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THREE YEAR MARKETING STRATEGY 2007-2009

North Lake Tahoe Resort Association Three Year Marketing Strategy

**Prepared For:
North Lake Resort Association Tourism Division**

March 2007

The strategies outlined in this document are intended to provide direction and are not rigid or inflexible. The document does not represent a specific set of marketing strategies and action plans that cannot be changed during the three-year period. This document is consistent with the plan outlined in the 2005-2007 Three Year Marketing Strategy and incorporates many of the relevant strategies, goals and related action plans.

North Lake Tahoe Resort Association Three Year Marketing Strategy

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Executive Summary

The NLTRA's mission is to promote tourism and benefit business. Through its contract with Placer County, NLTRA is charged with providing a full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area. These responsibilities are assigned to the NLTRA's Tourism Division and are generally consistent with those of the destination marketing organizations in other resort communities.

The purpose of this Three Year Marketing Strategy 2007 – 2009, is to provide a practical roadmap for the North Lake Tahoe Resort Association's tourism efforts. This plan defines the long-term direction and strategies for the tourism investment plan, as called for in the *North Lake Tahoe Tourism and Community Investment Master Plan* (July 2004). The Three Year Marketing Strategy 2007 – 2009 is an update of the previous 2005 – 2007 strategy.

There were a number of accomplishments associated with the strategies set forth in the 2005-2007 document, which was adopted by the NLTRA Board in July of 2005. This Executive Summary provides an overview of the accomplishments and outcomes of the 2005-07 document. These accomplishments and outcomes were taken into consideration in the process of developing the strategies for 2007-09.

Cooperatively Promote Tourism Based on Shared Objectives

- Participated in several regional marketing cooperatives designed to promote the region, leverage budget resources, and increase awareness to the destination traveler. These programs included Sierra Ski Marketing Council, Regional Marketing Committee, North Lake Tahoe Wedding and Honeymoon Association, Placer-Lake Tahoe Film Office, California Travel and Tourism Commission (CTTC) Winter Snow Campaign, and Hotel Travel Index
- Developed programs that benefited members of the North Lake Tahoe Chamber of Commerce
- Worked with area Community Business Associations to develop programs to enhance the North Lake Tahoe experience

Conduct Brand Development

- Developed and promoted a new brand for North Lake Tahoe, *Pure Experiences*. This brand was incorporated into all aspects of the advertising, marketing and sales programs

Conduct Market Research

- In conjunction with area lodging partners, the NLTRA developed and implemented an area wide occupancy forecasting tool via the Mountain Travel Research Project (MTRiP). A six month forward review of the area occupancy along with a six month prior review was developed and distributed

Increase Available Promotional Funds through New Marketing Resources – Leverage NLTRA Marketing Investments with new Partners

- In partnership with the Incline Village Crystal Bay Visitors Bureau, developed the North Lake Tahoe Marketing Cooperative (NLTMC). The NLTMC is designed to promote the entire North Lake Tahoe Area under a single brand message, maximize budget resources, eliminate consumer confusion, and increase visitor awareness of the destination
- Joined the Regional Marketing Cooperative (RMC), leveraging dollars with 11 other partners. The purpose of the RMC is to contribute marketing dollars and promotional support to increase air service to and from the Reno/Tahoe International Airport for the benefit of the Lake Tahoe-Northern Nevada region

Focus Marketing and Promotional Efforts on “Target Guest Profile”

- Although called out in both the Master Plan and the 2005 – 2007 plans, accomplishments regarding this strategy were difficult to specifically measure. Due to limited resources, marketing efforts were placed in our traditional drive market and in our established and new destination markets with good air access to Reno/Tahoe. These efforts focused North Lake Tahoe’s marketing message on those visitors who stayed longer, spent more, and were willing to travel without always using their cars regardless of their geographic location

Maintain a Balance in Expending Resources between Markets

- Through its annual Marketing Plans, the NLTRA made adjustments, as appropriate and consistent with opportunities, to maintain the balance of marketing expenditures between the traditional drive market of Northern California and destination markets. Guiding this balance was the need to ensure top of mind awareness in the drive market with the NLTRA’s mission to develop and sustain new destination markets, focusing on those with relatively easy air access to Reno/Tahoe and a propensity to travel to our destination

Develop and Sustain New Destination Markets

- Developed programs in the Los Angeles and San Diego markets promoting the region as a viable alternative to other traditional vacation destinations
- Developed programs with area partners in various destination markets including Chicago, Florida, New York, and Texas
- Worked with regional partners and CTTC to coordinate and support international representation in the U.K. and Germany. The NLTRA also developed a representation program in Mexico
- NLTRA and partners hosted the prestigious 2006 Mountain Travel Symposium (MTS) showcasing our destination to over 1,000 travel industry professionals from around the world.

Develop Programs to Support Off-Peak Visitation

- Developed the Fabulous Fall Festival as an umbrella festival to market and promote special events throughout the region during fall

- Continued to produce and further develop the Autumn Food & Wine Festival; encouraged and assisted in the promotion of new events in the community, organized and sponsored by other organizations, but marketed as part of the festival
- Developed and promoted the North Lake Tahoe region as an adventure race destination during the fall season
- Continually communicated with our consumer database on a monthly basis throughout the entire year, promoting various off-peak activities and events

Further Develop Partnerships and Programs to Ensure an Enjoyable Guest Experience and Return Visitation

- In partnership with Placer County, developed the Community Marketing Program to support and coordinate with the marketing and promotional projects and programs of “neighborhood” business organizations
- Supported the North Lake Tahoe Chamber of Commerce in development and promotion of the North Lake Tahoe-Truckee Welcoming Places Initiative
- Designed and implemented improvements to the value and usability of the Ski Tahoe North Ticket, consistent with the goal of ensuring that this ticket is the best interchangeable lift ticket in the North American ski industry

Develop and Track an Expanded Set of Marketing Indicators

- Utilized the MTRiP program to help develop occupancy forecasting
- Developed and secured board approval for the Marketing Performance Reporting Document

Plan Context

For more than 27 years, the Tahoe North Visitors and Convention Bureau (TNVCB) has been the primary destination marketing organization for eastern Placer County and the greater North Lake Tahoe region. As documented in the 2004 *North Lake Tahoe Tourism and Community Investment Master Plan*, a proven definition of a destination marketing organization (DMO) is one whose function is *“to cooperatively promote tourism based on shared objectives among and between participating member businesses and constituents which are more effectively and efficiently accomplished collectively than independently.”*

In 1995, the TNVCB became the Tourism Division of the North Lake Tahoe Resort Association (NLTRA). The North Lake Tahoe Resort Association’s adopted mission statement directs the organization to promote tourism and benefit business. Through its contract with Placer County, the NLTRA is charged with providing a *“full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area.”* These responsibilities are assigned to the NLTRA’s Tourism Division and are generally consistent with those of destination marketing organizations in other resort communities.

Role

The strategies described in this document are based on the marketing objectives and strategies outlined in the 2004 Master Plan, which calls upon the NLTRA's Tourism Division to champion the marketing, sales and other collective efforts to generate visitation and tourism related revenues. It also calls upon the division to advocate in support of a competitive destination tourism product, appropriate environmental stewardship, and the cooperative actions necessary to ensure the availability of a skilled local workforce able to adequately serve the needs of North Lake Tahoe's tourism based economy. In doing so, the Tourism Division coordinates with and supports the NLTRA's infrastructure and transportation development functions, community revitalization strategies, and the overall role of the NLTRA as the organization that collaborates with a wide variety of community investment partners, both public and private. An important partner is the North Lake Tahoe Chamber of Commerce, which helps the Tourism Division provide visitor information services and promote the full range of attractions and "things to do" in the region. The Chamber and the NLTRA's other community marketing partners play a key role in marketing strategies and plans by helping to ensure a positive vacation experience, and by encouraging longer stays and return visitation.

North Lake Tahoe's Tourism Economy

As documented in *The Economic Significance of Travel to the North Lake Tahoe Area* (Dean Runyan Associates, December 2003), tourism is the largest component of North Lake Tahoe's economic foundation. It accounts for some 71% of the area's jobs, millions of dollars annually in personal and business income, and in substantial local, county and state tax revenues. Without this positive flow of revenues, the citizens of North Lake Tahoe would be challenged to provide for themselves in a manner consistent with an otherwise vibrant tourism economy. Likewise, without tourism based revenues, Placer County and local governmental agencies in the North Lake Tahoe area would find it increasingly difficult to fund vital public services. Clearly, tourism and the income and revenue it generates must be sustained and grown to ensure regional prosperity and health. Sustaining and growing the economic engine of tourism must and can be accomplished in a responsible manner, consistent with environmental and community values.

Approach and Methodology

The NLTRA takes a three step approach to the development of marketing directions, strategies and plans. The first step is to establish a vision and overall direction. The 2004 Master Plan continues to be the guiding document for these efforts. Second, consistent with Master Plan marketing recommendations, the NLTRA needs successful long-term tourism development strategies. Such strategies were first outlined in the previous *Three Year Marketing Strategy, 2005-2007*, and are now being updated for the 2007-2009 three year period. The third step is to develop, adopt and implement Annual Marketing Plans, based on the vision and overall marketing direction and strategies. Each annual plan is reviewed on a quarterly basis. The three year strategy reviewed on an annual basis.

Vision and Overall Direction

Consistent with the vision of the Master Plan, the overall direction of the NLTRA's marketing strategies and plans is to help position North Lake Tahoe as a premier mountain resort with strong regional, national and international appeal. In addition to marketing, the Master Plan sets forth strategies, recommendations and action plans in the areas of Environmental and Economic Stewardship, Transportation, Visitor and Community Facilities and Services, Redevelopment, Community and Workforce Housing, and Funding. This revised *Three Year Marketing Strategy* should be viewed and used in the context of its role as part of the broader scope of the Master Plan.

Specific Marketing Relationship to Transportation and Infrastructure Projects

Over the past three years, the Tourism Division has worked closely with the NLTRA's transportation and infrastructure development function to advocate for and promote the implementation of vital improvements. One of the most important of these, implemented in November, 2006, is the North Lake Tahoe Express. This shuttle service provides daily connections between the Reno/Tahoe International Airport and the North Lake Tahoe-Truckee "Resort Triangle". Within the Resort Triangle, the level of transit service provided continues to improve incrementally, providing a positive alternative for those arriving by automobile, and a seamless transit opportunity for visitors choosing to leave their auto behind. Additional sections of new bicycle trail have been constructed, along with new recreational facilities on the north shore of Lake Tahoe, and other projects consistent with the Master Plan and the NLTRA's annual Integrated Infrastructure and Transportation Development Work Plan. As part of this Marketing Strategy, the Tourism Division will continue to advocate for the transportation and infrastructure improvements which are essential to help grow and sustain North Lake Tahoe's tourism-based economy.

Workforce and Community Housing

The NLTRA understands that all levels of the workforce are essential to economic success and community sustainability. Workforce and affordable housing is particularly challenging in a resort community because of the disparity of wealth and the high price of real estate. To ensure success, the North Lake Tahoe-Truckee area must be able to supply an adequate supply of resident housing to support the needs of the workforce and community. Over the past three years, some progress has been made with the planning and construction of workforce and affordable housing, particularly in Truckee and Northstar. The NLTRA and its Tourism Division are committed to support workforce and community housing goals.

Redevelopment

North Lake Tahoe exhibits many of the characteristics of an aging resort community, including worn and dated architecture, areas of inefficient land use, a lack of adequate environmental improvements, and minimal provisions for the movement of pedestrian and vehicle traffic. Redevelopment represents a vital strategy to help address aging and inadequate infrastructure and increase the supply of workforce and community

housing. The Placer County Redevelopment Agency continues to plan and implement redevelopment projects, including public parking improvements, projects to reduce blight, and funding assistance for the development of workforce and other affordable housing projects. The NLTRA and its Tourism Division support the public and private partnerships essential to facilitate redevelopment projects in adopted redevelopment area of North Lake Tahoe.

Economic Diversification

The Tourism Division also supports strategies and programs emerging through the North Lake Tahoe Chamber of Commerce to encourage economic diversification, as outlined in more detail in the adopted Chamber Business Plan. Sectors of the economy not necessarily directly connected to tourism include education, health care, environmental sciences and research, technology and communications, governmental services, and social and community services. While focusing on its specific mission, the NLTRA recognizes that a strong economy is a diverse economy. Effective economic diversity helps balance the community and provides a level of stability against the inevitable fluctuations in tourism due to weather and other economic and market conditions.

Stewardship

The strategies herein are to be implemented consistent with the Environmental Stewardship and Economic Sustainability Principles Guiding Implementation of the Master Plan, as found on pages 47 and 48 of the Plan (Chapter 2). Two of the ten principles specifically address marketing:

- It is recognized that a successful, sustainable tourism economy needs to be carefully planned, developed and managed, as well as promoted
- To the maximum extent possible, publicly funded marketing efforts should focus on encouraging visitation during other than peak periods when our area's social and physical infrastructure is challenged

Process of Developing NLTRA's Marketing Strategies and Plans

At the core of the process of developing marketing strategies and plans are the NLTRA's Marketing Committee, Board of Directors, marketing partners, and the North Lake Tahoe Marketing Cooperative (NLTMC). The NLTMC is a partnership involving the NLTRA and the Incline Village Crystal Bay Visitors Bureau (IVCBVB). Important roles are also played by the Chamber of Commerce Advisory Committee, which continues to be charged with development and implementation of the NLTRA's Community Marketing Program. All committee and Board meetings are open to the public, with input by any and all interested parties encouraged. Cooperative marketing projects and programs are shaped in collaboration with specific partners for each cooperative effort. Additionally, in developing marketing strategies and plans, the NLTRA uses market research, competitive analysis and market trends, and data from its adopted Marketing Performance Reporting Document.

Tourism Division Mission

Specifically, the mission of the NLTRA Tourism Division is *“to promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating additional Transient Occupancy Tax (TOT) revenues, sales tax revenues, and maximizing the exposure and promotion of North Lake Tahoe on a regional, national and international level.”*

Summary of Overall Marketing Strategies and Goals

Cooperatively Promote Tourism Based on Shared Objectives

Cooperatively promote tourism based on shared objectives among and between regional partners, participating member businesses and constituents, which are more effectively and efficiently accomplished collectively than independently.

Goals:

- Continue and expand the North Lake Tahoe Marketing Cooperative
- Leverage budget resources to maximize marketing efforts
- Advocate for area wide way-finding signage to better communicate the various neighborhoods in the North Tahoe region to our visitors

Conduct Brand Development

Develop and implement a clear, concise and differentiated North Lake Tahoe brand to be communicated in all of aspects of marketing and promotional efforts.

Goals:

- Promote Pure Experiences brand in all marketing communications
- Further develop and evolve creative campaigns in support of brand position
- Incorporate consumer research findings into the creative development process to better align our brand message to the consumer

Conduct Market Research

Conduct area wide research on vacation product, consumer buying habits and guest travel patterns. Develop an area wide business forecasting/occupancy tool. Develop research to gauge and measure advertising, product awareness and consumer intent to travel.

Goals:

- Develop advertising awareness research
- Conduct focus group market research
- Continue to participate in occupancy forecasting tool

Attract New Visitors to the Region while Maintaining Existing Markets

The NLTRA will continue to play a leadership role in the development of new destination markets by expanding and sustaining its destination marketing efforts. The NLTRA will also continue to develop new emerging and niche markets with the greatest potential for success and sustainability. Efforts will also be placed on maintaining and defending our existing, core markets.

Goals:

- Continue marketing efforts targeted at core drive market
- Develop and sustain new emerging markets

Develop Programs to Support Off-Peak Visitation

In an effort to reduce pressure on tourism and community resources and infrastructure during periods of peak visitation, the NLTRA will continue to develop and implement

programs which help shift promotional efforts to focus on times and seasons of lower occupancy.

Goals:

- Continue to promote fall season under Fabulous Fall Festival Banner
- Promote events with brand alignment targeted at shoulder seasons

Contingency Planning

The NLTRA will exercise its best efforts to maintain sufficient annual flexibility so that it can develop and implement contingency marketing plans to address the impacts of weather-related, economic, or other “sudden” changes in tourism market conditions.

Develop and Track an Expanded Set of Marketing Indicators

The NLTRA has developed and will continue to track an expanded set of marketing performance indicators to gauge the success of marketing programs, including indicators that help measure Return on Investment (ROI) (Marketing Performance Reporting Document).

North Lake Tahoe Marketing Cooperative

A core program in the 2007-09 Marketing Strategy is the North Lake Tahoe Marketing Cooperative (NLTCM), established in October, 2006. Founding partners in this cooperative are the NLTRA and the Incline Village Crystal Bay Visitors Bureau (IVCBVB). The NLTCM is designed to promote the entire North Lake Tahoe region under one campaign umbrella. Marketing funds from both organizations are directed to a single marketing effort, which includes Marketing and Advertising, Conference Sales, Leisure Sales, Public Relations and Web Development program. The goal of the NLTCM is to promote the North Lake Tahoe brand and further establish the unique identity of our region. This cooperative effort is planned and executed to set North Lake Tahoe apart from our competitors, create recognition and awareness for the destination, highlight the distinct personalities for each individual “neighborhood” within the region, and to encourage and capture visitor travel and return visitation.

Specific Tactics by Function/Department

Advertising and Direct Promotion

The Advertising and Direct Promotions plan is designed to support the overall goals and objectives of the NLTRA Tourism Division, in partnership with the NLTMC. The objective of consumer direct marketing is to communicate the most compelling and impactful message to the most appropriate audience, at the most opportune time, using the most effective advertising vehicle. The NLTRA's and NLTMC advertising message must communicate the competitive advantages, consumer benefits and unique personality of the North Lake Tahoe region to a variety of target audiences in several geographic markets. In addition to these various target audiences, new communications technology is also changing the landscape of advertising, making some traditional communication vehicles virtually obsolete. Changes in consumer behavior will continue to define how and where we communicate to our target audiences.

Cooperatively Promote Tourism Based on Shared Objectives

The NLTRA will continue to aggressively promote tourism based on shared objectives among and between partners. This includes leveraging resources with local and regional partners, developing and executing coordinated marketing partnerships and programs in support of the destination, and working in association with specific Community Marketing Partners to help promote the region's individual neighborhoods.

Action Steps

- Promote North Lake Tahoe as a single destination
- Identify and participate in targeted cooperative efforts to leverage available marketing budgets and resources through cooperative partnerships and programs
- Expand participation in cooperative programs targeted at North Lake Tahoe's core audience
- Develop cooperative programs for participation from area members and constituents
- Provide marketing guidance and support to community marketing partners and other organizations working to enhance the visitors experience and encourage return visitation
- Advocate and encourage area wide way-finding signage to assist in customer communication

Develop and Implement the Pure Experiences Brand and Conduct Market Research on Related Brand Impacts.

With consistent promotion of the Pure Experiences brand, North Lake Tahoe continues to support a strong brand message, vital to our ability to compete in destination markets. The brand will continue to be incorporated into all aspects of the NLTRA/NLTMC marketing and sales efforts in order to firmly establish a coordinated message across all consumer marketing programs.

Action Steps

- Reinforce Pure Experiences brand in all NLTRA/NLTMC marketing efforts
- Further develop and promote distinct personalities for the individual neighborhoods of North Lake Tahoe
- Ensure consistent brand messaging in all aspects of consumer marketing
- Develop a comprehensive market research project designed to measure the impacts of the various marketing programs on consumer preferences, brand awareness and intent to travel
- Develop supplemental and ongoing market research for continual analysis of marketing efforts
- Use available research to refine brand message in all aspects of marketing communication

Attract New Visitors to the Region while Maintaining Existing Markets

NLTRA will continue to focus efforts on attracting new visitors to the region regardless of their geographic location, while developing programs designed to maintain and defend our traditional drive markets.

Action Steps

- Maintain a balance in expending resources between traditional drive markets and destination fly/drive markets
- Develop target destination markets with good air service to the region
- Continue to work with identified partners and programs and focus on efforts to maximize the effectiveness of programs, budgets and resources
- Identify and develop new niche marketing opportunities, strategies, partners and programs

Develop Programs to Support Off-Peak Visitation

In an effort to reduce pressure on tourism and community resources and infrastructure during periods of peak visitation, the NLTRA will continue to develop and implement programs which help shift promotional efforts to focus on times and seasons of lower occupancy.

Action Steps

- Develop marketing and promotional programs designed to drive awareness and visitation during the shoulder or off-seasons
- Focus special event promotion on shoulder and other off-peak seasons and times
- Develop programs designed to enhance third party events and programs that support the overall brand of North Lake Tahoe

Conference Sales

Consistent with mission of the Tourism Division, the primary function of the NLTRA Conference Sales Department is to increase the number of meetings held each year in North Lake Tahoe and to increase awareness of the Lake Tahoe area as a premier destination to the national and regional meetings industry. Specifically, the Department works to develop conference and group business and provides referral and conversion services. Its efforts are focused in partnership with the properties which are members of the NLTRA Conference Program; properties which have meeting and conference space and services.

Adjust to Changing Market Conditions and Opportunities

Through improved coordination with its Conference Program members and using feedback mechanisms, market research, and analysis, the NLTRA Conference Sales Department will continuously work to adjust its target markets based on changes in the meetings industry.

Action Steps

- Improve communication, coordination and the development and execution of conference marketing strategies with NLTRA Conference Program members
- Continue with the Conference Sales Advisory Group (CSAG) consisting of the Director of Sales or Director of Sales and Marketing from each Conference Program member property
- Utilize the CSAG as a forum to guide and support the development and execution of a cooperative Conference Media Plan, including new creative as appropriate, and a Cooperative Trade Show Schedule to optimize the value of available budget, staff and related resources and create more trade show presence for Lake Tahoe region
- Continue work to reestablish North Lake Tahoe in the national meetings market, with a goal of attracting meetings that generate longer stays and greater revenues
- Use opportunities created through the Regional Marketing Committee as a means of increasing the awareness of meeting planners of the air service connections to Lake Tahoe available through the Reno/Tahoe International Airport
- Conduct targeted sales calls in strategic national markets
- Conduct in-market client events in strategic national markets
- Continue to pursue state association business
- Develop and implement a reliable tracking system for keeping properties apprised of business leads, booked business and related communications
- Promote off-peak visitation to groups when appropriate

Increase Internet Conference Bookings

Recent research conducted by meeting professional's reports that 87% of meeting planners use the Internet as their initial tool when researching and selecting destinations. Internet bookings now represent nearly 20% of all booked business and industry revenue. As meeting planners rely more heavily on the Internet, the NLTRA

must ensure its Web site is properly positioned and functional to be competitive and capture market share.

Action Steps

- Ensure competitive position, ease of navigation and quality of content on the NLTRA's Web site from the Conference Marketing and Sales perspective
- Utilize targeted email campaign to drive traffic and sales opportunities to Web Site
- Use Web Site as call to action on all Conference marketing materials

Explore Options for Funding Conference Sales Program

The Visitors and Convention Bureau (VCB) has traditionally been the source used by meeting planners to gather information about conference properties and facilities at North Lake Tahoe. Today, however, with the emergence of "third party" booking agents and greater use of the Internet to research destinations, more meeting planners are booking meetings without having to contact a VCB. This erodes the income from commissions generated by the NLTRA VCB. To sustain and grow the program, alternative funding mechanisms must be explored and implemented.

Action Steps

- Research and pursue alternative funding mechanisms, including a fee based program that could reduce VCB reliance on commissions and the conflicts that can arise related to the payment of commissions. Note: Under a fee based approach, each Conference Program member would pay an equitable flat fee per year; commissions would be reduced or eliminated

Leisure Travel and Sales

Consistent with the mission of the Tourism Division, the function of the Leisure Sales Department is to increase vacation and leisure travel to North Lake Tahoe. The Department focuses on three distribution channels for the sale of North Lake Tahoe vacations and vacation products: 1) direct to consumer; 2) travel agents; and, 3) tour operators.

Overview of Each Distribution Channel

Historically, consumers have been reached directly through consumer trade shows, most often done in partnership with other area organizations and companies focusing on the leisure travel market: or reached via direct mail, brochure requests made by telephone, online or by email. In today's environment, trade show attendance in the consumer market has declined. Most consumer shows in which the NLTRA participates are ski specific, and occasionally golf specific, rather than general travel shows. Email and web sites continue to increase as the most effective and trackable mechanisms of reaching the targeted consumer.

As airlines and others have reduced commissions paid to travel agents and with the growing popularity of travel planning and booking on the Internet, travel agents are losing market share as a distribution channel. However, there are still a significant number of people who continue to use travel agents. In the case of international travel, the number of consumers using a travel agent remains fairly high. Travel agents remain a viable distribution channel, particularly for specific market segments. Travel agents are most often reached through travel agent trade shows and product "launches"; also through direct mail, office sales calls and training sessions. Sales calls and training sessions are used to familiarize the agent with all that North Lake Tahoe has to offer as a vacation and travel destination. As destination travel has rebounded in the years since 9/11, there has been a corresponding increase in travel agent business.

Tour operators are also a significant distribution channel. This channel not only promotes sales through third and fourth parties but also provides a platform for advertising and destination branding. Tour operators in the international market typically play a larger role than domestic tour operators; however, both play a major role in destination leisure travel. Some tour operators have recognized the importance of the Internet and have modified their business models to take greater advantage of the Internet. Tour operators are best reached through trade shows, office visits, sales calls and training.

In addition to direct Leisure Sales Department contacts with each distribution channel, each is also given attention by the NLTRA's International General Sales Agents (GSAs) in the United Kingdom and Germany, funded in partnership with the California Travel and Tourism Commission and other partners in the State. NLTRA also has representation in Mexico and is currently considering representation in Australia/New Zealand.

Improve Ski Tahoe North Interchangeable Lift Ticket as a Vacation Product

When the Ski Tahoe North (STN) Interchangeable Lift Ticket first debuted, it was an extremely progressive program that helped put North Lake Tahoe on the map as a destination resort region. The ticket was particularly popular with tour operators looking for a winter vacation product with variety and flexibility. The NLTRA Leisure Sales Department will continue its efforts to reinvigorate the STN program to ensure it remains of value to participating ski areas as well as a popular product with tour operators and consumers.

Action Steps

- Continue to improve overall consumer value of the Ski Tahoe North product
- Ensure the product has value to participating ski resorts and other providers
- Make changes so that sale and use of the product is not so “paper dependent” and confusing, moving tour operators away from using their own, internal vouchers, enabling the guest to have tickets waiting for them upon arrival at their lodging property
- Use the product to specifically attract destination visitors that are comparing travel destinations and products and to add value to North Lake Tahoe vacation packages
- Strive to maintain the Ski Tahoe North Interchangeable Lift Ticket as the best interchangeable lift ticket in the North American ski industry; explore expanding the product to add cross country and snowmobile options, turning it into the ultimate interchangeable ticket

Trade Shows

Attendance at traditional consumer trade shows has declined; participation in some shows now has a questionable Return on Investment (ROI). The NLTRA will continue to review and refocus resources on trade shows that demonstrate ROI in targeted markets.

Action Steps

- Reduce the number of expensive trade shows that do not demonstrate a high measurement of success
- Reallocate resources to trade shows with a higher return in targeted destination markets, such as Texas, Florida, New York and Chicago
- Redirect resources from low return trade shows and reallocate funds to conduct additional sales training with top wholesale and tour operators
- Explore emerging ski markets and/or markets with new air service into the region
- Redirect resources to sales missions in these same markets
- Redirect resources to familiarization trips targeted at key companies and media in these markets
- Promote off-peak visitation when appropriate

Improve the Performance of contracted General Sales Agents (GSAs)

The NLTRA will work continuously to improve the value and productivity of its contracted GSA companies.

Action Steps

- Increase communication and coordination with GSA companies and the organizations which are NLTRA's partners in these GSA efforts; specifically, increase interaction and coordination between the Leisure Sales Department and both the trade and public relations department of the NLTRA's GSAs
- Develop and implement program goals which are more measurable
- Include in the Department's annual plan at least one dedicated sales trip to each targeted country
- Increase GSA representation, where appropriate

Increase FAM (Familiarization) Trips

It is the goal of the Leisure Sales Department to encourage and facilitate more FAM trips both internationally and domestically for trade and media.

Action Steps

- Host at least two trade FAMs per year, one with a summer focus and one with a winter focus
- Continue working with the NLTRA's Public Relations team (Gilwee PR) and GSAs to host multiple media FAM trips
- Solicit sales and media FAMs while conducting domestic and international sales calls, as well as during consumer and wholesale trade shows
- Work with partners on developing all expense paid FAMs to North Lake Tahoe as incentives for top sales agents from key wholesale and tour operators

Drive Additional Leisure Sales Traffic to NLTRA Web Site

The Leisure Sales Department will work to maximize effective use of the Internet as one of the best tools for educating consumers on the North Lake Tahoe vacation product and utilize the services offered on the NLTRA Web Site to convert marketing to sales.

Action Steps

- Work closely with Director of Tourism and the NLTRA PR team to develop and implement programs which drive more leisure sales traffic to the NLTRA Web site from target markets
- Produce a major sweepstakes or similar incentive program to drive additional leisure sales traffic to the NLTRA Web site
- Develop and provide for wholesale and tour operator use, professionally produced North Lake Tahoe video for use on tour operator Web sites

Special Projects

Consistent with the mission of the Tourism Division, the function of the Special Projects Department is to develop and implement events, programs and partnerships that drive increased visitation to North Lake Tahoe during “shoulder” and “off peak” seasons and times. The Department produces, partners and provides marketing support to the NLTRA as well as to externally produced community special events and programs. The Department also serves as the in-house NLTRA webmaster, managing the daily updates and maintenance for the NLTRA’s Web sites: www.gotahoenorth.com, www.onthesnow.com, www.visitcaliforniasnow.com, www.visithighsierra.com, www.mountaingetaways.com, and the online booking engine for Lake Tahoe Central Reservations.

The focus of the NLTRA’s Web sites is to help brand and provide information about the North Lake Tahoe destination and vacation products, and drive sales opportunities to Lake Tahoe Central Reservations. In today’s marketplace, the value of well designed and functional Web sites is essential to the success of any marketing and sales program.

Reposition Lake Tahoe Autumn Food and Wine Festival as a Must Attend Event

The festival will be reinvigorated and further expanded based on appropriate new opportunities. The goal is to continuously improve the appeal of the festival, its attendance and support.

Action Steps

- Move the venue to the new Village at Northstar and expand the event to an outdoor food and wine festival
- Develop additional partnerships and events designed to expand the appeal and success of the overall festival
- Generate additional cash and in-kind sponsorships to further expand and promote the event
- Expand the programs to offer events to younger couples and families with children
- Market new events and expanded festival to help generate additional overnight stays
- Cross promote festival events with all event partners and host venues to increase awareness and success
- Continuously strive to maximize the public relations and media value of the festival

Position the North Lake Tahoe area as a Premier Adventure Race Destination

Continue to support adventure racing through sponsorships, partnerships, public relations and marketing assistance for the purpose of generating overnight stays and visitation and to help bring national media attention to North Lake Tahoe as a race destination.

Action Steps

- Support events such as the Big Blue Adventure Race and other sporting events that are brought to the area by outside promoters
- Identify and support other such events and activities as budgets and other resources allow

New Event Development

The Special Projects Department will continue to seek new events and partnerships consistent with its goals, objectives and role within the NLTRA. These efforts will depend to a large extent on resources that can be developed through public and private partnerships and sponsorships.

Action Steps

- As additional resources become available, new events, programs, partnerships and strategic marketing opportunities will be developed, consistent with the mission of the Tourism Division and pertinent recommendations of the *North Lake Tahoe Tourism and Community Investment Master Plan*
- Provide expertise and guidance to event planners in the areas of event permitting, licensing and venues
- Research, refer and help facilitate events with for our community partners

Support Continued Development and Implementation of the Community Marketing Program

In coordination with the Chamber of Commerce Advisory Committee and the NLTRA's community marketing partners, provide support and coordination as directed and appropriate to the Community Marketing Program.

Action Steps

- Continue to develop and maintain an area wide calendar of events and activities for consumer distribution and a tool for coordinating the scheduling of events (to the maximum extent possible)
- Provide assistance as appropriate to help community marketing partners with the development of promotional materials that highlight attractions, amenities, recreation and other area features and offerings, through the Community Marketing Grant Program (available through the Chamber of Commerce Advisory Committee) and other partnership, as may be appropriate

Web Site Development

The Web site must provide content that is useful, valuable easily accessible and speaks to our target customers. Our goal is to firmly establish GoTahoeNorth.com as a comprehensive resource for Lake Tahoe information and vacation planning that will allow the NLTRA to increase the number of new and repeat users. A key to this is the further development of partnerships with NLTRA/NLTMC members and suppliers to deliver lodging, lift tickets and a full range of other attractions, as well as complete vacation packages.

Specifically Web site development must continually improve: 1) content (design, usability, copy, features and functionality) that will stimulate users to make GoTahoeNorth.com their first choice for Lake Tahoe information, lodging, vacation packages and related services; 2) Online Reservations - converting online users to online customers; and, 3) Online Marketing -driving new customers to the Web site and encouraging current users to return.

Action Steps

- All elements of Web site development are to support the mission to *produce a top tier tourism Web site with the following five goals:*
 1. Provide the best, most comprehensive online content in support of North Lake Tahoe marketing, sales, and visitor information services
 2. Clearly depict what North Lake Tahoe has to offer through quality design, content and imagery
 3. Deliver pertinent information that is easy to access and navigate
 4. Build and maintain customer relationships
 5. Convert users of the Web site into customers of the Web site

As online travel planning continues to gain momentum, it is imperative that we make ongoing improvements to the NLTRA's online booking system. Improvements will include: 1) add more links to properties and suppliers for available inventory; 2) establishing the ability to book more comprehensive vacation packages

If the NLTRA delivers optimized content and a streamlined online booking engine, our target markets need to know these online services are available. The NLTRA must maintain its existing client database while concurrently generating new users and expanding the database. When appropriate, the NLTRA will market cooperatively with NLTRA members, suppliers and other partners.

Public Relations

Public Relations plays an integral role in promoting North Lake Tahoe as a premier, year-round travel destination. It also plays a role in keeping the local community informed about the organization's programs, opportunities for input and involvement, and NLTRA/NLTMC accomplishments.

The specific primary functions of public relations are:

- Generate local, regional, national and international coverage of North Lake Tahoe, using all facets and markets of the media (e.g., travel and tourism, outdoor recreation, family, ski, the meetings industry, culinary, heritage and arts and cultural tourism and spa/luxury markets)
- Establish North Lake Tahoe as a premier year-round destination, with an emphasis on shoulder and non-peak seasons and times, with www.GoTahoeNorth.com as the prime source for travel planning
- Establish the NLTRA as a dependable source of information for all media and their first call for facts, story leads, interviews, digital images and B-roll footage

Develop and Execute Public Relations Campaigns for Niche Markets

Research, develop and execute public relations campaigns for identified niche markets, assisting organizations that spearhead niche market efforts.

Action Steps

- Develop and execute public relations campaigns for niche markets as requested
- Develop and execute public relations campaigns for Tourism Division departments as requested by the Director of Tourism. These will include, but not be limited to, Conference Sales, Special Projects, Leisure Sales, Lake Tahoe Central Reservations
- Develop and execute public relations support for the NLTRA's Community Marketing Partners as requested by the NLTRA Director of Tourism

Develop and Execute Other Public Relations Program Enhancements

Action Steps

- Continue to enhance the summer and winter CD press kits to ensure that it is the most comprehensive resource on North Lake Tahoe for media use
- Enhance the Media Center on www.GoTahoeNorth.com to make it more useful to members of the media on assignment and/or those researching information about North Lake Tahoe
- Continue to enhance digital images and B-roll with unique photography and footage that complements the Pure Experiences brand campaign
- Develop a list of local experts to who can be made available to the media for interviews and/or other source information for media stories and coverage of North Lake Tahoe
- Research and attend new media trade shows and events where there are new public relations opportunities for North Lake Tahoe

- Improve and expand upon existing media materials which promote the Ski Tahoe North Interchangeable Lift Ticket
- Continue to implement video news releases and various other electronic media efforts for a consistent and accurate depiction of North Lake Tahoe



North Lake Tahoe Resort Association Tourism Division

Marketing Dashboard Indicators

The NLTRA Marketing Committee and Board of Directors have requested staff to present a set of key Marketing Dashboard Indicators for review.

Below are the seven proposed key Tourism Division Marketing Dashboards.

1. Advertising Gross Impressions
2. Total Advertising Awareness and Recall
3. Number of Unique Visitors to Web site
4. Public Relations Advertising Equivalency
5. Conference and Group Sales Booked Room Revenue
6. Total Number of Events Supported
7. Total Travel and Trade Sales Missions and Trade Shows
8. Total Number of Web site Clicks to Lodging Properties



North Lake Tahoe Resort Association
Tourism Division

Marketing Performance
Reporting Document

Marketing Performance Reporting Document

Introduction

The purpose of this document is to guide the North Lake Tahoe Resort Association (NLTRA) through the process necessary to implement actionable and credible performance reporting. Throughout the implementation process, two questions are asked on a regular basis: “Are we measuring the right things? Are we measuring things right?”

The basis of this document has been derived from the International Association of Convention and Visitor Bureaus (IACVB) *Recommended Standard CVB Performance Document* (February 2005), a culmination of intensive, industry-wide efforts providing a systematic, business minded approach to internal performance assessments.

Definition of Terms

Activity: A physical action taken by the NLTRA Tourism Division that ultimately supports its mission.

Performance Measure: A measure that helps to define and quantify the results of an NLTRA activity. Implementation of this system of measures will yield actionable tools that NLTRA staff can use for short- and long-term program and expenditure improvements.

Productivity Metric: A metric that illustrates the relationship between the NLTRA performance measure and its resources.

It is important to clearly delineate the difference between a *Performance Indicator* and a *Performance Measure* as these two terms are often used interchangeably. A *Performance Indicator* is a number that illustrates the performance of the travel and tourism industry or one of its industry sectors: hotel occupancy, airport arrivals, attraction attendance, and restaurant (tourism?) employment. A *Performance Measure* is a number that measures the results of NLTRA activities.

The IACVB recommends that Productivity Metrics be designed with the intent to establish a benchmark year and recalculate these metrics regularly (e.g., quarter end, year-end). By examining these metrics over time, the NLTRA will be able to monitor its progress toward achieving the desired resource efficiencies.

Marketing & Communications Performance Reporting

Fundamental Mission of the Marketing & Communications Function

“To increase visitor volume, visitor spending and economic impact for the destination by developing awareness and preference.”

Marketing & Communications Definitions

The following are standard definitions for key marketing activities and measures:

Advertising (source: American Association of Advertising Agencies)

Frequency: Average number of times households or persons viewed a given program, station or advertisement during a specific time period. This number is derived by dividing the Gross Rating Points (GRP) by the Reach.

Gross Rating Points (GRP): A unit of measurement of audience size. It is used to measure the exposure to one or more programs or commercials, without regard to multiple exposures of the same advertising to individuals. One GRP = 1% of TV households.

Reach: Unduplicated number of individuals or households exposed to an advertising medium at least once during the average week for a reported time period.

Gross Impressions: Sum of audience, in terms of people or households viewing, where there is exposure to the same commercial or program on multiple occasions. Two gross impressions could mean the same person was in the audience on two occasions or that two different people had been exposed only once.

Public Relations (source: Institute for Public Relations)

Advertising Equivalency: A means of converting editorial space in the media into advertising costs, by measuring the amount of editorial coverage and then calculating what it would have cost to buy that space, if it had been advertising.

Circulation: The number of those who might have had the opportunity to be exposed to a story that appeared in the media. Sometimes referred to as “opportunity to see”. An “impression” usually refers to the total audited circulation of a publication or the audience reach of a broadcast.

Internet/Web Site (sources: Interactive Advertising Bureau; Jupitermedia)

Ad Click: Number of times users click on an ad banner.

Ad Views (Impressions): Number of times an ad banner is seen by visitors.

Banner: An ad on a web page that is usually “hot linked” to the advertiser’s Web site.

Click Through: Percentage of ad views that result in an ad click.

Jump Page: A jump page, also known as a splash page, is a special web page set up for visitors who click on a link in an advertisement. Jump pages can be used to promote special offers or to measure a response to an advertisement.

Hot Link: An electronic connection between two Web sites.

Page Views: Number of times a user requests a web page that may contain a particular ad.

Unique Visit: Number of different individuals who visit a Web site within a specific time period.

Performance Measurements

Advertising/Promotions

- Total Reach
- Total Frequency
- Gross Impressions
- Total value of Media Placed
 - Paid Media
 - Coop Media
 - In Kind/Barter Media
 - Unpaid Media
- Number of Coop Partners
- Number of new entries in consumer database

Inquiries/Conversion

- Number of brochures requested (online and phone)
- Number of consumer calls
- Number of consumers registering on Web site to receive information
- Number of opt-in email addresses

Online Activity

- Number of Pay Per Click keywords purchased
- Time spent on consumer Web site
- Number of web pages of content developed
- Number of user sessions
- Number of unique users
- Number of repeat visits
- Search engine referrals
- Search engine results
- Email open rate
- Email click-through rate

Media/Public Relations

- Media Trade shows
 - Number of Trade shows attended
 - Number of appointments
 - Number of qualified media in attendance
- Media Missions
 - Number of media missions
 - Number of coop partners
 - Number of media contacts
- Media Familiarization Tours (FAMs)
 - Number of FAMs
 - Number of qualified media participating
 - Number of publications represented
- Press Releases
 - Number of press releases issued
 - Number of press releases downloaded from Web site
- Number of Media Inquiries
- Number of Media Interviews
- Placements
 - Total number of placements
 - Regional vs. National
 - Domestic vs. International
- Number of impressions
- Advertising equivalency

Bookings

- Lake Tahoe Central Reservations/Online
 - Number of room nights booked
 - Revenue per room night
 - Average length of stay
 - Agent conversion rate
 - Packages purchased via phone and online
- Online Ticket Sales
 - Tickets sold online
 - Ticket revenue
 - Ticket commission

Event Marketing

- Number of events supported
- Number of events produced

VCB Convention Sales Performance Reporting

Fundamental Mission of the Convention Sales Function

“To generate visitors (delegates), visitor (delegate) spending and economic impact for the destination by booking events at the destination’s lodging and convention facilities.”

APEX Convention Industry Definitions (Source: APEX or Accepted Practice Exchange, is a Convention Industry Council initiative whose mission is to *bring together all stakeholders in the development and implementation of industry-wide accepted practices which create and enhance efficiencies throughout the meeting, convention and exhibition industry.*)

The following are standard definitions for key marketing activities and measures:

VCB Convention Sales Industry Definitions

The following are standard definitions for key marketing activities and measures:

Convention: An event where the primary activity of the attendees is to attend educational sessions, participate in meetings/discussions, socialize, or attend other organized events. There is a secondary exhibit component.

Meetings: An event where the primary activity of the attendees is to attend educational sessions, participate in meetings/discussions, socialize, or attend organized events. There is no exhibit component to this event.

Trade Show/Exhibition: An event where the primary activity of the attendees is to visit exhibits on the show floor. These events focus primarily on business to business relationships.

Site Inspections: Personal, carefully investigation of a property, facility, or area.

Citywide (or Area-wide) Event: An event that requires the use of a convention center or event complex and multiple lodging properties in the host city (or area).

Attendees: A combination of delegates, exhibitors, media, speakers, and guests/companions who attend an event.

Delegates: Individuals who attend an event to primarily visit the exhibits or attend meetings and /or conference sessions. This excludes exhibitors, media, speakers, and companions.

Exhibitors: Those who attend an event to staff an exhibit.

Peak: Referring to the night during an event when most rooms are occupied by those in attendance.

Additional Convention Industry Definitions (Source: Travel Industry Association of America)

Direct Spending: All expenditures associated with an event that flow into the host destination's local economy. Direct spending includes attendee spending, exhibitor spending and event organizer spending.

Economic Impact: Events generate secondary spending (indirect and induced) on the host destination's local economy over and above the original direct spending. These secondary impacts, when combined with the original direct spending, results in the economic impact of an event.

Indirect Spending: Spending by the host destination's travel industry businesses on goods and services from local suppliers on behalf of the specified event.

Induced Spending: Employees in the host destination's travel industry and its suppliers spend their wages in the local economy.

Economic Multiplier: Calculated as the total economic impact divided by the direct spending.

Leads: When an event inquiry by a corporation/association/organization/independent meeting planner that includes a request for a minimum of 10 sleeping rooms per night (peak rooms) over a specific set/range of dates is forwarded by the VCB sales staff to participating lodging and associate participants.

Bid: Proposal submitted by the VCB and/or hotel(s) to a planner that includes defined dates and room blocks.

Tentative: Status assigned to a group/event after the bid has been submitted to the meeting planner and the destination is waiting for a decision.

Booking:

- a. Hotel Booking: A future event contracted in writing by the event organization with the hotel. The VCB should receive a copy of the contract or a written communication from the authorized agent of the hotel that a contract has been signed.
- b. Associate Member Bookings: A future event contracted in writing by the event organization with VCB Associate Member participants.

Lost Opportunity: A potential event in the lead or tentative stage that was subsequently lost by the destination. This does not include venue changes within the destination. The VCB should track the number of estimated room nights, attendance and attendee spending and the reason associated with the lost opportunity.

Canceled Business: An event that was booked for the destination that subsequently did not take place, either because the event itself as cancelled or left the destination before taking place. The VCB should track the estimated number of room nights, attendee and attendee spending and the reason associated with the cancellation.

Activity Measures

1. Number of bids
2. Tradeshows attended/exhibited
 - a. Number of tradeshows
 - b. Number of coop partners participating
 - c. Coop dollars generated
3. Sales missions
 - a. Number of sales missions
 - b. Number of coop partners participating
 - c. Coop dollars generated
4. Familiarization (FAM) tours
 - a. Number of FAM tours
 - b. Number of participates (event organizers only)
 - c. Number of accounts
 - d. Number of coop partners participating
 - e. Coop dollars generated
5. Number of sales calls
6. Number of client inspections
7. Client events
 - a. Number of client events
 - b. Number of participants (event organizers only)
 - c. Number of accounts
 - d. Number of coop partners participating
 - e. Coop dollars generated
8. Number of accounts with activity

Performance Measures

1. Leads
 - a) Number of hotel leads
 - b) Lead room nights (estimate)

2. Booked Business
 - a) Number of bookings
 - b) Booked room nights (estimate)
 - c) Booked attendance
 - d) Booked attendee spending (estimate)

3. Lost Business
 - a) Number of lost opportunities
 - b) Lost room nights
 - c) Lost attendance

4. Arrived Business
 - a) Number of bookings
 - b) Number of room nights
 - c) Number of booked attendees
 - d) Booked attendee spending

5. Personnel productivity metrics
 - a) Number of leads per sales person
 - b) Number of bookings per sales person
 - c) Number of room nights per sales person

VCB Travel Trade Sales Performance Reporting

Fundamental Mission of the Convention Sales Function

“To increase leisure visitor volumes, visitor spending and economic impact for the destination through the promotion and distribution of the destinations’ travel products to the travel trade.”

VCB Travel Industry Definitions (Source: National Tour Association and the Travel Industry Association of America)

The following are standard definitions for key marketing activities and measures:

Packaged Travel: A package in combination of two or more types of tour components into a product which is produced, assembled, promoted and sold as a package by a tour operator for an all-inclusive price.

Tour Series/Tour Program: Multiple departures to the same destination throughout the year.

Group Tour: A travel package for an assembly of travelers that has a common itinerary, travel date, and transportation. Group tours are usually prearranged, prepaid, and include transportation, lodging, dining, and attraction admissions.

Independent Travel: A custom-designed, prepaid travel package with many individualized arrangements. ITs are unescorted and usually have no formal itinerary. Sometimes referred to as FIT.

Travel Trade: Any individual or company that creates and/or markets tour and/or IT packages. Travel trade includes but is not limited to tour operators, travel agents, individual travel planners, and online travel companies.

Tour Catalog: A publication by tour wholesalers listing their tour offerings. Catalogs are distributed to retail agents who make them available to their customers.

FAM (Familiarization) Tour: A free or reduced-rate trip offered to travel professionals to acquaint them with what a destination, attraction, or supplier has to offer. FAMs should be considered a sales effort, more than just an educational trip for the travel trade.

Itinerary: A recommended schedule of visitor-oriented activities, usually including the destination’s cultural institutions and attractions, dining establishments, entertainment and recreational venues, retail stores and often highlighting unique, one-of-a-kind offerings. Itineraries are often themed.

Visitor Spending: (number of visitors) x (spending per person per day) x (length of stay)

Direct Spending: All expenditures associated with an event that flow into the host destination's local economy. Direct spending includes attendee spending, exhibitor spending and event organizer spending.

Economic Impact: Events generate secondary spending (indirect and induced) on the host destination's local economy over and above the original direct spending. These secondary impacts, when combined with the original direct spending, results in the economic impact of an event.

Indirect Spending: Spending by the host destination's travel industry businesses on goods and services from local suppliers on behalf of the specified event.

Induced Spending: Employees in the host destination's travel industry and its suppliers spend their wages in the local economy.

Economic Multiplier: Calculated as the total economic impact divided by the direct

Leads:

1. Hotel Lead: When a group tour or independent tour program inquiry from the travel trade that includes a request for hotel rooms over a specific set/range of dates is forwarded by the VCB sales staff to participating lodging participants.

Booking:

1. Booking from a Hotel Lead: A booking confirmed in writing from the authorized agent or by documenting the tour/program's presence in the travel trade's distribution channels such as brochure, website or special sales/marketing programs. The booking must be the result of a VCB-generated lead. VCBs should include information on the room nights, total visitors and associated visitor spending.

Activity Measures

1. Tradeshows attended/exhibited
 - a. Number of tradeshows
 - b. Number of coop partners participating
 - c. Coop dollars generated
2. Number of accounts with activity
3. Familiarization (FAM) tours
 - a. Number of FAM tours
 - b. Number of participants (travel trade only)
 - c. Number of accounts
 - d. Number of coop partners participating
 - e. Coop dollars generated

4. Sales missions (with industry partners)
 - a. Number of sales missions
 - b. Number of coop partners participating
 - c. Coop dollars generated
5. Number of sales calls
6. Client events
 - a. Number of client events
 - b. Number of participation (travel trade only)
 - c. Number of accounts
 - d. Number of coop partners participating
 - e. Coop dollars generated
7. Number of client site inspections
8. Number of developed suggested itineraries
9. Number of packages developed
10. Advertising equivalency for presence in the travel trade's distribution channels such as brochure, website or special sales/marketing programs.

Performance Measures

1. Leisure Trade Shows
 - a. Number of trade shows attended
 - b. Number of Coop shows
2. Number of Sales Missions
 - a. Domestic
 - b. International
3. Leisure Familiarization Tours (FAMs)
4. Number of Site Inspections
5. Number of Wholesale Brochure Placements
 - a. Domestic
 - b. International