



Eugene, Cascades & Coast FY12 Marketing Plan

May 19, 2011

An Introduction to Travel Lane County

Travel Lane County's primary role is to position and market Eugene, Cascades & Coast as a visitor destination to conventions, meetings, sporting events, and leisure travelers.

The mission of Travel Lane County is to increase the number of overnight visitors.

- Sales and marketing efforts convert conventions, meetings, events, and leisure travel.
- Convention, sports and visitor services encourage longer stays, repeat visits, and spread visitor dollars to more local businesses.
- Membership strengthens our marketing message, making the destination more attractive to prospective visitors and providing local businesses economical direct access to visitors.
- Community Relations informs and motivates residents to support our mission and the local visitor industry.

Travel Lane County also serves in a leadership role for the Tourism & Hospitality industry in Lane County. We recognize and embrace our leadership role in helping to build and maintain a vibrant visitor destination and world class living environment.

Our marketing efforts support the brand of "Real Adventures. Real Close." with a focus on soft adventure that is easily accessible for all ages and abilities throughout Eugene, Cascades & Coast.

Our programs support (performing, visual, and crafted) arts, heritage and humanities as vital cultural elements and viable products of our communities. Our programs also recognize and support the goal of Lane County to enrich the lives of youth.

Travel Lane County is a private, non-profit corporation formed in 1980 and governed by a thirty member board. Our full and part-time staff numbers 26. Membership totals more than.

Organizational Visions

All resources are utilized efficiently and effectively.

Stewardship of our limited resources is a critical component of our continued success.

Measures are employed in each program area to evaluate return on investment.

Priorities should be driven by our mission.

Travel Lane County projects warm professionalism to all customers.

We will provide friendly, attentive, prompt, accurate, and respectful service to every customer. Everyone is a customer.

Graphic Standards provide a consistent look and feel in everything we do.

Graphic identifiers (fonts, phrases, images, graphics) provide a professional, clean look and feel that complements our extensive use of full color photography. Standards are dynamic, but evolve slowly.

Tourism & Hospitality Contributes to a Triple Bottom Line

Tourism & Hospitality is a **traded sector industry**: Visitors bring dollars in to the local economy from other places, support a variety of businesses, and away take memories of an outstanding experience.

Tourism & Hospitality is aligned with **environmental values**: A focus on outdoor recreation; scenic views; local wines, brews, and foods; and awareness and promotion of sustainable practices throughout the industry.

Tourism & Hospitality provides **social equity**: A wide array of entry level job opportunities, with career paths to skill acquisition and higher wages with or without formal continuing education.

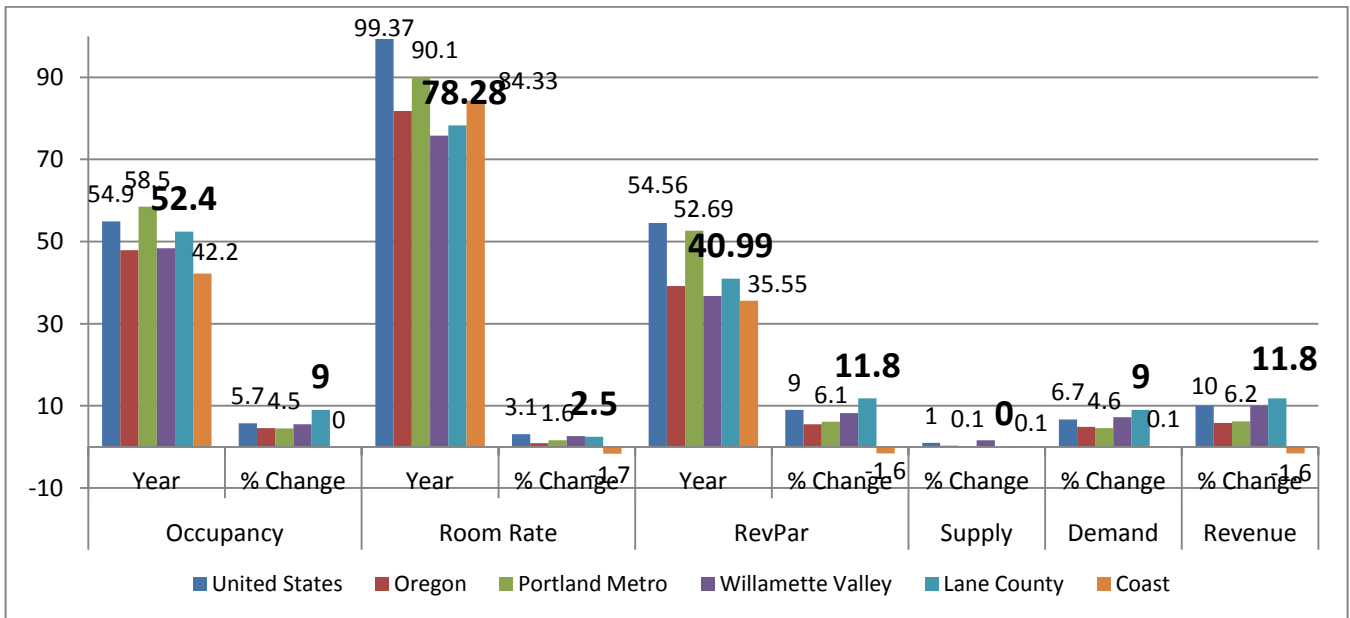
Situation Analysis

Travel & Tourism Economic Indicators

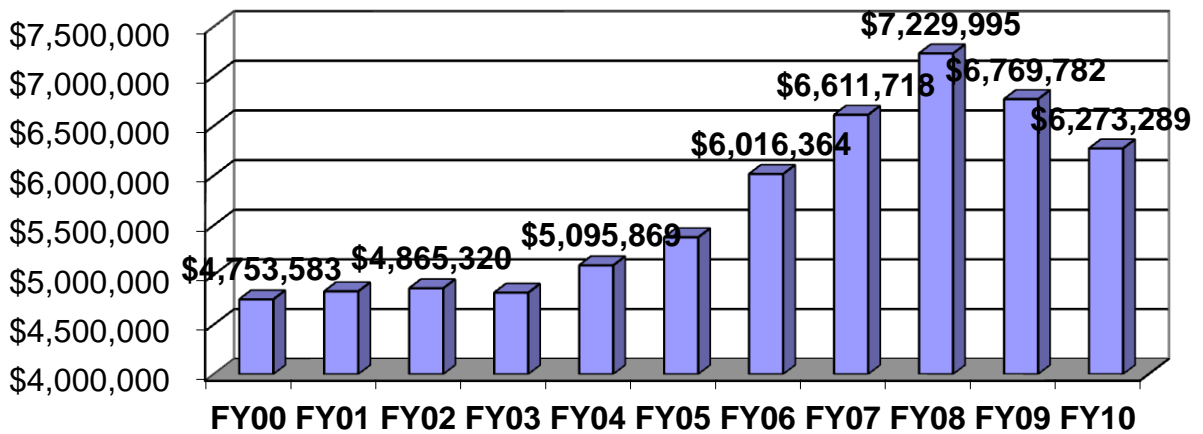
Visitor expenditures in Lane County totaled \$536 million in 2010. Residents spent another \$204.7 million locally on travel related expenses. The \$741 million industry directly supported 8,480 Lane County jobs with a payroll of \$161.3million in 2010.

Travel Lane County’s marketing investment typically generates an estimated 12-15% of visitor spending, based on those program returns that can be measured.

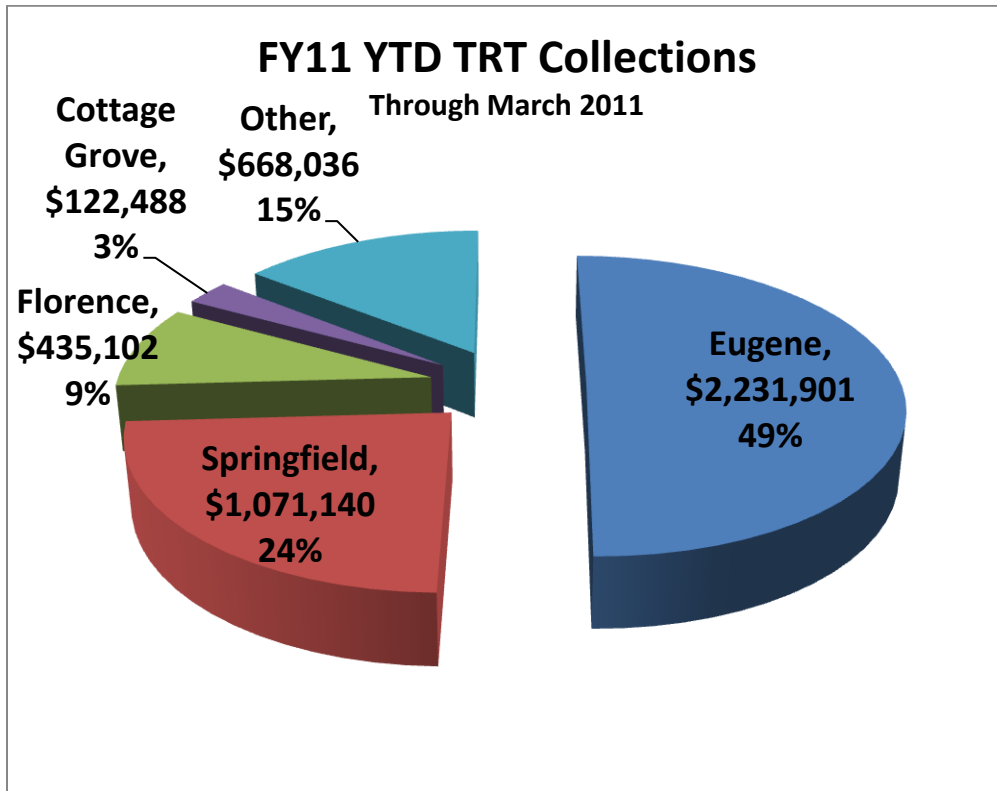
Lane County hotel occupancy rates (52.4%) typically pace behind the U.S. as a whole (54.9%) and Portland Metro area (58.5%), but ahead of Oregon as a whole, the Willamette Valley, and the Oregon Coast. Current indicators show that our occupancy rate has climbed at a higher rate of change (9%) over last year, as has our RevPar, Demand, and Revenue. Our room rates still lag and are a key indicator to watch. We can use it to our advantage while they lag, but the goal is to strengthen rate as well as occupancy.



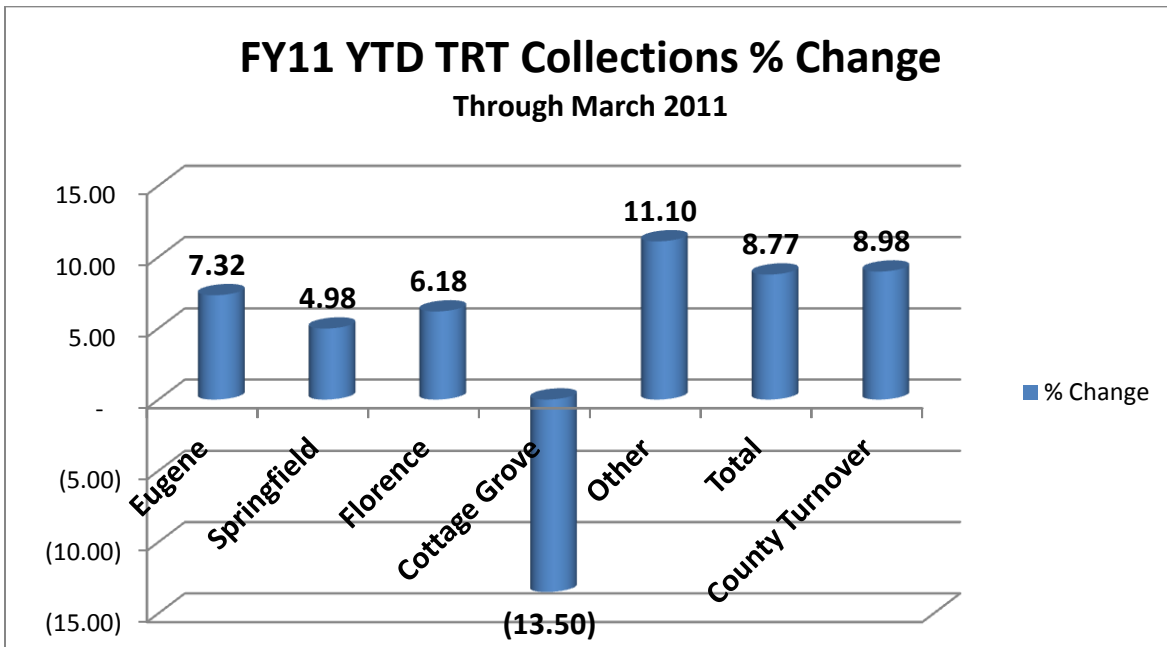
Room Tax Collections by Fiscal Year



Within Lane County, share of market has shifted over the last two years, with Springfield's share of room revenue increasing from 23% to 24%. Eugene's market share has dropped from 51% to 49%. Three Rivers Casino is not reflected in share of market or total collections.



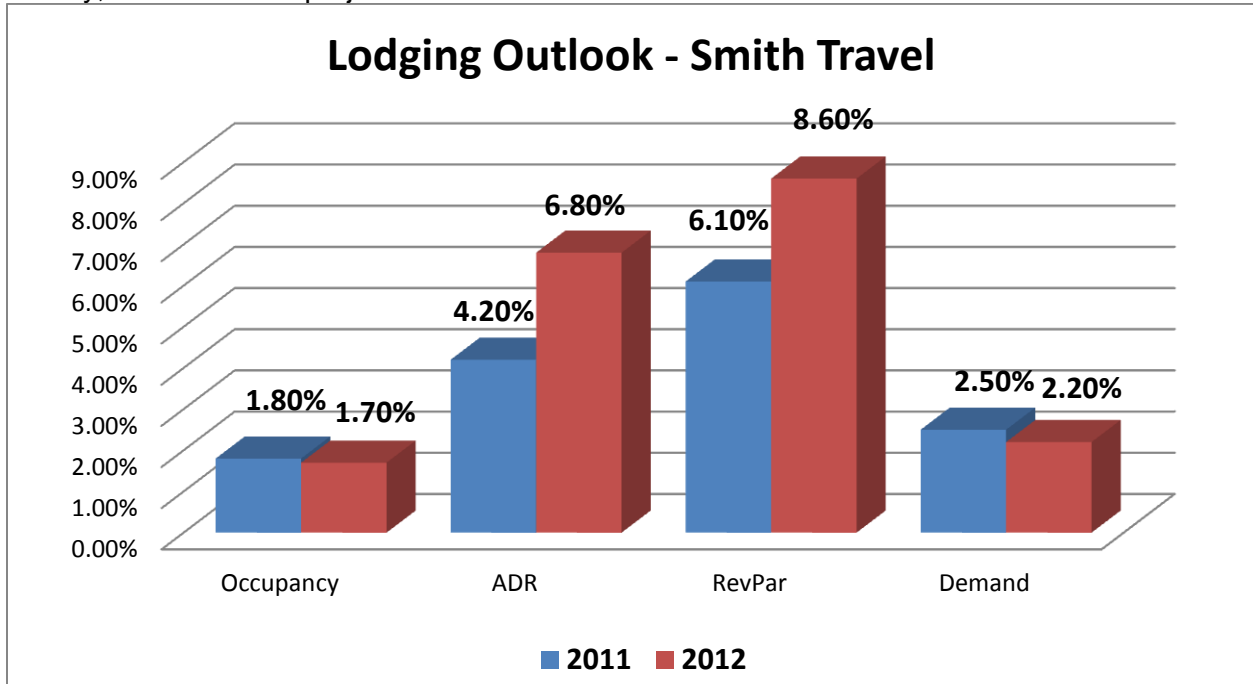
FY10 annual collections totaled \$6,273,289, down from the highest collection year of \$7,229,995 in FY08. Collections year to date for FY11, through March, total \$4,929,692, a 8.77% gain over the same period in FY10.



Projections and Trends

Domestic travel spending is expected to grow 4.5 percent in 2011 (international up 10%). Domestic leisure travel is projected to increase 1.6% in 2011, and business travel 2.6%. But the growth in business travel is more transient and small, regional meetings driven than convention and exposition. Attendance at convention centers has been in decline since 2007. And the growth in business transient travel is more trips by fewer travelers.

Nationally, hotel indicator projections are as follows:



Auto travel remains the top mode of transportation choice, with 74% of Americans choosing this mode, primarily for flexibility and comfort. High fuel prices are having an impact on the price point of all forms of transportation. The Eugene Airport is trending ahead year to date, with passenger arrivals up 9.2% through February, to 293,254 arrivals from 268,458 July-February of FY10.

Meeting Planner International surveys find that there is an 80% increase in requests for corporate social responsibility (CSR) meeting components. That, combined with findings that incorporation of green initiatives is positively impacting customer loyalty and the bottom line of businesses means that certification programs are in high demand.

On the leisure side, family and friend recommendations still influence 52% of respondents, while 46% are influenced by travel guides and 39% by the Internet.

Opportunities and Focus

- Continue to strengthen our **on-line presence**.
- Re-establishment of an organized **sports commission** under Travel Lane County's corporate umbrella will help us realize continued gains in new and incremental sports related business.
- **Market segmentation:** We continue to focus pro-active efforts on identified key niche markets. Integrated strategies between program areas maximize leisure and convention sales efforts as well as targeted membership solicitation.
- Our **Adventure Center** will continue to be developed and we will actively leverage statewide efforts for a cohesive service delivery system.
- **Conference and convention center development** remains a priority as our meeting space is well behind competing markets. Travel Lane County will continue to support local efforts to get space built, and will participate in the master planning process for the fairgrounds once it is defined.

Integrated Marketing Plan FY12

Mission: Manage the brand and marketing tools Travel Lane County utilizes to promote the destination, and services to visitors, planners, members and community. Ensure that the program areas are integrating the tools as much as possible and using the brand standards. Review new technology and implement as appropriate and as budget allows.

Goal # 1: Online presence is improved by increased traffic to website, mobile site, FaceBook, YouTube, Flickr and LinkedIn.

Strategy A: **Website.**

Outcome: Increase traffic to website by 12,000 users using SEO, links, improving content pages and working with other departments on their campaigns. (Current traffic is approximately 140,000)

Strategy B: **Mobile site.**

Outcome: The number of mobile users continues to grow.

Outcome: New features will include a more visually appealing mobile site, Google maps will be integrated, special offers pulled from the CRM, and searching by region.

Strategy C: **FaceBook.**

Outcome: Create additional sections on FaceBook for members, meeting planners and sports planners to increase the number of followers and to have interactions with those markets. Establish a plan on posting information in those areas in addition to the current tourism focused posts.

Strategy D: **YouTube.**

Outcome: Create four professional videos to market conventions, sports, membership and industry. Create at least three staff videos on adventures within the region for the leisure market. YouTube videos should not exceed one minute. Videos will be posted on YouTube and integrated into TravelLaneCounty.org.

Strategy E: **Flickr.**

Outcome: Increase number of photos to 5,000. Develop a “best of section” with at least 100 rights free images for others to use in their marketing. Photos are well described and tagged for maximum exposure.

Strategy F: **LinkedIn.**

Outcome: Establish a baseline of members at the beginning of the fiscal year that are engaged on the Travel Lane County account. Increase participation by 5%. Encourage members to get connected through LinkedIn to other members and staff. Use e-newsletter and staff to promote signing up.

Strategy G: **Other Social Media.**

Outcome: Work with departments on creating blogs, additional twitter feeds to increase the number of ways in which people will engage with our organization and brand.

Goal # 2: Produce high quality publications that embrace the Eugene, Cascades & Coast brand and are self-supporting.

Strategy A: **Produce an annual official Eugene, Cascades & Coast Visitor Guide.**
Outcome: The publication should support the brand of easily accessible adventures and is to be self-supporting for production costs through advertising sales. Travel Lane County pays for distribution costs. The guide will be distributed in print (120,000 copies) and online by mid-March.

Strategy B: **Produce an annual Eugene, Cascades & Coast Visitor Map.**
Outcome: The visitor map will be included in the visitor guide (120,000 copies) and produced in pads of 200 (65,000 copies). The map is self-supported for production costs through listing and sponsorship sales.

Strategy C: **Produce an annual Eugene, Cascades & Coast Restaurant Guide.**
Outcome: Produce and distribute 25,000 guides, self-supported for production costs through advertising sales.

Strategy D: **Produce a Eugene, Cascades & Coast Adventure Guide.**
Outcome: Update and print 50,000 copies of the Eugene, Cascades & Coast Adventure Guide. Seek sponsors to cover the printing costs of approximately \$10,000. Distribution date TBA.

Strategy E: **Produce additional publications.**
Outcome: Work with departments on developing new pieces such as an online meeting planner and kids' adventure guide piece. Create opportunities for sponsorship/advertising so pieces are supported through revenue generated to cover the costs of production.

Goal # 3: **Staff and members effectively utilize the CRM database to streamline processes and reporting.**

Strategy A: **Staff uses CRM for tracking interactions, communicating, invoicing, leads and referrals.**
Outcome: 100 percent of staff is trained to utilize the tool to ensure tracking interactions, pulling reports and entering information as it applies to their department(s). Reports are used to evaluate tracking. New reports will be created as needed to more efficiently pull data.

Strategy B: **Members use Extranet.**
Outcome: At least 50 percent of members utilize the Extranet for updating account information, listings, contacts, adding special offers/coupons, and responding to leads. Staff will provide training materials on how to use the various components of the system or one-on-one training as needed. By using this tool, postage costs will decrease by not mailing out guide profiles.

Goal # 4: **Eugene, Cascades & Coast brand of easily accessible adventures is used in a consistent manner so it is recognizable and strengthens the use of destination positioning.** The attributes of the brand set the direction for using one look, one voice, common themes, images and words. Graphic guidelines have been established and should be used at all times. Brand information can be found at www.TravelLaneCounty.org/brand.

Strategy A: **Advertising.**
Outcome: Destination print advertising includes logo, url, 800 number, west coast map, call to action, images depicting easily accessible adventures and appropriate to publication. Destination web advertising includes logo, link to

website, images and fonts. Convention and Sports advertising should follow the same criteria as the destination. Local print advertising campaigns should convey brand attributes and complement destination campaign through consistent use of elements. Consistent use of fonts and copy that describes the brand is critical in all advertising.

Strategy B: **Presentations.**

Outcome: Presentations should incorporate the brand with words and visuals. When using PowerPoint to present information, the template is required.

Strategy C: **Promotional items.**

Outcome: Select items that help to promote the brand. Promotional items should have url, logo or Eugene, Cascades & Coast, and 800 number. If only one thing can be listed, the preference is to have the url on it. When using just the logo, the preference is to use a logo with the url.

Strategy D: **Other published materials.**

Outcome: There are a variety of other pieces that are created and distributed that include e-newsletters, flyers/handouts, postcards, proposals, posters, calendars, etc. These too should adhere to the brand and utilize templates that are designed for specific types of pieces such as e-newsletter header.

Strategy E: **Images.**

Outcome: Create a portfolio of images that have people engaged in activities that are representing the brand. Some of the outstanding images should be used for Travel Lane County and editorial only and not be showcased for others to use in their marketing materials.

Strategy F: **Words.**

Outcome: Review all copy in materials to ensure that the brand is being effectively communicated.

Competitive Analysis & SWOT

Strengths:

Comprehensive, well regarded web site on a strong technology platform. Strong mobi site in place. Solid content and updates on all channels. Strong, well regarded brand and graphic identifiers.

Weaknesses:

Advertising in the guides is not totally supported through membership. To have the guides self-supporting, it is necessary to go outside of the Travel Lane County membership. Members have the first right to the space, then it is offered to non-members.

Opportunities:

Pro-actively leverage competitors (see Threats) as tools to drive overnight stays to our destination.

Threats:

Challenge is not only competing against other destinations or other local organizations, but against others that are also looking to promote this area through various publications, maps and web sites. We compete for placement against Google on organic search results and who they display first in search. We compete against Trip Advisor and other review sites where people go for destination information.

Convention Sales Marketing Plan FY12

Mission: To increase overnight stays by marketing the Eugene, Cascades & Coast region as an ideal destination for conventions, meetings, reunions and events and by positioning Eugene, Cascades & Coast staff as experts in the meetings industry.

Goal # 1: **Confirm state, regional and national conventions, meetings and reunions that will utilize Eugene, Cascades & Coast hotels and meeting venues.**

Strategy A: Direct sales

Outcome:

- Complete 900 client contacts each month
- Grow database of contacts by 10%, from 6,118 active and prospect accounts to 6,730 accounts.
- Produce 140 sales leads for conventions, meetings and reunions.
- Confirm 80 leads for conventions, meetings and reunions, of which 40% (32 confirmations) should be new business. Room night and delegate goals for these 80 confirmations are:
Confirmed room nights: 12,000
Confirmed # of delegates: 8,000

Strategy B: Industry trade shows

Outcome: Participate in eight industry trade shows, utilizing hosted buyer and/or appointment formats, to reach new prospects. Consistently track outcomes of trade show participation to demonstrate return on investment for future attendance decisions.

Strategy C: eNewsletters

Outcome: Create and distribute targeted eNewsletters every month to key market segments, i.e., military, association, education, government, faith-based and corporate.

Strategy D: Social media

Outcome: Utilize social media to reach planners via LinkedIn, Flickr, Youtube, Twitter and Facebook. Create and consistently update a blog targeted to meeting planners.

Strategy E: Public relations

Outcome: Proactively solicit key editorial content by scanning trade publications' editorial calendars and producing press releases highlighting key strengths of Eugene, Cascades & Coast. Write two industry articles and submit to trade publications and association newsletters to help position Eugene, Cascades & Coast as meetings experts.

Strategy F: Travel Lane County website

Outcome: Create new content and refresh existing content on meeting planner sections of the Travel Lane County website on a regular basis. Enhance meeting planner information on the mobile site.

Strategy G: Sales trips

Outcome: Each trade show trip will have a coordinated sales trip component, so that travel resources are utilized efficiently and effectively. The participating sales manager will make a personal visit to prospective and current clients (throughout

all market segments) located in the trade show city either before or after the trade show.

- Strategy H:* **Paid advertising**
Outcome: Bolster communications and direct sales efforts by purchasing advertising in publications targeting key meeting planner segments, sponsoring planner-focused educational webinars, and purchasing paid listings on site selection websites such as Cvent and/or ConventionPlanit. Research purchasing targeted ads on Facebook, Google and LinkedIn.
- Strategy I:* **Association membership and involvement**
Outcome: Convention sales staff maintains active memberships in trade associations correlating to their key markets, i.e., Society of Government Meeting Professionals, Christian Meetings & Conventions Association, Oregon Society of Association Management, etc. As possible, staff will take leadership roles in associations, such as serving on board of directors and volunteering for committees.
- Strategy J:* **Establish Travel Lane County staff as experts in convention planning**
Outcome: Staff to participate in panel discussions at industry conferences and events, presenting our expertise in attracting and hosting conventions. Submit articles to industry/trade association publications and websites. Create a blog on conventions and meetings management, with particular emphasis on unique attributes of Eugene, Cascades & Coast.
- Strategy K:* **Site visits/familiarization tours**
Outcome: By bringing meeting and event planners to the Eugene, Cascades & Coast region, the potential of confirming their meeting/event is greatly increased. Staff encourages site visits by planners individually, as they are considering our area for a meeting or event. We will also schedule at least one planned familiarization tour, with a goal of 20 statewide planners in attendance.
- Strategy L:* **Create mobile site presence for meeting planners**
Outcome: Because industry research shows that planners are looking for information while they're on the move, we will enhance our mobile site presence with greater information available for meeting planners via their smartphones.
- Strategy M:* **Outreach to local communities**
Outcomes: Increase awareness by Eugene-Springfield area businesses and organizations to hold their meetings in outlying parts of the county, i.e., Florence, Oakridge, McKenzie River and Cottage Grove. Conduct presentations, purchase targeted ads, and communicate via social media. Sales staff to schedule periodic visits to members in these regions to strategize marketing outreach and stay current on new developments to share with planners.
- Strategy N:* **Strategic communications schedule**
Outcome: Create a master communications calendar which will strategize and trigger: Blog posts, tweets, facebook posts, eNewsletters, messages to incoming conventions (via their facebook page or twitter account), web content updates, press releases, paid advertising, pre-marketing for trade show participation, sales trips, etc.
- Strategy O:* **Produce a Meeting Planner publication**
Outcome: As part of the website content development strategy, research the viability of a meeting planner publication which can be downloaded from the

website and/or printed in small quantities for mailing to those planners who prefer a printed publication.

Goal # 2: Provide outstanding convention service assistance to conventions, measured through responses to post-event meeting survey.

Strategy A: **Attendance building**

Outcome: Web microsites specific to conference or event, exhibit at prior year's convention, assisting with welcome/VIP gift baskets, promotional giveaways, pre- and post-conference itineraries and packages. Leverage conference social media sites (Twitter, Facebook, etc.) to communicate enthusiasm for incoming delegates, share things to do, and provide pertinent travel information. Healthy attendance at conferences are a key indicator of rebooking for future years.

Strategy B: **Serve on Local Organizing Committees**

Outcome: Provide critical assistance to conference/event planners by serving on local organizing committees, offering technical advice and destination assistance. This also provides an opportunity to refer our member businesses to planners. Providing planners with resources and information are a key indicator of rebooking for future years.

Strategy C: **Provide visual community welcome**

Outcome: Airport welcome screens, welcome signs in member businesses, front-line staff buttons.

Strategy D: **Personal thank you sent to each convention by Sales Manager and VP of Convention & Sports Marketing**

Outcome: Planners will feel appreciated, enhancing their perception of Eugene, Cascades & Coast as a future meeting destination.

Strategy E: **Send post-event meeting survey to all planners within 5 days of departure**

Outcome: Planner will have the opportunity to respond with feedback on their convention experience while it is fresh in their mind. The opportunity to provide feedback reinforces to planners that their business is valued and that we are striving to improve convention services for the future. Positive feedback from post-event surveys also provides testimonials for marketing purposes.

Goal # 3: Provide revenue opportunities for services-related members (bus charters, wineries, restaurants, shops, florists, printers, rafters, attractions, etc.) to market to conventions and meetings.

Strategy A: **Service leads**

Outcome: "Show Your Badge" program to dining discounts; discount coupons for shopping, attractions and dining. Convention delegates visiting member businesses and making purchases. Meeting/event planners utilizing member businesses such as printers, bus charter companies, promotional products companies, etc.

Goal # 4: Enhance staff effectiveness and knowledge via member site visits, educational conferences and webinars, and professional development opportunities.

Strategy A: **Member site visits**

Outcome: Each staff member to conduct at least two member site visits per month, with the purpose of increasing product knowledge and strengthening

relationships with member businesses.

Strategy B: **Webinars**

Outcome: Participate in webinars that will enhance knowledge in the areas of: CRM, website management, sales, meetings management, social media, etc.

Strategy C: **Professional accreditation**

Outcome: Where fiscally possible, staff will work toward earning accreditation (such as CMP) to enhance expertise.

Strategy D: **Weekly Sales Department meetings**

Outcome: Share new information on critical topics, such as CRM issues, prospecting, social media, etc. Share feedback on member site visits. Strategize upcoming trade show/sales call trips. Plan eNewsletter editorial schedules.

Strategy E: **Attend professional education conferences**

Outcome: Staff to attend professional education conferences to enhance knowledge of the industry and trends. Example would be ACOM annual conference (Association for Convention Operations Management).

Sports Marketing Plan FY12

Mission: To increase overnight stays by marketing the Eugene, Cascades & Coast region as a premier sports event destination, leveraging our strengths in key sports events and highlighting the area's expertise in hosting major events.

Goal # 1: **Confirm state, regional, national and international sports events that will utilize Lane County hotels and sports venues**

Strategy A: **Direct sales**

Outcome:

- Complete 200 client contacts each month
- Grow sports contacts by 10%, from 487 to 536 accounts
- Produce 110 sales leads for sports events
- Confirm 75 sales leads for sports events, of which 20% (15) should be new business. Room night and participant targets for these 75:
Confirmed room nights: 50,000
Confirmed # of participants: 160,000

Strategy B: **Industry trade shows and conferences**

Outcome: Participate in TEAMS conference and trade show, meeting sports event planners one-on-one. Attend NASC (National Association of Sports Commissions) for education, networking and sports planner contacts.

Strategy C: **Communications outreach**

Outcome: Create and distribute three targeted eNewsletters to sports planners. Reach planners via LinkedIn, Flickr, Youtube, Twitter and Facebook. Solicit editorial content by scanning trade publications' editorial calendars and producing press releases highlighting key strengths of Eugene, Cascades & Coast Sports.

Strategy D: **Website**

Outcome: Create new content and refresh existing content on sports planner sections of the Travel Lane County website on a regular basis. Research enhanced sports planner mobile site. Create separate website for Eugene, Cascades & Coast Sports (see Goal #2 below).

Strategy E: **Sales trips**

Outcome: Each trade show trip will have a coordinated sales trip component, so that travel resources are utilized efficiently and effectively. The participating sales manager will make a personal visit to prospective and current clients (throughout all market segments) located in the trade show city either before or after the trade show.

Strategy F: **Paid advertising**

Outcome: Bolster communications and direct sales efforts by purchasing advertising in publications targeting sports planners, as well as utilizing these publications' online advertising opportunities. Research purchasing targeted ads on Facebook, Google and LinkedIn.

Strategy G: **Site visits/familiarization tours**

Outcome: By bringing sports event planners to the Eugene, Cascades & Coast region, the potential of confirming their event is greatly increased. It is critical to show planners sports venues and outdoor locations for logistics planning.

Strategy H: **Association membership and involvement**
Outcome: Active participation in NASC, Oregon Sports Authority, Oregon Track Club, USATF, Oregon Senior Games, etc., is a critical component to positioning Eugene, Cascades & Coast as a premier sports destination.

Strategy I: **Establish Eugene, Cascades & Coast Sports as experts in sports events management**
Outcome: Communicate strengths of Eugene, Cascades & Coast key contacts and organizations as sports events experts. Leverage Tracktown, USA and the University of Oregon sports programs. Highlight attractiveness and accessibility of natural sports – mountain biking, cycling, rowing, etc.

Strategy J: **Outreach to local organizations**
Outcome: Assist local sports organizations in hosting regional and national sports events. Groups include Oregon Association of Rowers, GEARS, National Academy of Artistic Gymnastics, etc.

Goal # 2: Establish Eugene, Cascades & Coast Sports as the sports commission for Lane County

Strategy A: **Conduct competitive research**
Outcome: Utilize UO sports intern(s) to conduct research on competitive sports commissions to gain knowledge about: Governance, funding, events, staffing, etc.

Strategy B: **Identify sports commission members and establish governing body**
Outcome: Establish list of key commission member prospects. Contact this list and elicit support to establishing Sports Commission governing body. List will be comprehensive to include government agency representatives, organization representatives, sports venue owners/managers, sports events planners, corporate representatives and school representatives.

Strategy C: **Create operating guidelines for Sports Commission, including policies, staffing, funding, governance**
Outcome: Comprehensive operating guidelines document will be created to include bylaws, policies and procedures.

Strategy D: **Create logo for Eugene, Cascades & Coast Sports which will create identity and complement the Eugene, Cascades & Coast logo**
Outcome: Eugene, Cascades & Coast Sports will have a unique, yet complementary logo, to the Eugene, Cascades & Coast logo. This will enable the commission to operate as an independent marketing entity, yet demonstrate cohesiveness with the Eugene, Cascades & Coast brand.

Strategy E: **Create separate website for Eugene, Cascades & Coast Sports**
Outcome: A separate, but complementary, website will be created for Eugene, Cascades & Coast Sports, which will be solely devoted to sports events and sports planners. Sports event information will also be included on the main Eugene, Cascades & Coast website for sports planners who may be seeking information there.

Strategy F: **Create marketing materials and collateral**
Outcome: Advertising, a sports planner guide, trade show retractable banner,

etc. are a few of the marketing materials which will be created as part of the branding efforts of Eugene, Cascades & Coast Sports.

Strategy G: Produce annual Sports Summit
Outcome: Produce an annual Sports Summit, which will draw all members of the Eugene, Cascades & Coast Sports Commission. The purpose will be to update members on sports events activities, provide information on how they can assist in bringing new sports events to the region, and provide an opportunity for dialog on key topics such as sports venues needed, funding/bid fees, sponsorships, etc.

Strategy H: Produce annual Sports Awards event
Outcome: Either as a standalone event or as part of the Eugene, Cascades & Coast annual Visitor Industry Celebration, honor local sports. Awards will include local “heroes” who bring sports events here, youth sports participant awards, etc.

Goal # 3: Provide outstanding service assistance to sports events, measured through responses to post-event surveys.

Strategy A: Attendance building
Outcome: Web microsities specific to sports event, discounted hotel guest room rates, pre- and post-conference itineraries and packages. Leverage social media sites (Twitter, Facebook, etc.) to communicate enthusiasm for incoming participants, share things to do, and provide pertinent travel information. Healthy attendance at sports events are a key indicator of rebooking for future years.

Strategy B: Serve on local organizing committees
Outcome: Provide critical assistance to sports event planners by serving on local organizing committees, offering technical advice and destination assistance. Refer member businesses to planners and provide planners with resources and information to secure rebooking for future years.

Strategy C: Provide visual community welcome
Outcome: Airport welcome screens, welcome signs, front-line staff buttons.

Strategy D: Personal thank you sent to each sports event by Sales Manager and VP of Convention & Sports Marketing
Outcome: Planners will feel appreciated, enhancing their perception of Eugene, Cascades & Coast as a future event destination.

Strategy E: Send post-event survey to all event planners within 5 days of departure
Outcome: Planner will have the opportunity to respond with feedback on their experience while it is fresh in their mind. The opportunity to provide feedback reinforces to planners that their business is valued and that we are striving to improve sports services for the future. Positive feedback from post-event surveys also provides testimonials for marketing purposes.

Strategy F: Provide service assistance for sports event logistics
Outcome: Provide resources to sports planners on local volunteers, permits, signage regulations, cones, flagger vests, cell phones, walkie-talkies, etc.

Goal # 4: Provide revenue opportunities for services-related members (bus charters, printers, restaurants, shops, etc.) to market to sports events

Strategy A: Service leads

Outcome: Discount coupons for shopping, attractions and dining. Sports event participants visiting member businesses and making purchases. Sports event planners utilizing member businesses such as printers, bus charter companies, promotional products companies, etc.

Goal # 5: Enhance staff effectiveness and knowledge via member site visits, educational conferences and webinars, and professional development opportunities

Strategy A: **Member site visits.**

Outcome: Each staff member to conduct at least two member site visits per month to increase product knowledge and strengthening member relationships.

Strategy B: **Webinars**

Outcome: Participate in webinars that enhance knowledge in: CRM, website management, sales, sports event management, sponsorships, social media, etc.

Strategy C: **Professional accreditation**

Outcome: Where fiscally possible, staff will work toward earning accreditation (such as CSSE) to enhance expertise.

Strategy D: **Weekly Sports Department meetings**

Outcome: Share new information on critical topics, such as CRM issues, prospecting, social media, etc. Share feedback on member site visits. Strategize upcoming trade show/sales call trips. Plan eNewsletter editorial schedules.

Strategy E: **Attend professional education conferences**

Outcome: Staff to attend conferences such as the NASC symposium.

Tourism Marketing FY12 Plan

Mission

Position the Eugene, Cascades & Coast region as a preferred destination for adventure-driven travelers, media and travel trade in order to increase the number of leisure visitors and related economic impact with a focus on overnight visitors.

Goal #1 Marketing and Public Relations efforts communicate key messages to reinforce the brand of “Real Adventures. Real Close.” to motivate visits, extend stays and increase visitor spending. Social Media efforts deepen relationships to encourage repeat visits and develop a fan base that shares our message with their circle of influence.

Strategy A: **Advertising, marketing and promotions prominently features “deals” giving people a reason to engage with Travel Lane County.**

Outcome: Establish benchmark of visits to ad content pages.

Outcome: Increase number of people opening deals (coupons) by 25% (1,100 MarchYTD).

Strategy B: **Social Media and Online Technology**

Outcome: Increase number of Facebook fans to 10,000 (1,284 MarchYTD).

Strategy C: **Public Relations**

Outcome: Increase number of domestic and international articles each by 10% (70 MarchYTD).

Outcome: Increase number of calendar listings in targeted publications by 10% (51 MarchYTD).

Strategy D: **Fall Foliage Blog**

Outcome: Increase traffic to blog by 25% (32,917 MarchYTD).

Outcome: Increase clicks to ad on blog by 100% (1,190 MarchYTD).

Outcome: Secure two fall foliage related stories in top tier publications/ websites.

Strategy E: **Brochure Distribution**

Outcome: Increase the number of brochures distributed through rest areas, visitor centers and other partners by 5% (57,060 MarchYTD).

Strategy F: **Direct eMail Marketing**

Outcome: Increase subscribers to Eugene, Cascades & Coast eNewsletter by 20% (11,436 MarchYTD).

Outcome: 8% of eNewsletter viewers click on deals (high of 6.1% Spring eNews).

Strategy G: **Consumer Shows**

Outcome: Establish benchmark of consumer show contacts who have engaged with Travel Lane County by visiting the customized show page and special show deals.

Strategy H: **Leverage partnerships with Travel Oregon, Willamette Valley Visitors Association and Oregon Coast Visitors Association**

Outcome: Maintain number of leads from partnerships (4,671 MarchYTD).

Outcome: Establish benchmark of travel related stories generated through these partnerships.

Goal #2: Increase the number of tour operators, wholesalers and receptive operators packaging the Eugene, Cascades & Coast region.

Strategy A: **Member Partnerships**

Outcome: Maintain number of tour-friendly accommodations (13 MarchYTD).

Outcome: Maintain number of tour-friendly businesses - attractions, events, restaurants (25 MarchYTD).

Strategy B: **Direct Sales (trade shows, research trips, email/phone conversations)**

Outcome: Increases number of leads/referrals to industry partners by 10% (39 MarchYTD).

Strategy C: **Leadership & Partnerships**

Outcome: Meg Trendler maintains seat on the board of the Oregon Tour & Travel Alliance (OTTA) and Oregon RV Alliance (ORVA)

Outcome: 2 updates sent to each of Travel Oregon's six in-Country representatives.

Visitor Services

Mission: Increase overnight visits to the Eugene, Cascades & Coast region through high quality frontline interactions with visitors that answer visitor questions accurately, specifically, and inspire extended stays and repeat visits.

Goal #1 Position the Adventure Center as a valuable resource for visitors and residents. Inspire visitors to travel within Eugene, Cascades & Coast. Inspire residents to collect materials and/or commit to Eugene, Cascades & Coast activities for visiting friends and relatives as well as for their own exploration.

Strategy A: **Promotion of Adventure Center through advertising, social media, communications and promotions.**

Outcome: Increase number of walk-in visitors to Adventure Center by 50% (4,659 MarchYTD)

Outcome: Increase the number of return visitors by 10% (608 MarchYTD).

Strategy B: **Adventure Center Events**

Outcome: Increase number who attend events at the Adventure Center by 20%. (285 MarchYTD)

Strategy C: **Referral Rewards Programs**

Outcome: Establish benchmark number of referrals based on this program.

Strategy D: **Strategically deploy Visitor Van to promote visits to the Adventure Center and the Kid's Adventure Club.**

Outcome: Establish benchmark number of visits to Adventure Center referred by van.

Outcome: Increase number of families registered for the Kid's Club at events by 5% (159 MarchYTD).

Goal #2 Ensure Eugene, Cascade & Coast frontline staff are valuable resources for visitors; residents hosting visiting friends and family; and residents looking for recreational and cultural activities in their own community.

Strategy A: **Frontline Training of Travel Lane County and the extended Frontline of the Eugene, Cascades & Coast region.**

Outcome: Provide all Travel Lane County frontline with at least one professional development/training per year. This includes conferences, trainings, site visits, and online courses.

Outcome: All of Travel Oregon's *Ask Oregon* experts who cover topics relevant to the Eugene, Cascades & Coast are familiar with our tools and see our staff as a valuable resource.

Outcome: Establish baseline number of *We Speak* experts and the number of expert buttons earned.

Outcome: Establish baseline number of hotel frontline staff registered for the Adventure Center Referrals Reward program.

Outcome: Trainings, or outreach to, all Oregon/Idaho AAA offices, State Welcome Centers, PDX and Co-Operations' Travel Oregon Call Center.

Strategy B: **Strategically deployed Visitor Van throughout the county providing Eugene, Cascades & Coast information in communities where we do not have permanent locations.**

Outcome: Van presence at a minimum of one event in each community.

Outcome: Van presence at all event members/partners that are appropriate.

Strategy C: **Connect after-hours visitors at the Downtown Visitor Center, and other visitor information locations, to the Adventure Specialists at the Adventure Center.**
Outcome: Establish baseline of contacts served after hours because of these referrals.

Strategy D: **Leadership & Partnerships**
Outcome: Samara Phelps maintains her leadership roles serving on the education committees for the State Welcome Center training and the Frontliner's conference.

Goal #3 Position the Adventure Center as the preferred place to purchase souvenir and local products.

Strategy A: **Retail Sales**
Outcome: Adventure Center retail sales increase by 50% - not including TicketsWest Sales and permits (\$11,100 March YTD).
Outcome: Build baseline for sales related to the Referral Rewards program.

Membership Marketing Plan FY12

Mission: To attract and retain quality members that support the efforts of Travel Lane County in marketing the destination – Eugene, Cascades & Coast. Offer a range of opportunities, benefits and programs for the variety of members that will encourage engagement in the organization and with others in the tourism industry. To generate revenue for the organization, by selling memberships, sponsorships and advertising opportunities.

Goal # 1: Increase membership.

Strategy A: **Retain and gain members.**

Outcome: Reach a total of 575 members and \$137,500 in total revenue.

Strategy B: **Prospects.**

Outcome: Maintain an active list of prospects and have at least 15 prospect contacts per week.

Strategy C: **Research visits and cold calls.**

Outcome: Schedule two outreach days per month to personally visit businesses throughout the county to educate them on membership and marketing opportunities available.

Outcome: Learn about their business and how it would be a fit for the organization so the business would join as a member.

Strategy D: **Networking.**

Outcome: Attend various community meetings at least 12 times throughout the year to network with prospective businesses. Seek to secure at least 4 leads from each event, on average.

Goal # 2: Generate additional revenue for the organization. Provide a variety of opportunities for increased exposure to businesses.

Strategy A: **Visitor map.**

Outcome: Listings and sponsorships will be sold from September to December to generate \$16,000 to cover the cost of producing the visitor map. Listings will cost \$120 each. Up to four sponsorship spots will be available for \$1,000 each which includes a 2" x 1" space, plus the listing.

Strategy B: **Brochure distribution.**

Outcome: Sell the brochure space at the Adventure Center for \$100 each members and \$250 for non-members to reach minimum revenue of \$10,000.

Strategy C: **Event kiosks.**

Outcome: Sell the display space at the two rest area kiosks to organizations or businesses that hold events for \$200 per month to generate at least \$1,200.

Strategy D: **Video ads.**

Outcome: Sell the video ad space for the Adventure Center, Downtown Visitor Center and Eugene Airport to generate at least \$10,000.

Strategy E: **Website ads.**

Outcome: Sell space on TravelLaneCounty.org to members to generate at least \$5,000.

Goal # 3: Hold meetings for members to attend. Produce targeted gatherings that meet the needs of the participants. Travel Lane County is recognized as a leader and facilitator. All events are tracked with participant counts.

Strategy A: **Member Spotlight.**

Outcome: Held six times per year with a maximum attendance of four members per event.

Strategy B: **Market Your Business – A New Member Orientation.**

Outcome: Held four times per year with a minimum attendance of six members

per event.

Strategy C: **Open house events at the Adventure Center.**

Outcome: Hold at least two open house events at the Adventure Center. One would be the Holiday Open House. The second would be determined as appropriate (such as visitor guide release or marketing opportunity).

Strategy D: **General meetings.**

Outcome: Create at least four new meetings in a roundtable discussion format that are focused on specific topics such outdoor recreation, coastal attractions.

Strategy E: **Visitor Industry Celebration.**

Outcome: This event is recognized by stakeholders as a key event in which the industry recognizes business and individual achievements. Sponsorships need to be secured to help cover the costs of the event.

Strategy F: **Other meetings.**

Outcome: Recognize that the Convention Marketing Meetings (12 per year), rural chamber meetings (4 per year) and Board Meetings (10 per year) are meetings/engagements with our members.

Goal # 4: **Communicate with members.** Communications provide information on opportunities and the tourism industry.

Strategy A: **E-newsletter and announcements.**

Outcome: E-mail the Member Update at least monthly to those members that have requested to receive it. Send out additional notices as appropriate for special member activities and/or opportunities.

Strategy B: **New member retention plan.**

Outcome: Maintain the new member retention plan that includes contacting a new member within one month of joining, encouraging them to participate in the new member orientation and member spotlight. Follow-up contact at nine months to see how they value their membership.

Strategy C: **Site visits.**

Outcome: Provide members the opportunity to host staff at their business to see firsthand what they can offer potential clients. Conduct at least ten of these per year.

Strategy D: **New social media opportunities.**

Outcome: Examine new ways for members to connect with other members and staff using FaceBook and LinkedIn.

Strengths: Travel Lane County offers an outstanding value for a nominal membership investment and generally has a positive reputation. Our alliances with chambers and industry associations are excellent.

Weaknesses: Direct returns to members can be difficult to track. Maintaining members requires resources that challenge capacity for new member solicitation and advertising sales.

Opportunities: We haven't applied much resource to selling our video boards and online opportunities. Enhances sales efforts are likely to result in success. Articulating results and returns more effectively is another opportunity area.

Threats: We compete for membership with our key alliances – chambers of commerce, industry associations like Travel Oregon, and online intermediaries like Facebook, Google, Trip Advisor, etc. Dues for many of the local chambers are lower – and we support membership in the local chambers – and some businesses do not have the resources to join everything.

Community Relations Marketing Plan FY12

Mission: Expand local awareness and understanding of Travel Lane County programs/resources and tourism impacts to generate community engagement and support that strengthen our industry and bolsters overall visitation.

Goal #1: Maintain Travel Lane County's strong position as a media resource for community and industry-related developments, events, issues and programs.

Strategy A: Send media news releases, e-newsletters, event calendars, social media posts and other communications about Travel Lane County programs/activities and industry news. Maintain responsiveness to media requests for interviews and editorial assistance. Orient new media representatives on Travel Lane County's industry role and resources. Maintain online media resources on Travel Lane County's website.
Outcome: Generate more than \$50,000 worth of local media coverage from newspaper, radio and television outlets. Generate a 30-percent open rate on electronic communications sent to media. Generate 100 story/article placements in local media about Travel Lane County related activities and/or the local tourism industry.

Goal #2: Connect with residents to foster local participation in Travel Lane County programs, encourage the use of Travel Lane County resources and local exploration. Tap into opportunities to reach the friends and family market to drive further visitation to area attractions, businesses and points of interest.

Strategy A: Implement TV campaign directed at local audiences to promote Travel Lane County and the Adventure Center as a resource for local getaways.
Outcome: Increase overall visits to Adventure Center from local residents by 15 percent.

Strategy B: Implement online Eugene, Cascades & Coast Photo Contest to reach local residents to encourage local exploration and build image library. Coordinate photography presentation to be conducted at the Adventure Center by local professionals who can share their photo expertise and inspire more contest participants.
Outcome: Increase local participation in contest by 10 percent and secure a minimum of 40 new photos for image library.

Strategy C: Implement quarterly Kids' Adventure Club events at the Adventure Center to educate families about local recreation, attractions, events and activities. Send Kids' Club members quarterly e-newsletters, invites to events and information on kids/family friendly events. Enhance Kids' Club opportunities for members to advertise/promote their business or organization to families through the Kids' Club newsletter, at events or on the Kids' Club web pages. Enlarge kids' club mailing list through community outreach at local events, business fairs and other kids-targeted programs.
Outcome: Attracted an average of 75 attendees to the Adventure Center for Kids' Club quarterly events. Generate an average open rate of 25 percent for Kids' Club mailings. Increase Kids' Club mailing list by 50 percent.

- Strategy: D Target the local 55+ demographic to inform them of Travel Lane County resources to inspire them to explore the region's activities, attractions, recreational opportunities and events. Conduct presentations at senior centers, connect with active senior groups and participate in other community activities aimed at this market. Explore opportunities to promote Kids' Club events to grandparents and uncover local connections to support our convention outreach to the military reunion market.
Outcome: Increase visitation to the Adventure Center and local exploration from this market. Produce leads for potential military reunions.
- Goal #3:** Reach out to key civic and business groups to strengthen community connections and inform them about Travel Lane County's role, resources, programs, partnerships and opportunities to host conventions/meetings/events in our local market.
- Strategy A: Enhance and conduct presentations to business and civic groups. Send relevant press releases, e-newsletters and special communications about Travel Lane County opportunities or industry news. Develop short DVD presentation to use for local presentations. Enlarge mailing list of key business and civic groups outside of our membership to inform them of opportunities and resources available through Travel Lane County. Participate in key countywide business fairs/expos/annual events. Attend community meetings and serve on committees when applicable. Partner with key civic and business groups to increase local awareness and outreach about Travel Lane County
Outcome: Increased leads for potential membership and recruitment of conventions/meetings through local partners. Strengthening of overall visibility, knowledge and connections with civic and business groups.
- Goal #4:** Connect with public officials to keep them informed of key Travel Lane County programs/resources and industry impacts to develop and maintain their support for the local tourism industry and related issues and activities.
- Strategy A: Produce and send public officials press releases, Tourism Industry News updates and semi and annual reports, as well as special invitations to Travel Lane County events. Increase opportunities for presentations and face-to-face meetings.
Outcome: Generate support and active engagement from local officials in the tourism industry and Travel Lane County. Produce 30 percent open rate of e-news and other e-communications.
- Strategy B: Develop and implement a local Tourism Outlook Summit.
Outcome: Increase knowledge about Travel Lane County and our local tourism industry, and engagement from public officials and local community, business and industry leaders.

Administration FY12 Plan

Administration will support the mission and goals of Travel Lane County through efficient, ethical and professional direction of operational functions.

Goal 1: Maintain excellent organizational control and support systems.

Strategy A: Continue incremental technology upgrades in hardware and software.

Strategy B: Assist with annual audit to ensure financial and management controls are operating efficiently and effectively.

Strategy C: Review health insurance and retirement program structures to help ensure they are competitive to market.

Strategy D: Ensure annual performance evaluations are conducted for all employees.

Goal 2: Support the board of directors by ensuring they have appropriate and adequate information in order to successfully fulfill their policy and oversight role.

Strategy A: Continue to rotate department heads through board meetings for direct reporting.

Strategy B: Review and update board orientation packet as needed.

Strategy C: Support board and staff work on strategic areas

Goal 3: Ensure a well trained, motivated, efficient and well-respected professional staff.

Strategy A: Lead with enthusiasm, high expectations and an orientation toward staff support.

Strategy B: Facilitate staff training through attendance at relevant seminars and conferences.

Strategy B: Maintain an internal communications structure that enhances the flow of relevant information throughout the organization.

Goal 4: Facilitate community outreach and enhancement of Travel Lane County's reputation throughout the county at the executive level, ongoing.

Strategy A: Maintain open communications with Lane County senior management and commissioners about measurements, returns and the budget process.

Strategy B: Deliver accurate, comprehensive semi-annual reports to the BCC.

Strategy C: Provide strategic alignments through participation on boards and committees.