

The background of the slide is a photograph of a vast, cold landscape. In the upper half, a range of rugged mountains is covered in snow, with some peaks appearing more prominent. Below the mountains, a wide expanse of water is visible, dotted with numerous small, white ice floes. The sky is a clear, pale blue. A dark blue rectangular box is overlaid on the left and center of the image, containing the title and author information in white text.

A Research Study to Determine Effective Marketing Communication Strategies for Businesses Located in Nunavut, Canada, 2018

Prepared for Nunavut business leaders, entrepreneurs, economic
development professionals, and business decision makers

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A handwritten signature in cursive script that reads "Jason Little".

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Executive Summary

Introduction

This exploratory qualitative research study focuses on understanding marketing communication strategies currently in place, but also how these strategies might be improved for Nunavut businesses. This report can be viewed as a 2018 snapshot of considerations Nunavut marketing decision makers face in a changing external environment.

Literature Review

A marketing message that translates into one simple idea is the best approach for most firms in this digital age. A website should be designed first, and be the center vehicle that compliments and feeds social media back to the website. Less than half, or 39% of Nunavut Inuit registered firms have a website, and only 19% have at least one Facebook page. Overall, Canadians trust traditional media advertising more than new media advertising. The Nunavut Language Acts and Nunavut Internet infrastructure present challenges for marketing communication, but there are strategies available to meet these challenges.

Methodology

This research study was based on a qualitative methodology. During July 2018, in-depth face-to-face interviews took place in Iqaluit and Pond Inlet. The 11 participants represented a broad spectrum of experts across business planning, finance, marketing, management, and government.

Results

Inuit culture, Inuit owned, and benefits-to-the-community emerged as top marketing communication messages often communicated by Nunavut businesses. Respondents reported marketing messages can be improved by providing better descriptions and clarity of product offerings. Facebook, radio, and posters were reported as successful media types for reaching current customers. Websites and Facebook presence were reported as the most successful media types for reaching new customers. Interviewees reported that incentives such as loyalty programs should be used to communicate more effectively with current customers, while developing/maintaining a professional website was deemed most important for new customers. Airline and hospitality businesses were reported as employing the most successful marketing communication strategies.

Discussion

Serving the community and Inuit themes emerged as top marketing communication themes with both the interviews and a previous related study that focused on website reviews of 343 registered Inuit firms. Given 85% of consumers turn to Google for product information,

clarity of product descriptions is paramount for marketing communication. Eighty percent of Canadian internet users access Facebook on a daily basis. Not surprisingly, interviewees of the study reported Facebook as the most important Nunavut business marketing communication tool. With respect to reaching new customers, development of a professional website outpaced all other strategies. It is quite possible some businesses are applying marketing communication in four different languages, and in some situations, this may not be necessary (as this would help reduce production/translation costs). For example, under the Official Languages Act, French is not required for Nunavut businesses doing business across the territory.

Conclusions

Marketing communication messages used by Nunavut businesses are primarily focused on five areas: Quality service, customer service, serving the community, Arctic themes, and an Inuit focus. Marketing communication can be improved by providing more clarity as to products/services offered and providing simple memorable messages, especially related to the community and Inuit. Successful media types for reaching current and new customers include especially a website, Facebook, radio, and direct mail.

Recommendations

Nunavut businesses need to be clear as to the products and services that are offered, regardless of the types of media that are used and where the audiences are located. Marketing communication messages should be short, memorable, easily translatable (especially from Inuktitut to English), and communicate a key selling point/message. Marketing communication messages should relate to quality, customer service, serving the community, Arctic themes, and an Inuit focus. Pictures, videos, and testimonials featuring customers, employees, and other business stakeholders are recommended to help deliver messages related especially to the community and Inuit. Both a combination of traditional and new media should be used to reach targeted audiences. For local and territorial businesses, business owners need to consider that market communication in French is not a requirement. Business development and support organizations - including government and Inuit – should help provide the basic tools and training for business owners who wish to develop/maintain a professional website; a much needed media format for both current and prospective customers.

Introduction

Nunavut Territory represents roughly 2,000,000 square kilometers and is larger than any other Canadian province or territory, with about 38,000 inhabitants spread across 25 communities (Statistics Canada, 2018a). Given the sheer size, remoteness, and northern latitude of the territory, there are many challenges for new and developing businesses such as severe weather conditions, poor infrastructure, affordable housing, an educated workforce, and food security. On the flip side, there are also opportunities such as a growing population, tourism, natural resources, fishing, creative arts, and a melting icecap that will allow for easier shipping.



Source: <https://www.edimaps.com/nunavut-map/>

Nunavut businesses face another challenge, but also an opportunity – how to deliver effective marketing communication to targeted audiences. This exploratory qualitative research report is focused on understanding marketing communication strategies currently in place, but also how these strategies might be improved to better reach current and new customers/clients across Nunavut, across Canada, the U.S., and other parts of the world.

Purpose of the Project

The purpose of this project is to provide useful marketing communication information to Nunavut entrepreneurs, leaders engaged in business development activities, and decision makers of start-ups and on-going business entities. This report can be viewed as a 2018

snapshot of considerations marketing decision makers face in a changing external environment.

Problem Statement

Research is necessary to determine effective marketing communication strategies for businesses located in Nunavut, Canada.

Research Objectives

1. Review relevant Nunavut information, marketing communication messages, media, and strategy.
2. Determine what kinds of marketing communication messages are delivered by Nunavut businesses.

3. Determine how marketing communication messages might be improved.
4. Analyze what types of marketing communication tools are successful.
5. Analyze what types of media are successful.
6. Identify how marketing communication strategy might be improved.
7. Determine what types of businesses are employing successful marketing communication strategies.

Definitions

Marketing communication. “Marketing Communications (MarCom) are coordinated promotional messages and related media used to communicate with a market. Marketing communications messages are delivered through one or more channels such as print, radio, television, direct mail, and personal selling” (Marketing communications, 2017).

Marketing communication tools. Communication options includes advertising, public relations, personal selling, direct marketing, sponsorship, and promotion.

Marketing messages. A marketing message represents the main idea that a business or organization tries to convey to an audience. The key message is the “underlying idea or theme in an ad, or the central or primary content or information that passes from a communicator to a receiver” (Message, 2018). Many organizations develop a “...one or two sentence expression of how a product or company provides an important customer need or differs from the competition” (“The Power to Lure Customers,” 2015, para. 1). Marketing messages often communicate ideas such as quality, affordability, important benefits, product features and capabilities, and current industry standards.

Literature Review

Digital Media and the One Simple Idea Concept

Given the explosive growth of digital and mobile marketing, consumers are increasingly bombarded with marketing messages across multiple devices. Technology users often switch from one device screen to another and have shorter attention spans. Saxton (2017) suggests that “...the average consumer is exposed to up to 10,000 brand messages a day...and consumers switch between screens up to 21 times an hour” (para. 1). People now generally have an attention span of eight seconds (McSpadden, 2015).

Effective messaging can help meet these challenges. A message that translates into one simple idea is probably the best fit for most firms in this digital age. The one simple message delivery isn’t a new strategy. In fact, one of the greatest ad makers of all times, Rosser Reeves, employed the “unique selling proposition” (USP) whereby “...he utilized the simple repetition of

a single theme to cut through the clutter of advertising messages” (Sivulka, 2012, p. 231). A good example of one of Reeves’s USP’s was developed for the Mars Company: “M&M’s melt in your mouth, not in your hands.”

Similar to USP’s, taglines (slogans) represent “the verbal or written portion of an advertising message that summarizes the main idea in a few memorable words” (Tagline, 2018). A slogan such as Nike’s “Just do it” has endured for years. When a tagline is used long enough, it can become one of the most memorable parts of a firm’s identity (Gendelman, 2014).

The Role of Search Engines and Websites

Search engines. As of September, 2018, Google controlled approximately 77% of worldwide search engine market share, including desktop, laptop, and mobile devices (“Search Engine Market Share,” 2017). Prospective customers are utilizing web searches, especially via Google to locate business websites and specific store information. “Four in five consumers use search engines to find local information. They search on smartphones computer/tablets for: store address, business hours, product availability and directions” (Google, 2014). In another related study, 85% of the respondents reported they were likely to use Google to help find product ideas and information before making a purchase (Kenshoo, 2017). This study also suggests that if the respondent sees “...an interesting product on another site, they also look on Amazon to find alternative ideas and compare prices” (para. 2).

Websites. Given many consumers are using Google searches to find information about businesses, including descriptions of products and services offered, it is important for firms to develop and maintain a reputable website:

A website is a credibility booster... a website is the closest you can get to a solid presence on the Internet. Not a Facebook page, not a YouTube channel. Only a website speaks to the world “Yes I exist. I am a valid business. That is why I have spent time and money in building a website. Click on me.” (“Six Reasons Why,” 2018)

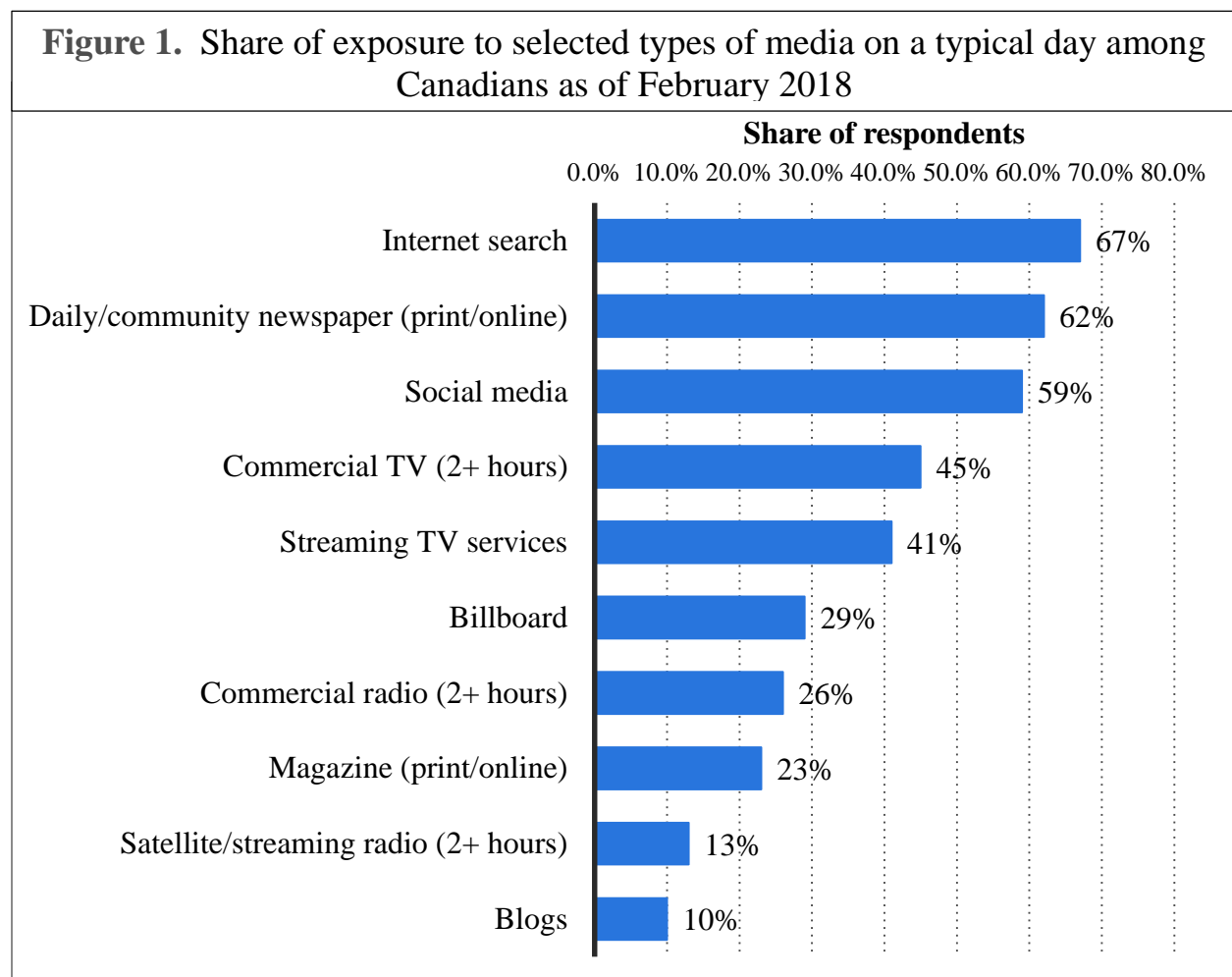
This isn’t to say social media shouldn’t play a role in connecting customers and inquiries to a business. Some experts suggest the website should be designed first, and be the center vehicle that compliments and feeds social media back to the website:

Use social media as a marketing platform to drive traffic back to your website. Use that traffic to grow your email and customer list so you can communicate with them any time, anywhere, on your own terms. At the end of the day, it’s much smarter to invest in something you own than to build on land that doesn’t belong to you. Someday the rules are going to change and it could have a major impact on your business, if you aren’t in control. This is why we highly recommend to our client’s that they invest in a website that they own and then use social media – and it’s many benefits – to reach new audiences and grow their business. (“Website vs Social Media,” 2017)

From the point of view of professionals that attributed their marketing success to selected digital marketing activities in Canada, 88.7% attributed success to design, development, and maintenance of the corporate website followed by marketing on social media at 78.8% (Ignite Digital, & Canadian Association of Marketing Professionals, n.d.). It should be noted that on average, approximately 13% of all U.S. Internet users (aged 18-59) purchased from a website based outside of the U.S. (eMarketer, 2018). It is quite likely, a significant number of these purchases completed were from Canadian websites.

Canadian Media Exposure and Usage

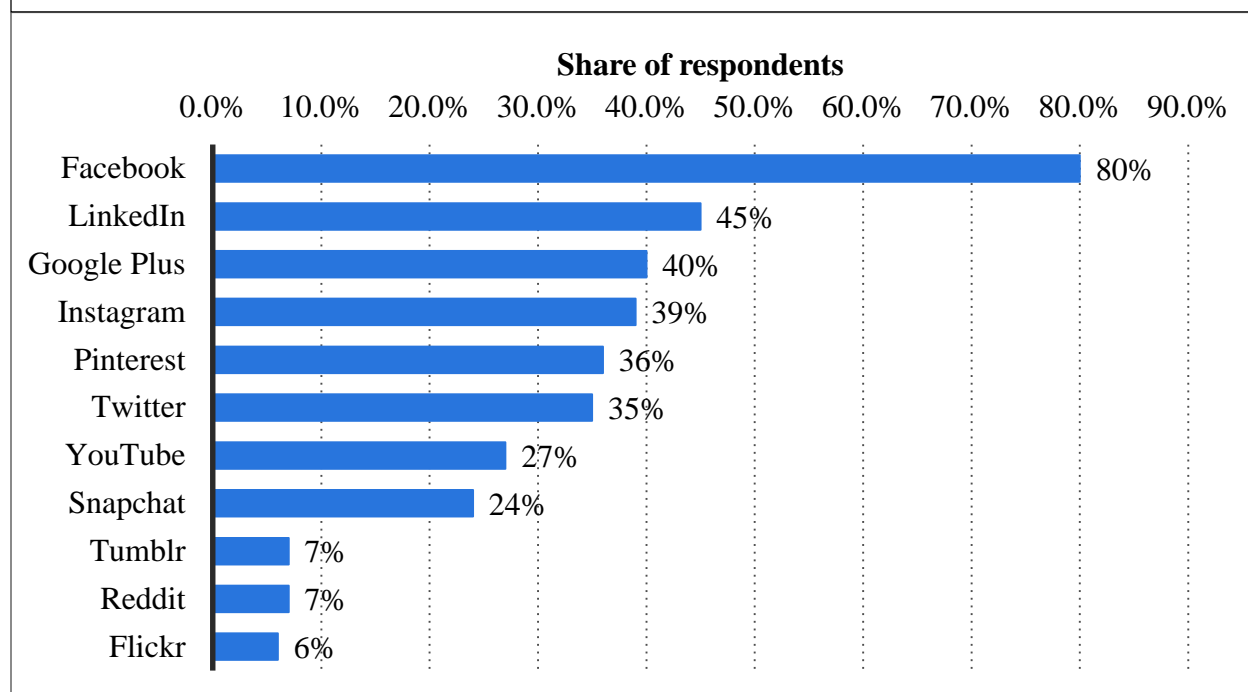
With respect to share of exposure to selected types of media on a typical day among Canadians, internet search, daily/community newspapers, and social media represented the top three types of media (see Figure 1 below; News Media Canada, n.d.):



Source: News Media Canada, n.d.

As of May 2018, Facebook represented the number one social media platform accessed by Canadians (see Figure 2 below; Canadian's Internet Business, n.d.). Sixty-four percent of the 18-34 year old bracket used Facebook products and services on a daily basis, while 56% and 52% used the platform for the 35-54 and 55+ year old bracket respectively (Angus Reid Institute, n.d.). With regard to Canadians who had never used Facebook (as of March 2016), only 10% of the 18-34 year old bracket represented this group (Insights West, n.d.). Thirteen percent and 23% of the 35-54 and the 55+ year old bracket respectively also had never used Facebook.

Figure 2. Percentage of internet users accessing selected social media platforms in Canada as of May 2018

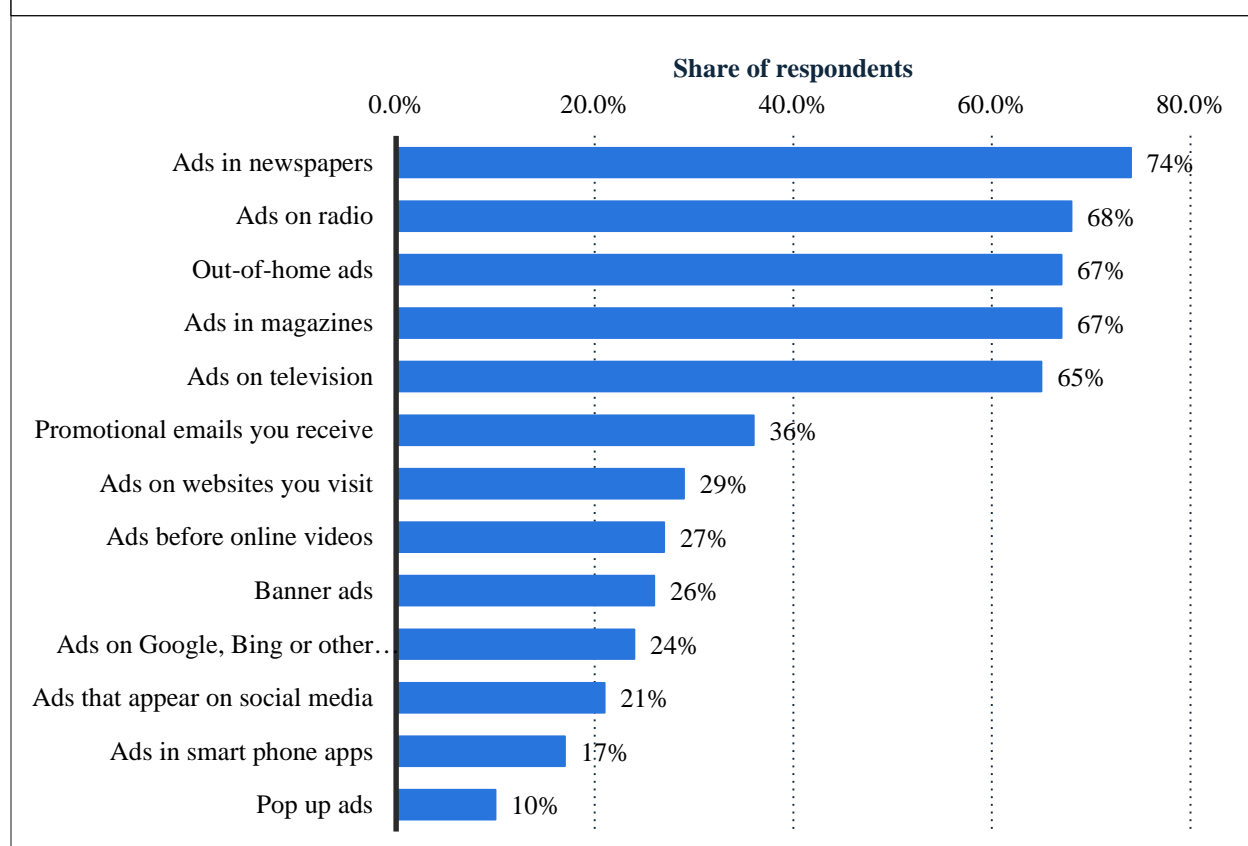


Source: Canadian's Internet Business, n.d.

Canadian Trust for Advertising

Figure 3 below suggests newspaper advertising led the way as to the percentage of Canadian consumers who felt comfortable with levels of truth and accuracy (Advertising Standards Canada, n.d.). Seventy-four percent of the respondents felt comfortable with newspaper advertising, followed by radio advertising (68%), out-of-home (67%), magazines (67%), and television (65%). Various digital advertising formats such as promotional emails, ads on websites, etc. fared significantly lower at 36% or less. Although not included in Figure 3 below, a related study indicated that 77% of adults (aged 18 years and older) agreed that “recommendations or word-of-mouth” is a trusted source of information about products and services (Proof Inc., 2018, p. 47).

Figure 3. Percentage of consumers who felt comfortable with levels of truth and accuracy in selected advertising formats in Canada in 2018



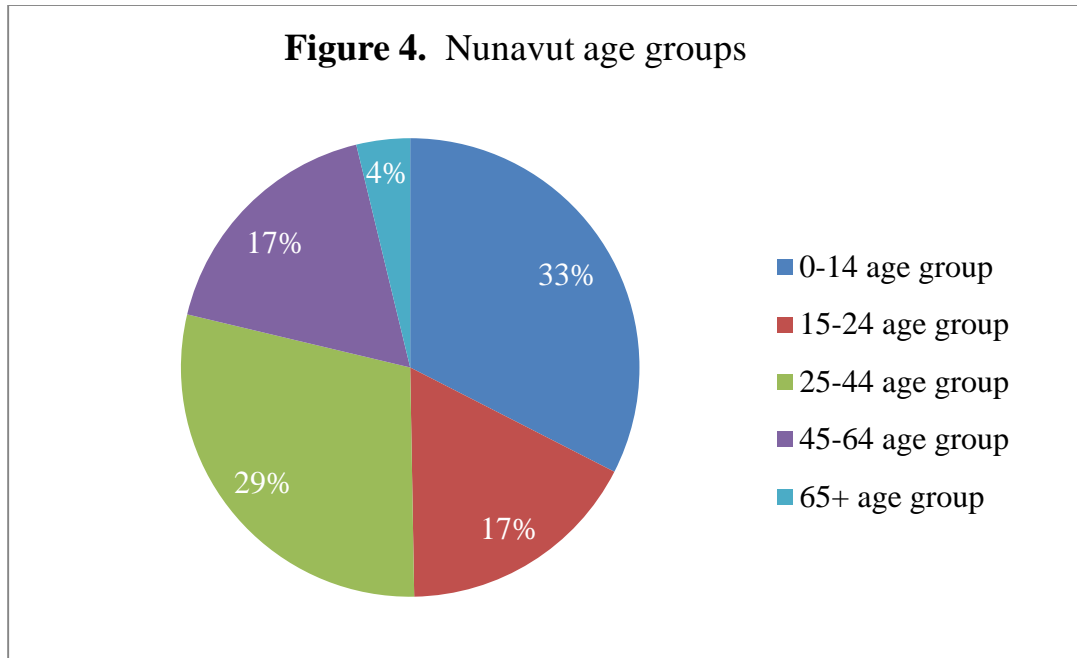
Source: Advertising Standards Canada, n.d.

Data suggests 75% of Canadian consumers agreed they have better recall of advertising from trusted brands or companies in Canada (Ipsos, n.d.-a). Further, 82% of Canadian consumers were willing to pay more for trusted brand products or services (Ipsos, n.d.-b).

Nunavut Population, Age, Ethnic Origin, Language Spoken, and Facebook Initiative

Population and Age. Statistics Canada (2018a) reports that as of April 1, 2018, the population of Nunavut stood at 38,456 inhabitants. From 2011 to 2016, the population of Nunavut grew 12.7% (Statistics Canada, 2017a). This percentage increase was higher than any other province or territory, and was linked to high fertility levels.

Nunavut age group distribution represents a young population, with nearly 50% of the population aged 24 or younger (Statistics Canada, 2018b). The largest age group represents the 0-14 group, or approximately 33% of the total population of Nunavut (see Figure 4). Compared to the Canadian national average age of 41, the average age in Nunavut is 28.



Source: Statistics Canada, 2018b

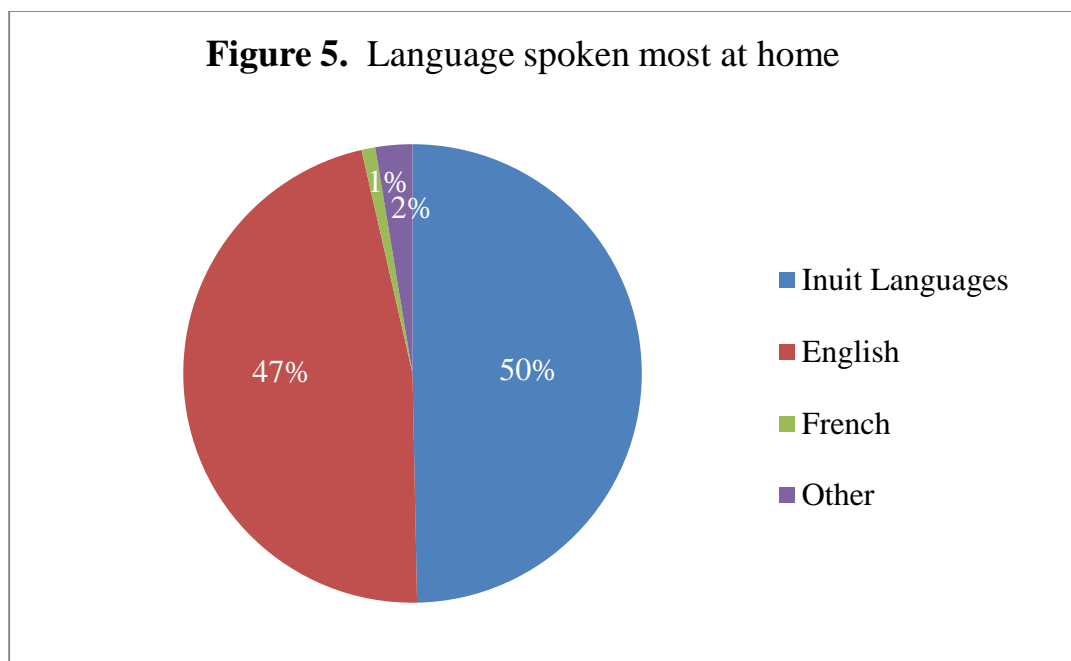
Ethnic Origin. According to Statistics Canada (2017b), the three most commonly reported ethnic origins in Nunavut for the 2016 Census included:

1. Inuit - 84.2%
2. Scottish - 9.2%
3. Irish - 4.9%

It should be noted an individual may have reported more than one ethnic origin.

Language spoken. Inuit languages (Inuktitut) include Inuktitut and Inuinnaqtun (Statistics Canada, 2018b). Out of the 17,735 Nunavummiut (or 50% of the Nunavut population) who speak an Inuit language most at home, 99% speak Inuktitut. One percent speak Inuinnaqtun (110 Nunavummiut). English and French account for 47% and 1% respectively of the total Nunavut population (see Figure 5).

Facebook initiative. It is worth noting that Facebook will be available in Inuktitut in 2019, based on the volume of feedback received from the community (“Facebook Canada,” 2018). Inuktitut speakers are now accessing the Facebook Translate app to offer proposed translations. The community members then vote up or down to see if the translation becomes official.



Source: Statistics Canada, 2018b

Nunavut Language Acts

There are two Nunavut Language Acts that marketing communication decision makers need to consider when developing marketing communication strategies across Nunavut. The Official Languages Act (OLA) and the Inuit Language Protection Act (ILPA).

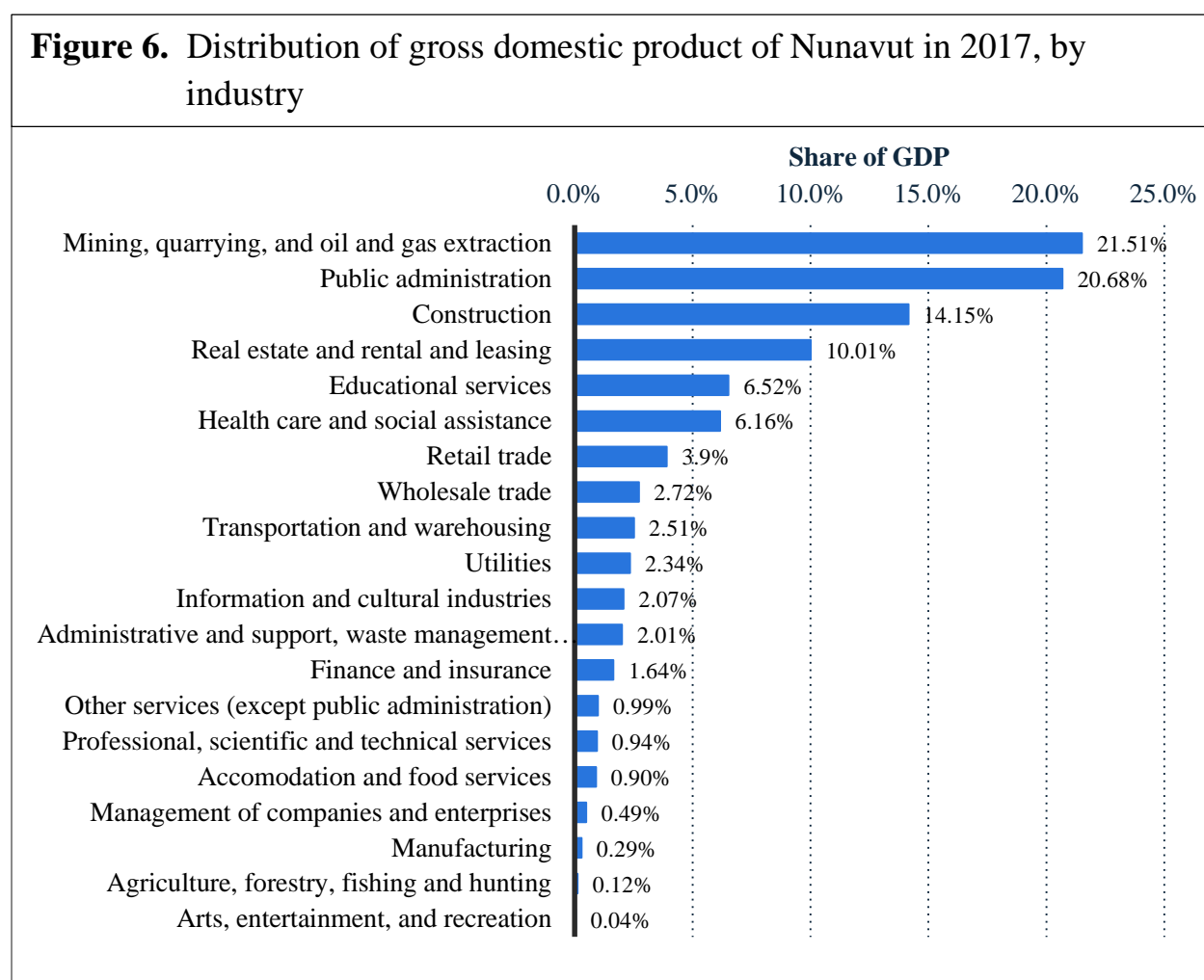
“The Official Languages Act for Nunavut recognizes the Inuit (Inuktitut and Inuinnaqtun), English and French languages as the official languages within the territory” (Office of the Languages Commissioner of Nunavut, n.d.-a, para. 1). “Every territorial institution, meaning the Nunavut Courts, the Legislative Assembly, and the Government of Nunavut, including that of its boards and agencies, must have its services and communication available to the public in the official languages” (Office of the Languages Commissioner of Nunavut, n.d.-b, para. 2). Under the OLA, French is not required for private sector business organizations doing business across the territory (H. Klengenburg, Languages Commissioner, personal communication, September 27, 2018).

The Inuit Language Protection Act “...is the only Act in Canada that aims to protect and revitalize a first peoples’ language. The aim is to increase the population of Inuit who can speak and read their language fluently” (Office of the Languages Commissioner of Nunavut, n.d.-c, para. 1). “The Inuit language, also called Inuktitut, refers to Inuinnaqtun for Kugluktuk or Cambridge Bay and Inuktitut for the other municipalities” (Office of the Languages Commissioner of Nunavut, n.d.-d, p. 1). The ILPA applies to all organizations including the private business sector such as “a corporation, a partnership, sole proprietorship, association, cooperative, union or other non-government entity operating in Nunavut, whether or not it is

incorporated or registered in the Territory” (Nunavut Economic Developers Association, 2015, p. 13). Under ILPA, businesses are only required to use Inuinnaqtun for Kugluktuk and Cambridge Bay, all other hamlets are required to use Inuktitut (H. Klengenburg, Languages Commissioner, personal communication, October 11, 2018).

Nunavut’s Gross Domestic Product (GDP)

According to Statistics Canada (2018c), Nunavut led all provinces and territories with a 13.3% GDP annual percentage increase for 2017. “Mining, quarrying and oil and gas extraction (+29%) and construction (+48.9%) contributed the most to growth....Services-producing industries increased 3.6%....Retail trade was up 2.2%, the lowest growth rate in four years” (para. 60). The real GDP of Nunavut (in billion chained 2007 Canadian dollars) amounted to \$2.23 billion (Statistics Canada, n.d.-a). Figure 6 below illustrates the percentage distribution of GDP by industry:



Source: Statistics Canada, n.d.-b

Nunavut Internet Services

An efficient Internet infrastructure is one of the most important keys to the success of growing a Nunavut business, especially a business that wishes to develop customers across the territory and elsewhere. Historically, Nunavut's high-speed internet and mobile data capacity has been critically lacking. According to Jackson (2016), "even at the best of times, service is excruciatingly slow...is a fraction of the Canadian average broadband speed" (para. 20). Additionally, Nunavut internet service packages are generally extremely expensive.

There are some encouraging developments. In partnership with Telesat, the Government of Nunavut, and the Government of Canada, the Tamarmik Nunaliit project will provide higher internet speed, at lower costs, throughout all 25 Nunavut communities by the end of 2019 (Northwestel, 2018).

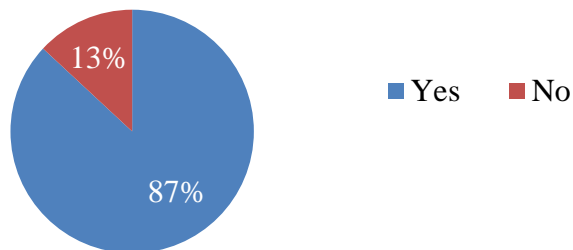
Northwestel will offer 15 Mbps Internet packages – three times faster than what is currently available – beginning next month [October 1st 2018 for Iqaluit]. The new 15 Mbps service will include 100 GB of monthly usage, all for \$129 per month. Northwestel will also begin to offer a new 5 Mbps package for \$80 per month, with savings of \$100 per month over current rates....Alongside Northwestel...Bell Mobility plans to offer [broadband wireless] LTE coverage in all 25 Nunavut communities in 2019. (Northwestel, 2018, para. 4)

Online Marketing Communication Used by Nunavut Inuit Owned Organizations

The results from a previous related study entitled: *A Study of Online Marketing Communication Used by Nunavut Inuit Owned Organizations* (Christian et al., 2018) are included below. The researchers involved with this project included six undergraduate students, led by faculty advisor, Jason Little. For simplicity, reference is made to this previous study as the *SBA Study*. The *SBA Study* included an online investigation of 343 Inuit Firms that were approved on February 20, 2018 by Nunavut Tunngavik Incorporated [NTI]; (2018a). "An Inuit firm is (a) a limited company with at least 51% of the company's voting shares beneficially owned by Inuit, or (b) a cooperative controlled by Inuit, or (c) an Inuk sole proprietorship or partnership" (Nunavut Tunngavik Incorporated, 2018b). The online investigations took place from February through April, 2018.

The *SBA Study* data suggested 87% of Nunavut Inuit firms appeared in the top 20 links of a Google search (see Figure 7), 39% had a homepage and/or a website (Figure 8), 19% had at least one Facebook page (Figure 9), 10% used LinkedIn (Figure 10), and 8% used a tagline/slogan on the website (Figure 11).

Figure 7. Nunavut Inuit firm name visible in Google search (listed in one of top 20 links)



Source: Christian et al., 2018

Figure 8. Nunavut Inuit firms that have a homepage and/or website

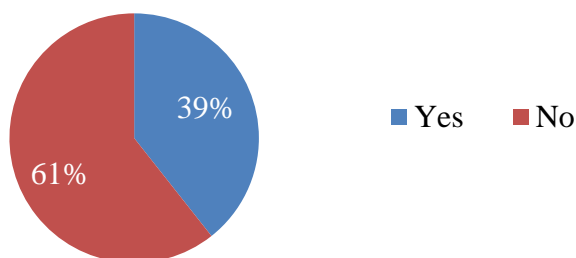
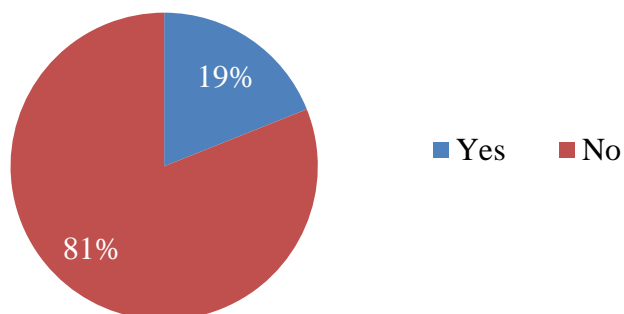
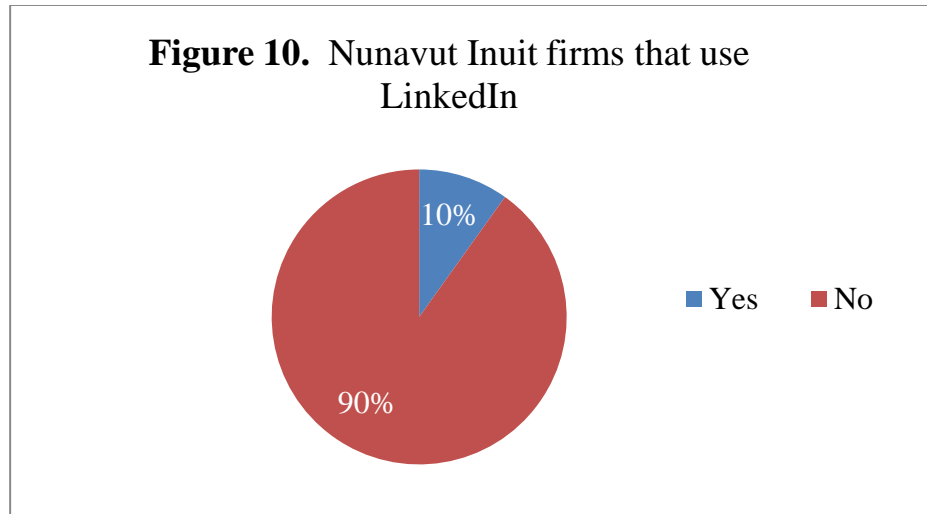


Figure 9. Nunavut Inuit firms that have at least one Facebook page





Source: Christian et al., 2018

In addition to LinkedIn, other social media sites that were used by Nunavut Inuit firms included Twitter (5%), Instagram (2%), Youtube (2%), and Pinterest (.3%). It was also observed that Snapchat wasn't used.

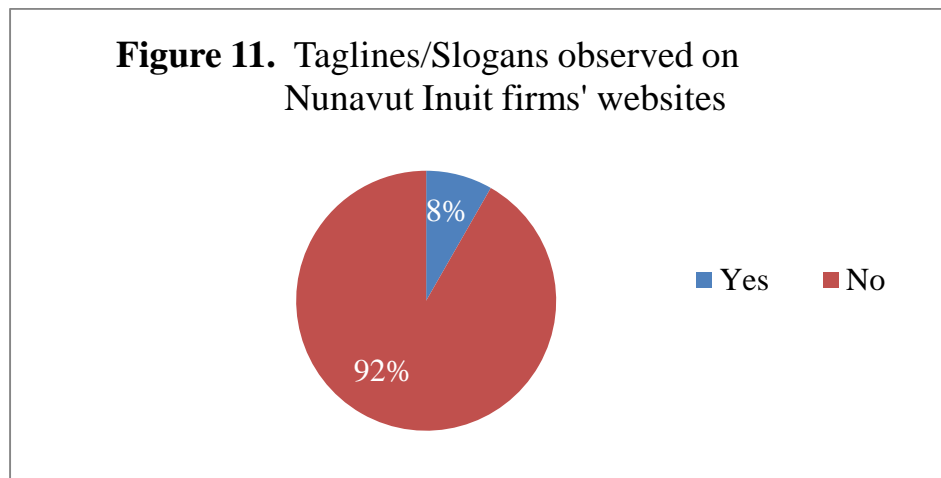
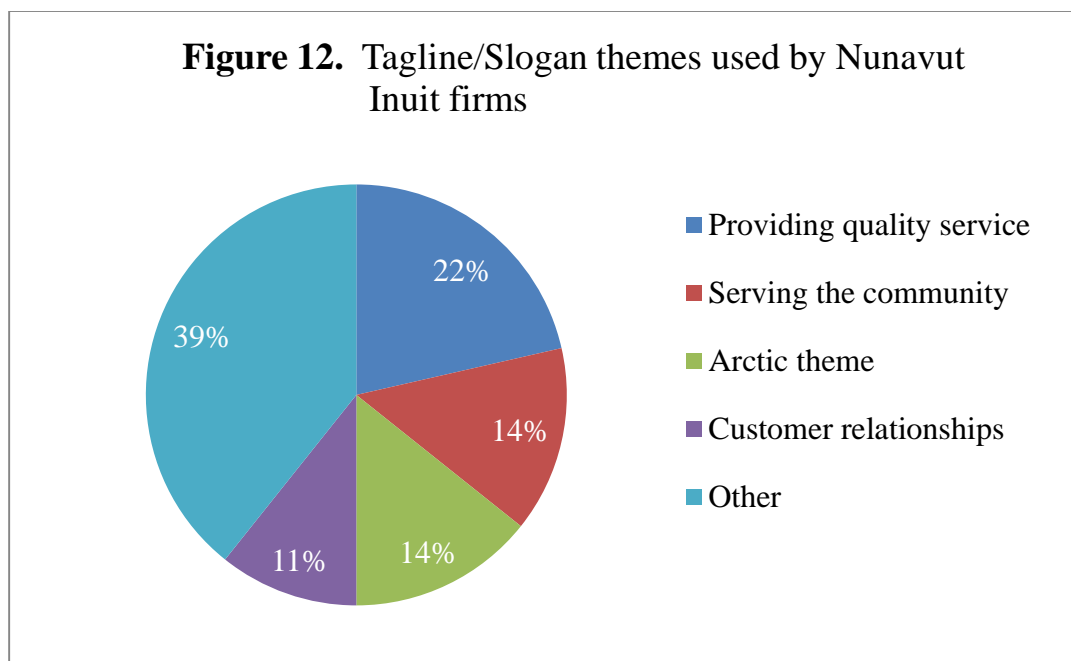


Figure 12 below represents tagline/slogan themes used by Nunavut Inuit firms. Additional overall marketing communication messages (not including taglines/slogans) provided on websites and page reviews were quite varied (see Appendix A). However, three themes were evident:

- Employment and training opportunities for Inuit (observed on four different web sites)
- Promoting economic development (observed on four different web sites)
- Focus on customer satisfaction (observed on four different web sites)



Source: Christian et al., 2018

Methodology

Participant Selection

This research study was based on a qualitative methodology. During the spring of 2018, the researcher conducted an online investigation as well as communicated with stakeholders to determine the principal Nunavut government economic development departments, business development organizations, and Inuit development organizations engaged in assisting start-up businesses and on-going concerns (see Appendix B). A list of senior economic/business development officers, general managers, managing directors, and executive directors was generated and represented a broad spectrum of experts across business planning, finance, marketing, management, and government. Approximately 20 professionals, who work in either Iqaluit or Pond Inlet, Nunavut were contacted via email, and were provided information about the project by the researcher. A total of 11 professionals agreed to meet with the researcher.

Data Collection Method and Timeframe

During July 10th – July 23rd, 2018, 11 in-depth face-to-face interviews took place at the participants' office. The interviewing process lasted on average about an hour. The interview guide is included in Appendix C.

Assumptions

First, it was assumed that the selected information and statistics were appropriate for this project. Second, it was assumed that the interviewees had the background, expertise, and

knowledge required to participate and contribute in a meaningful way to this study. Third, it was assumed that the participants answered the questions honestly and accurately.

Limitations

Given the time constraints of this study, only eleven interviewees from either the territorial capital of Iqaluit, or the northern hamlet of Pond Inlet were selected. It is quite possible representation from more hamlets would have provided additional perspectives and information.

Results

Responses from participants were summarized using identical, or near identical key words and short phrases.

Question 1: What Kinds of Marketing Communication Messages are Often Communicated by Nunavut Businesses?

Key Marketing Communication Message	Number of Respondents Who Answered
Inuit culture and heritage theme	5
Inuit owned	4
Benefits of business to the community	4
Trustworthiness	3
Descriptions of products/services	3
Quality of products/services	3
Business provides Inuit employment opportunities	2
Multi-faceted business theme – the business provides more than one product/service	1
Sponsorships	1

Additional selected quotes provided by respondents for question 1:

“The only store in town means there is/will be capacity building. That’s the attitude. People will come.”

“The message needs to follow Nunavut Language Act protocols. Organizations often deliver messages in English, French, and Inuktitut.”

“Inuit are not shy to identify themselves, but they don’t like being visible.”

“Government contracts are often awarded to contractors based on past experiences. It is difficult for small contracting companies to compete and get the big contracts.”

“Communication messages need to be in four different languages...too complicated to make the message pop. Printing costs are high for different languages. Translators are in demand, but they often don’t care about time constraints and sometime they don’t translate accurately. Need to keep the message short.”

Question 2: How Might Nunavut Businesses Improve Marketing Communication Messages?

How to Improve Marketing Communication?	Number of Respondents Who Answered
Description of products/services needs to be clear	3
Communicate how the product relates to locale	2
Emphasize uniqueness of product/service	2
Emphasize customer focus	2
Personalization of communication including pictures of workers, community members, customers/clients	2
The business hires Inuit	2
Communicate fair wages offered by business	1
Communicate social responsibility	1
Communicate environmentally focused	1
Multi-faceted businesses need to do a better job delineating products/services offered on website	1
Focus on lower cost compared to competitors	1
Uniqueness of product/service as it relates to Inuit Culture	1
Use mission statement to communicate	1
Feature testimonials of customers/clients	1
Feature pictures of landscape scenery	1
Rely more on professionals to help develop communication strategy	1
Adjust messages to target specific segments	1
Utilize more online video messages that are delivered in Inuktut	1

Additional selected quotes provided by respondents for question 2:

“There are very few Nunavut businesses branching out beyond the immediate community.”

“Firms need to deliver on promise.”

“Inuit don’t know how to market beyond a hamlet. They don’t know what it means to market a business.”

“Internet connectivity is still very slow and expensive in Nunavut.”

Question 3: What Types of Marketing Communication Tools are Successful?

Successful Marketing Communication Tools	Number of Respondents Who Answered
Social media (Facebook, including sell/swap)	8
Word-of-mouth	6
Public relations	6
Advertising	4
Tradeshows (mainly government related)	2
Promotion (such as sales)	2
Personal selling	2
Direct Marketing (such as fliers)	1
Fairs (for artisans)	1

Additional selected quotes provided by respondents for question 3:

“There are many informal Inuit businesses that are not registered with NTI, and are being run out of someone’s home.”

“Local cultural products sell best. A lot of Inuit are forced to shop locally. They have no credit card to take advantage of businesses like Amazon.”

“Radio for elders.”

Question 4: What Types of Media are Successful for Reaching Current Customers?

Successful Media for Current Customers	Number of Respondents Who Answered
Facebook (including sell/swap)	7
Radio	5
Posters	3
Local cable	2
Word-of-mouth	2
Website	2
Fliers	1
Newspaper (free versions)	1

Additional selected quotes provided by respondents for question 4:

“Facebook Inuktut translations for 2019 will need many translators... problem is so many dialects.”

“Current customers vary. Could be your customer is the government (airlines, sealift companies, long term health care in the southern cities, etc) and the best way to reach them is through proposals and personal contact. If your customer is other Nunavummiut 10 - 60 years old then Facebook, internet, and TV work. If you’re after one particular community, local posters and community radio work well.”

Question 5: What Types of Media are Successful for Reaching New Customers?

Successful Media for New Customers	Number of Respondents Who Answered
Website	7
Facebook	7
Radio	3
Direct mail	2
Newspaper	1
Word-of-mouth	1

Additional selected quotes provided by respondents for question 5:

“A lot of businesses aren’t really concerned with reaching outside of Nunavut due to high transportation/shipping costs.”

“...Personal community visits...websites that appear as top ranked Google searches.”

“For local businesses: Radio, Facebook, direct mail. For businesses outside locale: Professional website.”

“Most Nunavut businesses don’t want to expand outside of Nunavut.”

“There was an opportunity to provide funding to local businesses for advertising, but no one took advantage of the program.”

“Mail drop. Not many businesses do this beyond Nunavut. The cost of the post is subsidized by Canadian Post for mail drop. There are only 10,000 mail boxes throughout Nunavut. Good approach is to send out 10,000 brochures in unaddressed format to the 10,000 mail boxes.”

“Depends where/who your customers are. Facebook is good to reach masses in Nunavut, but not necessarily paid ads. Each community has a “news/announcement” or “sell/swap” site which is viewed by many.”

Question 6: What do you Think Nunavut Businesses Should do to Communicate More Effectively to Current Customers?

How to Communicate More Effectively to Existing Customers?	Number of Respondents Who Answered
Utilize incentives such as discounts, rewards, a chance to win something, loyalty programs	4
Use more local radio	2
Communicate high quality products/services	1
Follow ups such as email, customer surveys, reminders	1
Fliers of new offerings via post office boxes	1
Social media	1
Posters	1
Focus on honesty	1
Keep up with communication such as updating postings	1

Additional selected quotes provided by respondents for question 6:

“Very little understanding from some Inuit owned businesses. If a new business is up and running and all appropriate licensing has occurred, the owner assumes everyone now knows about the new start-up.”

“Broadband is bad. This is the future. Satellite needs to be improved. The government/hospital takes first priority for broadband usage, followed by everyone else. Web based business apps for smart phones are expensive, so why have an app if broadband is lacking? For example, customers could order taxi service by a smart phone app.”

“Community radio works well, but depends on the community – some are great, some not so great.”

“Speak their language. Many companies are southern firms (especially the larger ones) and most do not speak Inuktitut. The best thing they could do is speak the local language and communicate messages that way. Other than Iqaluit and a small number of communities in Kitikmeot (western Nunavut), 90% of the population speak Inuktitut. Messages should be created in the local language/culture first then interpreted to English but mostly it’s done the other way around.”

Question 7: What do you Think Nunavut Businesses Should do to Communicate More Effectively to New Customers?

How to Communicate More Effectively to New Customers?	Number of Respondents Who Answered
Develop a professional website	7
Utilize or further develop Facebook	4
Participate in an event	3
Update social media posts	2
Word-of-mouth	2

Referral programs	2
Incentives such as discounts and loyalty programs	2
Appear highly ranked with Google search	2
Maintain an online business directory for each hamlet	2
Become a member of a membership organization	2
Advertise outside of Nunavut	2
Focus on “Inuit Owned”	1
Utilize short videos	1
Local radio	1
Communicate proven track record	1
Mail drop	1
Internet advertising including banner ads	1
Hire a marketing firm	1

Additional selected quotes provided by respondents for question 7:

“Radio – a lot of elders listen to it.”

“Capable of delivering product/service.”

“Internet advertising appeals to the under 40-year old population.”

“Become a member of an organization that provides a professional site with appropriate content. For example, Nunavut Tourism provides the web site platform for member businesses involved in tourism. The site receives 500,000 hits per year.”

“Short online videos would help especially artists.”

Question 8: What Types of Businesses are Employing Successful Marketing Communication Strategies, Including the Message, Communication Tool, and Media Formats?

Types of Businesses that Employ Successful Marketing Communication	Number of Respondents Who Answered
No specific types	4
Airline companies	3
Hospitality	2
Fashion designers	1
Marketing firms	1
Tourism	1
Arts and crafts	1
Outfitters	1
Construction	1

Additional selected quote provided by a respondent for question 8:

“Very few have done a good job.”

Discussion

Research Objective 1: Review Relevant Nunavut Information, Marketing Communication Messages, Media, and Strategy

The use of digital devices, especially mobile devices are globally on the rise. To help businesses effectively communicate messages that current and prospective customers can remember (especially given the multitude of daily messages people receive from advertisers), a unique selling proposition can help cut through the clutter (Sivulka, 2012). Taglines also help in this respect (Gendelman, 2014).

Although many Nunavummiut are not able to afford digital devices (especially a smart phone), nor may they have access to affordable internet service plans that provide reliable internet speed, there is evidence of improvement on the horizon. Initiatives such as the Tamarmik Nunaliit project are slated to improve satellite internet speed and lower costs for all 25 Nunavut communities, by the end of 2019 (Northwestel, 2018).

Given nearly 50% of the Nunavut population is aged 24 or younger, and younger Canadians tend to utilize Facebook products and services slightly more on a daily basis as compared to older Canadians, Facebook is an important media type for this younger age audience (Statistics Canada, 2018b; Angus Reid Institute, n.d.) . Yet, the results of the *SBA Study* (Christian et al., 2018) suggested only 19% of Inuit owned businesses have at least one Facebook page.

In addition to new media, traditional media types should not be overlooked by Nunavut businesses, especially from a trust and accuracy viewpoint. All traditional media types including newspaper, radio, out-of-home, magazines, television, and word-of-mouth advertising are significantly viewed more positively compared to digital advertising formats including promotion emails, ads on websites, banner ads, search engine ads, social media ads, and pop-up ads (Advertising Standards Canada, n.d.; Proof Inc., 2018).

Research Objective 2: Determine What Kinds of Marketing Communication Messages are Delivered by Nunavut Businesses

Based on the *SBA Study* results (Christian et al., 2018), the most significant marketing communication messages used by Inuit owned businesses included providing quality service, serving the community, focusing on customer satisfaction/relationships, and Arctic themes. The *SBA Study* also suggested four different business firms communicated via the website that the business provides Inuit employment/training opportunities. These findings were somewhat in line with the stakeholder in-depth interviews. Inuit culture, Inuit owned, and benefits that the

business provides to the community emerged as the top three marketing communication themes. The interview findings also suggested quality (like the *SBA Study*), is an often communicated marketing message.

Research Objective 3: Determine How Marketing Communication Messages Might be Improved

With respect to the in-depth interviews, clarity of product/service descriptions emerged as the most noted issue with improving marketing communication. Given some Nunavut businesses are involved with more than one business, this issue becomes even more critical. As one interviewee stated “multi-faceted businesses need to do a better job delineating products/services offered on the website.” With increasingly more Nunavummiut (as with global community) looking to the web in search of products/services, businesses should provide precise descriptions, including what makes the product unique and differentiates it from the competition. As Kenshoo (2017) reported, 85% of consumers are likely to use Google to help find product ideas and information before making a purchase.

The *SBA Study* (Christian et al., 2018) findings suggested a few businesses (14% of Inuit owned) utilize tagline/slogan themes associated with serving the community. Interestingly, this same theme emerged with the in-depth interviews. Some stakeholders (interviewees) thought marketing messages could be improved by focusing more on the community theme such as how the product relates to the locale, businesses hiring Inuit, providing fair wages, and communicating pictures and testimonials of local employees and customers.

Research Objective 4: Analyze What Types of Marketing Communication Tools are Successful

From the Canadian marketing professionals’ perspective, 88.7% attribute their marketing success to websites followed by social media at 78.8% (Ignite Digital, & Canadian Association of Marketing Professionals, n.d.). In terms of social media, 80% of Canadian internet users access Facebook on a daily basis (Canadian’s Internet Business, n.d.). These findings were somewhat in sync with the results of the in-depth interviews. Interviewees reported social media (Facebook) as being the most successful tool. Word-of-mouth was also reported by the interviewees as an important marketing communication tool for Nunavut businesses, similar to a different study that reported 77% of adults agreed that word- of- mouth is a trusted source for learning about products and services (Proof Inc., 2017). It should also be noted that public relations (especially via local community radio and newspaper) was also reported by some of the interviewees as being a successful marketing communication tool.

Research Objective 5: Analyze What Types of Media are Successful

The results of the in-depth interviews suggested Facebook, radio, and posters were most prominent and successful types of media for reaching current customers. With respect to

reaching new customers, a business website, Facebook, and radio were the most noted. As the literature suggested, prospective customers typically utilize Google searches to locate business websites and store information (Google, 2014), so it was not surprising that most of the interviewees reported websites as the number one media format for reaching new customers. It was also noted that one of the respondents suggested some businesses might benefit by a direct bulk mailing in an unaddressed format. The respondent stated “there are only 10,000 mail boxes in Nunavut, and using a mail drop would be a good approach doing business across the territory.”

Research Objective 6: Identify how Marketing Communication Strategy Might be Improved

The in-depth interview results suggested utilizing incentives (such as discounts, rewards, a chance to win something, and loyalty programs) and using more local radio as important strategies for improving communication strategy to current customers. With respect to reaching new customers, development of a professional website outpaced all other strategies, followed by utilizing/developing Facebook pages and participation in an event.

An important issue emerged among some of the participants related to language translation challenges. Most of the time English is translated into Inuktitut, but as one participant stated, “it should be done the other way around by creating the message in Inuktitut, then translated into English.”

Related to government mandates, it was not completely clear on Nunavut government and Nunavut business support websites as to what languages businesses are required to provide by law. Specifically, under the Official Languages Act for Nunavut, it was discovered French is not required for private sector business organizations doing business across the territory (H. Klengenburg, Languages Commissioner, personal communication, September 27, 2018). Secondly, under the Inuit Language Protection Act, businesses are only required to use Inuinnaqtun for Kugluktuk and Cambridge Bay, all other hamlets are required to use Inuktitut. It is quite possible some businesses are advertising in four different languages, and in some situations, this may not be necessary. Printing and translation costs could be reduced, and overall simplification gained, if fewer languages are communicated.

Research Objective 7: Determine What Types of Businesses are Employing Successful Marketing Communication Strategies

The in-depth interview results suggested airline companies and hospitality businesses are employing successful marketing communication strategies. While other types of businesses were mentioned, there wasn't a lot of common ground as to responses, and most of the respondents agreed that more needs to be done to improve marketing communication. One respondent stated “very few have done a good job.” Given public administration is one of the top contributors to the Nunavut's GDP (Statistics Canada, n.d.-b), and as one respondent stated “government

contracts are often awarded to contractors based on past experience,” it is quite possible advertising and marketing communication messaging are minimally utilized or needed in that industry sector.

Conclusions

Seven conclusions resulted from this study that coincide with the research objectives:

1. It was concluded that Nunavut business opportunities abound, especially given Nunavut’s vast natural resources, population growth, and GDP growth. Effective marketing communication that relays a simple memorable message, and captures the appropriate mix of both new and old media can be very effective in reaching current and new customers.

2. Marketing communication messages used by Nunavut businesses included primarily five focus areas: Quality service, customer service, serving the community, Arctic themes, and an Inuit focus (employment/training, culture, and Inuit-owned business).

3. Marketing communication could be improved by providing more clarity as to products/services offered and providing simple memorable messages, especially related to the community and Inuit such as how the product relates to the locale, Inuit hiring, and communicating pictures/testimonials of local employees/customers.

4. Successful marketing communication tools used by Nunavut businesses included word of mouth (face-to-face and online), advertising (especially local media such as radio and newspaper), and public relations.

5. Successful media for reaching current customers included Facebook, radio, posters, direct mail. Successful media for reaching new customers included a professional website, Facebook, radio, and direct mail.

6. Marketing communication can be improved for reaching current customers by utilizing incentives (such as discounts, rewards, and loyalty programs) and using radio. For reaching new customers, it was concluded that a professional website and using Facebook were important strategies. It was concluded that language translations need to be accurate and that business organizations are not required by law to deliver communication in French across the territory. Additionally, while all hamlets are required to use Inuktitut, only Inuinnaqtun is required for Kugluktuk and Cambridge Bay.

7. Airline and hospitality businesses are employing successful communication strategies, but it was concluded that most other business sectors need to do a better job.

Recommendations

1. Nunavut businesses need to be clear as to the products and services that are offered, regardless of the types of media that are used and where the audiences are located.

- 2.** Marketing communication messages should be short, memorable, easily translatable (especially from Inuktitut to English), and communicate a key selling point/message. Taglines and slogans can help accomplish this goal. Logos, pictures, and illustrations that communicate the message and/or values of the company are also recommended.
- 3.** Marketing communication messages should relate to quality, customer service, serving the community, Arctic themes, and/or Inuit related such as employment/training, culture, and Inuit-owned.
- 4.** Pictures, videos, and testimonials featuring customers, employees, and other business stakeholders are recommended to help deliver messages related especially to the community and Inuit.
- 5.** For local businesses targeting local audiences, businesses should utilize local media including radio (especially for older folks), newspaper, Facebook, out-of-door advertising (especially posters), direct mail (via bulk mailing), and incentives (such as discounts, rewards, and loyalty programs). Word-of-mouth advertising is also a critical format both electronically (such as web postings) and face-to-face. As the business grows, a professional website should be part of the media mix, especially with regard to prospective customers such as visitors and tourists.
- 6.** For businesses wanting to do business across the territory or selected communities, a professional website is critical. Additionally, businesses should utilize Facebook and often post/update information. Depending on the business advertising budget, a direct bulk mailing is also recommended.
- 7.** For local and territorial businesses, business owners need to consider that market communication in French is not a requirement. Further, by law, Inuinnaqtun is only required for the hamlets of Kugluktuk and Cambridge Bay, all other hamlets are required to use Inuktitut.
- 8.** For businesses wanting to do business across Canada and elsewhere, a professional website is critical as a media format. Facebook is also important, but is secondary to a professional website. Depending on the targeted market segments and the advertising budget, traditional media such as radio, newspaper, magazine, direct mail, etc. should also be considered.
- 9.** Business development and support organizations - including government and Inuit – should help provide the basic tools and training for business owners who wish to develop/maintain a professional website. There are many low-cost website hosting sites available to help mitigate costs for business owners.
- 10.** For a business owner with no website expertise and a minimal advertising budget, it is recommended that a membership group be utilized to help provide web presence for the business. An excellent model of this approach is Nunavut Tourism that provides the website

platform for member businesses involved in tourism, along with member descriptions, pictures, and contact information.

11. All Nunavut business decision makers should know who to contact related to business support services, funding, and training (a listing is included in Appendix B). A listing should be provided on as many business support services' websites as possible.

12. A Nunavut business with an adequate marketing budget should seek out the assistance of a Nunavut marketing communications firm to help accomplish effective marketing communication strategy.

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Appendix A

Online Marketing Communication Messages Observed on Nunavut Inuit Owned Websites

- Logistic experts
- 100% Inuit owned
- Premier company
- Know the people of Nunavut and the business being promoted
- Leading producer
- Largest and best selection
- Maximizing production process efficiency
- Cultural experience
- Safety, transparency, cost effective
- Employment and training opportunities for Inuit - (4 observations)
- Promoting economic development- (4 observations)
- Taking all stakeholders needs seriously
- Self-help, self-responsibility, democracy, equality, equity and solidarity
- Customer satisfaction- (4 observations)
- Region will benefit from wealth of experience and skill
- Building our people, relationships, and business
- Care for the community being served
- Quality work at competitive rates
- Opportunities to own and manage the natural resources of Nunavut
- Working to solve some of the world's biggest challenges is a goal that ignites us

Appendix B

Nunavut Business Related Links and Contacts

Government of Canada www.canada.gc.ca

Aboriginal Affairs and Northern Development Canada (AANDC)

www.aadnc-aandc.gc.ca

AANDC supports aboriginal people (First Nations, Inuit and Metis) and Northerners in their efforts to: Improve social well-being and economic prosperity; develop healthier, more sustainable communities; and participate more fully in Canada's political, social and economic development – to the benefit of all Canadians.

Canada Business Network (CBN)

www.canadabusiness.ca

Canada Business Network help business grow and succeed through streamlined access to reliable, up-to-date information and services tailored to your needs. CBN reduces the complexity of dealing with multiple levels of government & is a business information service that enables you to make well-informed business decisions & contribute to your success through sound business planning, market research and the use of strategic business information.

Canadian Northern Economic Development Agency (CANNOR)

www.north.gc.ca

CanNor is a regional development agency with a specific mandate to deliver federal programs tailored to the unique needs of Northern Canada.

Service Canada

www.servicecanada.gc.ca

Service Canada improves the delivery of government programs and service to Canadians.

Government of Nunavut www.gov.nu.ca

Community and Government Services

www.cgs.gov.nu.ca

Culture and Heritage

www.ch.gov.nu.ca

Economic Development & Transportation

www.edt.gov.nu.ca

Education

<http://www.edu.gov.nu.ca>

Environment

<http://env.gov.nu.ca/>

Executive and Intergovernmental Affairs

<http://www.gov.nu.ca/executive-and- intergovernmental-affairs>

Finance

<http://www.finance.gov.nu.ca>

Justice

www.justice.gov.nu.ca

Labour Standards Compliance Office

www.nucj.ca/lso

Legislative Assembly

www.assembly.nu.ca

NNI Secretariat

www.nni.gov.nu.ca

Nunavut Arctic College

<http://www.arcticcollege.ca/>

Nunavut Housing Corporation

www.nunavuthousing.ca

Nunavut Tourism

www.nunavuttourism.com

Qulliq Energy

www.nunavutpower.com

Workers' Safety & Compensation Commission

www.wcbtnunavut.ca

Chambers of Commerce**Baffin Regional Chamber of Commerce (BRCC)**

Iqaluit, NU

www.baffinchamber.ca

Advocacy group for business in the Qikiqtani region

Kivalliq Chamber of Commerce (KCC)

Rankin Inlet, NU

kivalliqchamber@gmail.com

Advocacy group for business in the Kivalliq Region

Inuit Organizations**Kitikmeot Inuit Association (KIA)**

www.kitia.ca

Designated Inuit Organization responsible for ensuring the protection, promotion and advancement of the Inuit of the Kitikmeot Region by implementing land claim legislation.

Kivalliq Inuit Association (KIA)

www.kivalliqinuit.ca

Designated Inuit Organization responsible for ensuring the protection, promotion and advancement of the Inuit of the Kivalliq Region by implementing land claim legislation.

Nunavut Tunngavik Incorporated (NTI)

www.tunngavik.com

Implements the Inuit obligations of the Nunavut Land Claims Agreement & ensures that other signatories to the Agreement meet their obligations. NTI works to ensure the greatest possible long- term benefits to Inuit from the Agreement in a way which reflects Inuit goals, social & cultural needs & traditions within Canadian society.

Qikiqtani Inuit Association (QIA)

www.qia.ca

Designated Inuit Organization responsible for ensuring the protection, promotion & advancement of the Inuit of the Qikiqtani Region by implementing land claim legislation.

Inuit Business Development Organizations

Atuqtuarvik Corporation (AC)

www.atuqtuarvik.com

As an Inuit-owned investment company, Atuqtuarvik Corporation was established to help develop the economy by providing loans and equity investments to Inuit-owned businesses.

Kakivak Association (KA)

www.kakivak.ca

As QIA's Community Economic Development organization and small business arm, Kakivak provides training, employment assistance, business development & financial assistance / services for beneficiaries.

Kitikmeot Corporation (KC)

www.kitikmeotcorp.ca

KC manages economic development for the Kitikmeot Inuit Association.

Kivalliq Partners in Development (KPID)

<http://www.kivalliqpartners.ca/> KPID is a non-government organization that fosters small

business development among Inuit entrepreneurs in the Kivalliq Region.

Nunasi Corporation

www.nunasi.com

Nunasi Corporation is a Nunavut-wide Inuit economic development corporation; it undertakes businesses in the areas of retail, transportation, manufacturing, contracting and real estate for profit as well as for the benefit of its Inuit shareholders.

NCC Investment Group Inc. (NCC)

<http://nig.ca/>

As an investment holding company, NCC manages assets and develops property for our Inuit shareholders.

Qikiqtaaluk Corporation (QC)

www.qcorp.ca

QC manages Economic Development on behalf of QIA. QC is involved in fishing, airport management, DEW line cleanups, environmental services, mineral development activities, helicopter operations, heavy equipment sales & services, petroleum distribution, real estate construction management activities.

Sakku Investments Corporation

www.sakkuinvestments.ca

The economic development arm of the Kivalliq Inuit Association that is responsible for a wide variety of activities to ensure the Inuit of the Kivalliq Region have a secure economic future. It is involved in training, property management, building design and construction, technology, land surveying and mapping.

Nunavut Business Development Organizations**Baffin Business Development Corporation (BBDC)**

www.baffinbdc.ca

BBDC is a lending and counseling agency focused on creating and maintaining small businesses in the Qikiqtaaluk region.

Business Development Bank of Canada (BDC)

www.bdc.ca

BDC helps create and develop Canadian businesses through financing, venture capital and consulting services, with a focus on small and medium-sized enterprises (SMEs).

Carrefour

www.carrefour.ca

Carrefour's efforts are focused in the fields of employment, tourism, entrepreneurship and social economy

Keewatin Business Development Centre (KBDC)

888-645-2126

KBDC is a lending and counseling agency focused on creating and maintaining small businesses in the Kivalliq region.

Kitikmeot Community Futures Inc. (KCFI)

www.kcfi.ca

KCFI is a lending and counseling agency focused on creating and maintaining small businesses in the Kitikmeot region.

Nunavut Business Credit Corporation (NBCC)

www.nbcc.nu.ca

NBCC is a crown corporation that provides financing to both Inuit and non-Inuit businesses based in Nunavut.

Nunavut Community Economic Development Organization (NCEDO)

www.ncedo.ca

NCEDO is mandated to provide program and policy coordination, research and advocacy on a Nunavut-wide basis, for federal government community economic development programs service deliveries.

Nunavut Development Corporation (NDC)

www.ndcorp.nu.ca

NDC creates employment and income opportunities for residents of Nunavut, stimulates the growth of businesses and promotes economic diversification. The focus is on value added exportable products such as arts and crafts, meat and fish products.

Nunavut Economic Developers Association (NEDA)

www.nunavuteda.com

NEDA provides assistance to Economic Development Officers (EDOs) with professional development support. NEDA is an advocacy group for EDOs.

Nunavut Economic Forum (NEF)

www.nunavuteconomicforum.ca

NEF is a not for profit association. Objectives include: coordinating economic planning; integrating program initiatives; and fostering co-operation between agencies involved in economic development programs.

Nunavut Organizations / Associations

Kivalliq Trade Show Society coordinator@kivalliqtradeshow.ca www.kivalliqtradeshow.ca

Nunavut Arts and Crafts Association (NACA)

www.nacaarts.org

NACA is a non-profit incorporated society that promotes the growth and appreciation of Nunavut Artists, and the production of their arts and crafts.

Nunavut Associations of Municipalities (NAM)

Ph: 867-979-3111

NAM is a Lobby Group for Nunavut Municipalities.

Nunavut Broadband Development Corp. (NBDC)

www.nunavut-broadband.ca

NBDC is a not-for-profit corporation and works to ensure people have reliable, affordable access to broadband services in every single Nunavut community.

Nunavut Employee's Union (NEU)

www.neu.ca

The Nunavut Employee's Union represents the interests of employees.

Nunavut Film

www.nunavutfilm.ca

Nunavut film provides support to the Nunavut film industry.

Nunavut Fisheries and Marine Training Consortium (NFMTC)

<http://nftconsortium.org/>

NFMTC is a non-profit organization that provides training needed to work in Nunavut's offshore fishery.

Nunavut Municipal Training Organization (NMTO)

www.nmto.ca

The Nunavut Municipal Training Organization is a nonprofit society whose mandate is to identify, develop & implement programs to provide municipal staff with skills & knowledge that can contribute to excellence in municipal program & service delivery across the territory.

NWT and Nunavut Chamber of Mines

generalmanagernu@miningnorth.com

The chamber is the industry advocacy group for mining in Nunavut & NWT.

Appendix C

Interview Guide

Title of Research Study

A Research Study to Determine Effective Marketing Communication Strategies for Businesses Located in Nunavut, Canada

Introduction

Review background of the researcher and purpose of the study.

Explain informed consent form and secure signature of participant (see form at end of Appendix B).

Review definition of marketing communication: Marketing Communications are coordinated promotional messages and related media used to communicate with a market.

Summary of earlier related study explained: During the 2018 spring semester, the Franklin Pierce University Small Business Advisory Group completed a related study that focused on online marketing communication tools used by Nunavut Inuit owned organizations. The research results suggested that 87% of the businesses showed up in a Google search, 39% had a website, 19% had a Facebook page, and the use of all other social media platforms were minimal.

Interview Questions

All questions below are specifically related to Nunavut businesses.

1. What kinds of marketing communication messages are often communicated by Nunavut businesses?

(Explanation: Kinds of messages - or main ideas - might be related to trust, quality, environmentally focused, benefits the product/service provides, etc.)

2. How might Nunavut businesses improve marketing communication messages?

3. What types of marketing communication tools are successful?

(Explanation: Marketing communication tools include advertising, public relations, personal selling, direct marketing, sponsorship, promotion, etc.).

4. What types of media are successful for reaching current customers?

(Explanation: Media types include traditional media and new media such as social media.)

5. What types of media are successful for reaching new customers/prospects?

6. What do you think Nunavut businesses should do to communicate more effectively to current customers?
7. What do you think Nunavut businesses should do to communicate more effectively to new customers?
8. What types of businesses are employing successful marketing communication strategies, including the message, communication tool, and media formats?

Next Steps

It is anticipated the results of this report will be available during the late October/early November, 2018 timeframe. Participants will be emailed an electronic copy and encouraged to post the report on the organization's web site and share with any stakeholders who might benefit

INFORMED CONSENT FORM

Title of Project:

A Research Study to Determine Effective Marketing Communication Strategies for Businesses Located in Nunavut, Canada

Investigator:

Jason C. Little, MBA, Ed.D.
 Professor of Marketing, Franklin Pierce University
 603-209-6047
littlejc@franklinpierce.edu

I. Description:

I understand that Jason C. Little is a professor of marketing and that the purpose of this research is to determine effective marketing communication strategies for businesses located in Nunavut, Canada. I have been chosen to participate based on my knowledge, experience and/or professional background in business. If I participate in this study, I understand that I will be interviewed once, and that questions will be presented related to marketing communication strategy.

The interview will last approximately 30 minutes and the researcher will take notes for documenting purposes during the interview.

II. Risks and Benefits:

I understand that there is no direct benefit to me for agreeing to be in this study. It has been explained to me that the purpose of this study is to help the researcher determine effective marketing communication strategies for businesses located in Nunavut, Canada. The information gained from this study may be helpful for Nunavut business stakeholders, such as business owners, economic development officers, and other leaders of organizations engaged in business development activities. I also understand that there are no risks to me. If I have any concerns about the risks or benefits of participating in this study, I can contact Jason Little.

III. Costs and Payments:

Participation in this study is voluntary. I understand that there is no payment or cost for my participation.

IV. Confidentiality:

All information obtained in this interview is strictly confidential, unless disclosure is required by law. I understand that the researcher will take notes using a pen and paper during the interview for documenting purposes. To further protect my identity, any publications from this study will be written without identifying information. I understand that the protection of my identity is regarded as an issue of the utmost importance by the researcher and that my anonymity is safeguarded.

V. Right to Withdraw:

I understand that I may discontinue our interview at any time. If I decide to withdraw from this study, I understand that upon my request, any documented material will be destroyed, except in situations that violate laws and regulations.

VI. Voluntary Consent:

I have read this consent form (or it has been read to me) and I fully understand the contents of this document and voluntarily consent to participate. All of my questions concerning this research have been answered. If I have any questions in the future about this study they will be answered by the investigator listed above. A copy of this form has been given to me.

Participant's Signature

Date

Witness's Signature

Date