

# St. Maarten Carnival Market Analysis

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Produced by St. Maarten to the World Marketing 2014

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## 1 Introduction

St. Maarten Carnival is the island's premier cultural festival, an event held each year from between April and May, with dates fluctuating slightly due to Easter and holiday dates and planning purposes. The event is executed by the legally recognized St. Maarten Carnival Development Foundation, headed by a board of volunteers that also work with a "Carnival Working Group", an extension of the board that work together to execute various areas of the event including, concerts, security, traffic, marketing, public relations, and liaison with sponsors.

The business model of St. Maarten Carnival is one that uniquely consists of two core products:

1. St. Maarten Carnival event itself, appealing to thousands of visitors. The target group in this case is "Carnival Goers" and is a business to mass public business model – Selling your product to a large portion of the effective population.
2. St. Maarten Carnival event marketing and advertising product, appealing to various businesses on the island who want to take advantage of the large amount of activity, marketing and public relations surrounding carnival. The business model here is that of Business to Business – Selling the product of Carnival to other businesses.

Carnival is also an event that attracts several thousands of visitors to the island each year. With the main economic product of St. Maarten being Tourism, having support from the St. Maarten Tourism board is effective in ensuring more visitors come to the island to enjoy Carnival.

This report is prepared after several weeks of market research had been conducted before, during and after carnival to produce various market and economic indicators as to what the SCDF has actually created over the many years of organizing Carnival. The report gives insight into how many people attend Carnival, how much they spend, and with these indicators, hypotheses can be drawn as to what impact the event has on the economy.

### 1.1 Definitions:

For the purpose of this plan, the following key terms will be used:

**Carnival Goer:** A carnival goer is defined as a person who goes to activities organized by SCDF, especially a person who chooses to go frequently or regularly.

*Note: The definition is derived from the Oxford definition for a "goer". This term was a preferred choice for describing those that take part in carnival, since it is a broad enough term to include the large number of people that enjoy carnival in many different ways. A Carnival Goer includes, but is not limited to, a carnival reveler, concert attendee, parade bystander, someone that visits the carnival village for food, a tourist visiting the island seeking carnival activities et al.*

**Carnival Patron:** defined as the people who pay to be a part of carnival activities including concerts, parades and Road to Carnival events. This term is used to separate those who pay admission into carnival events.

**Carnival Parade Participant:** defined as those who participate in the reveling activity of the Carnival parades.

## 2 Executive Summary

The purpose of this report is to quantify significant market indicators as to who participates in Carnival and what exactly the product of Carnival entails from a marketing and economic perspective and to maximize the ways in which it which can continue to be an attraction for tourists to the island.

Specifically, the objective this plan sets out to achieve includes analyzing the current appeal of St. Maarten's Carnival for tourism, exploring the possibility of creating travel packages for St. Maarten, finding cost effective ways to increase the reach of Carnival internationally and improving the way in which St. Maarten Carnival can appeal to local businesses.

### 2.1 Market analysis

An analysis of the local market for Carnival immediately shows that Carnival is by far the most well attended event on St. Maarten by both locals and tourists. While many in the SCDF has assumed this for years, this is the first year that statistical information is available to show what attendance figures were like for all event at the Carnival Village, but also the number of people viewing parades at the roadsides.

Demographic information shows an almost 50/50 split between the number of Carnival goers over and under 30, with a slight majority of them being male (56%). Almost 50% of all Carnival goers have individual gross incomes between 30 to 45 thousands dollars a year, meaning a large number of carnival goers come from working class to lower middle class incomes.

In terms of tourism, the SCDF can for the first time present figures indicating how many carnival goers are tourists. By the research conducted, it appears that just under one quarter of all carnival goers are non-residents of St. Maarten, the majority of which are Intra-Caribbean tourists from the former Netherlands Antilles, Aruba and other islands. Still, one quarter of all tourists attending carnival are from North America, and there is some room for developing this market since corresponding research with Hotel focus groups indicate that many travellers from North American are not aware that Carnival is taking place when they arrive on the island.

Attendance for carnival events in 2014 is quite impressive. On average, each night concert drew just under 6000 people, while free events at Carnival village drew just under 9000 Carnival patrons. In terms of tourism, the largest draw was the parade days, and the weakest tourism activities being the SCDF pageant and road march events. Some marketing funds will need to go into increasing the appeal of these events to tourists as this low performance can become an opportunity for growth. These events however do very well with residents.

While promoters have seen increased incomes over the past carnival, promoter fees do not need to be increased. Instead, promoters should adhere to new guidelines to benefit the tourism aspects of Carnival, namely allowing their events to be streamed internationally over the net and ensuring that artists are available for media appearances to SCDF media including Tempo and the livestream. They must also ensure artists use social media to inform their fans and followers that they will be performing in St. Maarten.

Booth holder and vendor incomes were analyzed to see what economic impact Carnival has not only on these vendors, but to the wholesales supplying these vendors, as well as taxes to the local government. Total spending in Carnival Village to village vendors was close to 1.5 million dollars. This generates business in the wholesale food and beverage sector of the island with close to US \$500,000 in sales during the period of Carnival. This does not include roadside vendors, as they were not within the scope of this year research plan, but a good assumption can be made that they too generate a large amount of economic activity for the food and beverage sector.

An ambitious aspect of the research conducted was to measure the number of people viewing the parades at roadside. On average, just over 17 thousand unique individuals viewed the major carnival parades at roadside and just over 12,000 viewed and participated in the “Jump-Up” parades that were measured.

Of these participants, some were surveyed to gather economic indicators and market data. On average, most carnival bystanders were female, spending an average of \$16 during parade days on food, beverage and transportation.

Other economic indicators that were surveyed during this research including increase in spending habits of carnival goers in terms of clothing, beauty/care and food and beverage. The vast majority of those surveyed said that they spend “more” to “a lot more” in all those items during the carnival period. Finally, the average carnival goer spent \$94 on concerts in 2014, with men having spent more than women (men spending \$113 on concerts compared to \$72 by women).

Hotel occupancy was an important tourism market indicator for Carnival 2014. Based on focus groups conducted with hotel staff and management, Philipsburg hotels had an occupancy of 91% during the carnival period, with Sonesta Maho having a bump in occupancy to 68%, for an estimated overall hotel occupancy during the period of 61%. Philipsburg hotels obviously benefit most from the hotel stays due to their close proximity to the Carnival Village and activities.

The final market indicator would actually be the newest form of media used by the SCDF in 2014, the St. Maarten Carnival live internet stream. In total, the live stream drew just over 286 thousand viewers and the Youtube videos, up until the moment of this publication, has totaled 63 thousand views.

## 2.2 Product plan for 2014

SCDF actually has two different products that it must create. For each, the offering and the target groups are different: The annual Carnival Event Product and the Carnival Exposure and Marketing package.

The first product of Carnival 2014 will be improved in 5 ways:

- Carnival greater role in producing a Carnival’s major music festival
- Improved SCDF show appeal to tourists
- Improvement of Hotel Packages for hotels outside of Philipsburg
- More international exposure through promoter nights (social media and streaming)
- Introducing use of e-commerce: buying your carnival products and packages online



It is the opinion of the SCDF and its marketing consultants that this research has armed SCDF with new information to help grow the event to its true potential as a premier Caribbean international cultural festival.

### 3 Purpose and Objectives

The St. Maarten Carnival Development Foundation SCDF has been mandated by the island with hosting St. Maarten's Carnival for many years. Recently, the event has been recognized to such an extent that the island government of St. Maarten has, for the first time in 2011, decided to subsidize the event not only for its cultural importance (the current stipend received by culture budget), but also by funds from the marketing budget of St. Maarten.

Current President of the SCDF had recognized the need to ensure that these funds are used with the primary term of the sponsors in mind: That they go towards the marketing of St. Maarten tourism product and towards adding more to the viability of St. Maarten as a tourism destination during this period thanks to the event.

In order to this, the marketing firm St. Maarten to the World had been commissioned to carry out market research for carnival with two major goals:

- To quantify significant market indicators as to who participates in Carnival and what exactly the product of Carnival entails from a marketing and economic perspective.
- To maximize the ways in which it can continue to be an attraction for tourists to the island.

A marketing plan will be thus prepared with the primary focus of exploring the ways in which St. Maarten carnival can attract tourists to the island. However, the event itself must also be elevated to the where the local community and businesses embrace the event, the only way it can truly grow into an event that thousands wish to attend each year. For this reason, the plan also explores new ways to increase community involvement and attract new businesses to participate and support carnival.

Specifically, the objectives this plan sets out to achieve is as follows:

- To analyze the current appeal of St. Maarten's Carnival for tourism.
- To explore the possibility of creating travel packages for St. Maarten.
- To find cost effective ways to increase the reach of Carnival internationally.
- To improve the way in which St. Maarten Carnival can appeal to local businesses.



## 4 Market Analysis 2014

### 4.1 *Local market for Carnival*

St. Maarten Carnival is by far the most well attended event by the local population of St. Maarten. Despite the importance of the event, it is only until recently that government has extended the efforts made towards supporting the islands most important cultural event. As a result, there are many shortcomings in making fair assessment of the current market for carnival.

Another problem is in any previous situation analysis, there was limited data in regards to attendance, participation, revenues of stakeholders and other information that would help lend a greater understanding of the local market for carnival.

Various interviews with the SCDF board serve as the primary method for assessing the current situation of carnival. This is because the board had previously not been given the tools or the mandate to conduct more in depth research into the true market potential to St. Maarten. The marketing value of St. Maarten carnival is therefore set by the offers of sponsors and those interested in investing. In the nature of capitalism, this would result in companies and organizations receiving an immense amount of exposure through carnival sponsorship for less than the value of the potential product received. In a sense, Carnival has been underpriced in many ways for a very long time.

To correct this, market research was conducted throughout carnival to outline the following market indicators:

- Demographics of Carnival goers
- Carnival Village Attendance
- Booth holders performance and income
- Carnival Parade bystanders and participants
- Economic benefits to stores in Philipsburg
- Effect on occupancy during carnival at Hotel and Accommodations in Philipsburg and Maho



## 4.2 Demographics

An important part of the tourism market study was gathering demographic information about participants and carnival goers.

### 4.2.1 Age

While over half of carnival goers are over the age of 30, with the largest demographic group measured being the 30-39 group, it is significant to note that just under half of all Carnival goers are under the age of 29. This almost 50/50 split between the number of carnival goers over and under 30 shows the diversity of the Carnival product, but does present challenges for marketers, promoters and vendors during carnival to provide a wide variety of products to appeal to such a diverse group. Targeted marketing is therefore much more difficult during carnival, and instead products and events that may appeal to both age groups tend to do best at Carnival.

**Age Demographics of Carnival Goers**

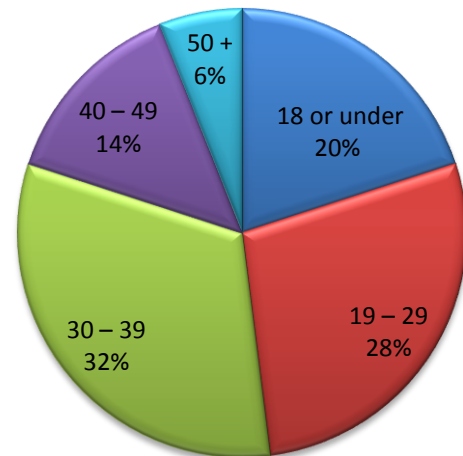


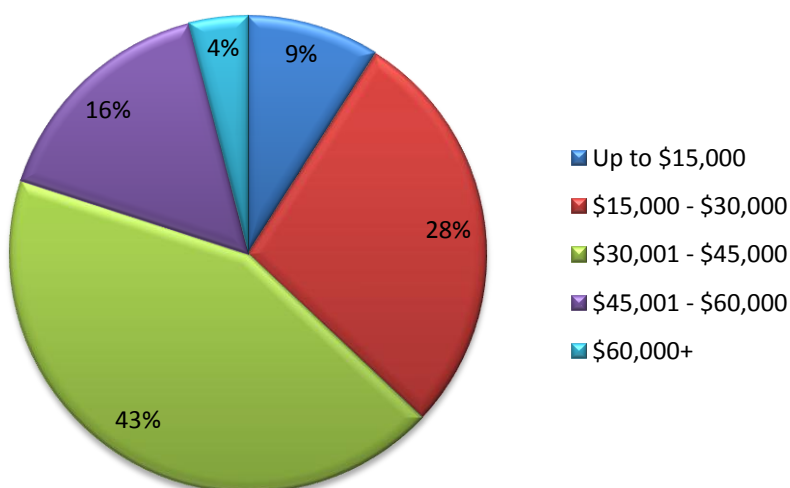
Chart 1 Age Demographics

### 4.2.2 Gender

There is not an incredibly large split between genders of carnival goers. Overall, the gender gap is just 8%, with 56% of carnival goers being male and 44% female. Also important to note regarding gender demographics:

- Men spent on average 40% more in carnival events than women (*see market analysis: Economic Indicators*)
- In terms of tourism, the gender gap is almost even, but slightly more female, with 51% of all tourists attending carnival being female and 49% being male.

**Yearly Individual Gross Income**



### 4.2.3 Gross Income

Income indicators are always valuable to measure, and thus all carnival goers were questioned based on scaled responses on incomes. The results showed that a large group is from lower-middle class incomes of 30-45 thousand dollars per year. The vast majority of carnival goers earn under 45k per year, indicating

Chart 2 Yearly Gross Incomes

that a largely price-conscious crowd is in attendance.

#### 4.2.4 Demographics of Carnival goers by Origin

Carnival has always been assumed to be a melting pot of various cultures, and a tourism attraction to the island. For the first time, our research is able to indicate what portion of the carnival goers are from abroad, and where the majority of these travellers have originated.

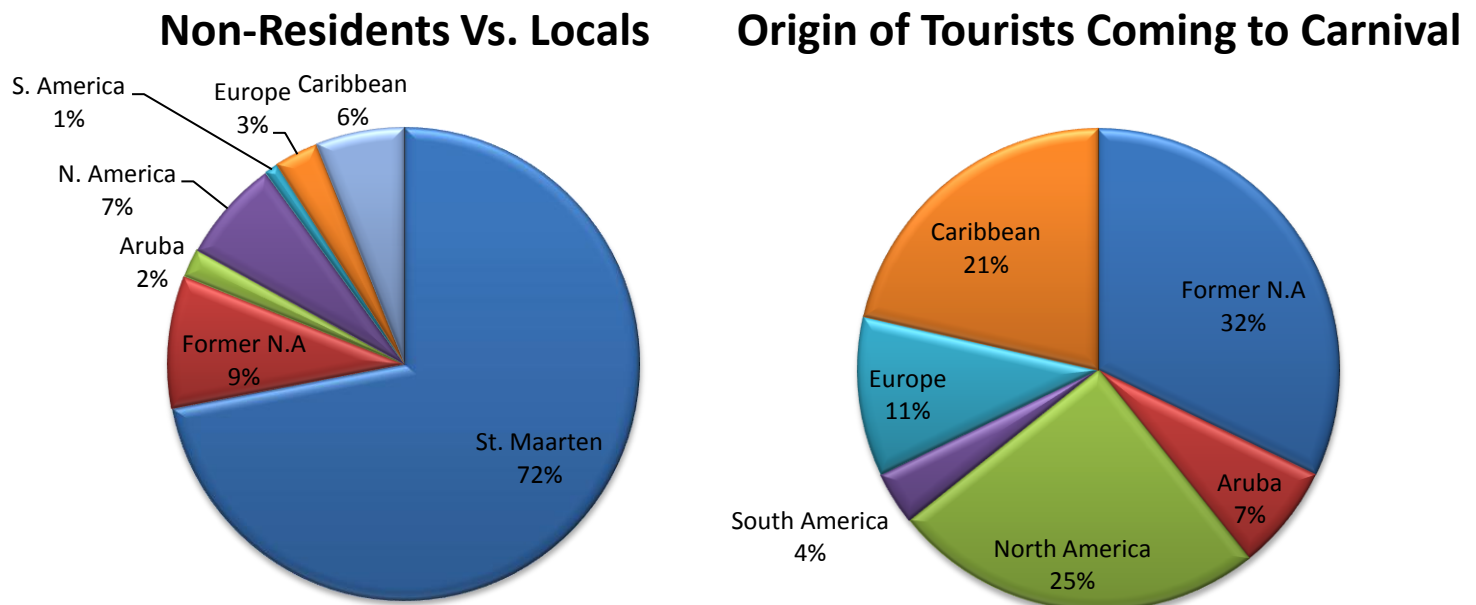


Chart 3 Non-Residents Compared to Locals

Based on the above information, some significant observations include:

- Just over a quarter of all carnival goers are non-residents of St. Maarten
- Over 60% of the tourists coming to St. Maarten are from the Caribbean region (Former Netherlands Antilles, Aruba and other Caribbean islands)

### 4.3 Carnival Attendance: Local Market

Below is a summarized table of the market research that was conducted to determine the number of people attending the activities organized in the Carnival Village during carnival.

			Demographics			Average
Night	Date	Attendance	Median Age	% Male	Tourist Ratio	Spending
Opening Carnival Village	21-Apr	8,300	30-39	63%	15%	\$ 16
Miss Mature Queen Pageant	22-Apr	1,990	30-39	34%	4%	\$ 10
Teen & Senior Queen Pageant	23-Apr	3,110	19-29	32%	3%	\$12
International Zouk Concert	24-Apr	4,700	40-49	61%	12%	\$12
<b>Night of the Hit Makers</b>	<b>25-Apr</b>	<b>6,000</b>	<b>40-49</b>	<b>55%</b>	<b>18%</b>	<b>\$13</b>
Jouvert Morning Jump Up	26-Apr	4,490	30-39	48%	7%	\$4
RiddimBox Concert	26-Apr	5,300	30-39	53%	16%	\$12
Daybreak Breakfast Fete	27-Apr	8,650	30-39	52%	21%	\$16
<b>PJD2 Caribbean Queen Pageant</b>	<b>27-Apr</b>	<b>2,200</b>	<b>30-39</b>	<b>34%</b>	<b>4%</b>	<b>\$10</b>
Senior Calypso Finals & Carnival Honors	28-Apr	5,370	40-49	63%	17%	\$17
<b>Sabor Latino II Concert</b>	<b>29-Apr</b>	<b>6,730</b>	<b>30-39</b>	<b>32%</b>	<b>27%</b>	<b>\$18</b>
Junior & Grand Carnival Parade	30-Apr	13,160	30-39	55%	31%	\$23
Labour Day Parade	1-May	9,630	30-39	59%	22%	\$16
Reggae Night	2-May	8,050	30-39	61%	24%	\$18
Youth Extravaganza	3-May	5,360	19-29	42%	11%	\$9
Family Fun Day & Village Cook Up	4-May	9,700	30-39	59%	22%	\$16
Burning of King Momo/Closing of Carnival	5-May	9,630	30-39	47%	8%	\$18

Figure 1: Carnival 2014 attendance. Sample Size: 7-10% per event, 2-4% margin of error

**Attendance:** attendance was on average higher across the boards in 2014 than previous years. It appears that the new marketing efforts, including the Road to Carnival events and the new marketing plan that was executed for 2014 Carnival, has had a positive effect on Carnival numbers for 2014. Credit must also be given to the participation of many troops in the parade of 2014 and also the efforts of promoters in producing and marketing attractive nights at Carnival.

**Average attendance figures are as follows:**

- SCDF nights: 3,490 per night
- Promoter nights: 5,480 per night
- Free nights and parade days: 9,850 per night

### 4.4 Carnival Attendance: Tourism Market

Figure 1 also contains a column based on the surveys conducted that included a question on the place of residence of the person attending the events at the village. This has allowed SCDF for the

first time to determine the number of tourist travelling to the island and participating in Carnival events (see Appendix A: Market research form).

#### **4.4.1 Largest tourism draw: Carnival Parade Days**

After the parade, most tourists would go to the Carnival village to enjoy cuisine and further the festivities amongst the locals. Almost one third of the visitors to the village were non-residents.

#### **4.4.2 Smallest Tourism Draw**

Culture/Roadmarch and Pageant events. The roadmarch event itself was the least attended event and is surely something that needs much more attention, not just to attract tourists but also to attract the local population. It was not completely clear in our survey why not as many tourists attended these events. One hypothesis is that tourists see pageants as something intimate to the island itself, something hard for them to relate to and thus choose not to go to these events. SCDF will need to rebrand pageants to draw interest to tourists.

#### **4.4.3 Promoter nights**

Promoters currently pay between \$12,000 to \$18,000 per night. With current numbers, this fee may not need to be changed providing no other expenses towards the SCDF usage of the St. Maarten Festival Village (Carnival Village) increases. Price charged to the promoter must be weighted to their ticket prices. Promoters however, do need to adhere to new guidelines to protect the product of Carnival and to ensure tourism exposure is increased:

- All promoters must ensure artists are available for at least one pre and one post carnival interview with Carnival assigned media. It is important media is allowed access to these artists so they can testify to their experience on the island, and so that this footage can be used in future advertising by SCDF.
- All promoters must ensure artists are allowed to be live-streamed and filmed. Not being able to film and stream the performances negatively affects the exposure potential these artists bring to the island. Not being able to film performances also diminishes the returns of SCDF media contracts such as live streaming and Tempo Networks, since these media having less content gives less exposure per dollar for SCDF.
- Promoters should ensure that artists use social media to tag St. Maarten's tourism page and/or the St. Maarten carnival pages to drive traffic here. At least one post/tweet per international artist is a fair request from promoters.

Promoters must come under the understanding that without the support of the St. Maarten tourism board, Carnival will not continue to have the growth it has had over the past few years. While they have enjoyed the benefits of this growth, it is also important to note that they must take into account the benefits St. Maarten tourism expects to receive in terms of marketing for the island in exchange of them having the privilege of hosting events during Carnival.

### 4.5 Village Vendors/Booth Holders performance and income

The profitability of all vendors in the carnival village is an important economic indicator for spending during carnival. While the direct sales from vendors generally benefit the actual booth holders, wholesale suppliers and distributors also see a relative benefit derived from the sales of booth holders.

			Average	Projected	Average per
Night	Date	Attendance	Spending	Sales	vendor
Opening Carnival Village	21-Apr	8,300	\$16	\$115,680	\$1,446
Miss Mature Queen Pageant	22-Apr	1,990	\$13	\$68,900	\$861
Teen & Senior Queen Pageant	23-Apr	3,110	\$12	\$50,400	\$630
International Zouk Concert	24-Apr	4,700	\$13	\$107,250	\$1,341
<b>Night of the Hit Makers</b>	<b>25-Apr</b>	<b>6,000</b>	\$10	\$18,000	\$225
Jouvert Morning Jump Up	26-Apr	4,490	\$8	\$10,000	\$125
RiddimBox Concert	26-Apr	5,300	\$12	\$25,200	\$315
Daybreak Breakfast Fete	27-Apr	8,650	\$9	\$31,500	\$394
<b>PJD2 Caribbean Queen Pageant</b>	<b>27-Apr</b>	<b>2,200</b>	\$18	\$105,300	\$1,316
Senior Calypso Finals & Carnival Honors	28-Apr	5,370	\$16	\$124,800	\$1,560
<b>Sabor Latino II Concert</b>	<b>29-Apr</b>	<b>6,730</b>	\$17	\$42,500	\$531
Junior & Grand Carnival Parade	30-Apr	13,160	\$4	\$15,600	\$195
Labour Day Parade	1-May	9,630	\$18	\$127,800	\$1,598
Reggae Night	2-May	8,050	\$23	\$267,950	\$3,349
Youth Extravaganza	3-May	5,360	\$16	\$136,320	\$1,704
Family Fun Day & Village Cook Up	4-May	9,700	\$18	\$154,800	\$1,935
<b>TOTALS</b>				<b>\$1,402,000</b>	<b>\$17,525</b>

Figure 2: Carnival 2014 consumer spending to village vendors

Total spending in the carnival village to village vendors was 1.4 million dollars. This is an average of \$17,525 per vendor over the entire period of carnival. Considering a gross profit margin of 66% as is common in a limited service food and beverage business<sup>1</sup> we can identify how much vendors have purchased from the local wholesale food and beverage sector. A net profit margin of 50% would determine what other expenses, including staff, fuel, transportation and other expenses would be. We can therefore breakdown the economic benefit of vendors to the island economy as follows:

- Wholesale food and beverage sector on St. Maarten: **33% = \$462,660**
- Staff, services and other expenses: **17% = \$238,340**
- Net profit of Festival Village vendors: **50% = \$700,000 or approximately \$8750 per vendor**

From this situation analysis, the following action points should be pursued:

<sup>1</sup><http://smallbusiness.chron.com/average-profit-margin-restaurant-13477.html>

- Carnival must explore receiving increased support from the local wholesale sector. While beverage distributors have contributed to carnival in the past, there is room for improvement for the involvement of the food distribution sectors of the island.
- Village booth fees can be increased from the current \$750. 10-15% of the estimate net profit would be a good point, which would be \$925 - \$1250 for the next carnival season.

#### 4.6 Carnival parade bystanders and participants

The number of people looking at the parades and “jump ups” are an important target market to analyze. Samples of various sectors of the parades were used to measure the number of people viewing the parades from the side, and cross sections of these sectors were questioned in order to determine important indicators. Full surveys would not be practical here, thus a basic survey with 5 questions were used: Age, Sex, Residence, participation and spending.

The results of the surveys can be seen below as follows.

		Cross Sections						Village	Average
Parade	Date	Le Grand Marche	F.W Vlaun	Front Street 1	Holland House	Police/Post	Average	Attendance	Spending
Opening Carnival Village	18-Apr	8,750	6,900	-	-	7,900	17,717	7230	\$ 6
Junior Parade (Village)	21-Apr	7,900	8,970	11,500	9,260	8,760	9,278	8250	\$ 8
Carnival Parade (Village)	30-Apr	12,650	18,600	17,800	19,620	21,400	18,014	11650	\$ 15
Labor Day Parade	1-May	-	9,520	12,480	13,200	14,000	12,300	8520	\$ 11
Closing Jump Up	2-May	9,260	8,760	-	-	10,834	9,618	8600	\$ 4
Parade	Date	Village	Sucker Garden	Arch Road	Illidge Road	Pondfill Road	Average	Attendance	Spending
Junior Parade (Village)	21-Apr	8,900	9,880	16,800	17,840	15,200	13,724	8250	\$ 16

Figure 3: Carnival parade bystanders and participants

On average, over 17,000 unique viewers participated and viewed the parade as roadside.

Cross Sections		Start	Median	End	Peak
Le Grand Marche		Dollar Store	Shell Gas Station	Pr. Bernard Bridge	Le Grand Marche
F.W Vlaun		L.B Scott Auditorium	F.W Vlaun	Front Street	"Van Dorp" int.
Front Street		Cemetery	Oranje School	Courthouse	Oranje School
Holland House		Catholic Church	St. Rose Arcade	Diamond Casino	St. Rose Arcade
Police/Post N.V	Parade:	Over the Bank	SZV	Police Station	Police station
	Jump up:	"Van Dorp" int.	GEBE	Police Station	GEBE



#### 4.7 Economic indicators of Parade viewers and participants

The following indicators were surveyed from parade goers:

Parade	Date	Average	Economic Indicators			
			Average Age	Gender	Residence	Spending
Opening Carnival Village	18-Apr	17,717	31	60% male	8% tourists	\$ 6
Carnival Parade (Village)	30-Apr	18,014	32	59% female	<b>23% tourists</b>	\$ 15
Labor Day Parade	1-May	12,300	35	57% female	18% tourists	\$ 11
Closing Jump Up	2-May	9,618	29	52% male	<b>4% tourists</b>	\$ 4
Parade	Date	Average	Attendance	Spending		Spending
Jouvert Morning	21-Apr	13,724	27	60% female		\$ 16

Figure 4: Economic indicators of parade viewers

#### 4.8 Economic benefits to local businesses

Another economic indicator that was surveyed was the spending habits of carnival attendees. This included questions as to their spending on the following services and goods:

Expenditure	Less	Same	More	A Lot More
<b>Clothing</b>	14%	36%	15%	35%
<b>Beauty/Care</b>	17%	15%	26%	42%
<b>Transportation</b>	36%	30%	22%	12%
<b>Food/Drinks</b>	9%	12%	37%	42%
<b>Babysitting/Daycare</b>	22%	58%	15%	5%
<b>Overall spending</b>	15%	23%	30%	32%

Figure 5: Spending habit change during carnival season

Some important indicators can be deduced from the figures above:

- Once again, it appears the food and beverage sector benefits a lot during carnival, 42% of people said they spend more on food and drinks during carnival than they normally do
- Beauty and care particularly goes up during carnival amongst females, however men may also visit the barber more often during carnival as per the survey above
- Clothes spending do go up significantly as well.

##### 4.8.1 Other Economic Indicators

From our surveys we can deduce some more economic indicators that can be used in planning future carnival events and evaluating the benefits the event brings to the economy:

- **Concert budget:** The average person attending carnival concerts spent an average of \$96 on carnival events. This was much higher amongst men than females, with men spending an average of \$113 and women \$72. This may be due to men having to cover concert cost for himself and an female significant other.
- **Frequency:** The average person surveyed attended 4 paid carnival events, of which 3 were promoter nights and 1 SCDF night, in addition to visiting the village at least 4 other occasions during carnival. That means the average person visits the Carnival village 8 times during carnival. Considering the village being open for 18 days, their average attendance rate is 45%.

#### 4.8.2 What are you willing to spend?

This question was posed to all surveyed during this market research. The question first asked who the person's favorite artist was. The 5 most popular artists mentioned are as follows:

- Rihanna
- Drake
- Nikki Minaj
- Don Omar
- Beyonce

Right after this question is asked, the next question is what is the most the person would be willing to pay to see this artist perform.

The average price the carnival goers were willing to pay is \$55.00. This is a difficult reality that the SCDF will struggle with if it is to increase the quality of artists being attracted. According to consultation with Caribbean Entertainment's Brad Hemmings, the artists above would all cost over \$250,000 each to attract to the island. SCDF and its promoters would have a very hard time recouping funds from ticket sales at such a low average price of \$55.

However, amongst non-residents answering the question, the average price they would be willing to pay is \$82, an amount much closer to what would be acceptable for bringing such A-List artists to Carnival. But amongst the local population, carnival goers are willing to pay no more than \$49 on average for even their favorite artist.

The recommendations for SCDF having an A-List event are explained in the product section of the report.

### 4.9 Hotel Occupancy

Based on the finding of our marketing team, these were the occupancy rates during Carnival 2014:

Philipsburg Hotels<sup>2</sup>: 91% occupancy

Overall Hotel Occupancy 61%

The next best method for such information was focus group interviews with hotel management and staff. The hotels that were interviewed were Holland House Hotel, Pasangrahan Hotel, Jose Guest House and Great Bay Beach Resort. Here is the synopsis of the results of the focus group interviews from 3 varying types of accommodations: Resort, Hotel and Guest House.

#### 4.9.1 Resort Style: Great Bay Beach Resort

Great Bay beach resort has always been a popular hotel choice amongst the middle class group of tourists that travel to the island particularly for carnival. The resort has recently undergone changes not only in physical renovations to the premises, but also its marketing strategy and packages; the resort is not focus on offering more all-inclusive (AI) amenities for guests. The AI packages are not particularly popular amongst carnival goers however, as most prefer to only have breakfast at the resort and eat at the Carnival village at night. Still, the close proximity to all the action and the resort feel in Philipsburg makes Sonesta Great Bay Beach Resort a premier attraction for a variety of tourists each year during carnival, and occupancy rates are definitely higher during this period.

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<sup>2</sup>Philipsburg hotels include: Pasangrahan, Holland House, Joshua Rose, Jose Guest House, Great Bay Beach Resort, Caribbean Hotel, Mid-Town Motel

#### 4.9.2 Hotel Style: Holland House Hotel

Holland House is one of the most popular hotels in Philipsburg during the carnival season. Over the last few years, they have had 100% occupancy at peak during the Carnival season. Many of their guests are repeat customers from Aruba and Curacao, and with some St. Maarten families even booking rooms for the week of the parades to have a balcony view of the parades and to be in close proximity to the Carnival village. The interesting blend of domestic and regional tourism is something many other small hotels in the area emulate, such as Passangrahan, to secure room bookings at the even of the slow season post-carnival

#### 4.9.3 Guest House Style: Jose Guest House

Guest houses are a very small market in St. Maarten, accounting for a total of only 8% of total rooms in St. Maarten<sup>3</sup>. Still, the occupancy of these hotels drive an important group of small business families that hopes to stimulate more such properties on the island. Every year the number of guest house rooms is slowly growing on both sides of the island. The guest houses typically are small hotels with less than 12 rooms, and are a popular pick amongst intra-Caribbean tourists, the predominant tourism market of St. Maarten Carnival. Jose guest house is booked at 100% occupancy throughout the carnival season, mostly with repeat customers who have chosen it as their preferred choice over years of attending St. Maarten Carnival. The guest house can use the Carnival season as an opportunity to encourage repeat visits later in the summer period by intra-Caribbean tourists by word of mouth; tourists go back home and tell of the affordable, comfortable stay they had during carnival.

#### 4.9.4 Key indicators from hotel focus groups:

- **Low occupancy post carnival:** Almost immediately after carnival, hotel occupancy takes a large dip. Hotels agree that Carnival prevents this dip from occurring much earlier in the year
- **Key markets:** Intra-Caribbean tourists, particularly Curacao and Aruba. American tourists often are regulars, but many of them book and only find out upon arrival that Carnival is taking place.
- **Food and Beverage:** Hotels restaurants do not perform as well for lunch and dinner during the carnival season. This is not a detriment to marketing to carnival tourists, as the high occupancy offsets the loss of restaurant revenue. Some even encourage tourists to go to eat at the Carnival village and close restaurants early during carnival season.
- **Cruise Tourist Conversion:** All properties made mention of the importance of carnival converting cruise tourists that visit the island during carnival to stay over tourists the following year

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<sup>3</sup>Tourism Master Plan rev 1 2009

### 4.10 Carnival Stream

St. Maarten carnival was streamed live on the internet to viewers worldwide in 2014 once again, for the second year in a row. While in its first year Carnival was not able to stream all shows, the fact that in 2014 most shows, events and all parades were streamed live was a great step towards broadcasting carnival to the world caused a large increase in viewership

Opening Carnival Village	21-Apr	8,500	2,890
Miss Mature Queen Pageant	22-Apr	12,000	3,514
Teen & Senior Queen Pageant	23-Apr	13500	5600
International Zouk Concert	24-Apr	17,800	4,820
<b>Night of the Hit Makers</b>	<b>25-Apr</b>	37,000	12,680
Jouvert Morning Jump Up	26-Apr	5,800	1,256
RiddimBox Concert	26-Apr	34,200	3,240
Daybreak Breakfast Fete	27-Apr	26,530	12,600
<b>PJD2 Caribbean Queen Pageant</b>	<b>27-Apr</b>	35600	11450
Senior Calypso Finals & Carnival Honors	28-Apr	56000	24300
<b>Sabor Latino II Concert</b>	29-Apr	17,800	1,960
Junior & Grand Carnival Parade	30-Apr	69,680	8,826
Labour Day Parade	1-May	56700	8000
Reggae Night	2-May	23,000	3,850
Youth Extravaganza	3-May-05	8,950	6450
Family Fun Day & Village Cook Up	4-May	18,650	2,980
Burning of King Momo/Closing of Carnival	5-May	6,950	4,986
		<b>448,660</b>	<b>119,402</b>

Figure 6: Livestream viewership statistics by Bifuteki.com

### 4.11 SWOT Analysis

The market analysis of the previous sections can be grouped into a SWOT analysis to create a balanced sight into what the strong points are of carnival, its weaknesses, the external environmental threats that may affect the event and the positive opportunities that may be present themselves for 2014.

<p><b>Strengths</b></p> <p>A diverse age group attend carnival, with a 50/50 split between those over and under 30.</p> <p>Carnival parades are a large draw for tourists, both at roadside and in the village after the parade</p> <p>The number of people viewing parades has now been quantified, giving a better idea of the value of advertising in the parade. This helps both SCDF as well as troupes who can attract more sponsorship and lower reveller costs.</p> <p>The average carnival goer spend a lot more on beauty/care, clothing and food/drinks during carnival.</p> <p>Very well established. Years of producing the most well attended night and day events</p> <p>Receives financial and logistical support from Government</p> <p>Occurs several months before the peak of the hurricane season</p> <p>Takes place towards the end of the tourism season</p>	<p><b>Weaknesses</b></p> <p>Some shows are not well attended by tourists, particularly pageants and cultural events (road march, culture night)</p> <p>The night jump ups are extremely unpopular amongst tourists, as low as a 4% tourist ration for the closing jump up.</p> <p>Current data will only become most accurate with 3 to 4 years of data collection</p> <p>Lack of integration of carnival on the Tourism website and facebook promotions need to be improved</p> <p>Social media use exists, but not as effective as it should be</p> <p>Live stream will need more cooperation from promoters to be effective, currently promoters have not made agreement with artists to allow live streaming and media coverage of their concerts.</p>
<p><b>Opportunities</b></p> <p>South American market for carnival is underdeveloped</p> <p>Booth holder sales show a large contribution to the food and beverage sector on the island. They may be convinced to contribute more towards carnival.</p> <p>Many north americans who come to carnival are not aware before they arrive that carnival is taking place during their stay</p> <p>Holiday periods exist around Carnival that allow locals to attend</p> <p>Trend towards increased marketing expenditure during carnival</p> <p>Opportunities exists for pre-carnival activities</p> <p>Internet providers exist that can support live streaming without the use of expensive cable networks</p>	<p><b>Threats</b></p> <p>The caribbean market can be easily swayed to other events in the region if they take place close to the dates of St. Maarten's Carnival</p> <p>Local carnival goers are not willing to spend more than \$50 for concerts, even if it is a concert for their favorite artist</p> <p>Holiday periods exist around Carnival that may encourage some locals to go off island rather than stay during carnival break.</p> <p>Weather affects the attendance of shows due to the festival village being open-air</p> <p>Several music festivals take place around the same time as Carnival, including St. Lucia Jazz Fest and St. Kitts Music Festival</p>

Figure 7 SWOT Analysis for St. Maarten Carnival in terms of tourism

The difficulty in analyzing the current situation of St. Maarten Carnival was that there had not been any concrete research done regarding why people really engage in carnival, who are the people that participate and how many of them exist across various demographics. Now with a stronger collection of economic and marketing indicators, Carnival can more clearly identify its strengths, weaknesses, threats and opportunities.

An important aim is to attempt to expand the product above into more ways in which the population can participate. Some ideas, which will be expanded on later, including a festivities series leading up to Carnival 2014 (Road to St. Maarten Carnival 2014), increased use of social media by the participants and stakeholders (Youtube, Facebook and Twitter), online streaming of events and more.

## 5 Improving International Market for Carnival

### 5.1 Product Plan

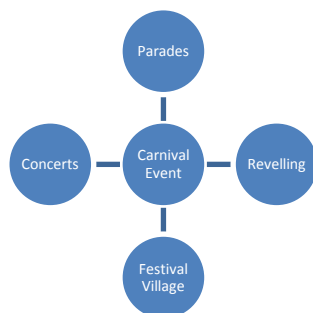
As explained in the situation analysis, SCDF actually has two different products that it must create. For each the offering and the target groups are different. The annual Carnival Event Product and the Carnival Exposure and Marketing package.

The following diagrams outline the way in which SCDF should have the target groups of each product view the product. At the center of the diagram we have the core product, representing the product as it would be offered in its simplest forms. Surrounding the products are the ways the SCDF can develop the product to become more appealing to consumers. The products colored red are new initiatives proposed in this marketing plan, outlines in the next section.

### 5.2 Product A: St. Maarten Carnival Annual Event

The mandate of carnival is to create the event the island. Theoretically, carnival could very well be an unorganized event not sanctioned by anybody, which would be the product in its simplest form. For example, thanksgiving is an event, but one way in which that can be turned into a product is by Thanksgiving Day parades as are done in the US.

One of the most prominent activities that extend the event of carnival that attract the consumer to

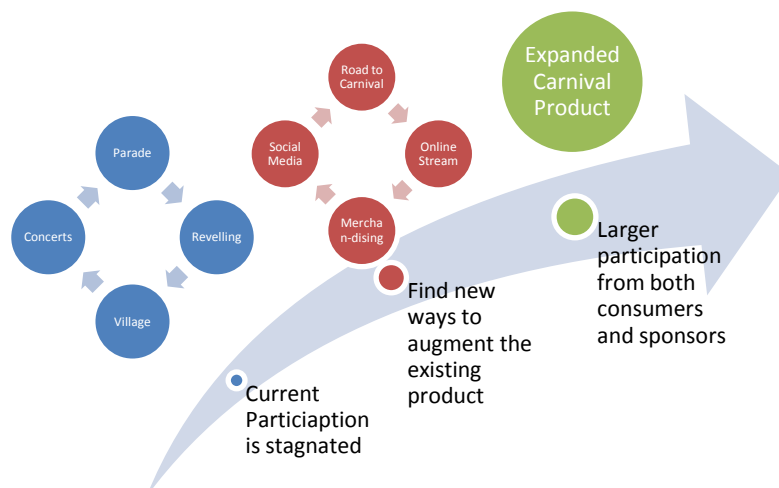


Carnival are the parades that take place, this includes jump ups and the senior and children's parades. The parades cannot only be viewed by bystanders, but many will also participate as revelers, thus another product that the consumer can enjoy. The Festival village is known during the carnival period as a great place to have food throughout carnival, and thus thousands of dishes of foods are purchased on a daily basis throughout the carnival period. Finally, SCDF is able to attract various promoters who request nights to have shows during the carnival period, in addition to SCDF's own shows, attracting thousands of patrons every nights.



Through this year's marketing plan, the product was expanded the product by adding 4 new product augmentations: Road to Carnival series, Online Streaming, Merchandising and expanded Social Media use for SCDF. The purpose of the expansion has close links to the B-Product of Carnival, exposure and advertising, since these items open more avenues for which sponsorship packages can be sold in exchange for advertising space.

The goal is to expand the Carnival product in such a way that appeals to both the consumers and the sponsors.





### 5.3 New product elements for Product A in 2014

As was done in this year marketing plan, the product of carnival will be expanded slightly by making improvements to the existing product. This marketing plan has helped come up with the following recommended product augmentations for Carnival 2014 event product:

- Carnival greater role in producing a Carnival's major music festival
- Improved SCDF show appeal to tourists
- Improved of Hotel Packages for hotels outside of Philipsburg
- More international exposure through promoter nights (social media and streaming)
- Introducing use of e-commerce: buying your carnival products and packages online



#### 5.3.1 Carnival greater role in producing Carnival's major music festival

For many years, SCDF has allowed promoters to be the sole persons in charge of producing all international concerts, with SCDF only doing the local shows such as pageants, carnival contests (calypso, roadmarch) and providing entertainment on stage during the free nights.

While promoters have done a fine job in terms of producing shows, the promoters have shown that they have little or no interest in promoting these shows outside of St. Maarten. With the SCDF mandated to use tourism marketing funds to promote Carnival worldwide, carnival will package all promoter shows into a large music festival and market these abroad to key markets that were identified in the market research: Curacao, Aruba, Trinidad, North America (New York Tristate Area) and neighboring Windward Islands. Research has also shown a willingness by non-resident carnival patrons to pay more for tickets, and although raising the ticket prices beyond \$55 is not recommended, new research can be done to see if the public perception on ticket prices changes once the appeal of carnival as an international event improves.

In addition, it is time that SCDF have at least one of its own international show nights, in which it can host a major international artist that would attract regional tourists. This show should be titled by the Tourism Board, the major sponsor of this night, at the board's discretion (for example: St. Maarten Tourism Board presents). Should a budget be met to sufficiently permit hosting such a night, this night would help the international appeal of carnival in many ways:





- A major A-List artist that could be the face of Carnival going forward to raise the value of carnival as a whole. Investing in such a major artist for Carnival should not only be seen as an investment towards a concert, but also a bump in marketing appeal for the island and the event. The contract with said artists would ensure year round use of this artist's imagery to raise the international appeal of Carnival.
- Begin the process of building a basis for what promoters must do to market carnival internationally (see product plan: more international exposure through promoter nights)
- Use the profit from the event towards developing better packages and marketing efforts each year

A separate business plan is being prepared to analyze the cost, the benefits and the execution of such an SCDF night which the SCDF board will decide on its pursuit. However, the years of experience the SCDF team has means should suffice in ensuring carnival has one of its best nights of the year under the auspices of the board itself.

### 5.3.2 Improved SCDF show appeal to tourists

According to the market analysis conducted, research shows that the least popular events amongst tourists are the SCDF nights that are contests. Further questioning revealed that tourists feel like they cannot relate to local competitions such as calypso and pageants because there cannot recognize anyone involved with the event. Some recommendations for improving this can be presented as follows:

#### 5.3.2.1 Create narratives of the contests to increase appeal

Having a narrative of each event to create a sort of storyline behind the events would help draw more neutral parties to the events. Traditionally, marketing SCDF shows were done simply by showing the face of contestants, the date of the event and other relevant details. What was never done was publicly marketing the stories behind what the show actually is. This can be done by writing narratives to explain to tourists why they should consider attending the event. Here is one rough example of a narrative that can be created for local shows:

"The Senior Calypso King show."

*Calypso: the music that is the backbone of Carnival, with origins dating back to the year 1600. For many years the St. Maarten Carnival foundation's most tightly contested event was the Senior Calypso Finals, in which some of St. Maarten's best musicians sing in clear yet rhythmic tones to tell the stories of the people of island of St. Maarten. While the music is filled with puns and comedic jabs at many situations on the island and across the Caribbean region, the competition is extremely fierce as these musicians compete to be crowned the Calypso King of St. Maarten: perhaps the most coveted Carnival crown of them all. Come and see if Fish da Boss can defend his title once again, or if some of the other greats such as Brat, King Bobo and or The Mighty Down will dethrone the two-time calypso king! It is an event the entire family can enjoy in the comforts of the Carnival Village, with great food and drinks being served all night long."*

Such a narrative should be created on flyers and placed in all hotels on the island, and also hosted online through the various tourism marketing channels such as the tourism website and tourism social media sites.

### 5.3.2.2 *More international presence for local shows*

Last year, Youth Extravaganza saw some of its greatest numbers with rapper Ace Hood headlining the event. While many came out to support the local artists that performed before the rapper, it also encouraged the largest turnout from tourists to carnival events: 11% of people in attendance were tourists, as opposed to other SCDF shows averaging just 4% (See Figure 1: Carnival Village attendance). This is a clear indicator that having an international artist, or at least some form of international allure to the event, adds to the willingness of tourists to attend events.

A new marketing strategy must be used to improve the appeal of the following shows to tourists:

**Youth Extravaganza:** As mentioned earlier, the interest amongst tourists for this event has gone up due to having an international act added at the end. This should be explored once again for Carnival 2014.

**Calypso Show:** An international calypso act added to the lineup of competition could help attract more Caribbean calypso fans to the event. Another possibility is to add an international calypso judge to the event, or an celebrity MC. While a concern is that locals may not want too much international flavor on their local show, a subtle touch of international attention would actually even attract more local carnival goers as well.

**SCDF Pageants:** Adding international element is possible here as well, by adding notable figures to the judging panel and/or the host of the event. One recommendation would be having a former miss universe host the event, and having a carnival queen from other island on the panel of judges.

### 5.3.3 *Hotel Packages for Hotels outside of Philipsburg*

Research has shown that hotels within Philipsburg are performing very well, but some resorts outside of Philipsburg are not doing as well. Last year, Sonesta Maho created a promo code for Caribbean tourists, which comprises the largest segment of travellers coming to Carnival. We will continue to expand on this by having hotels on the Dutch side outside of the Philipsburg area offer packages to tourists to encourage them to also stay at those hotels.

### 5.3.4 *More international exposure through promoter nights*

Promoters are given the opportunity to host shows in the Carnival Village during Carnival season. While over the years, SCDF has been satisfied with the production value of shows, the international media attention for these shows has been lacking. In order to improve this, the following measures need to be negotiated with promoters:

- **Artist Interviews:** All promoters must ensure artists are available for at least one pre and one post carnival interview with Carnival assigned media. It is important media is allowed access to these artists so they can testify to their experience on the island so that this footage can be used in future advertising by SCDF.
- **Live-streaming and filming of event:** All promoters must ensure artists are allowed to be live-streamed and filmed. Not being able to film and stream the performances negatively affects the exposure potential these artists bring to the island. Not being able to film performances also diminishes the returns of SCDF media contracts such as live streaming and Tempo Networks, since these media having less content gives less exposure per dollar for SCDF.

- **Social Media:** Promoters should ensure that artists use social media to tag St. Maarten's tourism page and/or the St. Maarten carnival pages to drive traffic here. At least one post/tweet per international artist is a fair request from promoters.

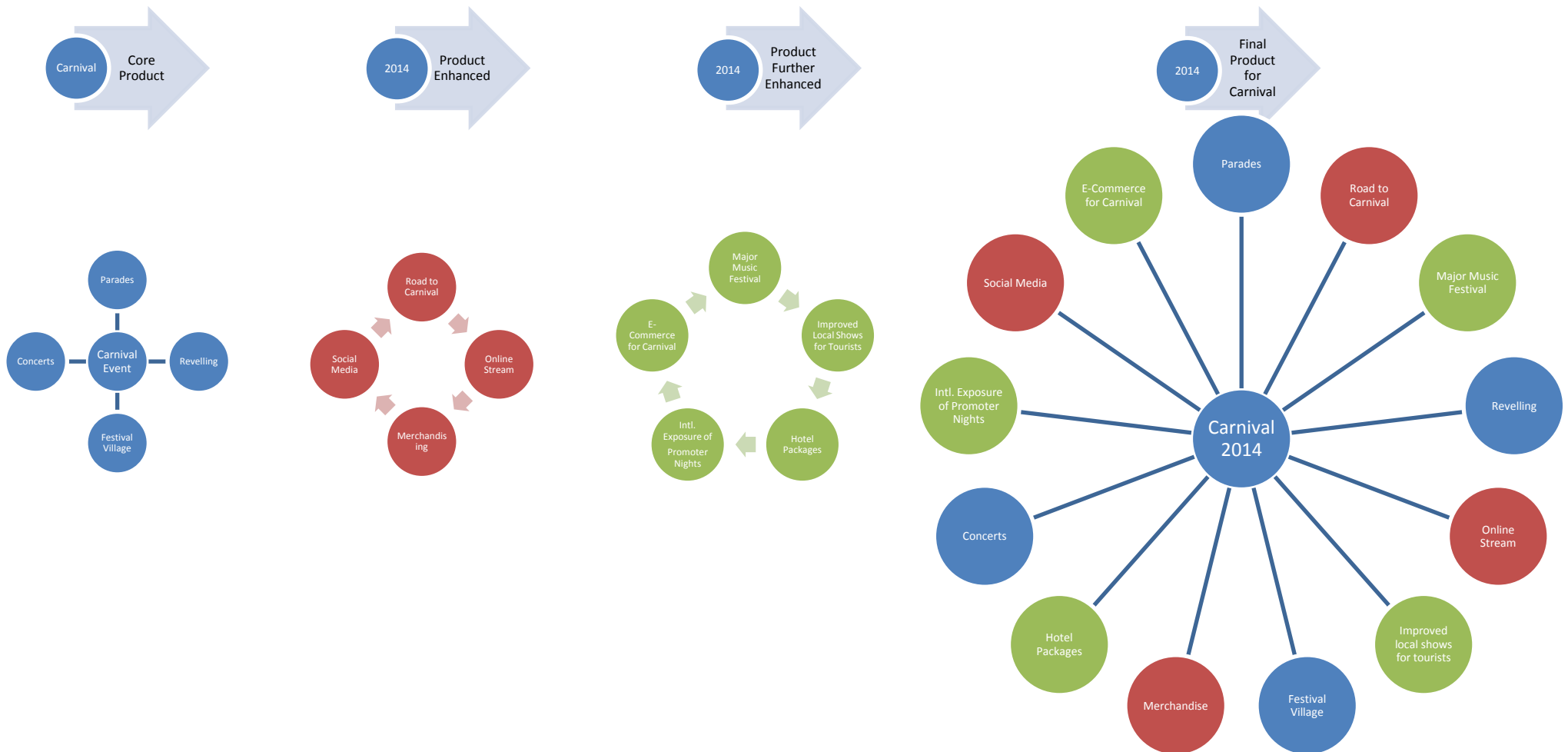
### 5.3.5 Introducing E-Commerce for Carnival

In addition to the sales of Carnival Season Passes, SCDF introduce the sales of Merchandising at Carnival this year as well as the sales of vacation packages to St. Maarten. To expand on this in 2014, Carnival will need to create an online retail outlet for purchasing items. Both locals and prospective carnival visitors will be able to use this online store to purchase the following items:

- Carnival Season Passes
- Tickets to individual nights (optional if agreement can be made with promoters)
- Pre-Order Carnival Merchandise and also buy carnival merchandise at discounts after carnival
- Carnival Vacation packages for both locals (domestic tourists) and international travellers

The e-commerce page could be made in conjunction with the main telecommunication sponsor, who can also sell sim cards, top ups and other items on this web page.

### 5.4 New Carnival Product Matrix



### ***5.5 Product B: Sponsorship Packages***

As you can see by the strategies in place to expand the Carnival product, the point is to also create more benefits for the foundation by augmenting the value of the marketing and advertising the event can offer.

**One new element will be added to this product:** Improved appeal to international sponsorship and grants.

### ***5.6 Presented Sponsorship Packages – A new approach to attracting sponsors***

Not only will it be our goal to create new sponsorship packages that are individually catered to each sponsor, based on their product or services, their budget, the exposure they would like to receive from carnival and the new creative ways we have developed, we also will present this to them in a professional powerpoint and video presentation on behalf and in the presence of SCDF. We are certain this method is much more effective than simply negotiating with letters or with words; we use multimedia to ensure the message gets across to the sponsors about the real benefits they have in supporting carnival.

This method will also be taken overseas to trade shows and to meet with international sponsors who may be willing to invest in Carnival.

### ***5.7 Broadening sponsorship participation in 2014***

We will see new ways to attract difference sponsors, other than the usual sponsors SCDF would attract. We aim to attract at least 3 more first time major sponsors to SCDF for 2014, by showing companies how practically any company can benefit from sponsoring the Carnival Foundation. We also aim to attract at least 1 international sponsor to the event.

### ***5.8 Road to St. Maarten Carnival 2014 – Expanding the activities of Carnival once again!***

Propose mini events leading up to carnival that will gradually entice the public into Carnival 2014. Our team will present a cost effective plan that will be a part of the Road to St. Carnival 2014. These events do not need to even come at a cost to SCDF, rather, they will be hosted at existing local nightspots that will be official parties that are “on the road to Carnival”. The benefits for SCDF is generating more excitement about carnival even months before Carnival, and the benefits for the officially sanctioned parties are that they will be a part of a major local and regional marketing endeavor, thus ensuring any Road to Carnival party is an automatic success. Patrons will vote at the end of road to Carnival during carnival for which was the best party, and an award will be given to the host venue.

### ***5.9 Live Streaming of Carnival 2014***

To really take St. Maarten Carnival to the world, we will do just that by streaming the entire event live on the internet once again! As per the market analysis, we can see that the first stream of Carnival attracted many viewers. Also, policy changes with promoters will help ensure a larger number of viewers in 2014.

### ***5.10 Travel packages for in 2014***

Using our experience in Travel and tourism, carnival will create packages for travel. This will include all tasks necessary for ensuring travelers can easily book packages to St. Maarten that would be a part of a travel package to Carnival. This includes:

- Presenting offers to airlines for special group fares for travel in the carnival period

- Securing participation from local accommodation to provide accommodation for the package
- Packaging other goods including food and beverage
- Evaluating the pricing and possibilities for booth dining package (ex: all you can eat in the village or Meal-a-day in the village)
- Integration of night events and promoters with the package

### ***5.11 Evaluation and Feedback - Market Research 2014***

As this research report has demonstrated, SCDF must ensure that carnival can continue to be armed with very detailed market research data that it can present to sponsors, strengthening the credibility of St. Maarten carnival as a marketing tool. Next carnival season, our market research will have the following aims added:

- Booth holders will be required to fill in surveys that will give us key information as to their success as booth holder.
- Promoters will be given forms to fill in with information about their events
- Carnival Troupes will also fill in surveys with key data about participation
- Feedback from sponsors as to their exposure in 2014
- Stream viewers will also fill in online surveys

A full report will be presented to SCDF within 40 days after the end of Carnival 2014 with all the findings.

### ***5.12 St. Maarten Carnival Website – Should be integrated into tourism site***

St. Maarten Carnival should have its own website, which we recommend be a part as a subdomain of St. Maarten travel website (***carnival.vacationstmaarten.com***). This would save on costs, allow for shared traffic between the two sites and allow for St. Maarten tourist board PR firms to easily refer consumers to the site. The site will mainly be catered for international visitors to the island, because locals have other sources of information to stay up to date with Carnival. It will be a crucial medium to selling carnival packages.

### ***5.13 Improved social media***

Improving the use of and the following of all major Carnival social media:

- Facebook – increase in number of fans by 100%
- Establish a twitter following equal to half the number of Facebook Fans
- Instagram – an effective tool for hosting pictures of Carnival. Will introduce “carnival pic of the day”
- Youtube – Will create a St. Maarten carnival youtube channel and upload past carnival clips, trailers and more to this page. Aiming to get half the number of facebook followers as subscribers.

## Appendix A: Survey for Village attendees



St. Maarten Carnival Survey 2014

Date/Event: \_\_\_\_\_

St. Maarten Carnival Village Attendee

Surveyor: \_\_\_\_\_

***Help us improve your carnival experience by taking a few minutes to answer a few questions!***

### Demographics:

1. Gender
  - a. Male
  - b. Female
2. Residence
  - a. St. Maarten
  - b. Former N.A (Curacao, Bonaire, Saba, Statia)
  - c. Aruba
  - d. North America
  - e. South America
  - f. Europe
  - g. Other: \_\_\_\_\_
3. Age
  - a. 18 or under
  - b. 19 – 29
  - c. 30 – 39
  - d. 40 – 49
  - e. 50 +
4. Estimated Yearly Gross Income
  - a. Up to \$15,000
  - b. More than \$15,000 per year
  - c. More than \$30,000 per year
  - d. More than \$45,000 per year
5. Education
  - a. Primary Education
  - b. High School
  - c. Community College/A-Levels
  - d. College
  - e. More than \$60,000 per year



**Carnival Attendance**

6. How many editions/years of St. Maarten Carnival have you attended previous to this year?
- This is my First Carnival
  - 2-4 times before
  - 5-10 times before
  - 10 or more
7. In what ways do you participate in carnival? (Check all that apply)

- ☐ ViewingParades

☐ Participating in Parades

☐ Participating in Jump Ups

☐ VisitingtoCarnivalVillage

☐ AttendingCarnival Shows

**Festival Village and Concerts**

8. What is your budget for spending at carnival booths throughout carnival village
- Daily: \_\_\_\_\_
  - Total: \_\_\_\_\_
9. How many carnival concerts will you attend in 2014: \_\_\_\_\_
10. What do you think overall of the prices of Carnival Concerts for 2014
- Really inexpensive
  - Inexpensive
  - Fair
  - A Bit high
  - Really too high
11. A) Tell us your favorite music artist that you would love to see perform at Carnival:
- \_\_\_\_\_
12. What would is the maximum you would be willing to spend to see this artist perform for Carnival 2014
- Up to \$30
  - Up to \$50
  - Up to \$75
  - Up to \$100
  - Up to \$150
  - More than \$150

**Economics: Tell us how much more you spend during carnival season**

	Less	Same	More	A Lot More
Clothing				
Beauty/Care				

Transportation				
Food/Drinks				
Babysitting				
Overall spending				

Best thing about Carnival:

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Thing that needs to be improved the most:

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