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TOURISM AWARENESS MARKETING STRATEGIC PLAN- FRAMEWORK

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***Tourism Awareness Marketing Strategic Plan –Framework
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ACRONYMS

ACOR	American Center for Oriental Research
ASEZA	Aqaba Special Economic Zone Authority
BDS	Business Development Services
BOD	Board of Directors
CBO	Community Based Organization
CoE	Centers of Excellence
DCA	Development Credit Authority
DoA	Department of Antiquities
GDA	Global Development Alliance
GOJ	Government of Jordan
JAU	Jordan Applied University
JHA	Jordan Hotel Association
JHTEC	Jordan Hospitality and Tourism Education Company
JITOA	Jordan Inbound Tour Operators Association
MBR	Market Based Representatives
M&E	Monitoring and Evaluation
MICE	Meetings, incentives, conferences and exhibitions
MFI	Microfinance Institution
MOE	Ministry of Education
MoTA	Ministry of Tourism and Antiquities
MSME	Medium and Small Micro Enterprises
NGO	Non-Governmental Organization
PNT	Petra National Trust
PSP	Private Sector Participation
RSCN	Royal Society for the Conservation of Nature
SAVE	Scientific, academic, volunteer and educational
SIU	Strategy Implementation Unit
SSC	Strategy Steering Committee
TA	Tourism Associations
TOT	Institutional of Trainers
TSA	Tourism Satellite Account
USAID	United States Agency for International Development

Tourism Awareness Marketing Strategic Plan –Frame work

Part I

1. Tourism Industry Survey/Market Analysis

1.1 Introduction

While tourism is Jordan’s largest industry, it still lacks proper support from policymakers due to weak recognition of its true value to the economy. The population at large also does not sufficiently recognize the extent of the economic and social benefits tourism has on their own incomes and standard of living. To exacerbate the human resource challenge, employment in the sector is often stigmatized by families deeming it too liberal and not fit for women, or as an industry inferior to other “more prestigious” professions for males. This has resulted in the sector’s inability to attract sufficient talented employees. Often, employment in the sector is the choice of last resort. Accordingly, it is important to work on enhancing the image of the sector.

1.2 Market Analysis:

Tourism is Jordan’s largest productive sector and the second largest net contributor to foreign exchange, surpassed only by worker remittances. It is also an important employer and a labor-intensive industry. This is crucial for Jordan as the country needs 55,000 new jobs annually just to maintain the already high unemployment rate. Moreover, no other sector diffuses economic benefits across the country. The movement of economic activity in the various governorates and the diverse purchasing habits of tourists benefit major investors and micro entrepreneurs alike. Current estimates place direct employment in the sector at approximately 24,000 and the total number of jobs supported by tourism at 108,000 (direct, indirect, and induced).

Improving the understanding and the importance of tourism for the country has already been defined as one of the key success factors while developing sustainable tourism for Jordan. Over 100 representatives of the tourism industry, the public sector, and the NGO community have crafted Jordan’s National Tourism Strategy (NTS) for 2004-2010. The NTS aims to “expand employment, entrepreneurial opportunity, social benefits, industry profits, and state revenue.” Born out of a true partnership between the Government of Jordan (GoJ) and the private sector, the strategy was adopted by the GoJ and formally launched by His Majesty King Abdullah II at the World Economic Forum in 2004.

Recognizing the power of tourism to transform the economy, spur employment and enterprise growth, and generate government revenue, the NTS sets ambitious goals in terms of tourist arrivals, extended length of stay, and increased spending per tourist.

“According to available figures, tourism revenues rose a steady 10.7 per cent in the first half of 2005, to JD 420 million. Some forecast that the industry will reach record revenues of JD 1.4 billion this year, up from JD 943 million in 2004.”

- Achieving sustainable competitive advantage. To build long-term competitiveness, the industry must be able to respond to evolving market demand. Current difficulties in maintaining service standards are not surprising given the dearth of formal training and the shortfall of both skilled and unskilled labor. There is a strong link between formal training, a positive industry image, and a high standard of service.
- Bridging the skills gap. Any growth in the industry will contribute to an increasing shortage in skilled staff. However, a number of other factors are exacerbating this problem, including the lack of in-company training, inadequate skills in new technology, and hiring of foreign labor without appropriate induction training.
- Attracting and retaining employees. The tourism industry is finding it difficult to attract and retain employees, and generally has a poor image among job-seekers—one largely based on the past rather than current practice. This underscores the need to raise the profile of the industry and of the professional opportunities it has to offer, and to find new ways to attract people such as college students, women, and those contemplating a career change.

2. Challenges and Issues

Strengths:

- Cultural heritage
- Central geographic positioning in the Middle East
- Political security
- Strategic investment choice
- Major regional investments under development
- Young population able to adopt a new forward mentality of the sectors needs

Weaknesses

- Quality of service/product
- Underdeveloped human resource pool
- “Shame culture” on tourism sector
- Lack of awareness of importance of sector to the economy
- Low level of involvement of women in the industry

Opportunities

- Flourishing sector, labor intensive.
- Position service/product quality vs. price as the best in the region
- Tackle the “shame culture” and historic views in relation to the industry

- Educate the population at large and the career deciders on the benefits of this sector

Threats

- A non educated population on the value of tourism;
- Low quality human resource skills;
- Lack of interest amongst locals to become part of the industry;
- Lack of awareness and/or cooperation amongst the government bodies on the needs of the sector (i.e. need to develop sense of urgency at high levels).

3. Target Market Analysis and Profile

For the tourism industry to flourish and continue being one of the largest GDP contributors as well as an important employer, the various stakeholders need to understand the dynamics and needs of the industry. The growth on the industry level in terms of investments is not paralleled today with awareness on the mass level of the importance of this sector to the economy. The labor market is not sophisticated and ready to parallel the growth on the investment level. Hospitality isn't the career of choice for many deciders, as many perceive the industry with the wrong connotations and even if they are part of it today they don't see it as a long term career. Target markets are profiled as follows:

3.1 General public

The marketing plan targets all Jordanians (adult, over 18 years of age). Jordanians are generally not aware of the different dynamics of tourism and the benefits it brings to the national economy. There is also a lack of hospitality culture — it is undeniable that while extremely hospitable inside their homes, Jordanians are often considered as amongst the least service-oriented people in the region. Specific target markets for the plan within this segment include members of communities in or around touristic sites, including the ASEZA and investors.

3.2 Career influencers (Parents), male and female:

Generally, parents do not advise their children to work in tourism; they don't know the financial return of a number of tourism professions (chef, receptionists, etc.), and they do not aspire for their children to work in tourism. Specific target markets include parents of career deciders (students in grades 11 and 12).

3.3 Career deciders (Students) in tourism and non-tourism educational institutions

While parts of the tourism industry are perceived as attractive to work in, this does not apply to the industry as a whole. In general, the hospitality sector does not have an attractive image with job seekers. This is a particular issue for school leavers - the main

source of new entrants to the sector. There is often a misguided perception of the industry and of the career and entrepreneurial opportunities it offers – a perception based on past rather than current practice.

3.3.1 High School students

There is very little interest among school-leavers in the range of education and training courses for careers in the tourism and hospitality industry. This is particularly prevalent among young females. This trend is directly linked to the poor image of the industry in terms of careers and job opportunities, particularly when compared to other service and retail sectors.

3.3.2 Community College students

The college sector is of particular significance since it provides most of the tourism and hospitality certificate and diploma programs on offer. Regrettably, there has been steady decline in student numbers at many of these colleges. The external environment contains some threats in the form of political instability and security issues but opportunities are also present as attitudes towards tourism (particularly females working within the sector) are improving in Jordan. This issue of image must be addressed, and new ways of attracting people into the industry must be identified; in particular the older age segments, college students and those wishing to avail of a change of career. Each group will have to be specifically targeted.

3.3.3 University students

University students (in both public and private universities, and those in the arts and sciences stream) will have to be made more aware of the availability of tourism-related specialties at universities. Important to their decision are job placement and career advancement after graduation.

3.4 Managers and Workers in tourism industry

Positive features identified regarding the nature of employment in tourism included the fact that 90% of the workforce are in permanent positions, with most sectors within the industry currently showing an expansion in employment levels. On the downside, staff turnover was shown to be a growing problem, due to factors such as poor perceptions of career progression opportunities and remuneration within the industry. In addition, the relatively low priority given to formal qualifications by the industry was identified as a negative factor, as was the fact that it was now becoming increasingly difficult to recruit skilled staff. This was posing operational problems for tourism industry stakeholders such as hotels and restaurants.

Specific market segments include managers and workers in:

- Restaurants 5, 4, 3 stars and fast food chains
- Hotels: 5, 4 and 3 stars
- Tour operators

- Tour guides
- Car rental agencies
- Tourism facilitators (e.g. border and tourism police)

3.5 Government and Institution Policy Makers

Policymakers from both the executive and legislative branches are a vital market segment since this will ensure policy reform requirements are prioritized and addressed effectively. This will also ensure sufficient GOJ investment in international tourism marketing through the JTB, and the creation of an enabling environment for its growth (such as promoting the concept of private sector management of publicly-owned tourism assets). Senior decision-making Government Officials and Members of Parliament are segmented as follows:

- The Economic Department at the Royal Court
- The Ministry of Planning
- Ministry of Industry & Trade
- Ministry of Finance
- Ministry of Tourism
- Jordan Tourism Board
- Investment Promotion
- Greater Amman Municipality
- Economic consultants at the Prime Ministry
- Other officials working in the tourism sector
- Members of Parliament
- Former ministers and secretary generals of tourism

3.6 Media

Jordan Television and Radio Corporation are keen to assist in the development and implementation of tourism awareness media activities. Other segments include: economy page editors and columnists, journalists covering tourism-related issues, local private-owned radio stations, website hosting and developing companies, graphic design and ad placement agencies.

4. Campaign Positioning Statement

Tourism in Jordan, an industry filled with hospitality and warmth seeks to instill pride in all its citizens by raising their awareness of the industry as one which should be regarded as the ‘career of choice’ that has promising business opportunities as well as playing an essential role in elevating the economical, social and environmental aspects in Jordan.

5. Brand and Image Concepts

Tone of Voice

- Personal: warm and close to the people's hearts.
- Educational: informative and enlightening as to what the tourism sector can offer.
- Call for action: require from the people that they take a step towards change.
- Honest: credible to build a lasting bond between tourism and the target audiences.
- Simple: talk to them in their own language so that they can respond positively and take action.
- Hospitable: welcome any potential candidate to the industry.
- Proud: to contribute and be part of the tourism sector.

Part II

1. Vision and Strategy Aims

The marketing communication mix will depend on what marketing strategy is deployed. In the case of the tourism sector, a Pull strategy is highly recommended, whereby the target audiences are "pulled" into the industry and enticed to experience firsthand what tourism is all about. It will be instrumental in achieving our goals of awareness and positioning. Having said that, there will be a significant emphasis on advertising in order to create demand. Instrumental in achieving our objectives will be our ability to communicate to the various stakeholders the tourism industry's key categories, messages and corporate image, while increasing employee identification with the sector. Emphasis is to be, however, on the pull strategy as the director of the communication process.

To ensure that the right communication strategy and mix are selected, the tourism sector needs to address its objectives of awareness by depending on the brand/sector recall (as opposed to recognition), and thus advertising executions must encourage associative learning between the category need and the brand name in order to create the desired attitude towards the industry. Brand/sector attitude is distinguished by two factors: level of involvement in making the choice and the motive that caused the attitude to be formed initially. The three scales defining involvement encompass: decision importance, degree of thought required, and the perceived risk of choosing the wrong industry. The elements defining the motive is negative (problem removal, problem avoidance, incomplete satisfaction, mixed approach-avoidance, and normal depletion) or positive (sensory gratification, intellectual stimulation, and social approval). The tourism sector has a high level of involvement and positive motives.

2. Marketing Strategy Objectives

- Boost public awareness of tourism, whilst enhancing its image and positioning it positively in the minds of people.
- Improve the general awareness and understanding of the importance of tourism to economic, social and environmental development within the public domain.
- Create awareness among Jordanians about the importance of tourism and its impact on their standard of living.
- Develop the "Culture of Hospitality".
- Enlarge and maintain the existing working force of the tourism industry.
- Change the perception of this sector as having a negative impact on the local heritage, culture and nature (shame culture).
- Position jobs in tourism as the career of choice. Establish sector preference.

- Build a trusting bond and positive perception between the tourism bodies and the target audiences.
- Encourage and motivate businesses to sponsor and support the tourism project and activities.
- Encourage and motivate the local community to participate and engage with the tourism activities.

3. Marketing Strategies

3.1 Message/Creative Strategy

Marketing communication messages that are not recognizable (not related to each other, unimportant to the person, or conflict with what has already been stored) would simply not be processed, but ignored. A communication only occurs when the audience accepts, transforms, and categorizes the message.

The message has to create a balance between the need for information and the need for enjoyment, so that it can gain the required attention, interest, desire, and finally action (AIDA). All these stages should be taken into consideration while building the message content.

The message will be people-oriented, and the reason for this is that the tourism industry represents a high involvement sector, and thus the message needs to concentrate on the images elicited in the mind of the customer. Credibility will be established simply by listing the key attributes of the service, and by displaying images of people happy for being part of the sector while providing information about the industry. The conclusion is that the tourism sector is a promising career and makes you feel good being part of it. An emotional strategy along with a brand-image strategy will make this possible with positive appeals for excitement. The emotional authenticity is paramount, and people must identify personally with the product as portrayed in the advert and not merely like the advert.

3.2 Media Strategy

The philosophy underlying the media strategy is how to best invest the allocated budget to achieve our set objectives:

- 1.1 Communicate the messages through the most effective vehicles.
- 1.2 Achieve highest possible reach with maximum OTS (Opportunity To See).
- 1.3 Stretch the allocated budget to achieve maximum mileage.
- 1.4 Create a rich media mix.
- 1.5 Maintain as high as possible frequency levels in the first year.
- 1.6 Achieve ideal number of ERPs (Effective Rating Points) by ensuring three to seven exposures within any given vehicle.
- 1.7 Maintain lowest CPM (Cost Per Thousand) possible.

The emphasis, however, is on achieving "effective reach": exposing people as many times as possible to our brand rather than exposing our campaigns to as many people as possible. The strategy is to ensure the tourism cohesion and synergy while creating the required impact within the given environment. Accordingly, pulsing strategy will be used to distribute the media budget over the course of the year. We will be on air all year long but the amount of advertising varies considerably from period to period (seasons and occasions). Pulsing is similar to an individual's heartbeat, or pulse. One's pulse changes continuously between some lower and upper bounds but it is always present in a living person. Repetition through using the pulsing strategy serves as a build-up and reinforcement function.

3.3 Campaign Plans

The elements that make up the marketing communication plan should be integrated harmoniously with one another. Performing isolated, ad-hoc activities is a waste of time and money. A single message should form the focus of any integrated campaign. If a combination of media is used without integration of the message, then the brand (tourism sector) will be presented differently each time the prospect is exposed to it.

However, Integrated Marketing Communication is more than coordination of a company's outgoing message between different media and the consistency of the message throughout. It is an aggressive marketing plan that captures and uses an extensive amount of target audience information in setting and tracking the marketing strategy. Rather than the emphasis being on the Four P's, it is on the Four C's: Consumer, Cost, Convenience, and Communication. It's about understanding: the target audience wants and needs, the associated cost (tangible and intangible) to satisfy the want or need, the convenience of being part of the sector related to the delivery mechanism, and above all, two-way communication.

In the light of this discussion, and the marketing strategy deployed, the best-suited communication strategy and mix to achieve our set objectives in each of the three phases is as follows:

3.3.1 Pre- launch period

Use the AIDA framework (Attention, Interest, Desire, Action) as a roadmap in the execution of our objectives by separating the mental stages that a target audience passes through prior to engaging in action. Accordingly, there are communication objectives that correspond to each of these stages:

Objectives

- Create sector awareness both prior and during the introduction of the sector as a whole.
- Recognition of the logo, color coding and theme.

Teaser Campaign (targeting the mass)

- A "mascot" character will be created and communicated to the mass with the purpose of arousing curiosity and excitement around the tourism sector.
- The mascot is a symbolic character that represents each Jordanian whereby he/she would relate to it and feel part of the tourism sector.
 - A good idea would be to take an already widely known character that is close to every Jordanian's heart and develop him further. This character could be, for example, Abu Mahjoub's son, Mahjoub who would represent the up and coming common Jordanian. Mahjoub is growing up in a world far different than the one his father grew up in and he has greater ambitions, yet he does not have many resources at his fingertips and doesn't quite know how to leave his mark on society. Mahjoub will talk to all his fellow Jordanians about how the world of tourism can help them in achieving their dreams. Mahjoub, therefore, represents the New Generation.
 - The mascot should represent the characteristics of being: hospitable, friendly, smiley, knowledgeable and proud.

The Messages

- The mascot character will be manipulated and dresscoded in various outfits so as to be relevant to all professionals and Investors in the sector .

Media Vehicles

- In this phase, there will be an emphasis on above-the-line (ATL) advertising using a comprehensive media mix at high frequency levels.
 - TV, radio, press, print, outdoor.
 - Direct communication.
- BTL will be used in the form of pins, car stickers, 3D character, key chains, T-shirts, mugs, pens...

3.3.2 Launch period

Objectives

- Instill target audience expectations regarding the tourism sector performance by informing and educating while building image and positioning the sector successfully.
- Induce trial.

Image Campaign

- Bring out the value of tourism through series of ads that place the tourism sector in the right positioning. Maintain the usage of the mascot throughout this campaign either through closing statements or the mascot revealing the messages.

Messages

- Tourism industry is the economic and social future of the country; the future of our children.
- Tourism has a positive effect on your individual economic growth.
- Tourism is the culture of hospitality.

Media Vehicles

- High frequency of ATL: TV, radio, press, print, outdoor.
- Press conference.
- Press releases on the importance of tourism as well as its new developments.
- BTL (flyers, posters, brochures).

Tactical Campaigns

- Feature a series of executions tackling the various industry lines and opportunities. (hotels, restaurants, travel agents, tour guides, etc..)

Messages

- Explore the different lines of tourism industry.
- The industry of everybody, male and female. They are the ambassadors of the country.
- They are not alone, they have the support of the tourism bodies.
- Working in tourism is a business opportunity.
- Friendly interaction between locals and tourists.

Media Vehicles

- TV, radio, press, print, outdoor.
- TV program to focus on the importance of tourism and its benefits to the Jordanian people, and will be based on success stories and facts simple presented:
 - In personal terms: being a link to the rest of the world and offering opportunity to get to know other cultures;
 - In economic terms: by providing jobs with an attractive career perspective, creating a multiplier effect in the local economy, and bringing foreign currency to the country;
 - In infrastructure development terms: improves local standards of living;
 - In environmental conservation terms: providing an economic alternative to exploitation, educating the individuals on sound environmental practices;
 - In terms of cultural awareness: by making local people value and better appreciate their way of life.
- BTL.
- PR.

Road Show (schools, colleges, universities)

Industry champions that are currently operating in the key occupations in tourism will be identified to assist in promoting the industry. These champions, from each sector, will give life to the occupational profiles and will form part of the promotional efforts. They will participate in career road shows at schools, colleges and universities, to enable potential recruits to make a tangible link with individuals working in tourism. They will speak about the industry, its future prospective, their success stories, successful business ventures, new business opportunities thus; encouraging them to consider this sector as a career of choice.

Career Fair (schools, colleges, universities, parents)

A “See tourism in action for yourself” initiative will be developed enabling potential recruits to experience at first hand the nature of working in tourism. This will be achieved through organizing a very large hospitality fair which showcases all careers and opportunities available in the industry and have the success stories of the industry present. Such an event would impersonate the career choice for the prospective students and would act as an awareness campaign to enlighten career influencers and deciders on what the industry has to offer. The booths will represent:

- a. Functions in hotels.
- b. Restaurants.
- c. Travel Agents.
- d. Tour guides.
- e. Car rental agencies.

Also short-term work opportunities could be as close as possible to touch the world of industry at first hand.

Media Vehicles

- TV, Radio, press, print, outdoor.
- BTL.
- PR.

Youth-based campaigns

Work with USAID's INJAZ and the Ministry of Education to launch tourism awareness classes in schools and colleges. Work with the Higher Youth Council to use its 63 centers for tourism awareness and to include tourism awareness programs in its summer camps.

“Vital statistics” Government and policy makers:

Develop a *vital statistics* booklet that will through diagrams, comparisons and numbers would benchmark the sector, and creatively showcase the implications of the policymakers decisions on the industries performance.

This booklet will act as a unified powerful tool that will be handed to any responsible person in the government. It will reflect current situations vs. other nations and would forecast future scenarios with changes that need to be done.

3.3.3 Post-Launch period

Objectives

- Reinforce expectations, beliefs and positive attitudes.
- Create sector loyalty and achieve Top-of-Mind status.
- Build sector equity.

National Tourism Award (Industry Employees)

Advertising

- Create a nationwide hospitality award that identifies super achievers in the different posts of the tourism industry (guide of the year, concierge of the year, border controller of the year, waiter of the year, etc...) These people would be glorified in the public eye. This campaign will tackle “The Shame Culture” that is prominent in the society and would create stars in the hospitality industry. Highlighting these successful people and making them famous would raise the profile of the hospitality profession in the eyes of their immediate family members, the community, and the country at large. In addition to the fact that it will build loyalty within the existing caliber of the industry, raise pride to be part of the industry, and entice potential entrants to engage with the tourism industry.
- Will be using ATL.
- BTL.
- Direct Communication.
- SMS.

Event

An event awarding the pioneers of the industry will be held in a selected venue and will be broadcasted live on JTV. We can also capitalize on the already existing Grumpy Gourmet to include the entire tourism industry.

New training opportunities

Expose the employees and managers of the industry to new training on any advancement occurring in their sector. This will strengthen the bond between the target audience and the related bodies involved, as well as it will motivate them to excel in their career and enhance their skills.

Exchange programs

Discover Jordan. Design programs to entice and motivate foreigners to come and experience Jordan at first hand through exchange programs.

A National Tourism Contest

Various contests throughout the year (Photography, essays, designing a pilot project) which would entail that contestants research Jordan from a tourism perspective, in order to increase their awareness on what Jordan tourism has to offer. (Encourage internal tourism).

- Advertising
- Event

4. Sponsorship

Sponsorship targets for this campaign would include government and corporate entities with vested interests in bolstering the tourism industry. Hotels, rental cars, governmental agencies and restaurants would be prime sponsor targets. These sectors would be encouraged to feel an obligation to participate in some fashion in this campaign. In exchange, these companies would receive widespread recognition and tasteful branding of selected marketing materials.

5. Controls and Measurable Outputs

The purpose of the campaigns evaluation plan is to provide a methodology for determining whether or not we are achieving our stated objectives. "Measure, compare, and correct" are the basic elements of evaluation and control. This can be achieved by using the following techniques:

- Pre and post testing of ads to determine target audience reaction and impact.
- Tracking studies to monitor changes in awareness, attitude, and trial.
- Simple counting of new entrants to the sector.