

Eugene, Cascades & Coast

Brand Strategy & Guidelines



Eugene, Cascades & Coast Brand Strategy and Guidelines

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The Brand Strategy created by:
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1.0 Introduction

Lane County embraces a large and diverse range of destinations and visitor experiences, covering a large geographical area. While this diversity is a strong attribute and provides the capacity for the region to appeal to a variety of visitors, the message that the area is diverse does not provide sufficient focus to provide a competitive advantage. Diversity doesn't enable the region to connect emotionally with prospective visitors.

This is an initiative to reposition Lane County and build a competitive advantage based on its easily accessible, nature-based adventure experiences. This clearly distinguishes us from other regions, and when combined with other experiential elements will enhance the reputation of the region in ways that will make it distinctive and compelling for key audiences.

The strategy, guidelines and checklists in this manual follow months of research, analysis, and extensive consultation with residents, government, community and business leaders. This process has led to a carefully crafted brand identity that includes renaming the region as Eugene, Cascades & Coast for tourism marketing.

Our brand strategy presents a unifying rallying point around which we can present the Eugene, Cascades & Coast experiences that resonate most strongly with key audiences. It sets the directions for using one look, one voice, common themes, images and words. The brand will work at its best when it is recognized as a unifying banner for the region's public, private, and non profit partners; strengthening its meaning and relevance with customers.

We thank the members of the Brand Advisory Committee for their contribution throughout the planning phases of this project. The members of the committee are identified in Appendix 3, page 63.

We encourage you to join us in adopting and supporting this exciting new brand strategy. Through broad and consistent use it will gain the recognition and credibility necessary to generate increased prosperity for us all.

1.1 How the Brand Manual is Organized

The Eugene, Cascades & Coast brand manual provides the framework and guidelines that, when fully implemented, will lead to even greater marketing efficiencies and impacts.

The strategy and guidelines in this manual provide the framework to consistently and accurately project our greatest strengths, establish a clear and meaningful image, and deliver rewarding experiences for our customers.

The Eugene, Cascades & Coast Brand Strategy and Guidelines are presented in six sections. Each is designed to build upon and reinforce previous sections.

- Part One is an introduction to the concept of destination branding and why it is important.
- Part Two outlines the new destination and organization names, as well as the brand platform and Destination Promise™.
- Part Three describes how we will express the brand in visual, written and verbal terms.
- Part Four outlines how Travel Lane County and partners should adopt, use and implement the strategy and its various elements.
- Part Five details the leadership and management actions necessary to activate and sustain the brand.
- Part Six provides a checklist of the important actions necessary to consistently orchestrate the on-brand experiences that will delight our customers.

1.2 Why is a Eugene, Cascades & Coast Brand Important?

A destination brand is the totality of perceptions that a customer holds about a place. It's the reputation of the place. Successful management of these perceptions and experiences can secure enduring benefits for both the hosts and their customers.

The hallmark of a successful destination brand is determined by the promises that it makes, and the promises it keeps.

We are living in a world that is increasingly cluttered with communications. Destinations of all sizes find themselves competing for prospective customers against an oversupply of options. In this over-crowded and competitive environment, brands have emerged as the most valuable asset in setting these places apart from competitors.

Building a strong Eugene, Cascades & Coast brand will provide:

- A compelling identity and persona.
- Greater synergy among the marketing communications of all Eugene, Cascades & Coast messengers.
- Greater awareness, respect, and relevance.
- A decision-making framework for customers and clearer differentiation from other communities.
- A stronger connection with residents, customers and partners.
- A unifying umbrella for marketing partners and Eugene, Cascades & Coast-based brands.
- Economic and social value for the Eugene, Cascades & Coast as the brand creates loyalty and purchasing preferences.
- Increased effectiveness and efficiencies for Eugene, Cascades & Coast marketing programs.

1.3 Critical Success Factors for a Destination Brand

If a destination doesn't establish its own brand, it's likely that one will be established by competitors and the media. The destinations that are most successful in developing and managing their brands are those that understand and adhere to a set of critical success principles. These include:

1. **Build the brand from the inside out.** The success the Eugene, Cascades & Coast brand begins with messengers, stakeholders and other brands and assets located here. The commitment of political, business, non-profit and community leaders will be critical.
2. **Create a symphony.** One of the most important keys to success in branding is sticking to the guidelines and maintaining consistency in all creative applications. Winning customer's hearts and minds takes an integrated, consistent and holistic approach over an extended period of time, using a wide range of communication channels and customer touch points.
3. **Lots of little victories, again and again.** A brand is the result of hundreds and hundreds of influences. It is the long-term accumulation of positive messages and experiences that counts. True success will come from consistent, unified messages and experiences emanating from a range of sources hitting their mark again and again.
4. **Influence the influencers.** There have been many influences on the Eugene, Cascades & Coast image that have been largely out of anyone's control. It is important for all messengers to eliminate dissonance, address misperceptions and correct misinformation, particularly misuse of the Eugene, Cascades & Coast brand.
5. **It takes time.** It takes more than an ad campaign or one big hit approach. Just as Eugene, Cascades & Coast's current image may have evolved over many years, attempting to re-position or clarify that image will not happen overnight.
6. **Deliver on the Promise.** Innovatively interpreting and delivering Eugene, Cascades & Coast's Destination Promise™ is essential to establishing meaningful and sustainable links between the community and the hearts and minds of its best customers.
7. **Make emotional connections.** Emotions drive most, if not all, buying decisions. Successful brands have a distinct personality, project strong emotional benefits and connect with customers on an emotional level.
8. **The budget must match the objectives.** A weak brand is far more expensive in the long run than the resources required to launch and maintain a strong brand. It is important to work cooperatively, prioritize and act strategically to achieve goals.
9. **Orchestrate outstanding experiences.** Destinations are experiential and successful place brands constantly align the delivery of their core experience themes in ways that exceed the expectations of their customers.
10. **Make it easy for customers to experience the region's soft adventure experiences.**

2.0 Brand Names

2.1 Destination Name

The regional brand name is *Eugene, Cascades & Coast*. It represents the region bounded by Lane County, Oregon.

This name will be used when referring to the region in all future tourism marketing communications. The name was chosen following extensive community consultation and research. It is drawn from the region's three destination areas – Eugene & the Willamette Valley, the Cascades and the Oregon Coast.

The name *Eugene, Cascades & Coast* enables the region to be projected in a manner that capitalizes on the high national awareness and reputation of Eugene. It is Oregon's second largest city and is renowned as an attractive place for visitors, athletes, sport fans, students and convention delegates. It is further strengthened by the positive associations of the Cascades and the Oregon Coast as attractive locations.

The terms "Lane County" and "County" should only be used in the tourism context when referring to the county government, the boundaries of the region or Travel Lane County.

2.2 Organization Name

The destination marketing organization responsible for the tourism management of the region is called *Travel Lane County*.

The organization is the official face, voice and facilitator for the destination. Therefore the term "travel" has been used to recognize the industry partnerships and the coordinated marketing of the region in regard to leisure, convention and special interest tourism. It is also aligned with the organizational names adopted by Travel Oregon and Travel Portland.

3.0 Eugene, Cascades & Coast Brand Platform

The Eugene, Cascades & Coast Brand

Eugene, Cascades & Coast is extraordinarily diverse. Whether you are drawn by the majestic peaks of the Cascade Mountains, the rushing waters of the McKenzie River Valley, the sweeping beaches and dunes of the Oregon Coast, or the idyllic natural settings of the Willamette Valley, you will find exhilarating and engaging activities to satisfy your taste for adventure and the outdoors.

From kayaking and hiking old growth forests to sand boarding and mountain biking, from learning about fly fishing and fine wine to the enriching qualities of our natural environment, in the Eugene, Cascades & Coast region you are surrounded by easily accessible adventure options.



In contrast to other regions offering adventure travel in Oregon, we have the largest array of soft adventures, as well superior ease of access for both novice and expert participants. This proposition is further complemented by our extensive nightlife, cultural, country, and hospitality experiences.

Traversed by the I-5, Highways 58, 101 and 126, the outdoor adventures in the *Eugene, Cascades & Coast* region are easy to get to, learn about, find, buy, do, equip, and to engage experienced guides and outfitters.

Why Adventure Tourism?



Soft adventure tourism comprises any physical engagement or action-oriented activity that is usually performed outdoors and in the natural environment. These activities are generally not especially physically demanding. They generally require low level physical risk and involve little or no experience.

Recent national and international research shows that a traveler's motivation for taking an adventure-based vacation is changing. Today travelers seek enriching experiences through travel and when they are explaining the characteristics of their preferred adventure travel experience they use much less "physical" descriptors than when previously surveyed. Although still rooted in action-based, challenge or risk-oriented

activities like bungee-jumping, mountain-climbing and wild water kayaking, today's range of adventure travel also encompasses "soft nature-based" pursuits like wildlife watching, culinary adventures and hiking. The promise of discovery, learning, volunteerism or fun, have become more important qualifiers when selecting a destination.

Therefore, the definition of adventure travel adopted by the region should include nightlife, culture and culinary experiences as complementary components. This will broaden the area's appeal and increase the interest level of consumers not traditionally defined as adventure travel consumers.

"Consumers' ideas about adventure travel are broadening, and we as an industry need to respond with a broader notion of adventure travel in order to speak to these needs," said Adventure Travel Trade Association President Shannon Stowell.¹



Soft Adventures in Eugene, Cascades & Coast

All areas and communities in the region offer some form of soft adventure activities. They represent opportunities for growth for small and medium sized tourism business operations. The following illustrates many of the region's array of soft adventure activities.

- | | | |
|------------------------|-------------------------------|-------------------------------|
| ▪ All terrain vehicles | ▪ Fishing – fly | ▪ Skiing |
| ▪ Auto racing | ▪ Fishing – river and lake | ▪ Skydiving |
| ▪ Aviation | ▪ Golf | ▪ Snowboarding |
| ▪ Beachcombing | ▪ Hiking | ▪ Snow shoeing |
| ▪ Bird watching | ▪ Horse riding | ▪ Speed boating |
| ▪ Boating | ▪ Hunting | ▪ Storm watching |
| ▪ BMX racing | ▪ Kayaking | ▪ Surfing |
| ▪ Camping | ▪ Kite boarding | ▪ Tidal pool viewing |
| ▪ Canoeing | ▪ Mountain biking | ▪ Tree climbing |
| ▪ Crabbing | ▪ Rock climbing | ▪ Wakeboarding |
| ▪ Cross country skiing | ▪ Rowing | ▪ Walking in natural settings |
| ▪ Culinary | ▪ Running in natural settings | ▪ Waterskiing |
| ▪ Cycling | ▪ Sailing | ▪ Whale watching |
| ▪ Diving | ▪ Sandboarding | ▪ Whitewater rafting |
| ▪ Dune buggies | ▪ Scenic byways | ▪ Wildlife |
| ▪ Fishing – deep sea | ▪ Sea kayaking | ▪ Wineries |
| ▪ Fishing – driftboat | ▪ Sea Lion Caves | |

¹ Research & Trends, Adventure TravelNews - Winter 2006

3.2 Target Audiences

These are the audiences that the brand has to influence.

The Eugene, Cascades & Coast brand is formed to enhance the reputation of the region among key audiences. It is designed to convey compelling thoughts, feelings and ideas that will reside in their hearts and minds.

Consumers

- Getaway enthusiasts
- Soft adventure enthusiasts
- International travelers
- Cyclists
- Golf enthusiasts
- Wine enthusiasts
- Meeting and convention delegates

Travel Professionals

- Business travel planner
- Group tour travel planner
- International tour wholesalers and receptive operators
- Media
- Meeting and conference planner
- Sports travel planner

Local Stakeholders

- Business
- Community organizations
- Government and agencies
- Non-profits
- Residents
- Travel Lane County Board, members, staff

Media

- General
- Local
- Special interest
- Travel
- Travel trade

3.3 Our Target Customers' Values

What are the hot buttons we have to hit?

The Eugene, Cascades & Coast region has a strong alignment with these customer values.

We have reviewed a variety of international and domestic research findings to determine the most ideal visitor segments and their needs and travel preferences. These target visitors are termed “active engagers”. They are important because they represent significant emerging markets for Eugene, Cascades & Coast because the region aligns with these values.

They are discerning, socially aware, environmentally conscious and experienced travelers who want:

- Access to rewarding cultural and nature-based experiences
- Lots to see and do (even if they don't do them all)
- Prefer doing and being active to just being a spectator
- Activities from the passive to the highly active
- Authenticity and the opportunity to meet locals
- Escape from big city stress
- Fresh air, clean and unpolluted environments
- Enjoy getting off the beaten path to discover new non-touristy locations
- Fresh food and produce
- Personal growth and learning experiences
- Places overlooking the ocean or water
- Places that are not overdeveloped, are distinctive and have retained their character
- Reliability and truth, with no hype
- Simplified ways to obtain advice and information
- To be surrounded by unspoiled nature
- Ways to enjoy authentic personal experiences they can talk about

A visit to Eugene, Cascades & Coast reflects these values. Additionally, the values of “active engagers” are very much in sync with the environmental and social values of our residents.

Recognizing these values and qualities in communications and product development will strengthen the appeal of Eugene, Cascades & Coast as an attractive destination for both the leisure and meetings markets.

3.4 Key Brand Attributes

Key attributes highlight the Eugene, Cascades & Coast's distinctive features and experiences.

The following are the key features and experiences that illustrate the advantages of what is distinctive about Eugene, Cascades & Coast. They should receive greatest prominence in brochures, advertising, websites, sales materials, etc. where appropriate. Some may be emphasized more than others depending upon the target audience and the objectives that are being addressed. They will also influence the choice of supporting words, emotional benefits, and images.

The leading attributes are:

- **Soft Adventure:** our diverse landscape provides countless opportunities for active and engaging outdoor encounters
- **Nature:** from the rugged wilderness of the Cascades to its abundant waterways, and the stately beauty of the Oregon Coast. This is a region with lodgings surrounded by nature and where you are never far from places of great beauty in which you can immerse yourself
- **Easy Access:** traversed by the I-5, Highways 58, 101 and 126, the outdoor adventures of the *Eugene, Cascades & Coast* region are easy to get to, learn about, find, buy, do, equip, and to engage experienced guides and outfitters

Complementary Attributes

- **Country Experiences:** our scenic byways with their covered bridges, and interesting small towns with their antiques, farmers markets, festivals and events
- **Cultural Experiences:** the region's calendar is packed with exhibits at fascinating galleries, artist studios, museums, performing and visual arts, festivals and great theater
- **Nightlife:** at the end of the day enjoy the atmosphere and socialize at a brew pub, club or one of many casual places with live music
- **Wine and food:** adventures for your taste buds where you can sample our local flavors at casual restaurants where they use the best fresh regional produce and test award winning pinot noir and pinot gris at local wineries and festivals
- **Golf:** the challenge and beauty of our courses offer added value and adventure for enthusiastic golfers
- **Sport:** spectators and participants can participate or watch a wide range of exciting sports, some of them of world-class standing

3.5 Emotional Benefits

Emotional benefits reflect how Eugene, Cascades & Coast's customers feel through their contact with the destination.

The following are the emotional benefits that are inherent within the Eugene, Cascades & Coast brand. They capture how Eugene, Cascades & Coast makes its customers feel. At least one of these emotional benefits should always be embedded in marketing messages, images and experiences to support enticing brand communications.

As central elements of our identity, these benefits should be delivered and reinforced in all appropriate communications, wherever possible. It is not intended that they be the only benefits offered. Instead, they should be constantly monitored to ensure that they are the most powerful and appropriate reflections of how the brand makes customers feel.

Visitors to Eugene, Cascades & Coast will feel a sense of:

- **Connection:** visitors can get closer by engaging in energetic and relaxing activities in our beautiful natural settings
- **Enrichment:** throughout the region are opportunities to get close to nature, rouse the senses, achieve goals, and add richness to the lives of visitors
- **Fun:** days can be packed with exciting, challenging and entertaining moments in beautiful settings on water, land and above ground
- **Relaxation:** a few hours or a few days engaged in stimulating and exciting activities away from the stress of everyday life can give you a new lease on life

3.6 Personality

These character traits shape how the Eugene, Cascades & Coast will express itself.

The brand ‘personality’ describes the characteristics and traits of the Eugene, Cascades & Coast as if it were a person. These traits will shape the tone of our communications. They will also influence the way Travel Lane County and partners express the brand in their communications.

The characteristics we want the Eugene, Cascades & Coast to be seen as having are:

- Active and adventurous
- Authentic and real
- Casual and relaxed
- Engaging and entertaining
- Free-spirited
- Friendly and welcoming
- Fun and exciting
- Informative and helpful
- Inspiring
- Natural and fresh
- Quirky
- Wholesome and original
- Youthful and “cool”

3.7 Brand Values

These are the values that the Eugene, Cascades & Coast believes in and upholds.

Brand values are the basic principles that Eugene, Cascades & Coast believes in and stands for.

While these are not necessarily messages to openly communicate, everything that is done in the Eugene, Cascades & Coast region in regard to tourism should be consistent with these basic values.

To support its Promise, the Eugene, Cascades & Coast believes in being:

- Accessible
- Community-spirited
- Environmentally responsible
- Excellent value
- Friendly and fun
- Imaginative and creative
- Proud of its heritage and traditions
- Welcoming and hospitable

3.8 Our Destination Promise

What sets us apart and why

The most important element of our brand is the Destination Promise™. This is the beacon that will guide all that we do in regard to tourism marketing. It captures the way that we want customers to think and feel about us relative to competitors.

The brand is a promise that we must make and *keep* in every message, every process, every organizational decision, every customer contact, and every communication.

The statement will consistently guide how we project the brand. This is for internal use only.

For those who love to be active and immerse themselves in the great outdoors, the Eugene, Cascades & Coast region has Oregon's greatest variety of soft adventures in the most easy to reach and yet uncrowded locations.

We arouse their senses through an array of relaxing, enriching and action-packed pursuits where they can escape and immerse themselves in some of Oregon's most beautiful natural settings. Here they can take time to reconnect with themselves and with those who are important to them.

Reason to Believe

Evidence that the Promise and benefit claims are credible.

- The county has 249 lakes, 10 major waterfalls, eight rivers, and over 70% forest
- Close proximity to I-5, most reliable route to the Coast in winter, access from Hwy 101, proximity to Amtrak, Eugene Airport, and PDX
- More than fifty outdoor adventure activities
- Eugene is known as *Track Town USA* in recognition of its status as a mecca for track and running enthusiasts
- Sea Lion Caves is the largest stellar sea lion cave habitat on the mainland
- Florence has both salt and fresh underwater dive parks
- Oakridge with 500 miles of bike trails has been recognized as one of America's Five Best Mountain Biking Towns" by Bike Magazine and future home of a International Mountain Biking Association ride center
- Sand Master Park located at Florence is the world's first sand boarding park
- McKenzie River is designated as a "Wild and Scenic River"

Brand Essence

The basic building block, glue or DNA that holds the brand together – NOT a tagline.

Note: This is never seen by the customer

Easily accessible adventures

4.0 Expressing the Brand

4.1 Eugene, Cascades & Coast Destination Areas

Eugene, Cascades & Coast embraces a diverse range of destinations and visitor experiences, covering a large geographical area. While this diversity is a strength and provides the opportunity to appeal to, and satisfy a wide variety of visitors, the message that Eugene, Cascades & Coast is diverse does not provide sufficient focus on what prospective visitors can do there.

To provide a framework for prioritizing these experiences, we can view Eugene, Cascades & Coast as comprising three destination areas, each with its own distinct adventure strengths. These three destination areas, Eugene & Willamette Valley, The Cascades and The Coast can be considered to be sub brands. While being related to the overall regional brand, a sub brand has its own name to differentiate it as a destination choice within the overall regional brand.

Visitors must first be convinced of what is most appealing, distinctive and memorable about each area. While the brand essence, 'easily accessible adventures' applies to the region as a whole, some areas and communities have greater strength than others for developing, communicating and delivering particular soft adventure experiences. Hence, prioritization is essential for effective resource allocation and to build the area's soft adventure capacity. They are not the only experiences to be promoted, but they should be the subjects of the greatest focus and consistency. The destination areas and key experiences for delivering the brand are:

Destination Areas	Communities	Key Experiences
Eugene & Willamette Valley	Eugene, Springfield, Cottage Grove, Junction City, Creswell, Veneta- Fern Ridge, Coburg, Lowell	<ul style="list-style-type: none">▪ Birding▪ Cycling▪ Fishing▪ Golf▪ Running▪ Kayaking
Cascades	McKenzie River, Oakridge, Westfir	<ul style="list-style-type: none">▪ Birding▪ Fishing▪ Golf▪ Hiking▪ Mountain Biking▪ Rafting▪ Snow sports
Coast	Florence, Dunes City, Mapleton	<ul style="list-style-type: none">▪ Birding▪ Fishing▪ Golf▪ Hiking▪ Ocean kayaking▪ Sand dune adventures▪ Wildlife watching

4.2 Core Identity Themes

What we are known for.

These are the core strengths or pillars that underpin our brand essence and are the source of our distinctive character. They set us apart, and clarify and focus the way that we present Eugene, Cascades & Coast. We own and shape these themes in ways that competitors can't within the context of our brand essence: easily accessible adventures.

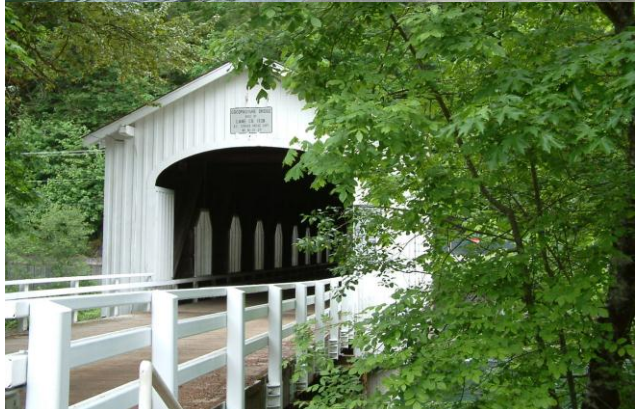
Underpinning our brand essence, are four core strengths: a sense of being easy accessible, enrichment, fun and relaxation. Together they embody what visitor's value and derive from spending time with us. They influence the way that Eugene, Cascades & Coast expresses itself and the rewards and added value that we deliver to our customers.

The following pages provide the framework to express the brand. They outline how these four defining strengths or themes are to be woven into our messages, processes, and experiences, to connect with customers and move them to prefer the Eugene, Cascades & Coast. There are subtle overlaps between them, which only serves to enhance our character and appeal.

Highlighting these four strengths does not mean that we forget our other benefits and personality traits. While these strengths may lead brand communications, the other elements should influence the overall tone, style and feel of the brand and add to the experience.

Our brand identity and advantage is based on presenting visitors with a sense of:

- Easily accessible
- Enrichment
- Fun
- Relaxation



Easily Accessible

Core Identity Theme

What It Means

The *Eugene, Cascades & Coast* region has Oregon's greatest variety of outdoor adventures in the most easy to reach and yet uncrowded locations. Here your senses come alive, on land, water and in the air where you can reach beyond your comfort zone and experience the thrill of action-packed pursuits. In this region, visitors find it easy to source information, to make bookings, to get here, to find equipment, and to engage experienced guides and outfitters willing to share their knowledge of local conditions.

Suggested Examples of This Experience

- More than fifty soft adventure activities, the greatest variety in Oregon.
- *Eugene, Cascades & Coast* is an ideal stopover for those touring the I-5, Highways 101, 126, 58.
- Families, kids and seniors can participate safely together in most of the region's adventure activities.
- Several readily accessible and convenient hubs for outdoor adventures, such as Eugene, Florence, and Oakridge.
- Easy to engage in more than one adventure activity in a day.
- Finish a day of energetic activity at a trendy restaurant, brew pub or listening to live music.
- Blend energetic outdoor activities with visits to interesting small towns and events.
- Easy access to hundreds of miles of trails for hiking, running, mountain biking and horse riding.
- Whether you're a novice or expert, we have exhilarating adventures to match your experience level.
- Ready availability of opportunities to plan and make reservations for adventure activities.



- Participate in a convention and adventure activities in the same day.
- Convention venues are never far from our natural beauty, adventure activities, cultural experiences and great restaurants.
- Meet next to ocean shores, by rushing rivers, surrounded by old growth forests, near ski slopes and in city locations beside cycle and walking trails.
- Meet and talk to local experts.
- Key locations are easily accessible from, the I-5, Highways 58, 101 and 126.
- Access via air, rail and bus.

How to Communicate 'Easily Accessible'

- Communicate that *Eugene, Cascades & Coast* has the most soft adventure activities in Oregon in the most easy to reach locations, yet in uncrowded places of great natural beauty.
- Provide high quality maps, diagrams and images to demonstrate access points, traveling times, distances, outfitters, and guides.
- Accessibility should, wherever appropriate, be used with other brand identity elements to reinforce how easy it is to be actively immersed in some of Oregon's most scenic locations.
- Demonstrate how easy it is to engage in multiple adventure activities whether the visitor has their own equipment or not.
- Hospitality and tourism staff are knowledgeable about how visitors can experience key attractions and adventure activities.
- Inform motorists on I-5 and Hwy 101 of the nearby adventure opportunities.
- Whenever third parties are publicizing accessible getaways and adventure opportunities from Portland, ensure that *Eugene, Cascades & Coast* region is always mentioned.



- Provide easy access to information, maps and high quality directional signage of trails, drives and events.
- Highlight ways to participate in learning opportunities, events and meetings with experts that are not normally readily available. Establish *Eugene, Cascades & Coast* as a leader in providing these value-added experiences.
- Lead with the best and always draw an easy to follow path for visitors to connect with the easiest ways to engage in a pursuit.
- Provide examples of how easily convention delegates can enjoy soft adventure and outdoor activities while they are in the region.
- Highlight how meeting planners can arrange for their delegates to be active participants in our natural environment and not just spectators.
- Make it easy for convention delegates to obtain information and book adventure activities.



Key Words

The following words and phrases can be used to convey the ‘easily accessibility’ qualities of *Eugene, Cascades & Coast* experiences. These should be used with care and only where appropriate and credible.

- | | |
|---------------------------------|---------------------------|
| ▪ Accessible | ▪ Just a short stroll |
| ▪ Action-packed | ▪ Leisurely driving |
| ▪ Affordable | ▪ Low level of difficulty |
| ▪ Approachable | ▪ Nearby |
| ▪ All in one place | ▪ No more searching |
| ▪ Attainable | ▪ Plenty to choose from |
| ▪ Break away, unplug, break out | ▪ Quick reference |
| ▪ Close proximity / close by | ▪ Readily available |
| ▪ Comfortable | ▪ Ready access |
| ▪ Compact | ▪ Safe |
| ▪ Convenient | ▪ Simplifies |
| ▪ Diverse | ▪ Surrounded |
| ▪ Easy | ▪ Time-saving |
| ▪ Encounters | ▪ Thrilling |
| ▪ Fast access | ▪ Uncongested / uncrowded |
| ▪ Freeway driving | ▪ Value for money |
| ▪ Friendly | ▪ Well informed |
| ▪ Handy | ▪ Well marked |
| ▪ Hub | ▪ Within easy reach |
| ▪ Ideal base | |

Enrichment

Core Identity Theme

What It Means

The *Eugene, Cascades & Coast* makes a few days away even more rewarding. Here visitors can get a sense of being in a truly special place whether following trails through ancient forests, taking time to reconnect by a tranquil lake, savoring award winning wines, listening to an orchestra, or achieving their personal best in a marathon. Time spent here surrounded by our natural wonders and our enjoyable communities provides life-enriching moments and unforgettable memories.

Suggested Examples of This Experience

- Exceed your personal goals in a road race.
- Learn about wildlife from rangers, guides and interpretive signage.
- Savor the solitude while chatting with a guide on the McKenzie River.
- Take time out to recharge your batteries while walking beside a lake.
- Learn how to excel in adventure activities.
- Visitors love their time here because they can really connect with each other by doing challenging things together or simply enjoy being in special places together.
- Pamper yourself in a natural warm spring
- Silently observe birds and wildlife.
- Hike together through picturesque valleys.
- Learn more about award-winning wines.
- Discover the pioneer history in our small communities.
- Participate in lectures, classes and discussions about nature, sport, culture or adventure activities.
- Enrich delegates by making nature and adventure part of the next conference.
- Delegates can meet outdoor challenges together to build teamwork.



How to Communicate 'Enrichment'

- Demonstrate how the sense of personal reward for visitors is heightened because of opportunities to immerse themselves in places of great natural beauty.
- Show ways to participate in learning opportunities, events and encounters with well known or not normally available experts. Establish *Eugene, Cascades & Coast* as a leader in providing these value-added experiences.
- Suggest attractive settings, activities and events that are out of the ordinary and add to the well being of visitors.
- Take advantage of the attractiveness and celebrity of leading wineries, restaurants, resorts, running events, golf courses, spas, and trails.
- Convey knowledge and information through interpretation, experienced guides and signage.

Key Words

The following words and phrases can be used to convey the 'enriching' qualities of the region. These should be used with care and only where appropriate and credible.

- | | |
|------------------------|----------------------------|
| ▪ Absorbing | ▪ Knowledgeable |
| ▪ Achievement | ▪ Learn |
| ▪ Atmosphere | ▪ Luxury |
| ▪ Authentic | ▪ Memorable |
| ▪ Awaken | ▪ Nourishing |
| ▪ Captivating | ▪ Pampering |
| ▪ Curiosity | ▪ Real |
| ▪ Discover | ▪ Rewarding |
| ▪ Enchanting | ▪ Richness |
| ▪ Enrich | ▪ Romance / romantic |
| ▪ Exclusive | ▪ Satisfying |
| ▪ Fascinating | ▪ Savor |
| ▪ Fulfilling | ▪ Sensory |
| ▪ Healthy/good for you | ▪ Smell, hear, feel, taste |
| ▪ Immerse yourself | ▪ Stimulating |
| ▪ Indulge | ▪ Touch |
| ▪ Inspiring | ▪ Treat |
| ▪ Intriguing | ▪ Wholesome |

Fun

Core Identity Theme

What It Means

The natural settings and adventures of Eugene, Cascades & Coast sets free the child in you. Here you don't sit back and watch – you just jump right in and do it yourself! Whether enjoying an exhilarating and exciting encounter in the great outdoors or attending one of our festivals and events, a few days here are filled with laughter and memorable moments.

Suggested Examples of This Experience

- Laugh and enjoy a leisurely, long lunch.
- Learn to ski or sand board.
- Cycle or run through trails with leafy canopies.
- Join the thrill of tasting wine straight from the barrel at a local winery.
- Soar over the waves on a kite board.
- Cycle on miles of traffic free trails.
- Take the team rafting or sand boarding during your next conference.
- Laugh with the thrills on a dune buggy.

How to Communicate 'Fun'

- Our adventure activities are fun even if you're not an expert.
- Blend your favorite outdoor adventures with great food, wine and cultural activities.
- We have amazing ways to make rivers, forests, sand dunes, lakes, mountains and beaches even more fun.
- Connect with visitors on an emotional level by showing that fun is inherent within all of our adventure experiences.
- Capture the spontaneous emotion of individuals and groups during moments of exhilarating fun.
- The word "fun" should be implied through appropriate and enticing copy, image and colors. The actual words may not necessarily be used.
- Use an informal, friendly and bright tone in copy and images.



Key Words

The following words and phrases can be used to convey the 'fun' of the Eugene, Cascades & Coast experience. These should be used with care and only where appropriate and credible.

- Amuse
- Animated
- Breathtaking
- Celebrate
- Challenge
- Cheer
- Creative
- Delight
- Different
- Discover
- Ease
- Elation
- Enchanting
- Engaging
- Enjoyable
- Entertaining
- Exciting
- Exhilarating
- Fun / funny
- Goofy
- High spirits
- Invigorating
- Joy
- Laugh together
- Pleasure / pleasurable
- Refreshing
- Rejoice
- Relish
- Shared experience
- Silly
- Spine-tingling
- Stimulating
- Zanny



Relaxation

Core Identity Theme

What it Means

Eugene, Cascades & Coast lets you wind down in your own way, at your own pace and provides plenty of idyllic places for contemplation. Whether engaged in a brisk hike, exploring a tide pool, having a beer at a micro brew, or watching a play, a few hours or a few days in our region engaged in leisurely or action-packed activities away from the stress of everyday life can give you a new lease on life.

Suggested Examples of This Experience

- Following an exhilarating whitewater rafting expedition, slow down with a leisurely lunch featuring the best in local food and wine.
- Watch reflections off the water on a morning float on the McKenzie River.
- Soften your step as you photograph birds on Eugene's Delta Ponds.
- Travel a scenic, peaceful scenic byway.
- Hoist a beer with friends at a micro brewery
- Relax in a quaint B&B beside a river.
- Listen to birds and the waves while fishing.

How to Communicate 'Relaxation'

- Connect on an emotional level by showing that relaxation, revitalization and rejuvenation are always associated with the experiences in the *Eugene, Cascades & Coast* region.
- Words relaxing, refreshing and revitalizing should be implied through appropriate and enticing copy, images and colors. These words do not necessarily have to be used.
- Use a relaxed and friendly tone in copy.
- Show that our slower pace and natural surroundings quickly place visitors at ease.
- Demonstrate that *Eugene, Cascades & Coast* has locations, events and activities specifically designed for relaxation.



Key Words

The following words and phrases can be used to convey the 'relaxing' qualities of the Eugene, Cascades & Coast experience. These should be used with care and only where appropriate and credible.

- Calming
- Camaraderie
- Captivating
- Casual
- Change of routine
- Comforting
- Customer service
- Discovery
- Easy pace
- Energizing
- Escape hustle/chaos
- Escaping
- Feeling calm
- Feeling healthy
- Forget stresses/ pressures
- Fresh air
- Get back to reality
- Harmony
- In touch with nature
- Kick-back
- Laid back
- Not crowded
- Pamper
- Peaceful
- Reenergize
- Rejuvenate
- Relax
- Revitalize
- Serene
- Slow down
- Slower pace/No traffic
- Small town atmosphere
- Soothing
- Stress free
- Tranquility
- Unexpected moments
- Unplug/unwind



4.3 The Visual Identity

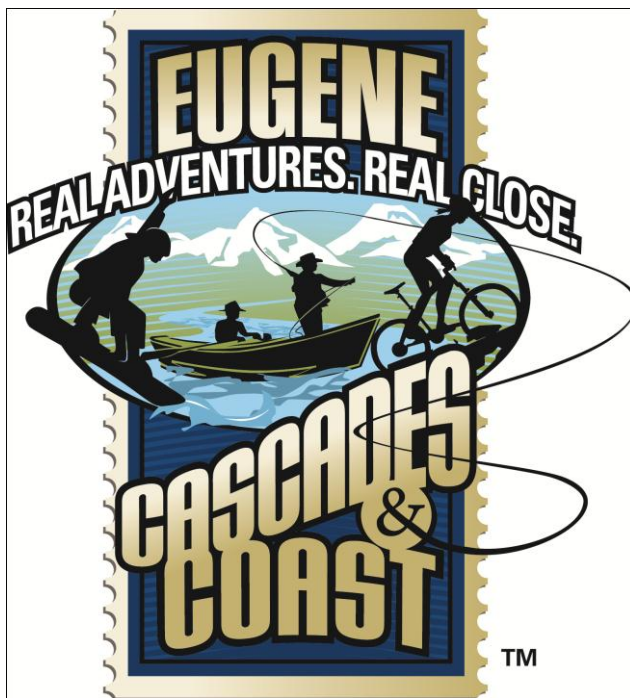
When consistently applied, the brand's visual brand identity will play an important role in building and maintaining Eugene, Cascades & Coast's image. When used in publications, websites, presentations, and other collateral, this visual identity will act as a cue to remind people of our values and the region's appeal as an attractive place to visit, locate a business or to live.

The brand is captured in the logo below which draw on the region's array of adventure and nature-based experiences. The design incorporates some unique attributes of the region. A Sandboarder representing the dunes and the world's first private sandboard park. Fishing in a drift boat that represents the fact that the McKenzie Drift boat was invented on the McKenzie River and fishing is throughout the entire region. Mountain biker/cyclist representing the area's numerous mountain biking trails and cycling paths/routes and that the International Mountain Biking Association is setting up the state's first ride center in Oakridge.

The Eugene, Cascades & Coast visual identity will enable us to achieve:

- A unified look for communications and messages.
- A distinctive visual identity and look to consistently project our personality.
- A look that will enable us to stand out from competitors.
- Unity by linking all areas and activities to the brand.

The logotype should be legally protected through Trade Mark registration and copyright. It should always be produced showing the ™ symbol.



4.4 The Verbal Identity

These are the words and ideas that should be used to describe and verbally project the Eugene, Cascades & Coast brand. It outlines the language to shape how we want customers to think and feel about the region.

The Tagline

The tagline serves as shorthand to capture the Eugene, Cascades & Coast brand essence, personality, and positioning. The tagline for the Eugene, Cascades & Coast is:

Real adventures. Real close.

The tagline encompasses the key appeals of the Eugene, Cascades & Coast because of its:

- The authentic nature of the region's adventure activities.
- Close proximity and easy access of adventure activities.
- Natural diversity.

Copy Style

The Eugene, Cascades & Coast brand guides all of our marketing communications. It should be reflected in the copy for brochures, websites, advertising, media communications, and collateral materials. The words that we use reflect our personality and are guided by our positioning and values.

A foremost consideration is copy that is enticing and motivational, yet realistic and factual. Wherever possible it should describe experiences with action-oriented and evocative language. Importantly, it must make the reader feel as though they are already enjoying the sights, sounds, smells, and sensations that Eugene, Cascades & Coast has to offer. Additional tips for copy include:

- ❑ **Tone.** Copy should always be written in a friendly, relaxed, informative, and unpretentious manner to match our personality. Above all, it must be factual and open, and not contain hype.
- ❑ **Perspective.** Copy must be written from the customer's perspective with a focus on what matters to them and how they will feel through the use of emotional benefits. Prospective customers should be made to feel like an "insider" and a participant, not as a distant or unconnected spectator.
- ❑ **Is it There?** Every person conveying messages about Eugene, Cascades & Coast must always ask the question, "Have I correctly and creatively reinforced our Destination Promise™ in this decision or activity?" This applies to everyone, whether the decision is selecting a photographic image, choosing the color of carpet for a trade show booth, or writing copy for a publication or website.

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- ❑ **WIIFM?** To check that marketing communications are customer-focused and convey strong benefits, imagine that the customer is looking over your shoulder as you prepare the materials. When you finish the copy, select an image, or complete the production image the imagined customer will ask you, “*What’s in it for me?*” Use this technique to maintain a customer-centered approach.
 - ❑ **Consistency.** The long-term success depends on all elements of the brand (i.e. verbal, visual, themes, experiences, benefits) consistently working in harmony. This does not mean that all messages should be the same, but they do need to consistently reflect the brand essence, personality, and emotional benefits.
 - ❑ **Easy Reading.** Copy should be presented in a manner that is extremely easy to read and paints enticing mental pictures. This alone will place Eugene, Cascades & Coast at an advantage over some competitors. Break the copy down with the use of catchy sub headings, bullets, and boxes.

The Eugene, Cascades & Coast Brand Stories

Simple, compelling stories can be among the most powerful brand building tools. Stories have the ability to break through the clutter and noise of the marketplace to resonate with people and create memorable and lasting impressions. Leading Eugene, Cascades & Coast brand stories are those based on the “reasons to believe” because they provide proof points for the Destination Promise™. They are further supported by brand stories that reflect:

- Achievements and awards
- Architecture and buildings
- Cultural events
- Events and incidents
- Famous visitors and celebrities
- Founders and ancestors
- History
- Local products and industries
- Natural environment
- Residents and leaders
- Sporting events
- Status in food and wine
- Unusual or unique characteristics

4.5 Matching Brand Messages to Markets

These are the themes and messages that we will be using to convey the benefits of the Eugene, Cascades & Coast region to specific audiences.

Target Audiences	Key Messages to Convey to Each Audience
General audiences	<ul style="list-style-type: none">▪ You can immerse yourself in places of great natural beauty▪ It's easy to get here and to travel around the region▪ Greatest variety of easily accessible soft adventure activities in Oregon▪ Eugene and Springfield provide quality lodging, restaurants, brewpubs, nightlife and cultural activities▪ Excellent golf courses, cultural events, festivals and wineries▪ Take time to explore our scenic byways and interesting country towns▪ A rich calendar of events and activities throughout the year▪ Abundant opportunities to learn about adventure activities, sports and wine▪ Great range of brewpubs, restaurants and nightlife
Soft adventure enthusiasts	<ul style="list-style-type: none">▪ In addition to points for "General Audience"▪ Adventure activities range from beginner to advanced▪ Affordable lodging including options in natural areas (including one with its own volcanic hot spring, fire lookout towers, and another right on the beach)▪ Get more value and a greater personal benefit & reward from your time here because of the close proximity of activities to each other▪ Easy to immerse yourself in our natural settings to match your comfort level▪ An experienced local guide or expert will add more to your activities and take you to their favorite, special places▪ Adventure-based special events calendar - including mountain biking, cycling and more
Group Travel Organizers	<ul style="list-style-type: none">▪ In addition to points for "General audiences" and "Soft adventure enthusiasts"▪ Easily accessible locations for groups▪ Affordable lodging▪ Accessible and outstanding wildlife viewing locations for groups (e.g. Sea Lion Caves, coastal whale watching)▪ Attractive main street shopping and dining

Conference / Meeting Planners	<ul style="list-style-type: none">▪ In addition to points for “Soft Adventure Enthusiasts”▪ Central location is advantageous to state associations▪ Easily accessible and affordable locations▪ Outstanding meeting venues with various meeting facilities▪ Major downtown venues with close access to some of Eugene and Springfield’s top restaurants and lodging▪ Affordable lodging and meeting space▪ Professional, complimentary services to assist planners▪ Interesting activities for social events - adventure activities, nature, wine, cultural programs▪ Delegates can be active in attractive natural settings▪ Eugene 08 success proves capabilities for handling large, multi-faceted events▪ Your convention will be the “biggest show in town”▪ The specialties, venues and ambience of University of Oregon▪ Strong team approach of Travel Lane County, venues and hospitality industry to coordinate events
Sporting Event Organizers	<ul style="list-style-type: none">▪ In addition to points for “Soft Adventure Enthusiasts”▪ Outstanding year-round sporting venues▪ Eugene acclaimed as Tracktown USA▪ Plentiful and affordable lodging▪ Quality venues for certain sports▪ Locals understand, support and appreciate sporting events▪ Locals are active and healthy▪ Excellent Triathlon and cycling areas▪ University of Oregon as a strong partner▪ History of staging successful events▪ The home of acclaimed teams and individual athletes▪ Highly experienced event and tournament directors
International	<ul style="list-style-type: none">▪ In addition to points for “Soft Adventure Enthusiasts”▪ Accessible hub on I-5 (or Hwy 101) for exploring some of the best of Oregon and the Pacific Northwest▪ Natural wonders and native wildlife▪ Accessible adventures▪ Scenic byways including McKenzie River and its white water rafting, hot springs and fishing options▪ Country towns (quintessential small town American, with some used as locations for classic cult movie ‘Animal House’), local community inspired events▪ Affordable lodging – coastal, forest, riverside, urban, village and mountain areas▪ Central stopover point and hub for trips between Vancouver, Seattle, Portland and San Francisco▪ Full range of seasonal changes and options from winter snow to summer beach and spectacular fall/autumnal beauty

I-5 Transit	<ul style="list-style-type: none"> ▪ An easily accessible hub on I-5 for exploring some of the best of Oregon ▪ Natural wonders and wildlife ▪ Easily accessible adventures ▪ Scenic byways ▪ Country towns (with some used as locations for classic cult movie 'Animal House'), and great calendar of local, authentic and unusual community events ▪ Affordable lodging ▪ A reliable and easy crossover point for accessing the Oregon Coast.
Local Community	<ul style="list-style-type: none"> ▪ Travel Lane County is a regional economic development leader and important catalyst for the local economy ▪ Tourism is important to the economic, social and environmental wellbeing of the region ▪ The brand will change the way the world looks at Lane County from a tourism perspective resulting in more jobs, opportunities and benefits for partners and residents ▪ The new brand sets a positive direction for the community to distinguish itself as a leading center for soft adventure activities ▪ The name "Eugene, Cascades & Coast" conveys the geographic and experiential offerings of the region more accurately ▪ Experience the variety of soft adventure encounters that the region has to offer ▪ Use Travel Lane County as your travel information resource

Note: Similar key message matrixes should be developed for each destination area, as well as major visitor locations.

5.0 Brand Adoption Checklist

Who should support the brand?

The successful implementation of the strategy will require the actions of more than Travel Lane County and its staff. It will require the long-term advocacy and support of several local individuals and organizations, many of whom may not readily see their link to tourism at this point. The most successful brands are those that are highly relevant and consistent. Essential for the Eugene, Cascades & Coast brand to achieve success will be the support and collaboration of Travel Lane County staff, community leaders, key partners, residents, media, non-profits, relevant local businesses and all levels of government.

The following pages provide checklists to aid in the understanding, support, and use of the brand by these stakeholders. Each of the following entities has an important role to play in communicating, delivering and sustaining aspects of the brand and in advancing the positive role that it can play for the Eugene, Cascades & Coast region.

The list is far from inclusive and will need to be reviewed and updated on a regular basis:

1. Travel Lane County
2. Adventure travel operators
3. Chambers of Commerce
4. Community Service Clubs
5. Conventions related organizations e.g. Meetings Professionals International, Society of Government Meeting Professionals, and other industry associations
6. External tourism organizations, e.g. Travel Oregon, Willamette Valley Visitors Association, Oregon.com, Oregon Coast Visitors Association, Oregon Tour & Travel Alliance, Lane Metro Partnership, and other organizations publicizing the region
7. Lane County Economic Development (LCED) and Lane Metro Partnership
8. Local and regional media
9. Local Government entities
10. Marketing suppliers to Travel Lane County e.g. advertising agency, designers
11. Non-tourism Organizations
12. Residents
13. Tourism-related organizations and visitor service providers, including lodging, restaurants, attractions, transport, and wineries, etc.

5.1 Key Overall Messages

Consideration should be given to including many of the following elements, as appropriate, in the overall messages that are conveyed to each group.

- In a marketplace now saturated with product and destination offers, the brand strategy serves to raise the awareness and positive reputation of Eugene, Cascades & Coast.
- We are redefining what the world thinks of Eugene, Cascades & Coast through this strategy, which will result in more jobs, business opportunities, and benefits for all residents and organizations.
- The new Eugene, Cascades & Coast brand sets a positive direction for our region to enhance its reputation as an attractive place to visit, meet, work, live, and study.
- We would like you, as appropriate, to consistently and accurately use the brand and by working in a unified manner with Travel Lane County partners, improve the region's tourism marketing performance and the business performance of the tourism industry.
- It is important that Eugene, Cascades & Coast deliver on its promise and we invite you to play your role in creatively delivering and building outstanding visitor experiences that are aligned with this brand.
- Whenever possible, introduce ways to make residents more aware of the region's experiences, positive attributes and the valuable contribution that tourism makes to the region's wellbeing.

5.2 Brand Adoption Actions

The nature and level of adoption of the Eugene, Cascades & Coast brand by each stakeholder group will vary. The following outlines ways in which stakeholders can most effectively assist in building and supporting the brand.

Brand Elements and Guidelines. Relevant executives and staff should be intimately aware of the brand and its rationale, as well as the guidelines for conveying its elements, including visual identity. Ensure that, as appropriate, marketing applications are aligned with the brand, including visual and verbal identity.

Brand Knowledge – Elected Representatives. Briefings and one-on-one discussions should be conducted with City Councilors and County Commissioners to aid their understanding of the Eugene, Cascades & Coast brand, its rationale benefits, opportunities and how they can contribute toward its success. This action should be revisited when key personnel change or new officers are elected or appointed to ensure that all players remain in the loop.

Brand Knowledge – Local Organizations. Briefings and workshops should be conducted for business and community leaders to aid their understanding of the regional brand. Travel Lane County should provide opportunities to participate in co-operative marketing programs that will facilitate strong links for partners to the brand. From time to time, updates on the brand's progress and success should be communicated to help maintain freshness, enthusiasm and commitment.

Brand Knowledge – Executives and Staff. Briefings and workshops will be conducted for key staff of marketing partners to aid their understanding of the concept of branding and the

Eugene, Cascades & Coast brand, its benefits, and how it will be accurately and consistently aligned with it.

Brand Thinking. The concept of building the Eugene, Cascades & Coast brand must permeate this organization's decision-making, planning, resource allocation, and communications in relation to tourism and the regional image.

Co-op Marketing. Co-operative opportunities should be provided by Travel Lane County for key partners to project their individual message under the umbrella of the Eugene, Cascades & Coast brand. This collaborative effort will strengthen the brand, foster greater unity, and provide important connections with the brand experiences.

Experience Accessibility. These organizations must ensure that the marketing, links and channels to their customers enhance the accessibility of the region's adventure products and that they are engaging best practice in regard to their use of technology and access for customer.

Experience Quality Standards. In conjunction with operators initiate quality standards and professional development programs that will enable the region to develop a competitive edge in soft adventure tourism.

Knowledge Transfer. Select marketing suppliers who not only have brand building experience, but can strongly project the brand across many applications and can add to Travel Lane County's corporate expertise and knowledge in branding.

Message Alignment. Ensure that the symbols, photo images, messages and subjects projected by Travel Lane County and partners are always aligned with the new brand (as appropriate) - and that they meet the highest standards possible to achieve its visitor impact goals. Address cases where gaps occur.

Public Endorsement. This organization or individual should make a high-level, positive public endorsement of the brand strategy and its value to the region.

Publicity. Seek opportunities to communicate the brand elements, brand news, and brand opportunities to internal and external audiences through newsletters, mailings, etc.

'Q' Care Customer Service training program with an emphasis on local visitor information content relevant to the brand can be a valuable medium for ensuring a high level of experience and service delivery in support of the brand.

Visitor Readiness. Communities and tourism enterprises should ensure that they are focused on the needs of visitors.

Websites. Ensure that partner websites project appropriate elements of the brand identity through content and copy as well as the use of quality images that are consistent with the brand identity. Encourage priority presentation of this content on their sites and the greatest possible ease of user access and navigation to it. Encourage use of links to other relevant sites within the community.

5.3 Brand Adoption Checklist

	Travel Lane County	Adventure Travel Operators	Chambers of Commerce	Community Service Clubs	External Tourism Organizations	Convention-related Organizations	LCED and Lane Metro Partnership	Local Government	Local Media	Marketing Suppliers	Non Tourism Organizations	Residents	Tourism-related Organizations
Brand Guidelines	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Brand Knowledge – Local Organizations	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
Brand Knowledge – Elected Representatives	✓							✓					
Brand Knowledge – Executives and Staff	✓	✓	✓			✓	✓	✓	✓	✓	✓		✓
Brand Thinking	✓	✓	✓		✓		✓	✓		✓			✓
Co-op Marketing	✓	✓	✓				✓	✓			✓		✓
Experience Accessibility	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓
Hospitality Training	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓
Knowledge Transfer	✓									✓			
Market Optimization	✓	✓	✓		✓	✓	✓	✓					✓
Message Alignment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Public Endorsement	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓	✓
Publicity	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Visitor Readiness	✓	✓	✓	✓				✓			✓	✓	✓
'Q' Care Customer Service	✓	✓	✓	✓			✓				✓		✓
Websites	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓

✓ Indicates organizations that support for this activity is required

6.0 Brand Leadership and Management Checklist

These checklists and rules of thumb will assist in the long-term management of the Eugene, Cascades & Coast brand. These lists should be considered as reminders of the basic requirements in launching and managing the brand. They are not intended to be the definitive list of actions that need to be taken. The process of developing the brand will be ongoing and dynamic in which new initiatives and opportunities will constantly need to be considered.

Successful brands are led from the top and owned at the grassroots and by customers. The Eugene, Cascades & Coast must also adhere to this philosophy. The high level influence is termed **brand leadership** and provides the strategic focus and prioritization for long-term results and partnerships. It also fosters the competitive advantage that will distinguish the region.

Brand management is tactical and has a short-term role, compared to the long-term focus of brand leadership. It should not happen by accident or through *ad hoc* efforts. Orchestrating branded behavior takes a concerted effort to monitor, coordinate and communicate with a wide variety of people, organizations, and interests.

Brands bring with them the challenge of being innovative to ensure that the brand remains fresh and exciting. Brand management is about shaping and managing perceptions and opinions – and that’s not easy! Periodically Travel Lane County may need to re-energize partners, stakeholders, and even customers.

The following checklist provides guidance on some of the key issues to be considered by Travel Lane County and its key partners.

6.1 Brand Leadership

- ☐ **Long-Term.** Everyone must realize that brand building is a long-term investment with cumulative results.
- ☐ **Establish an Action Plan.** In conjunction with the Brand Implementation Group, develop a six month and twelve month plan for introducing the brand, with objectives, identifying challenges and obstacles, messages and methods. This will prove worthwhile in providing a framework for implementation that is attuned to Travel Lane County’s operational realities. Establish quarterly goals against which to assess progress. Involve staff, board members, residents and partners in celebrating successes and addressing deficiencies.
- ☐ **Strategic Planning.** Integrate the brand strategy into the planning processes of Travel Lane County and key partners, such as the various City and County governments, as appropriate. Travel Lane County should not consider the brand strategy as an “add-on”, but should be the central compass that guides the actions of every individual, division, and organizational program.
- ☐ **Mission and Vision.** Ensure that Travel Lane County’s vision continues to be aligned and relevant to the promise.

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- ❑ **Best Practice.** Ensure that Travel Lane County and its partners aspire to global ‘best practice’ standards through all of its marketing programs not simply other Oregon destinations.
 - ❑ **Operations.** Ensure that Travel Lane County and key partners (as much as possible) have systems, policies, resources, budgets, operations and logistics that support the brand.
 - ❑ **Brand Focus.** Ensure that brand focus and alignment drives product development, organizational, investment and marketing decisions.
 - ❑ **Adoption Strategy.** The success of the Eugene, Cascades & Coast brand will be strongly influenced by the degree to which the Brand Adoption Strategy can be fully implemented. Key organizations and individuals must support consistent brand messages and demonstrate a clear commitment to the Eugene, Cascades & Coast brand as being a high priority for the region’s economic and social development.
 - ❑ **The Brand Steward.** The president of Travel Lane County should be designated as the organization’s brand steward. This role requires having the ultimate responsibility for ensuring that the internal and external application and delivery of the brand is aligned with the brand strategy. Brand stewardship involves “inside out” branding by focusing on the Bureau’s internal audiences to influence the ways that they think and act in order to impact external audiences.
 - ❑ **Brand Champions.** Great brands need people who will champion their cause. They are internal and external catalysts for the vision, values, and development of the brand. These may be appointed ambassadors or spokespersons, or they may be individuals and organizations that advance the brand through their marketing, advocacy, funding and development support.
 - ❑ **Brand Implementation Group.** For at least the first year after the brand is introduced, a Brand Implementation Group representing key partners should be established. This group should raise community-wide awareness of brand related issues, build solutions where appropriate, and when necessary apply peer pressure for correct interpretation and support for the brand. It should also identify and correct gaps in delivery of the Eugene, Cascades & Coast brand experience.
 - ❑ **Cross-Region Partnerships.** Delivering the Destination Promise™ cannot be the sole province of Travel Lane County – many elements require a shared responsibility. The branding objectives must engage leaders, organizations and individuals who can orchestrate the on-brand behavior, regulations, policies, investments, and plans. Ideally, it should include tourism partners, non-profits, government, citizens and business organizations.
 - ❑ **Product Development and Investment.** Ensure that all relevant partners and sources of funding for projects relevant to tourism are aware of the strategic priority to develop the region’s competitive capacity in regard to Eugene, Cascades & Coast’s key experience themes.
 - ❑ **Value of tourism.** Constantly convey the value, benefits and importance of Travel Lane County to all key stakeholders.

6.2 Brand Management

- ❑ **Brand Guidelines.** In order to ensure accurate and consistent use of the brand elements, a concise “Our Brand at a Glance” guide should always be available for distribution to partners to provide guidelines for using the brand identity system. These simple guidelines specify the rationale for the brand, how to use the logo, tagline, exact PMS / RGB colors, and other brand elements.
- ❑ **Brand Identity Specialist.** The responsibility for being the brand identity specialist should be allocated to a Travel Lane County staff member. This person is responsible for reviewing and approving all new executions of the brand. This will be an extra delegation of responsibility for an already existing position. This person should have a strong understanding of the region’s marketing, good interpersonal skills, and be assertive, yet persuasive in dealing with brand partners. This responsibility may be split between several individuals e.g. designer, copy writer and marketer, to effectively use their skills and cover visual and verbal communications as well as the experiential content of the brand.
- ❑ **Brand Ideas.** Conduct ongoing brainstorming or discussion groups with staff, partners and residents to continuously canvas ideas. These sessions help maintain a living and sustainable brand which will enhance the economic, social and environmental well being of the community.
- ❑ **Attract and Disperse.** An attract and disperse strategy should be adopted by Travel Lane County to lead with the strongest attractors and then disperse visitors across the region. To achieve this, stronger cross-promotion must be activated by the communities, partners and tourism organizations.
- ❑ **Glossary.** Adopt a glossary of terms to ensure that the brand terms used by everyone have the same meanings.

6.3 Organization and Personnel

- ❑ **Job Descriptions.** Ensure that Travel Lane County’s organizational structure and all job descriptions accurately support delivery of the brand.
- ❑ **Continuing Education.** Establish a schedule of continuing education programs particularly relating to enhancing the brand management expertise of key staff and the delivery of the brand experiences (i.e. local operators, presenting new or improved facilities, product, experiences; familiarization trips to local area tourism products / sites) for volunteers.
- ❑ **Passion.** Recruit people who have a passion for the brand. Ensure that there is a match between the values, beliefs, and personality of new employees and the promise and personality of the Eugene, Cascades & Coast brand.
- ❑ **Ideas.** Ask staff and volunteers for their ideas and feedback on how they will deliver on the destination promise.
- ❑ **Training.** Ensure that all Travel Lane County training enhances the understanding of the brand and its service delivery.
- ❑ **Performance Appraisals.** The objectives and performance appraisal for all staff should include relevant elements relating to brand promise delivery.

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- ❑ **Product Development.** Ensure that the responsibilities for product and partner development are reflected in the duties of an experienced staff member.

6.4 Marketing Communications

When the brand messages are consistently, correctly and creatively communicated to the right target audiences at the right time, they should trigger the desired emotions, appeal to customer logic, and enhance the brand image.

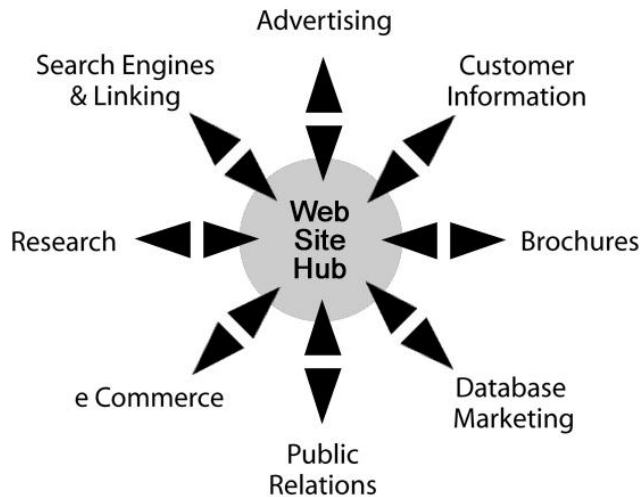
- ❑ **Message Audit.** A simple test is to line up all of Travel Lane County's marketing materials, collateral, stationery, signage, displays and consider whether there is a consistent use of the brand's visual identity system. Do these materials give the impression that they belong to the same organization and destination? Do they conform to the Destination Promise™, core identity and brand guidelines? Are they structured with the most important content first?
- ❑ **Marketing Integration.** Make sure that all staff who are involved in producing Travel Lane County marketing materials are engaged at least once a month during the first year in formal meetings to review implementation and brand alignment. In between meetings, and as needed, encourage the ad agency, the PR firm, and other marketing suppliers to speak with each other directly to ensure optimal brand alignment and accuracy.
- ❑ **Lead with Experiences.** As consumers, we tend to be led by our emotions and then verify with our logic. The same applies when we are making our travel decisions and purchases. Many of Eugene, Cascades & Coast's competitors try to promote their communities by leading with uninteresting lists of local attractions, businesses and services. While this information does have a role later in the decision-making of visitors, their need for this information is rarely at an early stage when they are developing their awareness and assessing the appeal of the place. Lists of "what to see & do", "where to eat", and "where to stay", alone do not achieve this. Prospective visitors must first be convinced of what is appealing, special and memorable about the place. They need to be stimulated by the promise of how it will make them feel.
- ❑ **Sell the Experiences.** Engaging and highly evocative images of the region's lead experiences and the benefits that provide a "wish you were here" feeling should be prominently featured on the home page, publications and advertising. These outstanding images and their motivational copy should lead the themes that provide links to more detailed information.
- ❑ **Advertising.** A strong and readily identifiable advertising theme expressed through the brand message and visual identity should link all communications and project the competitive advantages of Eugene, Cascades & Coast.

Advertising should, wherever possible, observe the following branding rules of thumb:

- The community name, logo and tagline are prominently displayed.
- The advertising is true to the Eugene, Cascades & Coast Destination Promise™.
- The advertising is consistent with our personality and values.
- The advertisement speaks to an important target audience need.
- The ad features a strong "reason to believe".
- There is one clear message.

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- Don't try to tell the whole story - leave that up to the website, brochure or the rest of the campaign. Keep copy concise.
 - There is clear differentiation from competitors.
 - There is a consistent look and feel, true to Eugene, Cascades & Coast brand identity guidelines across all advertising.
 - It features at least one tangible benefit as well as an emotional benefit in the copy and images that are based on at least one of the Core Identity Themes.
 - The message is credible and believable.
 - It is capable of being easily recalled.
 - The headline and opening copy draw readers or viewers in.
 - The style of the advertisement is "ownable" by the Eugene, Cascades & Coast.
 - Similar key words appear in Eugene, Cascades & Coast's brochures, websites, and publicity.
 - The reader can easily recognize the next step they need to take.
 - The advertising campaign should be built around a small number of "hero" images. Use secondary images to support the "hero" shots to add depth and emotional appeal.
 - Use a limited number of creative executions to build reach and frequency.
- ❑ **Public Relations.** The following points assist in embedding brand messages in public relations programs:
- All communications should reflect the tone and personality of the brand.
 - The press kit and media stationery feature the brand's visual identity and provide links to more detailed online information and images.
 - Develop three to five key messages that convey the essence of the brand in sound bites for speeches and presentations, and several key phrases to be used in written communications.
 - Incorporate at least one key attribute and highlight one emotional benefit in all written and spoken communications.
 - Train destination spokespeople to integrate those key messages into communications with the media and key clients.
 - Track the coverage of key messages in articles, speeches, TV and radio interviews. If they're not being picked-up by the media, analyze why not and revise their use accordingly.
 - Keep in mind that this is not a one-time endeavor. Repetition is essential for the content of messages to build awareness and preference.
- ❑ **Crisis Management.** Travel Lane County should always maintain a crisis management plan for a wide range of contingencies that may impact negatively on Travel Lane County and the brand.
- ❑ **Story Ideas.** Develop an inventory of story ideas to generate media visits and press releases that support the brand.
- ❑ **Spokespersons.** Assemble a group of local spokespersons who are capable of being authoritative experts on a range of subjects that support the brand.
- ❑ **Web marketing.** The Eugene, Cascade & Coast website should continue to be the central hub for all marketing and communications programs. It should provide the focal point for consumers, media, meeting planners, partners and travel trade to easily access information,

advertising responses, enquiries, and interactive experiences. It has become an important and cost effective vehicle for expressing the brand. However, in order to achieve this, the website, like other marketing applications must adhere to the brand usage guidelines.



The following are some brand-building rules of thumb that should be applied to web marketing:

- The website is customer-focused, projecting both tangible and emotional benefits.
 - The design and content conform to the brand's visual and verbal identity guidelines.
 - Key experiences are the central organizing principle for content and images.
 - Engaging and believable images provide the "What's in it for me" answer.
 - Database marketing principles are being applied by building profiles of site visitors, inquiries, and advertising respondents according to their areas of interests.
 - A seasonal e-newsletter that is strongly identified with the brand identity is distributed to those who have provided permission to communicate with them.
- ❑ **Exhibiting Success.** Exhibiting at events can present excellent opportunities to express Eugene, Cascades & Coast's brand. Everything that the destination stands for is on display. Success requires total consistency, quality, clarity, and focus in every aspect of what is done before, during and after the event. This may include:
- Proper and prominent use of logo, color, taglines, and graphics.
 - Careful consideration of how booth size, images, décor, staff, giveaways, and location may impact the brand identity.
 - Can the main graphics be seen and read in three seconds?
 - What else can build the brand identity before, during and after the event? Consider media releases and interviews, contests, publications, programs, speaking engagements, mailings, postcards, functions, sponsored meals, event catalog publicity, or newsletters.
 - Sponsorship opportunities: coffee breaks, meals, keynote speakers, awards, pressroom, banners, buttons, badges, bags, or catalogs.
 - Select the most appropriate ambassadors and sales persons to project the brand.
 - Consider what dress code best reflects the brand.

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- Decide the best way to follow-up after the event.
 - ❑ **Social Networking.** Monitor and participate in social networking sites that engage Eugene, Cascades & Coast target audiences.
 - ❑ **Guidebooks.** Review both the commercial and non-commercial guide books and websites produced by third parties that include the Eugene, Cascades & Coast. Ensure that they reflect the experiences, strengths, benefits and descriptions that conform to the brand image desired by Travel Lane County (e.g. Fodor's Guides, AAA publications, etc).
 - ❑ **Link Strategy.** Ensure that links to the Travel Lane County site are included in all relevant directories and websites. Also encourage organizations associated with Eugene, Cascades & Coast to provide readily available web links to ensure easy access to the region's information and products, and to optimize visitor's length of stay and satisfaction.
 - ❑ **Sales Scripts.** Carefully develop talking points for use at trade events or for bids that are based on the strongest brand benefits and attributes relevant to the specific target market.
 - ❑ **Images.** Constantly invest in high quality photos and video footage that accurately and emotively depict key adventure and 'companion' experiences.
 - ❑ **Audit Images.** Conduct an audit of the current Travel Lane County image library to ensure that it contains the images necessary to project the destination promise and to appeal to target audiences.
 - ❑ **Hero Shots.** A series of high quality "hero" shots should be produced to effectively promote the benefits projected in the Destination Promise™. The highest quality set of these hero images should be maintained for Travel Lane County use only.
 - ❑ **Images for Partners.** Commission and maintain a set of images for use by tourism partners that project the key brand strengths and benefits.
 - ❑ **Third Party Promoters.** When represented in brochures, websites and advertising of third party organizations (e.g. Travel Oregon), assurance should be received that the region will be presented according to the brand guidelines appropriate to the particular target market being addressed. Whenever possible the core messages and the style of the Eugene, Cascades & Coast brand should be used. NOTE: Their communications should clearly convey the strengths, competitive advantage and key experiences of the Eugene, Cascades & Coast region.
 - ❑ **Use Agreement.** Consideration should be given to producing a "Logo Use Agreement" for all approved partners and stakeholders wishing to use the Eugene, Cascades & Coast logo. This does not include use by commercial organizations wanting to use the logo for merchandising purposes.
 - ❑ **Co-op Marketing.** A range of co-operative marketing opportunities featuring the new brand should be presented to tourism partners enabling them to actively support the development of the brand in key markets and to create new business for themselves.
 - ❑ **Residents.** Conduct promotions and events to encourage residents to experience for themselves the wide range and high quality of the adventure tourism operations found within the *Eugene, Cascades & Coast* region. This should include the continued improvement of residents' knowledge of the region's boundaries, attractions and experiences.

6.6 Monitoring and Evaluation

With the brand now launched, it is vital that you closely monitor and manage its progress and make adjustments when necessary. This is not necessarily an expensive or time-consuming exercise. While several performance measures such as visitor numbers, information requests received online, in-person or via phone, lodging tax revenue, occupancy levels, visitor spending, and advertising responses may already be monitored, there are a number of other brand health metrics that should be appraised at least once a year.

Monitor the following five indicators to ensure that the Eugene, Cascades & Coast's brand remains relevant and meaningful over time.

1. Stay focused on the demographics, behavior and satisfaction of your target audiences.
2. Keep your visual identity and communications fresh and creative.
3. Ensure that the Eugene, Cascades & Coast's positioning and Destination Promise™ remain meaningful.
4. Watch overall trends that can impact customer demand and behavior, such as technological changes.
5. Monitor critical touchpoints to ensure that they are fulfilling (or surpassing) customer needs and making the brand exciting.

Some of the criteria and methods that you can use to evaluate the brand beyond the normal visitor performance measures include:

Performance Indicator	Method
<i>Brand adoption by stakeholders</i>	Review commercial, government, cultural, community and particularly adventure and nature-based tourism entities to gauge the extent of their adoption of the brand - beyond the logo and tagline use. Consider the extent and accuracy of their adoption of brand messages, images, personality and the introduction of new products and experiences.
<i>Community pride and brand support</i>	Conduct a survey of residents, businesses, tourism, government and other interested organizations, possibly in collaboration with other regional leaders. Repeat every two years.
<i>Co-operative support</i>	Track the level of participation in Travel Lane County co-operative marketing.
<i>Customer profiles</i>	Assess shifts in customer profiles and source markets.

<i>Customer satisfaction</i>	Conduct ongoing customer surveys to monitor satisfaction with the Eugene, Cascades & Coast experience.
<i>Brand consistency</i>	Review the appearance and content of all marketing materials that project the region including those produced outside of the area, e.g. tour operators, Travel Oregon.
<i>Media coverage</i>	Monitor media coverage for use of the desired brand messages.
<i>Stakeholder feedback</i>	Survey key stakeholders, partners, and regional messengers to explore and monitor brand development issues.
Attitudes toward the region and the Travel Lane County	Monitor shifts in customer attitudes, perceptions, and image of the region, the benefits of tourism and Travel Lane County.

7.0 Brand Experience Checklists

7.1 Key Experience Development Checklist

The key experience themes for *Eugene, Cascades & Coast* enable us to organize to deliver the essence of our Destination Promise™, “easily accessible adventures”. These themes provide the priorities for Travel Lane County and partners to support and deliver on the brand. It provides the directions and umbrella for them to prioritize their communications, product development, investment and partnership outreach. *Note*: this does not mean that other regional strengths such as scenic byways, wineries and cultural experiences are forgotten. Instead, they complement these soft adventure priorities to form a more compelling attraction base. The following list of activities will be expanded as the region achieves competitive excellence in each.

The key experience themes for Eugene, Cascades & Coast and the leading experiential activities for each are:

- | | |
|------------------------|---|
| Adventures on Land | <ul style="list-style-type: none">▪ Hiking and walking▪ Mountain biking and cycling▪ Running▪ Sand boarding▪ Snow sports |
| Adventures on Water | <ul style="list-style-type: none">▪ Boating and sailing▪ Fishing in all its local forms▪ Rafting and kayaking |
| Adventures with Nature | <ul style="list-style-type: none">▪ Beachcombing and tide pooling▪ Birding▪ Coastal storm watching▪ Wildlife watching including Sea Lion Caves |

Visitors can enhance these experiences by participating with local, passionate and highly knowledgeable guides who are experts in specific adventure and nature-based activities.

These experiences are further strengthened by their relationships with other companion experiences that include cultural events, museums and galleries, nightlife, culinary experiences, wineries, and interesting small towns.

The key strategic imperative to distinguish the region’s soft adventure credentials is to be easily accessible. This extends to being easy to:

- Obtain information
- Make inquiries
- Make bookings
- Get to and travel around
- Obtain equipment or experienced guides or operators
- Participation for people of all experience and skill levels.

7.2 Key Experience Theme Development

The following are suggested actions to strengthen *Eugene, Cascades & Coast* specifically in regard to the key experience themes. They work to provide the environment in which the region's adventure operators are most likely to flourish and deliver outstanding experiences.

- ❑ Develop a **comprehensive inventory** of adventure outfitters and operators within the region to provide an understanding of product range, product lifecycles, market readiness and critical operational issues.
- ❑ Develop a long term **adventure tourism strategy** for target audiences, including meetings and conventions, with short term development goals to consolidate the region as Oregon's premier center for soft adventure. This should include developing several iconic or hallmark locations and activities that will serve as flagships to underpin the "easily accessible adventure" proposition. It should also facilitate the dispersal of visitors throughout the region and to extend visitor lengths of stay and yield, by adopting "attract and disperse" strategies.
- ❑ Conduct a brainstorming and **planning workshop** between adventure operators and outfitters to identify needs and opportunities for growth, marketing and cooperation.
- ❑ The plan should consider **prioritizing the development** of a very limited number of commercially operated adventure activities. This might include mountain biking in Oakridge, sand boarding in Florence and whitewater rafting on the McKenzie River. The goal should be to build their capacity over a few years and when appropriate then expand the focus to other emerging activities and operators to build their capacity.
- ❑ Develop the capacity of the region's adventure operators to consistently present their products in ways that ensure that they are **easily accessible**.
- ❑ Encourage the introduction of a **region-wide event** that celebrates the Eugene, Cascades & Coast adventure and nature-based credentials. This can be achieved by forming an umbrella event to coordinate the marketing of events, possibly held over a ten day period. It may involve a combination of existing and new events and activities designed to highlight the region's adventure and nature experiences.
- ❑ Encourage active participation by Eugene, Cascades & Coast adventure operators in Oregon-based and national **associations** relevant to their professional interests.
- ❑ Identify existing, successful and strategically appropriate adventure **businesses** that can be lured to the region and will provide a distinctive edge.
- ❑ Develop a specific strategy to gain a greater share of tourists in transit on I-5 and to capitalize on the **ease of entry and travel** between the region's coast, mountains, cities and towns made possible by the immediacy of Interstate 5 and Highways 101, 126 and 58. Accordingly, promote Highway 126 as the most reliable route to and from The Oregon Coast during winter.

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- ❑ Investigate the establishment of a region-wide reservation system to be operated by Travel Lane County in conjunction with local operators and outfitters to present a **one-stop booking center**.
 - ❑ In conjunction with operators and outfitters establish **service and operational standards** to gain marketing support from Travel Lane County.
 - ❑ **Facilitate networking** opportunities for operators and outfitters to meet each other from across the region, as well meet other members of the local tourism industry. The objective is to enable them to explore joint business opportunities, exchange ideas and experiences, and to encourage cross marketing.
 - ❑ Consider organizing a **regional trade show** and networking event to be held in Eugene or Springfield where operators and outfitters as well as attractions can exhibit. This not only provides the forum for participants to explore the offerings of other operators, but for tourism and hospitality personnel and residents to discover the range of local tourism products.

Information Distribution

The availability and accessibility of relevant information is a strategic priority for all successful adventure travel destinations. This information must be attuned to the needs of visitors at critical points in their decision making.

- ❑ Throughout the local tourism industry and in the county's communities and enterprises coordinate and ensure 'effortless' access to **visitor information** that spotlights the accessibility of the wide range of adventure experiences in the region.
- ❑ Investigate the feasibility of establishing a **visitor information center** on the I-5 to capitalize on the additional exposure and proximity of the region's attractors. This center should not be a traditional visitor information center, instead should be a regional hub where adventure enthusiasts can meet, socialize and arrange activities.
- ❑ Produce and encourage wide distribution of a Eugene, Cascades & Coast **adventure travel and nature guide**. Ideally, this should be a "pocket guide" for prospective visitors including those that are in transit on I-5. It should be easy to read quickly and be designed to "close the sale" by providing details of how to make bookings. This format is also more suited to the brochure racks at outlets along I-5.
- ❑ Create a Eugene, Cascades & Coast adventure **e-brochure and map** that is regularly updated for specific activities, events and interests to complement the "pocket guide".
- ❑ Evaluate **regional and community maps** to ensure that they are aligned with the brand essence and visitor (rather than just resident) needs. For example provide details of access roads and parking for Alton Baker Park and the main trailheads for Oakridge and Long Tom Trail.
- ❑ Collaborate with The Register-Guard to build on their **Discovery Guide** and its distribution to more comprehensively embrace the regional brand and its experiences.

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- ❑ Ensure that tourism industry operators, visitor service outlets and **hospitality staff** are aware and knowledgeable about other adventure activity options, tourism attractions, services and events in the area to aid cross-selling, visitor satisfaction and operator viability.
 - ❑ Optimize **interactive mapping and GPS** technology to deliver high quality information, even for trails.

Adventure Operators and Outfitters

The actions that can strengthen the products and viability of operators and outfitters include:

- ❑ Ensure that adventure partners are familiar with the **best practice** in adventure tourism, particularly as they relate to their type of business and in regard to leisure, conventions and international visitor marketing.
- ❑ Ensure that the **points of commerce** for all adventure operators are readily visible and accessible. This includes attractive settings, signage, operating times, information, knowledgeable staff, and booking processes.
- ❑ Encourage operators to **infuse the adventure and nature theme** into their total visitor experience delivery. This includes information and booking systems, facilities, personnel and settings to authentically reinforce the 'aura' of their adventures and add to the customer's sense of anticipation and excitement.
- ❑ Ensure that all adventure related outlets, information and operations **display a map** of the region, have readily available information and can speak with authority about other nearby visitor activities and services.
- ❑ Increase **cross marketing**, and the consistency and accuracy of messages from industry operators, attractions, lodging outlets and localities across the region to increase visitor awareness, ease of access and length of stay.
- ❑ Ensure that there are **associations and affinity groups** representing adventure operators and outfitters in Eugene, Cascades & Coast to address critical issues such as education, systems, standards, safety, legalities and advocacy.
- ❑ Investigate and respond to the need for **transport and pick-up options** to link visitors to activities from main centers such as Eugene, Springfield and Florence to key experiences. This may be of most importance for international visitors.
- ❑ Encourage operators and outfitters to provide a **commission structure** for wholesalers and agents to aid the distribution of their products and facilitate the introduction of packaging.

Placemaking and Infrastructure

Placemaking describes the process of creating streetscapes, gateways, squares, precincts, parks, and trails that will attract people because they are pleasurable, enticing or interesting.

The following actions can strengthen the Eugene, Cascades & Coast's performance in placemaking and infrastructure in regard to adventure and nature-based tourism.

- ❑ Continue to encourage the introduction of **adventure hubs or centers** throughout the region for specific activities e.g. Oakridge for mountain biking, possibly Belknap Springs for river activities, Florence for coast experiences. These should become focal points to create critical mass where enthusiasts can meet, socialize, shop, eat, and find lodging in aesthetically attractive places. To support these adventure hubs is the need to introduce harmoniously designed 'nature-based' infrastructure such as lodging & spas, as well as quality restaurants and cafes that fulfill the accessible adventure positioning.
- ❑ Improve welcome, gateway and directional **signage** in regard to adventure locations throughout the region, including those along walking and riding trails of all kinds. Support the enhancement of trails and walks, that have the capacity to become destinations in their own right.
- ❑ Encourage **thematic interpretation** of important points of interest throughout the region and along trails that will enhance visitor experiences and communicate the Travel Lane County story.
- ❑ Improve **wayfinding systems** throughout the region, particularly those into and around Eugene, Oakridge and at critical points along the McKenzie River corridor.
- ❑ Continuously monitor and encourage region-wide **clean-up where needed**, particularly those most detracting from the natural beauty and assets of the area.
- ❑ Ensure that communities and tourism-related **businesses have "curb appeal"** and project a clean, tidy and attractive persona.
- ❑ Encourage the ongoing revitalization of **Eugene's downtown** and its sense of vitality. This includes making Eugene a more functional and attractive hub for visitors by building a greater sense of 'connectedness' and security for pedestrians when moving between the city's downtown dining, entertainment and shopping districts and lodging facilities. The aim being to make Eugene a more comfortable destination and an attractive "walking town".
- ❑ Encourage **expansion of the range of café, bar, restaurant**, tasting room and local deli outlets, particularly those using, selling and featuring fresh, in-season local produce, wine and foods.
- ❑ Constantly monitor the functionality and performance of key towns in regard to their community's **visitor readiness** and capacity to capitalize on the regional brand positioning. Work to ensure that centers such as Oakridge progressively develop the visitor infrastructure and services for successful customer growth and economic growth.
- ❑ In association with relevant public agencies, support the introduction and expansion of **public artworks** using 'environmental' themes and mediums at key points, including along the region's best trails and waterways.
- ❑ Maximize the visitor's **sensory experiences** to the greatest degree possible.

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- ❑ Blend opportunities for **exploration and learning** with soft adventure experiences.
 - ❑ Work with **State and County initiatives** to assist communities.

Research

Insights into visitor needs and behavior can provide valuable information for future strategies, resource allocation and product development.

- ❑ Conduct ongoing **low cost research** of the Eugene, Cascades & Coast region's adventure visitors to obtain information relevant to their:
 - Demographics
 - Source markets
 - Motivation
 - Satisfaction
 - Sources of information
 - Travel behavior, trip planning and purchase decisions
 - Economic impact of adventure visitors

Professional Development and Training

The following are actions that can strengthen the contribution of executives and staff associated with adventure and nature-based tourism.

- ❑ Ensure that all Travel Lane County **staff** have a thorough knowledge of all adventure experiences, customer needs and the marketing of the experiences relevant to their positions.
- ❑ Local **tour guides** should always convey up-to-date information about the region and its outdoor adventure experiences, options and ease of access.
- ❑ Produce and distribute business and market development **fact sheets** in regard to industry best practice for adventure tourism operators.
- ❑ Improve and constantly refresh the knowledge and awareness of the region by **front line hospitality and tourism staff** through the 'Q' Program.
- ❑ Establish a **mentoring program** for adventure operators by engaging successful operators from other regions to convey their knowledge, experience and winning business practices.

7.3 The Total Visitor Experience

The behavior and needs of visitors change as they proceed from one decision and travel stage to the next. Additionally, different types of tourists (e.g. meetings delegates, international visitors, visitors in transit, etc.) may behave differently than one another at each stage.

The following diagram illustrates the transitions that are typically involved in a customer's total destination experience as they move from the "search" stage to the "post" visit stage of their experiences.



There are important touchpoints in each stage that can have a profound impact on the visitor's satisfaction. Some of the touchpoints in the early stages are so critical that, if the region fails to satisfy the person at those points, their interest in visiting the region will not be fulfilled and they may be lost to a competitor.

Search These are the touchpoints where Travel Lane County can influence a *potential visitor* to become a customer for Eugene, Cascades & Coast, or not. Commonly, these touchpoints include advertising, brochures, websites, trade shows, guidebooks, word of mouth, emails, phone services, signage, and past experiences with the region. The priority is to increase the awareness, relevance, and the positive associations the customer holds about the region. An important aspect of this is to understand the sources of information that are most influential on customer decision-making.

Plan and Book Bridging the gap between consideration and the commitment to actually make bookings or arrangements to visit is possibly the greatest challenge facing destinations of all sizes. This *engaged prospect* must have sufficient confidence and be assured that Eugene, Cascades & Coast represents value over other options. The touchpoints here commonly include the channels for satisfying the customer's questions about the place and the ease of facilitating transactions and bookings. These may include websites, reservations services, distribution channels, discounts, packages, Visitor Information Centers, front line hospitality staff and sales and service managers.

Travel and Arrival At this point the experience is well underway and the journey to and into Eugene, Cascades & Coast is integral to the total destination experience. The sense of welcome, cost, quality, and ease of access can influence attitudes toward the community by the converted

customer. For instance, on arrival in Eugene, Cascades & Coast is it always easy to find your way around? Is there a strong sense of welcome? Can they easily settle in?

The Visit

While *engaged customers* are in the region they may interact with it in thousands of ways in streets, museums, visitor centers, events, attractions, hotels, restaurants, and stores. For example they may be able to readily access appropriate and accurate information specific to their needs in order to maximize their visit or extend their stay. This may be through brochures, I-Pod or MP3 downloads, guides, taxi drivers, discount coupon books, visitor center staff, and the staff and residents that they meet.

Post Visit

This phase is frequently overlooked and does not receive the attention that it deserves. These touchpoints may include reminders for *satisfied visitors* such as quality souvenirs and local product purchases, discount coupons, direct mail, e-newsletters, “thank you / come again” letters, social networking sites, photographic images, activate word of mouth.

Some of the important questions to consider when conducting periodic assessments of the Eugene, Cascades & Coast region’s total destination experience include:

- ☐ Where are the most critical moments for the Touchpoints to deliver the Destination Promise™?
- ☐ Where are the gaps between the Destination Promise™ and the total destination experience? Which are the most critical?
- ☐ Are the experiences enhancing or devaluing the brand’s performance?
- ☐ Where is the experience delivering the greatest satisfaction?
- ☐ Where is the experience at its weakest?
- ☐ Who are the gatekeepers, i.e. organizations and individuals most responsible for delivering the most critical touchpoints for various customer groups?

7.4 Monitoring the Total Visitor Experience

The Eugene, Cascades & Coast brand is created by more than just the actions of Travel Lane County and its marketing messages. Delivering memorable customer experiences for Eugene, Cascades & Coast requires a 360° focus by many partners to provide superior value for customers through a seamless series of highly satisfying exchanges and encounters. Each of these points of contact between customers and the region can build (or erode) Eugene, Cascades & Coast’s brand image.

Obviously, Travel Lane County cannot exercise control or influence at every one of these points where there may be contact with a customer. They may however be able to influence quality at the most critical points and encourage partners to support the objective of delivering outstanding experiences to support the brand and help distinguish Eugene, Cascades & Coast from its

competitors. Ultimately, success involves attention to the systems, processes, people, regulations, resources, and priorities that underpin the region's customer experiences. It is not simply the frontline employees at the customer interface who must be engaged; it also involves the organization, executives and the strategic priorities behind them.

The following checklist is designed to provide assistance in bringing the brand to life. While some of these points may not be an immediate priority, they may become important in the future. This is not intended to be the definitive list of possible applications, however it is a list that may stimulate discussion and ideas on potential brand delivery methods within the region.

Advertising and Marketing Communications <ul style="list-style-type: none"> <input type="checkbox"/> Advertising templates <input type="checkbox"/> Bid documents <input type="checkbox"/> Broadcast advertising <input type="checkbox"/> Co-op advertising templates <input type="checkbox"/> Co-op marketing programs <input type="checkbox"/> Corporate communications <input type="checkbox"/> Cross-marketing <input type="checkbox"/> Direct mail <input type="checkbox"/> Discount cards <input type="checkbox"/> Editorial coverage <input type="checkbox"/> Email marketing <input type="checkbox"/> Image and video files <input type="checkbox"/> Media kit <input type="checkbox"/> Media relations - local <input type="checkbox"/> Media relations - external <input type="checkbox"/> Member communications <input type="checkbox"/> Loyalty programs <input type="checkbox"/> Outdoor ads - bus shelter <input type="checkbox"/> Outdoor ads - roadside <input type="checkbox"/> Point of sale <input type="checkbox"/> Presentations in guidebooks <input type="checkbox"/> Print advertising <input type="checkbox"/> Product placement <input type="checkbox"/> Promotions <input type="checkbox"/> Publicity stunts 	<ul style="list-style-type: none"> <input type="checkbox"/> Room keys <input type="checkbox"/> Reader response cards <input type="checkbox"/> Sales calls / presentations <input type="checkbox"/> Third party publications <input type="checkbox"/> Vehicle ads - bus <input type="checkbox"/> Vehicle ads - taxi <input type="checkbox"/> Web videos <input type="checkbox"/> Yellow pages <p style="text-align: center;">Arrival</p> <ul style="list-style-type: none"> <input type="checkbox"/> Access to brochures and information <input type="checkbox"/> Airport backlits <input type="checkbox"/> Airport PowerPoint <input type="checkbox"/> Reservations systems <input type="checkbox"/> Directions to information center <input type="checkbox"/> Lodging <input type="checkbox"/> Signs - airport welcome <input type="checkbox"/> Signs - bus station welcome <input type="checkbox"/> Signs - conference center <input type="checkbox"/> Signs - directions <input type="checkbox"/> Signs - railway station welcome <p style="text-align: center;">Community - Place</p> <ul style="list-style-type: none"> <input type="checkbox"/> Banners <input type="checkbox"/> Benches <input type="checkbox"/> Business signage <input type="checkbox"/> Flower boxes <input type="checkbox"/> Gateway signage 	<ul style="list-style-type: none"> <input type="checkbox"/> Infrastructure <input type="checkbox"/> Public restrooms <input type="checkbox"/> Real estate agents <input type="checkbox"/> Rest areas <input type="checkbox"/> Retailers <input type="checkbox"/> Signage - self-guided tours <input type="checkbox"/> Signage - directional <input type="checkbox"/> Interpretive signage <input type="checkbox"/> Kiosks <input type="checkbox"/> Landscaping <input type="checkbox"/> Lighting <input type="checkbox"/> Litter bins <input type="checkbox"/> Maps <input type="checkbox"/> Media <input type="checkbox"/> Parking areas <input type="checkbox"/> Police and public officers <input type="checkbox"/> Public art <input type="checkbox"/> Signage - parking <input type="checkbox"/> Signage - traffic control <input type="checkbox"/> Signage - wayfinding <input type="checkbox"/> Site markers <input type="checkbox"/> Storytelling <input type="checkbox"/> Street theater <input type="checkbox"/> Stampings - sidewalks, walls <input type="checkbox"/> Street grates <input type="checkbox"/> Streetscapes <input type="checkbox"/> Tree grates <input type="checkbox"/> Umbrellas
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<p>Information Center and Tourism Office</p> <ul style="list-style-type: none"> <input type="checkbox"/> Brochure displays <input type="checkbox"/> Coffee cups <input type="checkbox"/> Color and designs <input type="checkbox"/> Decals on glass <input type="checkbox"/> Displays <input type="checkbox"/> Door handles <input type="checkbox"/> Door mat <input type="checkbox"/> Doorway <input type="checkbox"/> External signage <input type="checkbox"/> Floor covering <input type="checkbox"/> Floral displays <input type="checkbox"/> Furnishings <input type="checkbox"/> Incentive / award programs <input type="checkbox"/> Information panels <input type="checkbox"/> Interpretive displays <input type="checkbox"/> Lobby <input type="checkbox"/> Local produce sales <input type="checkbox"/> Meeting room signage <input type="checkbox"/> Music <input type="checkbox"/> Operations Manual <input type="checkbox"/> Outside brochure display <input type="checkbox"/> Room identification <input type="checkbox"/> Outside information display <input type="checkbox"/> Outside map <input type="checkbox"/> Parking spaces <input type="checkbox"/> Personnel knowledge and service <input type="checkbox"/> Recorded information <input type="checkbox"/> Reservation services <input type="checkbox"/> Restroom signage <input type="checkbox"/> Restrooms <input type="checkbox"/> Signage – skyline <input type="checkbox"/> Signage – internal <input type="checkbox"/> Signage – roof <input type="checkbox"/> Signage – wayfinding <input type="checkbox"/> Souvenir sales <input type="checkbox"/> Staff greeting 	<ul style="list-style-type: none"> <input type="checkbox"/> Staff knowledge, stories <input type="checkbox"/> Tickets <input type="checkbox"/> Ticket wallets <input type="checkbox"/> Touch-screens <input type="checkbox"/> Training and education <input type="checkbox"/> Trash receptacles <input type="checkbox"/> Visitor information radio <input type="checkbox"/> Visitor / guest book <input type="checkbox"/> Visitor van <input type="checkbox"/> Wall hangings <input type="checkbox"/> Wall map <input type="checkbox"/> Window displays <input type="checkbox"/> Workspace identification <p>Key Visitor Touchpoints</p> <ul style="list-style-type: none"> <input type="checkbox"/> Attractions <input type="checkbox"/> Car rental agencies <input type="checkbox"/> Cultural community <input type="checkbox"/> Event organizers <input type="checkbox"/> Front office lodging <input type="checkbox"/> Interpreters <input type="checkbox"/> Local media <input type="checkbox"/> Lodging – executive, sales and marketing <input type="checkbox"/> Lodging – concierge, front office, doormen, restaurant staff, in-room information <input type="checkbox"/> Nearby information centers <input type="checkbox"/> Residents <input type="checkbox"/> Restaurants <input type="checkbox"/> Service stations <input type="checkbox"/> Shopping and retail <input type="checkbox"/> Taxis <input type="checkbox"/> Tour guides <input type="checkbox"/> Tourism industry <input type="checkbox"/> Transportation 	<p>Meetings & Conferences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Art in public areas <input type="checkbox"/> Banners <input type="checkbox"/> Brochures and manuals <input type="checkbox"/> Conference information pack <input type="checkbox"/> Décor and art <input type="checkbox"/> Menus <input type="checkbox"/> Signs <input type="checkbox"/> Social program and events <input type="checkbox"/> Speakers Bureau <input type="checkbox"/> Stationery <input type="checkbox"/> Table settings <input type="checkbox"/> Welcome desk <p>Merchandise</p> <ul style="list-style-type: none"> <input type="checkbox"/> Calendars <input type="checkbox"/> Computer cases <input type="checkbox"/> Cups <input type="checkbox"/> Decals and stickers <input type="checkbox"/> Flags <input type="checkbox"/> Glassware <input type="checkbox"/> Golf shirts <input type="checkbox"/> Golf umbrellas <input type="checkbox"/> Hats and caps <input type="checkbox"/> Mouse pads <input type="checkbox"/> Note pads <input type="checkbox"/> Pens / pencils <input type="checkbox"/> Sport bags <input type="checkbox"/> Sweatshirts <input type="checkbox"/> T-shirts <input type="checkbox"/> Postcards <input type="checkbox"/> Screensavers <input type="checkbox"/> Wine and product labels
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<p>Partners & Stakeholders</p> <ul style="list-style-type: none"> <input type="checkbox"/> Collateral material <input type="checkbox"/> Communications <input type="checkbox"/> Copy & images <input type="checkbox"/> Customer contact <input type="checkbox"/> Logo usage <input type="checkbox"/> Publications <input type="checkbox"/> Sales presentations <input type="checkbox"/> Websites <p>Personnel</p> <ul style="list-style-type: none"> <input type="checkbox"/> Event / trade show style <input type="checkbox"/> Hats and caps <input type="checkbox"/> Jackets <input type="checkbox"/> Name badges <input type="checkbox"/> Seasonal style <input type="checkbox"/> Shirts <input type="checkbox"/> Ties <input type="checkbox"/> Uniforms <input type="checkbox"/> Volunteer orientation <p>Phone System</p> <ul style="list-style-type: none"> <input type="checkbox"/> Acceptable abbreviations <input type="checkbox"/> Greeting <input type="checkbox"/> On hold <input type="checkbox"/> Phone messages <input type="checkbox"/> Recorded information <input type="checkbox"/> Voicemail <p>Print Collateral</p> <ul style="list-style-type: none"> <input type="checkbox"/> Annual report <input type="checkbox"/> Booklets <input type="checkbox"/> Brand guidelines <input type="checkbox"/> Brochure order cards <input type="checkbox"/> Brochure shells <input type="checkbox"/> Brochures <input type="checkbox"/> Co-op marketing prospectus <input type="checkbox"/> Events calendar <input type="checkbox"/> Fact sheets <input type="checkbox"/> Group planner guide 	<ul style="list-style-type: none"> <input type="checkbox"/> Guides <input type="checkbox"/> Hardcover books <input type="checkbox"/> Invitations <input type="checkbox"/> Itineraries <input type="checkbox"/> Maps <input type="checkbox"/> Meeting planner guide <input type="checkbox"/> Membership brochure <input type="checkbox"/> New member packets <input type="checkbox"/> Newsletters <input type="checkbox"/> Posters <input type="checkbox"/> Presentation folders <input type="checkbox"/> Proposal packets <input type="checkbox"/> Research reports <input type="checkbox"/> Shopping bags <input type="checkbox"/> Special announcements <input type="checkbox"/> Strategic plans <input type="checkbox"/> Video and DVD covers <input type="checkbox"/> Wedding planner guide <p>Special Events</p> <ul style="list-style-type: none"> <input type="checkbox"/> Announcements <input type="checkbox"/> Banners <input type="checkbox"/> Booth / kiosk <input type="checkbox"/> Co-sponsorship <input type="checkbox"/> Event sponsorship <input type="checkbox"/> Flags <input type="checkbox"/> Invitations <input type="checkbox"/> Exposure and messages <input type="checkbox"/> Podium signage <input type="checkbox"/> Signage <input type="checkbox"/> Tickets <input type="checkbox"/> Music and entertainment <p>Stationery</p> <ul style="list-style-type: none"> <input type="checkbox"/> Business card, international <input type="checkbox"/> Business cards, standard <input type="checkbox"/> Checks <input type="checkbox"/> Conference satchels <input type="checkbox"/> Contracts <input type="checkbox"/> Envelopes 	<ul style="list-style-type: none"> <input type="checkbox"/> Fax covers <input type="checkbox"/> HR application forms <input type="checkbox"/> HR employee benefit forms <input type="checkbox"/> Internal memos <input type="checkbox"/> Invoices <input type="checkbox"/> Letterhead, executive <input type="checkbox"/> Letterhead, standard <input type="checkbox"/> Mailing labels <input type="checkbox"/> Membership applications <input type="checkbox"/> Membership decals <input type="checkbox"/> Note cards <input type="checkbox"/> Press releases <input type="checkbox"/> Proposal and bid formats <input type="checkbox"/> Purchase order <input type="checkbox"/> Reorder cards <input type="checkbox"/> Research / survey forms <input type="checkbox"/> Report formats <input type="checkbox"/> Software templates <input type="checkbox"/> With Compliments cards <p>Trade Shows and Exhibitions</p> <ul style="list-style-type: none"> <input type="checkbox"/> Announcements <input type="checkbox"/> Attire / uniforms <input type="checkbox"/> Banners <input type="checkbox"/> Booth design <input type="checkbox"/> Co-branding <input type="checkbox"/> Collateral <input type="checkbox"/> Competitions / prizes <input type="checkbox"/> Co-op partner <input type="checkbox"/> Employee badges <input type="checkbox"/> Floor displays <input type="checkbox"/> Floral displays <input type="checkbox"/> Furnishings <input type="checkbox"/> Giveaways <input type="checkbox"/> Handouts <input type="checkbox"/> Hospitality suite décor <input type="checkbox"/> Images – large format <input type="checkbox"/> Invitations <input type="checkbox"/> Music and entertainment
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<ul style="list-style-type: none"> <input type="checkbox"/> Name badges <input type="checkbox"/> Posters <input type="checkbox"/> Presentation - A/V <input type="checkbox"/> Presentation – personal <input type="checkbox"/> Prizes <input type="checkbox"/> Pull-up displays <input type="checkbox"/> Refreshments <input type="checkbox"/> Script and message <input type="checkbox"/> Signs <p>Travel Trade</p> <ul style="list-style-type: none"> <input type="checkbox"/> Advertising <input type="checkbox"/> Brochures <input type="checkbox"/> Customer advice <input type="checkbox"/> Images & copy <input type="checkbox"/> Itineraries <input type="checkbox"/> Product development <input type="checkbox"/> Sales presentations <input type="checkbox"/> Seasonal greetings <input type="checkbox"/> Staff knowledge <input type="checkbox"/> Websites <p>Tourism Product Development</p> <ul style="list-style-type: none"> <input type="checkbox"/> Interpretation <input type="checkbox"/> Packages <input type="checkbox"/> Special deals <input type="checkbox"/> Special interest themes <input type="checkbox"/> Suggested itineraries <input type="checkbox"/> Trails <p>Vehicles</p> <ul style="list-style-type: none"> <input type="checkbox"/> Buses <input type="checkbox"/> Corporate vehicles <input type="checkbox"/> License plates <input type="checkbox"/> Service vans <input type="checkbox"/> Shelters <input type="checkbox"/> Shuttle buses <input type="checkbox"/> Taxis <input type="checkbox"/> Temporary signs <input type="checkbox"/> Visitor van 	<p>Web and Interactive Communications</p> <ul style="list-style-type: none"> <input type="checkbox"/> Banner advertising <input type="checkbox"/> Blogs <input type="checkbox"/> Community portal <input type="checkbox"/> Content and administration <input type="checkbox"/> Corporate website <input type="checkbox"/> Destination brand website <input type="checkbox"/> E-Brochures <input type="checkbox"/> Email signature <input type="checkbox"/> Email style <input type="checkbox"/> E-newsletters <input type="checkbox"/> E-Postcards <input type="checkbox"/> Free screensavers <input type="checkbox"/> GPS Applications <input type="checkbox"/> Image gallery <input type="checkbox"/> Intranet site <input type="checkbox"/> Key words <input type="checkbox"/> Linking strategy <input type="checkbox"/> Mapping applications <input type="checkbox"/> Online directories <input type="checkbox"/> Online reservations <input type="checkbox"/> Pay per click words <input type="checkbox"/> Pod broadcasting <input type="checkbox"/> PowerPoint presentations <input type="checkbox"/> Presentation Third Party sites <input type="checkbox"/> Search engine optimizing <input type="checkbox"/> Site design <input type="checkbox"/> Social networking sites <input type="checkbox"/> Stationary templates <input type="checkbox"/> URL <input type="checkbox"/> Web advertising <input type="checkbox"/> Web links <input type="checkbox"/> Web page templates 	
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Appendix 1.

Photography Guidelines

Eugene, Cascades & Coast's marketing communications should be led by a small number of very high quality brand images or "hero" shots that convey the region's brand essence – *accessible adventure*. Over the first three years of the campaign, they should be used exclusively to breakthrough the competitive 'clutter'. A range of secondary images should support these "hero" shots, but they should not lead marketing initiatives.

The Core Identity Themes convey Eugene, Cascades & Coast's sense of accessibility, fun, personal reward and relaxation. Communicating these traits can best be achieved by presenting the community through "real people". This can make Eugene, Cascades & Coast's communications compelling and different.

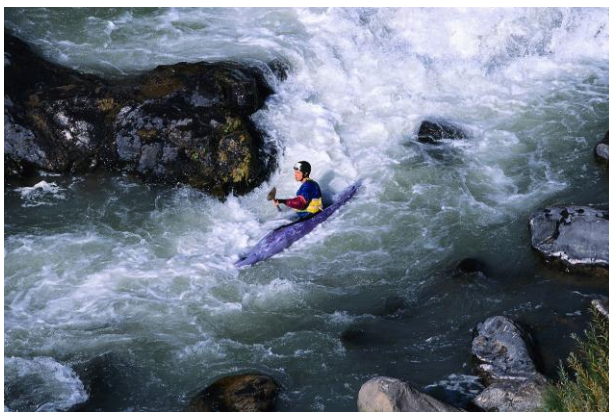


High quality photography has the capacity to be one of the most potent and versatile communication elements in Eugene, Cascades & Coast's brand toolkit. Photography should present its special sense of place and character.

Key points to consider when planning photography to build the brand include:

1. Honesty

All images must be believable and true to life. The people in the images must be active, credible and captured in natural, engaging and realistic ways. They must be seen as real people doing real things in real places. Great destination images are always totally believable and have a strong "wish you were here" flavor.



2. Tell the Story

When a scene engages prospective customers they spend more time looking at it. It draws them into seeing themselves in that context. When people are in the shot, particularly when viewers can identify with them or they help to tell a story, the viewer is partly sold on the place. Try to thread the "accessible soft adventure" story into each frame in a way that the viewer can see himself or herself in the scene and that each builds a cumulative, credible visual narrative.

3. Emotion

People buy products and experiences for only one reason – to feel better in some way. Emotions trigger how we feel. Each image should aim to touch an emotion or deep need of some kind. Does the image have natural warmth? Is it engaging?



4. Discovery

Because discovery is such an important characteristic, images should not be visual clichés, and should engage different ways of looking at things.

5. Open and Welcoming

Important to the Eugene, Cascades & Coast experience is its openness, sense of welcome and spirit of adventure. Try to capture “slices of life” that underpin the brand. This may extend to the models, lighting and techniques used by the photographer, which should always aim for a natural look and should not be over-lit or over-filtered. Images should always feature people who are comfortable and credible in their surroundings.

6. Capture Your Targets

The people in the photographs must resonate with the target audience. If funds are available, well-directed models can make a strong positive difference to photographs. However, they must not look posed, and they must look like real people, not contrived mannequins or models from a fashion magazine. Capture people enjoying the experience and interacting with each other in very natural and believable ways.

7. Capture the Unexpected

Photograph a unique or unusual perspective that shows the viewer something pleasant or exciting that they were not expecting. All images should aim to spark and capture the viewer’s imagination.

8. Wide and Close Together

When possible, try to use a combination of close-ups and wide angled shots to tell a story that the reader will find more engaging. Using both formats together builds a richer visual experience. The close-up images are able to capture detail and emotion, which when used with a broader landscape shot adds a more sensory and richer story.

Appendix 2.

Destination Branding Terms

The following are provided to aid understanding of the concepts of destination branding. Many of these elements have a strong influence on each other, hence they should not be considered to be mutually exclusive.

Area of Isolation

The minimum allowable open space that should surround the logo or signature.

Brand

A brand is the source of a distinctive promise for customers. Everything that a destination marketing organization (DMO) does in collaboration with its partners and community should be oriented around delivering and constantly enhancing this promise.

Brand Architecture

This is the family tree or hierarchy of how various associated brand entities are organized and relate to each other.

Brand Associations

These associations (positive and negative) are what customers think of when they hear or see the destination's brand name, tagline, or symbols. In the case of Eugene, Cascades & Coast, these may include whitewater rafting, sea lions, Oregon Coast, mountain biking, etc.

Brand Awareness

This relates to the degree to which the destination's name is present in the minds of prospective customers. When people are exposed to the name of a destination do they immediately recognize it and form specific positive associations?

Brand Culture

Brand culture aligns the commitment and behavior of the DMO, partners, and the community with the Destination Promise™ and enables the destination to deliver on its promise and constantly innovate to enhance it. It involves getting all stakeholders "on the same page".

Brand Equity

The brand equity is the accumulated loyalty, awareness, and value of the brand. It is formed through the positive and negative contact customers have with it.

Brand Essence

This is the “heart and soul” or the DNA of the brand and relates to the brand’s fundamental nature. It should be short, crisp and rich in meaning. For instance, the brand essence of Eugene, Cascades & Coast is “*easily accessible adventure*”.

Brand Experience

This is the totality of experiences resulting from customer’s interactions with the brand across all touchpoints before, during and after their visit, including those through third parties outside of the community e.g. guide books, travel agents and tour operators.

Brand Identity

The brand identity comprises the unique set of visual, auditory, and other stimuli that project the brand through its many applications. These include the benefits, logo, fonts, tagline, colors, images, and in some cases the special brand smells and sounds, etc.

Brand Image

The brand image is the accumulated impressions formed by the customer of the destination arising from all experiences and knowledge of the brand. These may be positive, negative, or even neutral. In the case of Las Vegas, this may be “a great place where you are free to do anything you want, whenever you want”.

Brand Loyalty

This is often considered the single most important outcome from a branding strategy. It may be best measured through repeat visits, referrals, and the nature of the visitor’s spending patterns. Importantly, brand loyalty also includes the staff, stakeholders, partners, media and others engaged in presenting, delivering and sustaining the brand experience.

Brand Personality

This describes the destination using human characteristics as if it were a person.

Brand Positioning

Brand positioning establishes what we want customers to think about the destination. It relates to the position in consumer’s minds and hearts that we want to occupy.

Brand Promise

The brand promise encapsulates the positioning, benefits, and value proposition that distinguish Eugene, Cascades & Coast from competitors. It acts as a vision and roadmap to deliver superior value to customers and forms the driving force for all marketing and experience delivery efforts to establish competitive advantage.

CMYK

Abbreviation for the four process colors cyan, magenta, yellow and key (black).

Knockout

Reversing an image out of a color or photo e.g..a white logo on a color background.

RGB

Abbreviation for the additive primary colors red, green, and blue.

Lockup

When all the brand elements i.e. name, symbol, and tagline are together in the right relationship and are "locked up" in place in the approved manner.

Appendix 3.

Brand Advisory Committee

We would like to thank the following individuals for the participation in the Brand Advisory Committee and for their involvement throughout the planning phases.

Libby Tower	Baden & Company
Laura Niles	City of Eugene, Library, Recreation & Cultural Services Dpt.??
Kari Westlund	Convention & Visitors Association of Lane County Oregon
Sally McAleer	Convention & Visitors Association of Lane County Oregon
Natalie Inouye	Convention & Visitors Association of Lane County Oregon
Jody Hall	Hilton Eugene and Conference Center
Richard Boyles	Innsight Hotel Management Group
Mike McKenzie-Bahr	Lane County Economic Development
Robert Canaga	OPUS6IX
Randy Dreiling	Oregon Adventures Vacations and Promotions
John Tamulonis	Springfield Economic Development
Julie Johns	Territorial Seed Company
Mike Rose	Three Rivers Casino & Hotel



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