cooperative Marketing Fund](#)
 - Supports tourism businesses with their marketing activities through a cost-share program, with total funding per eligible business up to \$25,000.

Advisory services

- Email destinationmanagement@yukon.ca to talk about your marketing plan with a Tourism Development Advisor.



Section 7

Setting up your operations

Setting up your space	75
Your physical space	76
Your digital space	76
Hiring and employment	77

Setting up your space

Before you begin hosting clients, it is important to choose and set up both your physical location (if applicable) and your digital presence.

Use the following prompts to guide you as you establish these operational spaces.

Your physical space

General Location

- **Land Tenure/Ownership:** Who owns the land or business site? Are there caveats or restrictions on purchasing or renting? Is the tenure and timeline acceptable?
- **Land Use:** What are the current zoning regulations? What approvals are needed? Is this located on First Nations land? If so, what permissions do you need?
- **Surroundings:** Does the site have attractive views or other natural features?
- **Local Sentiment:** Does the community support tourism development?

Accessibility and Transportation

- **Accessibility:** How easy is it for your target market to access your location? Will you have plans for transportation? Is there space for parking and seating?
- **Roads:** What is the quality of road access to the site? Is public transportation available?
- **Maintenance:** Do you need to build or provide access? How do weather and seasonal changes affect access?

Physical/Environmental

- **Permits:** How will the surroundings be affected? Will a YESAB assessment be required for this land use?
- **Hazards:** Are there potential risks such as natural hazards, flooding, landslides, or avalanches?

Infrastructure and Utilities

- **Development:** what kinds of systems (e.g., septic, electrical) exist? Will there be costs to develop or install them?
- **Buildings:** Do on-site buildings meet business needs, are they structurally sound, and do they comply with safety codes?
- **Restaurants/Retail:** Do you have access to sufficient waste disposal, water, power hookups and other utilities? Is there capacity to install equipment? Will the space meet health and safety standards?

Your Digital Space

It is important to set up your digital space before you open for business so that customers can conduct research, make inquiries, and process bookings.

Details on setting up your online presence can be found in the [Digital Marketing Toolkit](#).

Website

- A website is often the central hub of your online presence, so you should set one up before considering other platforms. Your website should include key information about your business, products, and services.
- You should have a system for receiving and recording payments. Consider adding e-commerce capabilities to your website for ease of booking.

Social media platforms

A comprehensive overview of social media marketing can be found in the Digital Marketing Toolkit. When setting up your socials for the first time, consider:

- The social media platforms where your target audience spends their time. Each platform offers a unique way to connect with your audience, and you should tailor your content accordingly.
- The few key platforms instead of trying to be active everywhere. Where are you most likely to update consistently?
- Using a scheduling tool to help manage your social media presence. This ensures that you post consistently.

Google Business profile

A Google Business Profile is critical for a tourism business as it allows customers to search for you in local search results and Google Maps. It also showcases your hours of operation, contact information, and reviews.

Learn how to set up your Google Business Profile [here](#).

Reviews

Ensure you set your business up to receive reviews on several platforms. Reviews instill confidence in new customers and incentivize current visitors to remain engaged with your business.

Here are the key review platforms to get set up on:

- Google Business Profile
- Your Facebook Business account
- TripAdvisor

Hiring and employment

At the startup stage, you may not be thinking about hiring staff yet. Many tourism businesses use a phasing approach to scale their businesses that builds in a hiring plan when operations become larger.

However, if you are already considering hiring employees, refer to the following tips and resources to ensure you comply with employment laws and bring on staff who will contribute to the success of your business.

Tips

- **Capacity:** Do you have the time and resources to train staff? Will you have the resources to pay them? Will having staff allow you to increase your offerings and revenue in the long run?
- **Seasonal changes:** Staffing needs may vary depending on the time of the year. Will you require more staff during peak seasons?
- **Housing:** Where will your staff live? Will you provide accommodation if they are not local?
- **Skills:** Depending on the role, candidates may need specific skills (e.g., guiding, operating equipment, knowledge of specific languages). If they do not have the required skills, are you willing to invest in them?

Check out [Tourism HR Canada](#) for tools and resources for hiring.

Key regulations and guidelines

To ensure your business complies with the law and operates effectively, review these essential resources:

- [Employer responsibilities](#): An overview of your obligations as an employer in Yukon.
- [Employment standards](#): Learn about minimum wage, hours of work, vacation pay, and other standards for employees in Yukon.
- [Yukon Workers' Compensation](#): Understand your responsibilities for workplace safety and employee compensation.

Hiring and employment

Programs and subsidies

Hiring employees can be made easier with the help of programs and subsidies that provide funding or support:

Hiring foreign workers

- **Yukon Nominee Program:** Facilitates hiring foreign workers who meet specific skill gaps in Yukon's labor market.
- **Federal Foreign Workers' Program:** A pathway for hiring skilled and unskilled workers from abroad.

Hiring students

- **Student Training and Employment Program:** Provides wage subsidies for hiring Yukon students during the summer months.



Photo credits: Andrew Strain



Section 8

Business planning

What is a business plan?	80
Business plan basics	81
Executive summary and business	81
Overview	
Research and analysis	82
Products and services	82
Sales and marketing	83
Operations	83
Financials	84
Action plan	85
Strategic roadmap	85

Congratulations! You are now ready to get started on your Business Plan.

Your business plan is a culmination of the research and planning you have done in the previous sections. It can help you communicate your vision effectively and convince lenders, funders and investors that you have a strategy to move forward.

What is a Business Plan?

A business plan is simply an overview of your product and a description of how your business will generate revenue.

On the next page, you will find a list of prompts to help you get started on a basic business plan. There are also many resources online offering templates, sample business plans, and detailed guides for each section.

Keep in mind that a business plan is not a static document. You will need to review it regularly and adjust it to reflect changing conditions and ideas that you have as your business develops. It's also normal for your business plan to reflect a different product than the one you originally envisioned.

 **Resources:** Check out more business plan templates from [BDC](#) and [Futurpreneur](#).

Business plan basics

Great news - you've already completed most of the work that goes into creating a business plan! The following template includes prompts that integrate key elements from the activities you've completed in this Guide.

Take the time to research other business plans online - based on your goals, audience, and business type, you may find a business plan template that better suits your needs.

Executive summary

Overview of your product, opportunities, and objectives for the business.

- **Business purpose**
 - Define your business idea and type of product you will offer.
 - What business opportunity are you addressing?
 - What are the current major goals of the business?
- If necessary, you can also mention funding needs in the Executive Summary to quickly inform potential investors of your requirements.

Business overview

What your business does, how it is structured, and the unique value you bring to the market.

- **Business description**
 - Your business concept (also include what, where, and why your business will exist). [page 26]
 - What solutions will you offer your customers? What gaps will you fill? [page 20]
 - Where do you fit within the industry ("type" of tourism)? [page 8]
 - How does your business idea align with current visitor trends? (refer to your Research section)
- **Mission, vision, values** [page 27]
 - Your mission statement: What solution do you offer?
 - Your vision statement: Where do you want to go?
 - Your business's values: What drives you beyond making a profit?
- **Legal structure**
 - Your business's structure (i.e. corporation, sole proprietorship, etc.). [page 41]
 - Anticipated licensing and permit requirements. [page 43]

Research and analysis

Identify the available market, your key customers, and your competitive analysis.

- **Market research**
 - Is the market favorable for this type of business? What makes you believe it is a feasible product? Use your whole Research section.
 - Does your product address trends or statistics, particularly for the Yukon? [pages 15-17]
- **Customers**
 - Who is your ideal customer? What are their qualities? (Tip: identify multiple personas). [page 17]
- **Competitive analysis** [page 18]
 - Identify direct and indirect competitors.
 - What gaps exist in the market despite these competitors?
 - What is your competitive advantage (what would make your customer choose you over another business)? [page 21]

Products and Services

Describe your main products, different revenue streams, and how they generate revenue through pricing, packages, and seasonal adjustments.

- **Product offering**
 - Describe your main services (include example itineraries).
 - Describe your different revenue streams (if applicable). [page 32]
 - How would you define your position in the market? What is your unique selling proposition that differentiates you? (page 27)
- **Pricing and revenue**
 - How will you price your services? [page 31] Why is this pricing reasonable for your target market? [page 17]
 - Will you offer package deals or seasonal discounts?

Sales and marketing

Outline how you will attract and retain customers, covering promotional tactics, sales channels, and marketing methods.

- **Marketing Plan**

- Attach your Marketing Plan as an addendum. [page 73]
- What will your branding and visual identity represent? [page 67]
- On which platforms will you promote your business? Website, social media, partnerships, influencers, SEO, print media? (refer to the [Digital Marketing Toolkit](#))
- Which stage of the customer journey will each platform address? [page 66]
- What are your time-bound marketing goals? (use your GOST table, page 71)

- **Sales Channels**

- Which sales channels will you use to reach your audience? [page 68]

Operations

Business location, permits required to operate, considerations for sustainable operations.

- **Operational Strategy (Developing Your Idea, page 22)**

- How many months per year will you be open? Which seasons will you operate in? Will demand change between seasons?
- Will your offerings differ between seasons?

- **Business Location [page 77]**

- Provide a short description of where you will do business.
- If operating at a specific location, what is the capacity?
- Will you own the property? Lease or rent?
- What plans do you have for improvement?

- **Considerations**

- Do you require permission from an affected First Nation to operate? How do you plan to get permission? [page 24; page 48]
- What steps will you take to understand and respect Yukon First Nations territory and history?
- What are your plans for operating sustainably? [page 25]

- **Permits/Regulations**

- List anticipated permits required for land use and developments. [page 43]

- **Hiring/Employment**

- Description of your team and their roles. [page 79]
- Description of advisory team, if applicable (lawyers, accountants, financial advisors).

Financials

Outline your projected sales and expenses, putting emphasis on the assumptions that you are using to draw conclusions.

- **Startup costs and funding needs**
 - List your Startup Costs.[page 53]
 - Outline how much capital you require, what the funds will be used for, and potential funding sources (grants, loans, investors).
- **Sales and revenue forecasts**
 - Demonstrate the number of sales you expect to make in a given period, based on assumptions. [page 54]
 - Next, share your Revenue Forecast for your specific time period. [page 55]
- **Operating expenses**
 - Give your OpEx estimates. List the categories of expense and accompanying assumptions. [page 56]
- **Simple budget**
 - Attach your Simple Budget. [page 58]
- **Cash flow needs**
 - Attach your Cash Flow statement. [page 60]
 - Outline strategies to maintain financial stability in periods with lower cash flow.
- **Crisis management**
 - Attach your Crisis Management Plan. [page 63]
 - Include crisis management scenarios for operational and safety, as well as financial, crises.

Action Plan

Milestones, resources, and tracking methods to ensure the successful launch, operation, and growth of your business.

- **Key milestones and timeline**
 - Define short-term and long-term business milestones.
 - Show your timeline for product launch, marketing campaigns, and operation.
- **Resource requirements**
 - Anything needed to proceed - like funding, permits, staffing, permissions.
- **Tracking progress**
 - Indicate how you plan to track the performance and progress of your business through specific milestones or key performance indicators (KPIs).
- **Investment needed**
 - Reiterate your funding/investment needs, if any.

Strategic Roadmap

At the end of your business plan, complete a phased roadmap showing the full implementation of your product. Divide the roadmap into immediate actions, short-term steps to launch, and long-term scaling initiatives.

- **Immediate steps (0-6 months)**
 - Outline the steps you need to take to get to a “soft launch.”
 - Identify steps needed to proceed from this point onward - like obtaining permits, brand development, applying for funding.
- **Short-term steps (6 months – 1 year)**
 - Steps to prepare for your official launch.
 - This could include a soft launch, marketing push, final setup of facilities.
 - After launching, include your plans to track performance.
- **Long-term scaling (2-5 years)**
 - Include any future plans for your business, such as infrastructure development, packaging, new product development, or diversification.

Depending on the purpose of your Business Plan (e.g., securing funding, approaching an investor, or another objective), you may wish to include a concluding section that highlights the value of your proposition and clearly outlines what you need to achieve your goals.



Section 9

Launching your business

Piloting your experience	87
Your official launch	88

Piloting your experience

Once you have:

- Done research and established your market
- Created your product concept
- Obtained all licenses, permits and permissions
- Done financial planning and secured necessary funding
- Established a marketing plan
- Solidified your operational spaces
- Created your business plan

... you are ready to launch your product!

Before a full roll-out, it is recommended to do a “pilot” of your experience to a smaller, controlled customer group. This will help you identify any operational issues, such as timing, itinerary problems, logistics, missing equipment, and other things you may not have considered.

How to conduct your “Pilot”:

- Prepare
 - Ensure your licenses, permits, physical and digital spaces are all set up.
 - Conduct a full test of equipment and facilities.
 - Develop feedback forms (digital or physical).
 - Invite select groups (e.g., friends/family).
- Conduct the Pilot
 - Follow your itinerary on page 34 and deliver the full experience!
- Follow up
 - Collect feedback in-person and through your feedback forms.
 - With customer consent, share photos/videos on your marketing channels to build anticipation.

After your pilot, think about how it went. Was there feedback on pacing (too rushed or too slow)? Did participants struggle to understand instructions or the schedule? Did your pricing align with the customer’s experience? If you relied on other operators for a packaged product, were there any delays or communication issues?

Use these reflections to refine your product ahead of your official launch.

Your official launch

If you have piloted your product successfully, resolved any issues or challenges, and feel ready for your product launch—congratulations! The next step is to make your product available to the world.

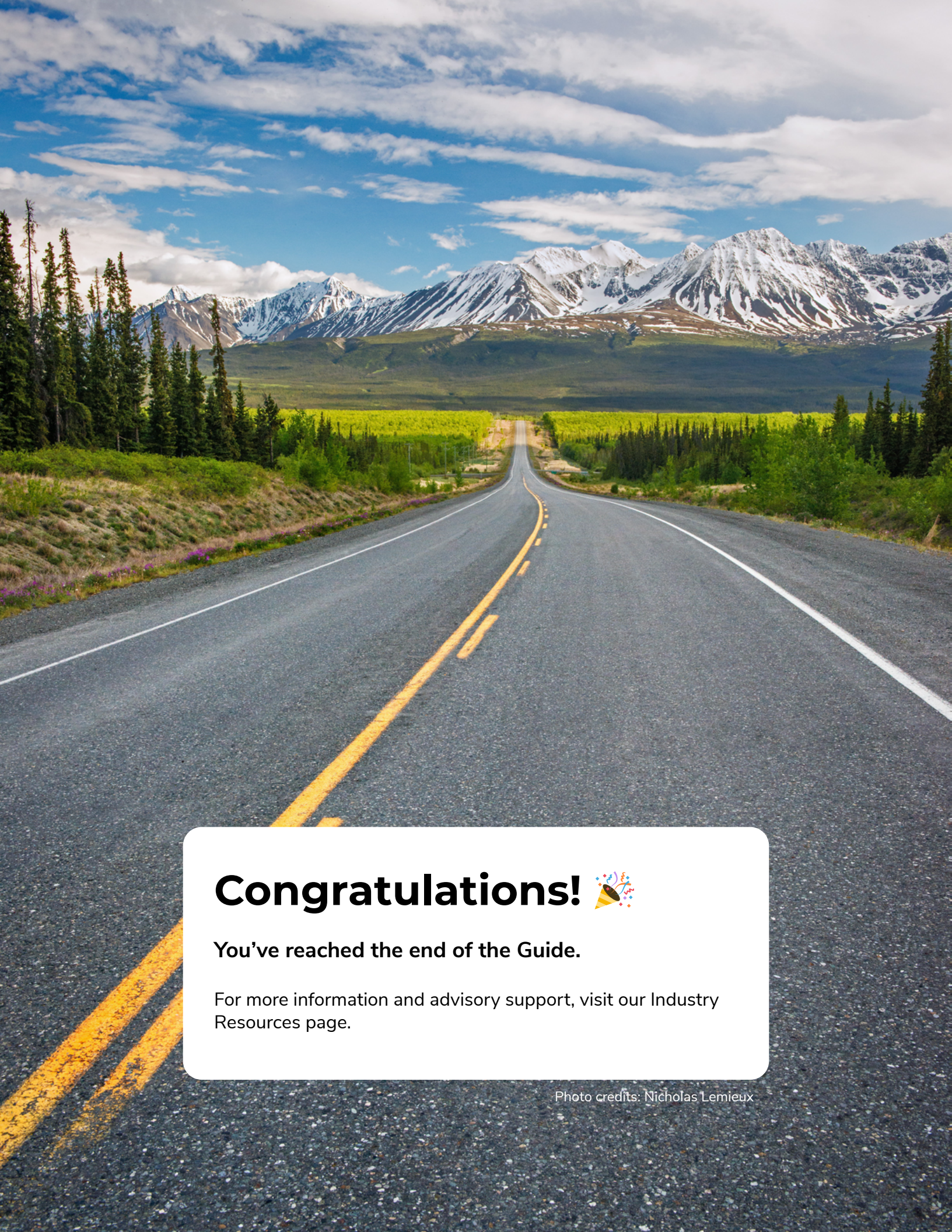
Pre-launch

- Use your marketing plan on page 67 to set frameworks and goals for your launch. Who will you market to? What channels will you use initially? Who will you work with? How will you measure success?
- Offer sneak peeks, hold a countdown, or provide early-bird discounts to build anticipation. Depending on your business type, you may consider starting a “waitlist” for customers to secure an early guarantee to access your product before it launches.
- Decide on the launch date, timeline, and budget. Create a to-do checklist for around that date. Gantt charts are a great way to organize your launch schedule.

Launch day

Everything leads to the big day when you finally make the product available to the world. This will look different depending on what type of business you own. For some businesses, it's the moment your website goes “live.” If you've been collecting bookings throughout your pre-launch marketing, maybe your launch looks like hosting your first tour. If you own a restaurant or retail store, this may be the day that you open your doors to the public for the first time. Here are some tips for a successful launch day:

- Focus on customer service – ensure you monitor your bookings and get back to prospective guests in a timely manner. Have a consistent and efficient system in place for managing your bookings. Don't forget to check the inquiries you receive through platforms like Instagram and Facebook.
- Encourage guests to share their experience, post real-time updates, or host a live stream to engage online audiences. This will help increase awareness of your business and start building your community.



Congratulations! 🎉

You've reached the end of the Guide.

For more information and advisory support, visit our [Industry Resources](#) page.

Photo credits: Nicholas Lemieux



Section 10

Appendix

Business support and training	91
Funding	92
Tourism	92
Sustainability	92
Economic development	93
Federal funding	93
Other funding	93
Organization memberships	94

Business supports and training

Don't see your organization's program here? Contact destinationmanagement@yukon.ca and it will be added!

Business Supports

- View tourism industry programs, supports, funds, and advisory services at the [Industry resources page](#).
- Tourism Advisory Services: Set up a session with a Tourism Development Advisor to discuss your business idea.
- [Yukonstruct Pathfinding](#): Book a free one-on-one session with a business professional that will give you support on how to navigate starting a business in the Yukon.

Business Training

- [Tourism Yukon Business, Market Trade Readiness Training](#): For Yukon tourism businesses to improve business sales and marketing so you can reach clients before they arrive in Yukon
- [Go Digital Yukon](#): The Go Digital Yukon program helps the Yukon's tourism industry develop and grow its online presence.
- [SME Training and Development Program](#): Offers flexible and affordable training opportunities to increase your competitiveness and bottom line.
- [Yukon First Nations 101](#): This program has been developed to educate students, employees, and the public about the history and culture of First Nations in the Yukon.

Safety Training

- [Aurora Safety Training](#): Offers Red Cross First Aid and FoodSafe Level 1 courses in Whitehorse and other Yukon communities. They provide both online and classroom training options.
- [Yukon University](#): Provides certified Canadian Red Cross First Aid training, including Standard First Aid/CPR-C courses. They offer both in-class and blended learning formats.
- [St. John Ambulance](#): Offers comprehensive First Aid and CPR training courses with certifications for the workplace. They provide various courses tailored to different needs.

Funding

Don't see your organization's funding program here? Contact destinationmanagement@yukon.ca and it will be added!

Tourism

- [Tourism Cooperative Marketing Fund](#): For tourism businesses conducting marketing projects including: traditional marketing; online marketing; attendance at trade shows; familiarization tours.
- [Spark Tourism Micro-grant](#): Supports new and emerging tourism entrepreneurs, new ideas, and new visitor experiences and services.
- [Community Tourism Destination Development Fund](#): Supports larger-scale tourism projects that focus on sustainable tourism development in their community or region.

Sustainability

- [Good Energy Program](#): Supports business's energy efficient upgrades including: retrofits or upgrades to buildings, purchasing clean transportation vehicles: and generating electricity from renewable energy sources.
- [Better Buildings Program](#): Supports property owners who reduce commercial building carbon emissions.

Department of Economic Development

- [Economic Development Fund](#): Supports projects and initiatives that provide long-term, sustainable economic benefits to Yukoners and the Yukon's economy.
- [Community Development Fund](#): Provides funding to projects, events and initiatives that will deliver economic and social benefits to Yukon communities.

Federal Funding

- [Canadian Northern Economic Development Agency](#): Provides funding for products, experiences and initiatives in the North.
- [Entrepreneurship and Business Development](#) (EBD): Assists Indigenous entrepreneurs and businesses for activities that support business growth and economic development.
- [Black Entrepreneurship Program](#): To support the success of Black entrepreneurs and business owners in Canada.

Other Funding

- [Lotteries Yukon Funding](#): Supports Yukon-based arts, sport and recreation-related projects.
- [TIA Yukon Tourism Training Fund](#): Helps fund training that can boost your tourism career.
- [Yukon University Innovation Fund](#): Supports innovators and entrepreneurs with funding, resources, expertise and incubation.
- City of Whitehorse Environmental Grant: Supports projects that work toward sustainability goals for Whitehorse.
- [Yukon Micro-loan Program](#): Supports individuals who want to start, maintain or expand small businesses
- [Indigenous Women Entrepreneur Micro-loan Program](#): Supports any size business that is owned by an Indigenous woman.
- [Women's Entrepreneurship Loan Fund](#): Supports any size business that is majority owned by a woman

Organization memberships

Becoming a member to an organization or association can provide networking opportunities, advocacy on industry issues, and access to resources.

Don't see your organization's membership opportunity here? Contact destinationmanagement@yukon.ca and it will be added!

- [Tourism Industry Association of the Yukon](#) (TIAY): Anyone involved in Yukon's tourism industry, including businesses, organizations, and individuals passionate about tourism. Membership benefits:
 - Advocacy for tourism sector interests.
 - Networking opportunities with industry professionals.
 - Access to workshops, training, and resources.
- [Wilderness Tourism Association of the Yukon](#) (WTAY): Open to wilderness tourism operators and organizations. Membership benefits:
 - Advocacy for wilderness tourism and environmental stewardship.
 - Networking within Yukon's wilderness tourism community.
 - Promotion through WTAY's marketing channels.
- [Sport Yukon](#): For sports organizations, event organizers, and individuals involved in promoting sport tourism and recreation in the Yukon. Membership benefits:
 - Advocacy for sport tourism development and funding.
 - Support in planning and promoting sport tourism events.
 - Networking within Yukon's sport and tourism sectors.
 - Access to resources and training for event delivery.
- [Yukon Convention Bureau](#) (YCB): For businesses, organizations, and individuals involved in hosting, supporting, or promoting meetings, conferences, and events in the Yukon. **Membership benefits:**
 - Promotion to national and international event planners.
 - Networking opportunities within Yukon's meetings and events industry.
 - Marketing support to attract conferences and events.
 - Access to resources and expertise for event planning.
 - Advocacy for the growth of Yukon's meetings and convention sector.

Organization memberships

- [Yukon Historical and Museums Associations](#) (YHMA): For museums, heritage organizations, and individuals interested in preserving and promoting Yukon's history and culture. Membership benefits:
 - Advocacy for the preservation of Yukon's cultural and historical heritage.
 - Access to training, resources, and funding opportunities.
 - Networking with heritage professionals and organizations.
 - Promotion of member museums and historical sites.
 - Support in event planning and heritage-related projects.
- [Klondike Visitors Association](#) (KVA): Invites tourism-related businesses, organizations, and individuals in the Klondike region of Yukon. Membership benefits:
 - Promotion of businesses through the Klondike Visitor Guide and website.
 - Access to tourism resources and networking opportunities.
 - Support in attracting visitors to the Klondike region.
- Association Franco-Yukonnaise (AFY): Welcomes individuals, organizations, and businesses that promote Francophone culture and language in the Yukon. Membership benefits:
 - Access to cultural events, resources, and networking opportunities.
 - Support in promoting Francophone businesses and initiatives in the Yukon.
- [Yukonstruct](#): Invites makers, entrepreneurs, and businesses involved in innovation in the Yukon. Membership benefits:
 - Access to shared workspaces and tools.
 - Networking with like-minded innovators and entrepreneurs.
 - Support for prototyping, business development, and skills building.
 - Participation in workshops, events, and collaborative projects.

Organization memberships

- [Yukon First Nations Culture & Tourism Association](#) (YFNCT): Is for First Nations entrepreneurs, businesses, and organizations in the Yukon. Membership benefits:
 - Advocacy for First Nations businesses and economic development.
 - Networking opportunities with other Indigenous entrepreneurs and industry leaders.
 - Access to resources, training, and business support.

Section 11

Glossary and Index

B

Brand - A combination of elements, including the company's name, logo, messaging, and overall reputation, that distinguishes a business and shapes its customers' perceptions.

Brand Identity - The visual and messaging elements that represent a brand, including the logo, colour scheme, typography, imagery, and tone of voice, designed to create a cohesive and recognizable impression of the business.

Brand Voice - The unique style and tone used in a brand's communications, reflecting its personality and values and ensuring consistency across all messaging.

Break-Even Analysis - Financial calculation that weighs the costs of a new business, service or product against the unit sell price to determine the point at which you will break even.

Business Concept - Framework for identifying how your business creates, delivers, and extracts value.

Business Ready - Refers to a business that has all of its licenses, registrations, certificates and insurance in place for operation.

Business Model - A company's plan for making a profit.

C

Cash Flow - A financial statement that shows how much cash enters and leaves your business over a given period of time.

Corporation - A legal entity with the same rights and obligations as a natural person. It is separate and distinct from its shareholders, directors and officers.

Commercial Auto Insurance - Insurance coverage designed for vehicles used for business purposes, covering liability, physical damage, and other risks associated with business-related vehicle use.

Commercial General Liability (CGL) Insurance - A type of business insurance that covers claims of bodily injury, property damage, and personal injury caused by business operations, products, or accidents that occur on the business premises.

Commercial Property Insurance - Insurance that protects physical business assets, such as buildings, equipment, and inventory, from damage caused by events like fires, floods, or theft.

Customer Journey - The complete experience a customer has with a brand, from initial awareness and engagement to purchase and post-sale.

E

E-Commerce - The buying and selling of goods or services online through digital platforms, including company websites, online marketplaces, and mobile apps.

Entrepreneurship Through Acquisition (ETA) - A business model where individuals or groups acquire existing companies rather than starting new ventures.

Explorer Quotient - A toolkit that provides tourism businesses with valuable insights into why and how different people like to travel.

F

Final Agreements - Constitutionally-protected modern treaties between the Government of Canada, Government of Yukon and Yukon First Nations which outline First Nations' rights within their traditional territories. They describe how the federal, territorial and First Nations governments interact with each other and define First Nations ownership of and decision-making powers on Settlement Land. The Final Agreements address heritage, fish, wildlife, natural resources, water, forestry, taxation, financial compensation, economic development and land management.

Fixed Cost - Business expenses that remain constant regardless of production levels or sales volume, such as rent, insurance, and salaries.

G

Gap Analysis - The process that businesses use to examine their current performance vs. their desired, expected performance.

Gross domestic product (GDP) - The standard measure of the value added created through the production of goods and services in a country during a certain period

GOST - a critical framework for strategic planning including Goals, Objectives, Strategies, and Tactics.

I

Inherent Risks - Risks that are naturally associated with a particular activity, which cannot be entirely eliminated even with proper safety measures in place.

ITAC - Indigenous Tourism Association of Canada

L

Liability Waiver - A legal document in which a participant agrees to waive their right to sue for damages in the event of injury, loss, or other harm that may occur during an activity or service.

M

Market Gaps - An area that businesses don't currently serve but that there is customer demand for.

Market Ready - Refers to a business that is business ready, and able to market to the visitor economy year-round (including before, during and after a trip) and is ready to accept advance reservations.

Mission Statement - A formal declaration that defines a company's purpose, values, and key goals, providing direction and inspiration for both internal teams and external stakeholders.

P

Partnership - A formal arrangement by two or more parties to manage and operate a business and share its profits.

Positioning - The place that a brand occupies in the customers' minds and how it is distinguished from the competitors' products.

S

Sales Channels - The methods and platforms through which a business sells its products or services, such as brick-and-mortar stores, online websites, third-party retailers, and social media platforms.

Self-Government Agreements - Define First Nations' self-government powers including law-making, taxation and programs and services.

Settlement Land - Land that is identified in a Yukon First Nations Final Agreement as Settlement Land. It is owned and managed by the First Nation. There are two types of settlement land- Category A: First Nation ownership includes both the surface and sub-surface, including mines and minerals;

Category B and Fee Simple: First Nation ownership includes the surface area only. Mines and minerals, or sub-surface rights, are under the administration of the Yukon government.

Sole Proprietorship - A business with a single owner who is solely responsible for all liabilities. In the eyes of legal and tax authorities, the business and the operator are the same.

T

Target Audience - A specific group of consumers identified as the most likely to be interested in a business's products or services, defined by factors such as demographics, interests, and behaviours.

Target Market – A particular group of consumers at which a product or service is aimed.

Trade Ready - Refers to a business that is business-ready, market-ready, and able to advertise/work with the travel trade.

Traditional Territory - An area of the Yukon that the people of a First Nation have traditionally used. A First Nation does not own its Traditional Territory, but the First Nation and its beneficiaries have a number of rights within their Traditional Territory, both on and off of Settlement Land. A First Nations Traditional Territory is identified in a First Nations Final Agreement.

Tourism - A social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment.

U

Undeveloped Settlement Land - Undeveloped Settlement Lands means any parcel not designated as developed by mutual agreement of the federal, territorial and affected First Nation governments. The presence or absence of buildings or other structures is not an indication of a parcel's designation.

Unique Selling Proposition – Statement(s) to convey how your products or services are different or better than the competitors

Unique Value Proposition – Statement about the results people can expect by using your products or services.

V

Variable Cost - Costs that fluctuate based on the level of production or sales, such as raw materials, shipping fees, and utility costs.

Vision Statement – A written declaration clarifying a business's meaning and purpose for stakeholders and employees.

Y

Yukon Environmental and Socioeconomic Board (YESAB) - An independent, arms-length body responsible for assessing potential environmental and socioeconomic effects of projects in Yukon, established under the Yukon Environmental and Socio-economic Assessment Act (YESAA).

Yukon Corporate Registry System (YCOR) - The official database where businesses in Yukon register their corporate information, including legal names, structures, and relevant filings such as annual returns and ownership changes.