

# **FY18 Marketing & Business Plan**

*May, 2017*

**Travel Lane County**

**Eugene, Cascades & Coast Sports Commission**



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

Travel Lane County is a private, non-profit corporation formed in 1980. The board is comprised of 30 voting and 9 advisory members. Our full and part-time staff numbers 32. Membership totals 602. Our budget is close to \$3 million annually and is largely funded by Lane County transient room tax on commercial lodging (hotels, vacation rentals, and campgrounds).

Travel Lane County funds and operates the Eugene, Cascades & Coast Sports Commission.

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

This mission is frequently stated as: To increase the number of overnight visitors to the Eugene, Cascades & Coast region for the benefit of members and all businesses and citizens who depend on a strong Lane County economy.

Travel Lane County is structured to focus on its three primary target markets and stakeholders. Program areas include:

- **Integrated Marketing** standardizes our brand applications, implements continuous improvements to our centralized data platforms and websites, and houses our internal creative assets and services.
- **Leisure Marketing** converts leisure travelers through marketing to individual travelers, travel trade, and earned media.
- **Visitor Services** operates stationary and mobile visitor centers with a focus on increased satisfaction and extended stays for travelers.
- **Convention Marketing** converts conventions and meetings through marketing to meeting planners and serving meetings and conventions taking place in the destination.
- **Eugene, Cascades & Coast Sports Commission** converts and serves sports events through marketing to sports event planners and serving events taking place in the destination. The Commission also produces *SportsTown Awards* and *Oregon Sports Summit* annually.
- **Stakeholder Relations** informs members, residents and community leaders about our organization and the positive impacts of the visitor industry, and secures private revenues through membership and sponsorship sales and services.
- **Administration** provides centralized operations, financial and human resources oversight for the organization.

**Our brand promise is enriching, authentic,  
approachable experiences for all ages and abilities.**

Brand materials at [www.eugenecascadescoast.org/brand](http://www.eugenecascadescoast.org/brand) facilitate brand alignment by members.

## Organizational Values

Travel Lane County is the tourism & hospitality industry leader in Lane County. We embrace our leadership role in helping plan, maintain and market a world-class visitor destination and living environment.

**We are Brand Ambassadors:** We celebrate local adventures, food, beverages, culture and products.

**We are Professionals,** providing informed, friendly, attentive, prompt, accurate, respectful service.

**We Value Our Staff Team,** and strive to provide a healthy, rewarding, enriching, and supportive employment experience. We encourage work- life balance and value family and personal time as being important for individual and team health.

**We Use Resources Efficiently and Effectively:** We are stewards of limited resources. We endeavor to maximize return on investment, minimize waste, and support local products and services whenever practical. We encourage a Leave No Trace style of recreation.

**Priorities are Driven by Our Mission To Increase Overnight Visitors.**

**We Measure and Report Return on Investment.** Monthly, semi-annual and annual reports chart our progress and provide indicators of industry health and program outcomes.

## Tourism & Hospitality Contributes to a Triple Bottom Line

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

Tourism & Hospitality is aligned with **environmental values**: A focus on outdoor recreation; scenic views; local food, beverage and products; and awareness of sustainable practices.

Tourism & Hospitality provides **social equity**: A wide array of entry level job opportunities, with career paths to skill acquisition and higher wages, are available throughout the industry.

## Situation Analysis

Visitor expenditures in Lane County totaled \$672.4 million in 2016. Residents spent another \$258.2 million locally on travel related expenses. The \$930.6 million industry directly supported 10,620 Lane County jobs with earnings of \$262.7 million in 2016.

Direct Travel Impacts	Total Lane County	Valley/East Lane County	Coastal Lane County
Destination Spend	<b>\$672.4m</b>	\$555.5m	\$117.0m
Other Travel	<u>\$258.2m</u>	<u>\$239.0m</u>	<u>\$ 19.2m</u>
Total Direct Spend	<b>\$930.6m</b>	\$794.4m	\$136.2m
Employment	<b>10,620</b>	8,720	1,900
Earnings	<b>\$262.7m</b>	\$1217.4m	\$ 45.3m

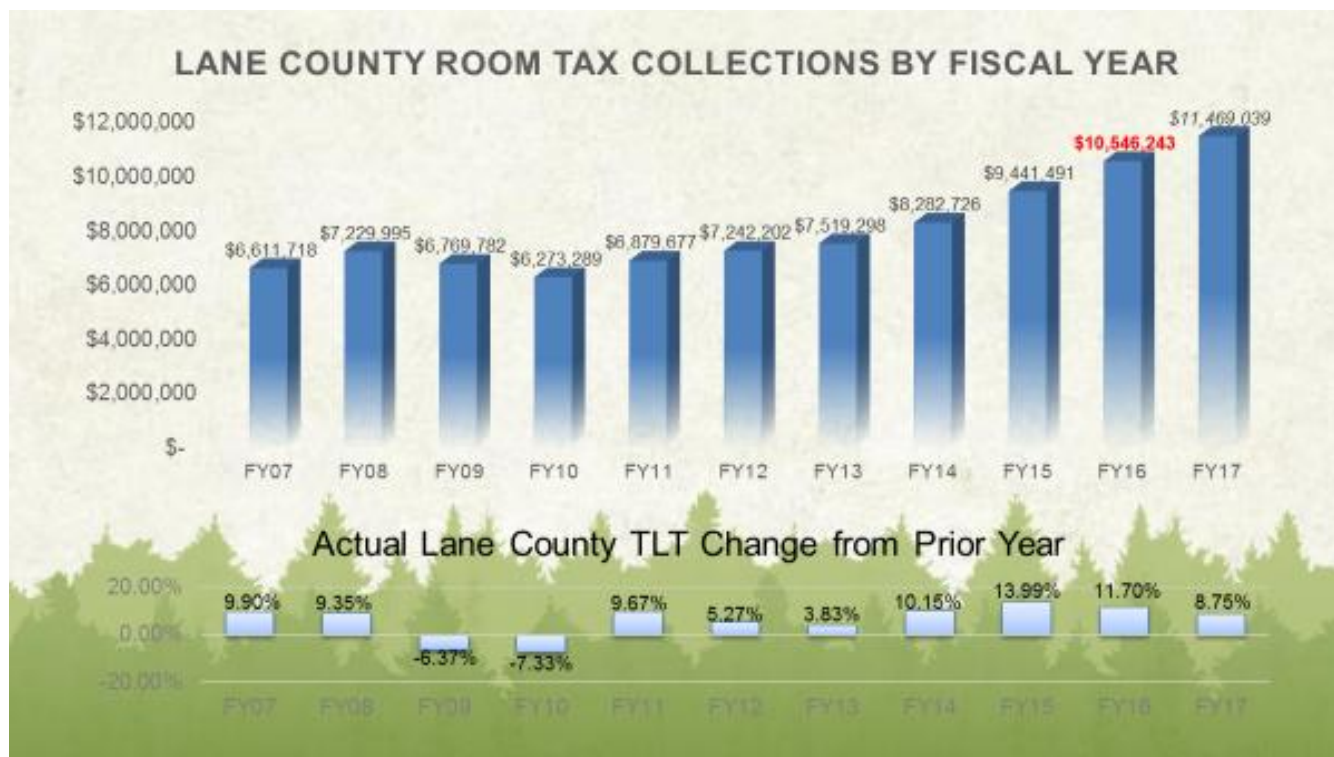
Source: Dean Runyan Associates, 2016p. \$ in millions



## Hotel Indicators

As an economic development corporation, responsible for generating overnight visits, Travel Lane County uses available hotel indicators to monitor industry health and our competitive position.

FY16 Transient Room Tax, TRT, collections totaled a record \$10,546,243, up 11.7% from FY15's \$9,441,491. FYTD17 growth is at 10.65% through February, a pace which would result in FY17 collections of \$11.6 million.



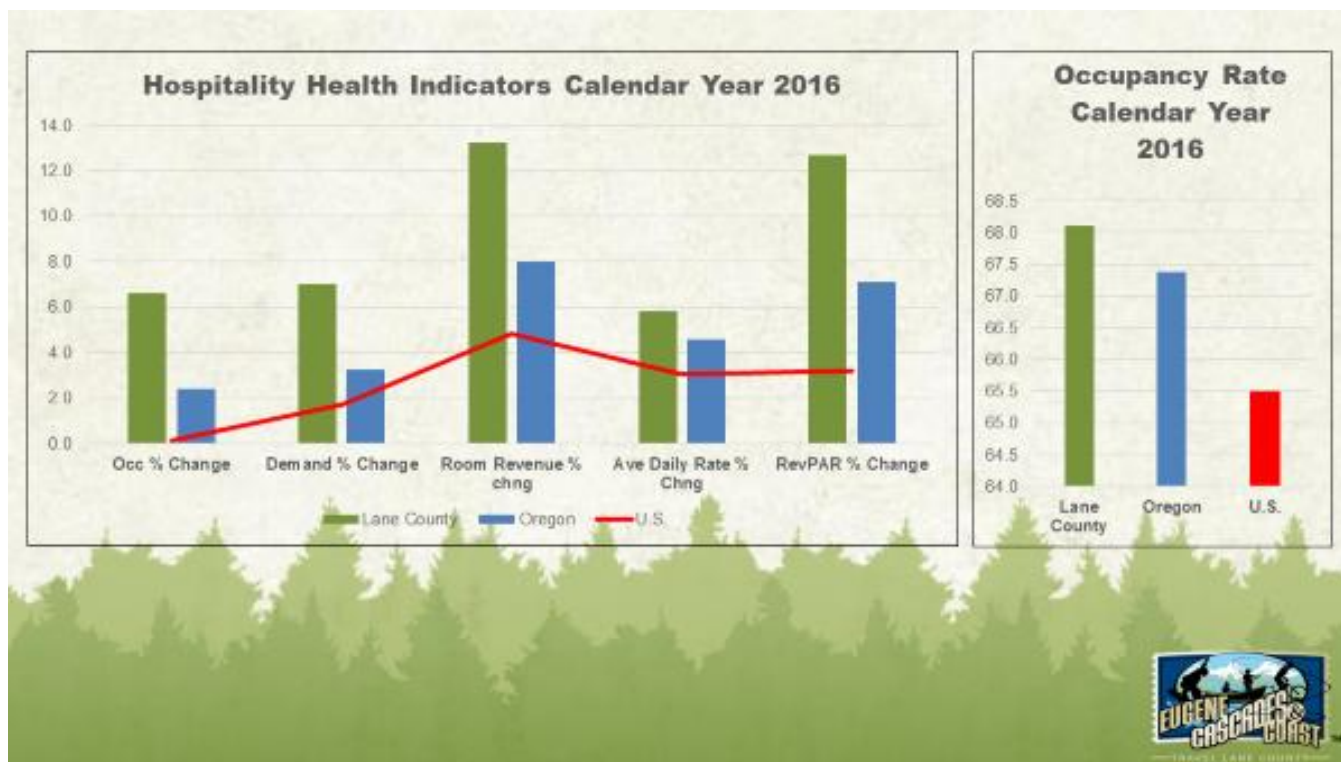
In 2016, Lane County hotel **occupancy** reached 68.1%, up 6.6% from 2015. Nationally, occupancy was 65.49% for 2016, up 0.14% from the prior year. Statewide occupancy for Oregon was 67.37%, an increase of 2.38% from 2015. Lane County outpaced the Willamette Valley and all regions of Oregon except Portland Metro and Mt. Hood/Gorge for occupancy. Only Mt. Hood/Gorge had a higher growth rate in occupancy, at 6.77%.

**Demand**, or room nights sold, was up 7.0% in Lane County in 2016. The national growth rate in demand was 1.7%, while the Oregon growth rate in demand was 3.22%. Lane County exceeded the rate of growth in the Willamette Valley and all regions of Oregon except Mt. Hood/Gorge (8.94%) and Central (7.57%).

Overall **room revenue** grew 13.2% in Lane County. The national growth rate was 4.8%. For Oregon statewide, the growth rate for room revenue was 7.97%. Lane County's growth rate in room revenue exceeded the growth rate of all regions except Mt. Hood/Gorge, at 18.25%.

Revenue per available room, **RevPAR**, increased 3.2% nationally, 7.09% for Oregon overall, 10.38% for the Willamette Valley, and 12.7% for Lane County.

In **summary**, Lane County room supply increased 0.4% in 2016, demand increased 7.0%, and room rates grew 5.8%. RevPAR growth was 12.7% and occupancy averaged 68.1%. Total room revenue was up 13.2% for 2016. Smith Travel Research provided all estimates noted in this section.



TRT actually collected in Lane County for calendar year 2016 was up 10.2% over calendar year 2015, according to reports issued by the City of Eugene. TRT collected for the first nine months of FY17 (July-March) is up 10.65% over the same period last year.

## Where are We Right Now?

Three months in to calendar year 2017, Lane County continues to pace ahead of national and statewide indicators in terms of growth rates, other than occupancy.

**Occupancy** is down 0.9% locally, down 0.5% statewide and off 0.9% nationally.

**Average daily rate** is up 4.9% for Lane County, 2.6% statewide, and 2.5% nationally.

**RevPAR** is up 3.9% locally, up 2.0% statewide and up 3.4% nationally.

**Room revenue** is up 6.7% for Lane County, 3.9% statewide, and 5.4% nationally.

Our room **supply** has grown 2.7%, statewide, supply is up 1.8% and nationally supply has grown 1.9% in the first three months of 2017.

**Demand** has increased 1.7% in Lane County, 1.2% statewide, and 2.8% nationally so far in 2017.

## Looking ahead to FY18

While FY16 and calendar 16 growth was strong in our local market, growth in demand appears to be softening, and supply will increase 12% by the end of 2017. Because rates may drop as a result of local competition for market share, no growth factor was used for budgeting FY18 TRT revenue. FY17 began with an all-time record month of revenue and TRT, based on the 2016 Olympic Team Trials – Track & Field. Because of this, **local indicators early in FY18 are expected to lag** when compared to FY17.



Nationally, hotel occupancy is projected at 65.3% for calendar year 2017 and average room rate to grow 1.3% (CBRE) to 2.8% (STR). STR predicts RevPAR growth of 2.5%, while CBRE Hotels Americas Research forecasts 3% RevPAR growth.

Outlook		
	2017 Forecast	2018 Forecast
Supply	+2.0%	+2.2%
Demand	+1.7%	+2.0%
Occupancy	-0.3%	-0.2%
ADR	+2.8%	+2.8%
RevPAR	+2.5%	+2.6%
Source: STR/Tourism Economics		

In the U.S., Demand has outpaced supply in terms of growth for seven consecutive years. Smith Travel Research, STR, expects that to change in 2017 and continue in 2018. Occupancy is expected to be flat or slightly declining, making average daily room rate, ADR, the lone driver of RevPAR. STR expects RevPAR growth in 2017 and 2018 to be less than the 30-year industry average (+3.3%).

It is anticipated that any rate growth will result in driving industry performance to all-time highs.

Our goal for Lane County as a destination is to match or exceed industry growth averages by generating increased demand that drives other indicators up.

### **National Projections for 2017**

The U.S. hotel industry is predicted to report a 0.3% decrease in occupancy to 65.3%, a 2.8% rise in average daily rate (ADR) to US\$127.34 and a 2.5% increase in revenue per available room (RevPAR) to US\$83.20. RevPAR grew more than 3.0% for each year from 2010 to 2016.

### **National Projections for 2018**

For 2018, STR and Tourism Economics project the U.S. hotel industry to report a 0.2% decrease in occupancy to 65.2% but increases in ADR (+2.8% to US\$130.95) and RevPAR (+2.6% to US\$85.36).

## **Brief Overview of U.S. Travel Market**

**Hotel Trends to Watch** *Condensed from hospitalitynet.org in January:*

**Artificial Intelligence (AI) and Robotics** are for real. AI is a fast-moving technology that enables machines to perform tasks that could previously be done only by humans. Robots will have an impact on some area of the guest or associate experience in 2017.

**Text and Chat** are here to stay. Chat apps like Facebook's Messenger and WeChat, the most popular communications app in China, have huge implications for our industry. Texting guests in response to "in the moment" needs, safety and security issues that would require immediate and subtle communication or eliminating language barriers are all technologically feasible and available and can provide for ancillary revenue streams.

**Mobile Check-in** has been around but will hit full stride quickly as the technology has been refined. Just about every guest has a smartphone and if a guest does not actually utilize mobile check-in by going directly to their room, they will show up at a pod rather than a formal front desk.

## National trends and projections from U.S. Travel in March 2017 show the following:

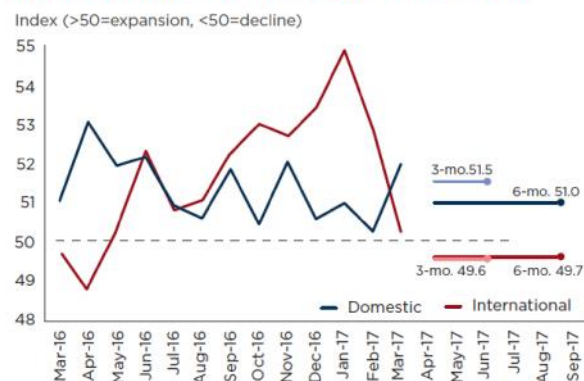
### Travel Trends Index Summary

	Current Travel Index (CTI)				Leading Travel Index (LTI)		6-month LTI vs. CTI 6-month avg	
	6-month avg	January	February	March	3-month*	6-month**	Direction	Speed
Total Market	51.2	51.4	50.4	51.8	51.4	50.9	Increasing ▲	Slower
International	52.8	54.9	52.9	50.2	49.6	49.7	Decreasing ▼	--
Domestic	51.0	51.0	50.2	52.0	51.5	51.0	Increasing ▲	Same
Business	50.2	50.1	49.3	52.9	52.6	51.8	Increasing ▲	Faster
Leisure	51.4	51.4	50.6	51.5	51.0	51.0	Increasing ▲	Slower

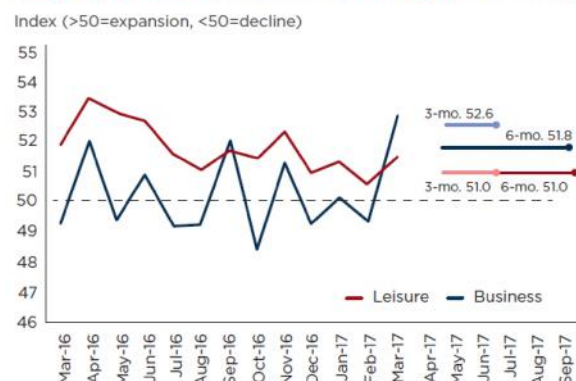
\* Average outlook reading for Apr 2017 to Jun 2017

\*\* Average outlook reading for Apr 2017 to Sept 2017

### March Domestic and International Travel Index



### March Domestic Business and Leisure Travel Index



## TRAVEL TRENDS INDEX

While domestic leisure travel has consistently led the domestic travel market over the past five months, domestic business CTI bested leisure in March. This reading should be interpreted with caution, however: meeting planners often do not book events in the weeks around a holiday, and because Easter 2016 fell in March, more business travel may have shifted into the adjacent months. This is likely one of the reasons March business travel growth was stronger in 2017 than in 2016.

International inbound travel to the United States increased again in March 2017, though at a much slower pace than during the first months of the year. The slowdown is likely due to the ongoing appreciation of the dollar, as well as negative perceptions of Trump administration rhetoric and policies related to travel restrictions, immigration, and international relations. Looking ahead, it appears these factors will likely continue to negatively impact international inbound travel.

After powering the economy for much of 2016, early indicators are showing that consumer spending slowed measurably in the first quarter of the year. Given the fact that leisure is the backbone of the travel industry, this may shoot off some alarm bells. However, consumer confidence, solid income growth, and an ever-tightening labor market all portend to an acceleration in consumer spending in the months ahead. Separately, while much attention within the travel industry has rightfully been placed in international inbound travel given the controversial measures the administration has taken, the most recent official data, through February, shows that international visitor spending continues to rise, albeit at a moderate pace. Potential fallout will become clearer in the months ahead.

A recent Allianz study, "Blazing new trails," found that nearly seven in ten millennials would prefer to "explore, experiment and travel" prior to retirement and follow a non-traditional career path. "... [to] retain top millennial talent, employers need to create business models that support their employees' desire to take time off, have a positive work-life balance, or work longer and retire later."

In early March, Facebook launched a City Guides feature in the Facebook app that enables users to book some hotels and restaurants, and message or tap to call other hotels, restaurants, and tours and attractions. City Guides

lists cities around the world and features reviews for places your Facebook friends have visited. The feature allows users to plan with maps and directions, view photos, read about upcoming events, and explore “Places the Locals Go.” With Facebook now more overtly joining the trip-planning and booking game, it’s clear the space will evolve quickly as Facebook joins TripAdvisor, Google, Foursquare and so many others.

**Bleisure Travel:** Expedia Media Solutions reported that 43 percent of business trips turn into bleisure trips in their Profile of the American Leisure Traveler. Sixty-two percent of respondents indicated that the length of the business trip was a factor in extending to a bleisure trip; business trips of three days or more are 30 percent more likely to become bleisure trips. Respondents also noted that bleisure trips are a good opportunity to save on travel expenses and pursue more leisure activities on their trip: 66 percent said they tend to spend more on leisure activities because of the money they saved on travel. *Eighty-four percent of bleisure travelers stay in the same city and in the same hotel.*

## Conventions & Meetings

**Top Meeting Trends cited by Success Meetings Magazine include:**

1. Political instability will impact the global meetings market.
2. Midscale properties will capture more demand due to price point, quality service and convenience.
3. Sharing economy continues to disrupt the marketplace. UberEvents is a pre-paid option for groups.
4. The rise of Experiential Meetings – Incorporating experience, adventure, and teambuilding. Skiing additions, horseback riding, parasailing, cuisine, music, art. Destination experiences are paramount.
5. Flat budgets – on average. 37% have more money to spend on meetings, 57% the same, 6% less. But, 30% have to squeeze more meetings out of the budget.
6. Security concerns. Safety, security and duty of care. This includes healthy concerns and cybersecurity.
7. Food and Beverage Prices on the Rise.
8. Technology moves beyond basics. Two-way interactions, live streaming, social media.
9. Apps become data gatherers. Cvent, StarCite, customized apps that are integrated throughout the entire cycle. This makes Wi-Fi and bandwidth critical.

**Meetings Professionals International (MPI) has identified top trends as follows:**

1. Audiovisual (A/V) is more important than ever and planners are under pressure to deliver impressive and innovative A/V setups, including interactive and virtual reality. More budget share is being allocated to A/V by planners and they expect facilities and vendors to be able to deliver.
2. Meetings budgets are growing.
3. Meeting space availability is up in most markets.
4. Both live and virtual events are expected to grow. Video broadcasts have become mainstream.
5. Contingency planning is top of mind and includes security, technology failure and risk management.
6. U.S. travel policies are impacting the industry negatively.

## Areas of Focus

- Continued focus on increasing demand for commercial lodging across all target markets
- Individual community identity tied to the Eugene, Cascades & Coast brand platform remains a top priority for us across all target markets. Go campaign packages continue to roll out
- Seasonality is a high priority as we work to increase winter volumes
- Transportation and connectivity between our many community destinations
- Video and Photography Asset Sharing with other organizations to improve destination positioning and leverage non-traditional partnerships
- The high-speed fiber network and strong industry sector focus for technology, food/beverage, and wood products have implications for meetings and convention sales efforts.
- Product development, including meeting and sports facilities and leisure product such as bikeways, byways, and virtual trails.
- Implementation of best practices, industry accreditation (tentative), and contingency planning.
- Local visibility for organization, program successes, governing board and staff



The Eugene, Cascades & Coast region is a powerfully attractive destination. Each community has its own unique ambiance and quality offerings for visitors. They share a context of authenticity, and meaningful, approachable experiences for all ages and abilities:

- Florence/Coast: *Beaches & Dunes, Heceta Headlands, Old Town, Museums, Casino*
- Dunes City/Coast: *Siltcoos Lake/River/Estuary*
- Veneta/Fern Ridge: *Wine Country, Fern Ridge Lake Recreation, Road Cycling*
- Eugene: *Vibrant Cultural & Culinary Hub, TrackTown USA, Craft Beer, Path and Trail Systems*
- Springfield: *Rivers, Recreation, & Sports, Path & Trail Systems, Art & Culture*
- McKenzie: *River, Cycling, Trail Recreation, McKenzie Driftboat, Gold Heritage, Bridges*
- Creswell: *General Aviation & Golf, Bakery*
- Cottage Grove: *Covered Bridge Capital of the West, Wine, Bikeways, Gold Heritage, Aviation*
- Oakridge: *Mountain Biking Capital of the Northwest, hiking, camping, fishing, hatchery*
- Westfir: *Forest Trail Recreation & Aufderheide, Office Bridge, Lodge*
- Lowell: *Water Sports and Lake/Trail Recreation, Bridge*
- Coburg: *Antiques, Agri-Tourism, RV Sales/Service,*
- Junction City: *Agri-Tourism, Wine, Scandinavian Heritage, Classic Cars & RV Sales/Service*

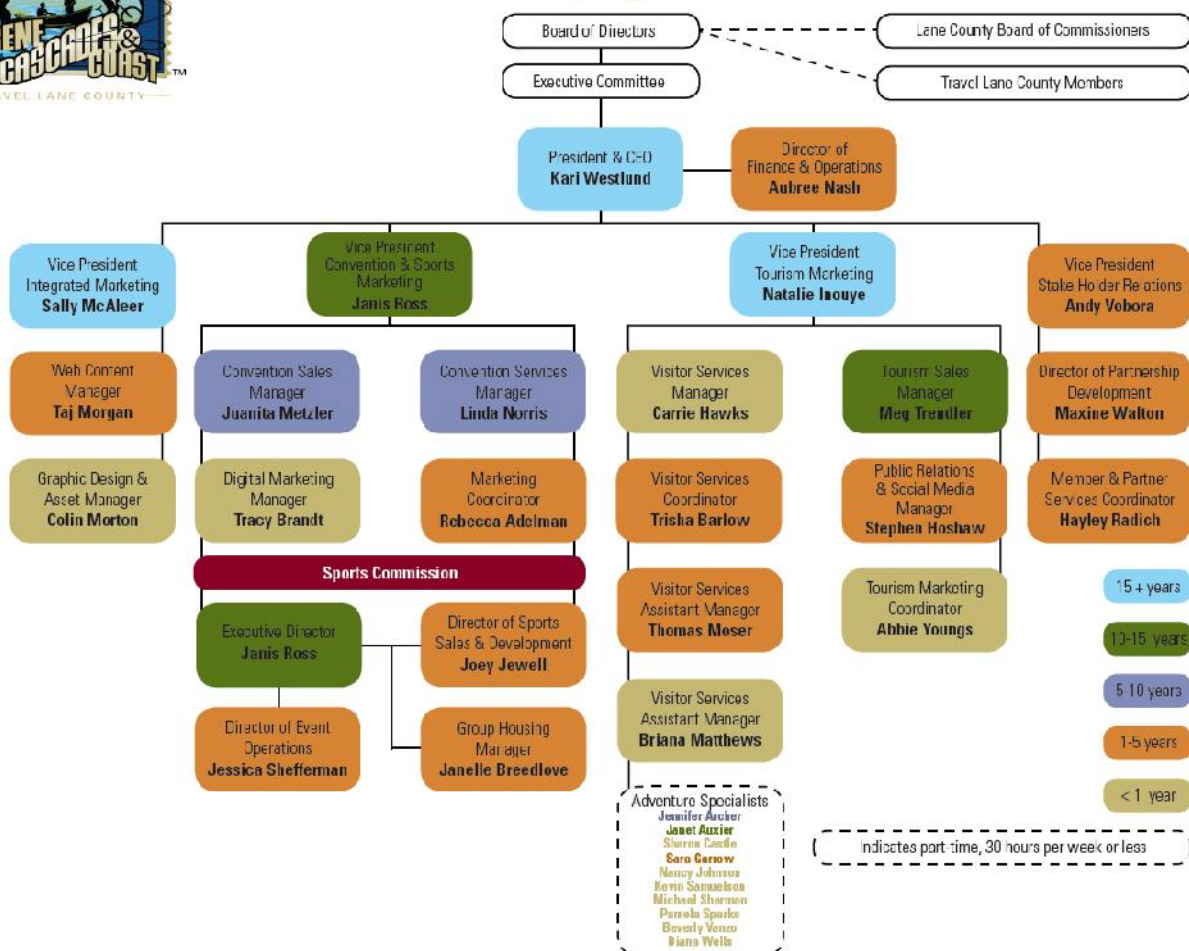
Individual community identities and strengths are aligned with our countywide destination brand and with the regional and state brand positions.

Rich content and key messages are deployed across print, digital, and broadcast platforms to reach our target audiences. We continue to keep trip motivators and travel modes in mind.

Financial and staff resources are deployed across programs focused on our three target markets, our integrated marketing and brand platform, stakeholder communications and administration:



## Travel Lane County Organizational Chart



# Convention Marketing Plan FY18

## Mission Statement

To increase overnight stays by marketing the Eugene, Cascades & Coast region as an ideal destination for conventions, meetings, retreats and events.

Industry data from 2017 stresses:

61% of event planners indicate more than 10% of their attendees arrive before the meeting or stay after in order to relax. Continue to stress “bleisure” throughout our messaging.

58% of planners ranked on-site technology as a critically important component to their meeting. Continue to tell the story of Eugene’s new fiber optic capabilities.

60% of planners say they are most interested in adventure/active teambuilding exercises. Emphasize our destination’s strength in “real adventure” teambuilding activities, creating a menu of options for planners.

Our approach continues to focus on:

1. Increased presence in the digital environment when planners are in the research phase of selecting their destination.
2. Sales staff focusing on relationship building with key prospects via conferences/trade shows, site visits, and establishing our expertise in the industry via speaking, industry membership and engagement.
3. Priority focus on citywide conventions, attracting larger delegate attendance and utilizing multiple hotels.
4. Separate focus on marketing Florence as a meeting destination, specifically in the Oregon and Northwest markets.

In addition, our partnership strategy has increasingly focused on leveraging key sectors (Greater Eugene Inc., municipal and county economic development agencies, Technology Association of Oregon, Chambers of Commerce):

1. Align meeting and event prospecting to target new industries and community resources.
2. Connect planners with local intellectual capital to enhance the conference experience.
3. Collaboration with academic resources, such as academic research and faculty expertise, to draw conferences.
4. Collaborative marketing outreach which allows Travel Lane County and our ED partners to target the same companies for different reasons. Planners, especially in the corporate sector, can be the bridge between these outcomes.

## Goal #1: Confirm conventions, meetings and events that will utilize Eugene, Cascades & Coast hotels and venues.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Direct Sales</b>	<p>Professional and knowledgeable sales managers establish and strengthen relationships with clients, provide information critical to the evaluation and decision process. Producing 100 sales leads will lead to goal outcomes below.</p> <p><b>Outcome:</b> Room night and delegate goals for FY18: Confirmed room nights: 22,000 (50% new business) Confirmed # of delegates: 30,000</p>

**Goal #2: Increase awareness of Eugene, Cascades & Coast by meeting planners.**

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Website</b>	<p>Our website continues to be our primary resource for information; planners expect quality destination information when they reach our website from any device. In FY17 we redesigned and relaunched our meetings section as its own standalone site, with its own theme and color scheme. This has made the meetings site more planner-facing and easier to navigate.</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Regularly update website copy, images and layout based on analytical data to increase conversion rates.</li> <li>• Analyze and edit keywords to improve search engine optimization.</li> <li>• Mobile optimize all meetings web pages.</li> <li>• In FY17 we are averaging 20% more traffic each month with a very low bounce rate of 52.77%. YTD17 Digital Meeting Planner Guide downloads have virtually matched FY16 figures. Increased paid social and launch of the newest Guide edition will drive an FY18 increase.</li> <li>• In FY18 website traffic will increase by 10% (additional 3,050 page views) by expanding acquisition channels: Paid social, social engagement widget Stackla, release of new Digital Meeting Planner Guide, full year of blog integration and the addition of video retargeting via Cvent.</li> </ul>
<b>B. E-newsletters</b>	<p>Targeted enewsletters to key markets (association, corporate, education, faith, government, medical, military, CESSE, LGBT, third party planners) enables us to provide fresh content, member specials and updates, position our staff as meetings experts, and the opportunity to repurpose blog content through additional channels.</p> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Produce and distribute one or more e-newsletters each month to market segments, with a target of 2-3 times per year to each major market segment.</li> <li>• Provide convention marketing package members with editorial calendar and solicit offers and updates.</li> <li>• Average unique open rate in FY17 was 18%, with a CTR of 13%, which is well above industry standards of 15.82% open rate and 7.81% CTR (<i>Constant Contact, January 2017</i>). Particularly compelling is the number of planners who go back and reference the enewsletter later. In FY17, the average total open rate was 42%, indicating this is a valuable reference piece for planners.</li> <li>• In FY18, we will focus on email marketing best practices to increase unique open rate to 22%.</li> </ul>
<b>C. Social Media</b>	<p>Quality content via social media channels helps to engage with planners and establishes staff as experts in the meetings industry. Social media advertising has become an essential marketing outlet for all industries. We will dynamically include paid social to augment our digital marketing efforts.</p> <p><b>Outcome:</b> Continued strengthening of social content and cross partner engagement has grown Facebook followers by 219% and Twitter followers by 29% in FY17. In FY18, we will increase engagement and, with the addition of a @EugeneMeetings Instagram channel, growth across all channels will increase by at least 30%. Current stats (as of 3/31/17): 239 Facebook followers; 370 Twitter followers.</p>

<b>D. Advertising – print and electronic</b>	<p>The use of targeted print and electronic advertising increases awareness of our destination in meeting planners' minds. Linking from ads to specific web landing pages and to content on our website provides a sales opportunity. Our digital meetings campaign in FY18 will continue to build on our three highly successful global themes: "Meeting Nerds", "Meeting Geniuses" and "Meet in Florence". Our Click-through-Rate (CTR) produced results at five times the industry benchmark standard. In FY17 we launched a new animated digital campaign that incorporated both Meetings Genius and Meeting Nerds in one ad. This resulted in a successful blitz campaign to the Bay Area (1.17% CTR).</p> <p><b>Outcomes:</b> Schedule integrated (both print and digital) advertising campaigns in meetings industry trade publications: Northwest Meetings &amp; Events, Meetings Today and Meeting News Northwest. By increasing the customized content delivered to our targeted audience of planners, we will grow our engagement, allowing us to attain our website and booking goals for FY18.</p> <p>Geotargeting digital ads to coincide with Portland transit campaign, Bay Area trade show and sales calls, etc. augment additional marketing and sales channels, providing increased ROI.</p> <p>By refocusing the target audience and introducing new creative to the campaign, in FY18 meetings digital CTRs will average at least .25%.</p> <p>Online affinity page via Northwest Meetings &amp; Events will allow us to create geographic cluster pages, i.e., Florence.</p>
<b>E. Digital Channels</b>	<p>A continued presence in four critical industry online channels (Cvent, HelmsBriscoe Valued Partner program, DMAI's empowerMINT and Senior Planners Industry Network) increases destination visibility, allowing us to target specific meeting planner audiences. We will be adding video remarketing to planners who have visited our Cvent profile.</p> <p><b>Outcome:</b> Strategic content placement and listings information on these channels will contribute to reaching our website goals for FY18.</p>
<b>F. Trade Shows</b>	<p>Participation in trade shows provides the opportunity to meet planners face-to-face, establish and build relationships, and provide destination information.</p> <p><b>Outcome:</b> Attend trade shows targeting specific convention/meeting markets, i.e., faith-based, scientific, association, etc., including CESSE; CMI (LGBT); Connect Faith; MPI Northern California Conference; Bravo; OSAM; HelmsBriscoe Annual Business Conference; Christian Meetings and Conventions Association; and SPIN (Senior Planner Industry Network). Coordinate sales calls and HelmsBriscoe regional office visits in conjunction with trade show travel.</p>
<b>G. Sales Trips</b>	<p>Face-to-face interaction is a key component to building relationships that lead to confirmed bookings. Certain geographic clusters offer opportunities to meet with numerous planners, providing an efficient means of outreach.</p> <p><b>Outcome:</b> Schedule sales calls to coincide with trade show travel, as well as with monthly industry meetings in Portland and Salem. Include hotel and venue partners in joint sales call opportunities.</p>

<b>H. Public Relations</b>	<p>Leveraging editorial coverage in major meetings publications enhances our ability to share our message, increase brand awareness, and establish staff as experts in the meetings industry. Staff participation in the organization's Content Marketing Team enhances coordination between departments and creates leverage opportunities for content.</p> <p><b>Outcome:</b> \$60,000 in earned editorial value for conventions. Proactively solicit key editorial coverage by scanning trade publications' editorial calendars for key topics and submitting content. Produce press releases on new meetings developments in the region and submit to trade publications. Working closely with freelance writers, publication editors and new market media outlets, we will expand our reach and increase our media reach by 10% in FY18 to 27,235.</p>
<b>I. Industry Associations</b>	<p>Active participation in industry associations by sales staff increases awareness of the destination, enhances relationships with planners and increases meetings industry knowledge. Scan for opportunities to participate as a speaker or panelist at industry conferences.</p> <p><b>Outcome:</b> Membership and engagement in industry associations (MPI, OSAM, SGMP, etc.) which correspond to our strongest market segments. When possible, staff will seek volunteer and leadership positions.</p> <p>Active engagement in local groups (Rotary, Springfield and Eugene Greeters, OneHope, etc.) and industry sector groups (high tech, University, etc.).</p> <p>Leverage key regional industry sectors for conference prospecting.</p>
<b>J. Meeting Planner Guide</b>	<p>An electronic meeting planner guide provides a call-to-action piece for advertising campaigns, and also provides meeting planners with a valuable resource to evaluate venues and gain a feel for the destination. The guide also provides us with a key metric for online conversions.</p> <p><b>Outcome:</b> Online Guide is updated in FY18, and provided online as a downloadable marketing piece. We also email the Guide to prospective clients. We will increase the planner downloads by 10% in FY18 (280 downloads)</p>
<b>K. Third Party Planners</b>	<p>Third party planners are an increasingly critical client group, not only booking direct business but also serving as influential referral sources. Targeting this group via partnerships, newsletters and events will strengthen our visibility and relationships with this key segment.</p> <p><b>Outcome:</b> Partnership agreement with HelmsBriscoe, including special events with HB associates, attendance at the HB Annual Business Conference and enhanced profile presence on HB internal web portal. Connect with regional third party planners such as Opus Solutions and Henry V.</p>

**Goal #3: Offer outstanding convention service assistance to increase overall meeting planner and delegate satisfaction, increase the likelihood of extending delegate stays, increase the likelihood of delegates bringing families, and promote rebookings and word-of-mouth referrals.**

<b>Strategies/Tactics</b>	<b>Rationale/Expected Outcomes</b>
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<b>A. Web Microsites</b>	<p>Web microsites, providing both conference-specific and destination information, are a value-add to meeting planners that is highly valued. Robust attendance is a key indicator for future rebookings.</p> <p><b>Outcome:</b> Continue to provide web microsites to planners. Research potential of attendance-building toolkit with images, postcard templates, etc.</p>
<b>B. Visual community welcome</b>	<p>Providing a welcoming atmosphere enhances the overall satisfaction delegates have for our destination as a conference location, which will increase the likelihood of a return booking.</p> <p><b>Outcome:</b> Produce and distribute welcome signs for appropriate citywide and/or large conferences and events.</p>
<b>C. Social media</b>	<p>Leveraging conference social media outlets (Twitter hashtags, Facebook, LinkedIn) helps create excitement, and allows us to answer attendees' questions, share things to do, and provide pertinent travel information. Engaging attendees assists the conference planners, who know they have a trusted source for travel and activity questions.</p> <p><b>Outcome:</b> Convention Services Manager asks for conference social media information (Facebook page, Twitter hashtag, etc.) and offers engagement from Eugene, Cascades &amp; Coast staff. Use #RealOregon, #Meeting Nerds, #MeetingGeniuses, #FlorenceMeetings hashtags as referrals for delegates' questions.</p>
<b>D. Local Organizing Committees</b>	<p>Encouraging local professionals and organizations to host their regional or national conferences is an important marketing outreach for new convention business. Assisting with planning activities, connecting with vendors and finding sponsors is critical support.</p> <p><b>Outcome:</b> Convention Services Manager and, as appropriate, Vice President of Convention &amp; Sports Marketing or Convention Sales Manager serve on local organizing committees.</p>
<b>E. Post-event Surveys</b>	<p>The opportunity to provide feedback on the service support received from Eugene, Cascades &amp; Coast staff reinforces to planners that their business is valued and that we are striving to improve services in the future. Positive feedback from post-event surveys also provides testimonials for marketing purposes.</p> <p><b>Outcome:</b> Send post-event survey to all planners within five days of departure. Review responses, forward pertinent comments to members, and utilize testimonials on website and in marketing materials and proposals.</p>
<b>F. Housing Assistance</b>	<p>Housing assistance for citywide conventions provides critical assistance to planners and provides an efficient mechanism for managing room blocks and availability.</p> <p><b>Outcome:</b> Offer housing assistance to citywide conferences and events, and manage implementation.</p>

Goal #4: Engage with local stakeholders to solicit increased participation in convention marketing opportunities, as well as provide education on Eugene, Cascades & Coast staff's marketing outreach to meeting planners.

Strategies/Tactics	Rationale/Expected Outcomes
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<b>A. Service Leads</b>	<p>Service leads for complementary activity opportunities, such as rafting, transportation, winery tours, printers, etc., create revenue opportunities for member businesses, destination appeal for participants and coordinator support for planners. Community service projects are increasingly popular with conferences, providing the opportunity for delegates to engage with local non-profits.</p> <p><b>Outcome:</b> Convention Services Manager sends service leads or provides referrals to member businesses and local non-profits as appropriate. Continue popular “Show Your Badge” program for delegate dining and shopping discounts.</p>
<b>B. Member Site Visits</b>	<p>A robust knowledge of our members’ products and services allows the sales staff to provide a comprehensive and compelling picture of our region when speaking with planners.</p> <p><b>Outcome:</b> Each Convention Marketing staff member to conduct at least two member visits per month, with the purpose of increasing product knowledge and strengthening relationships with member businesses.</p>
<b>B. Group Business Marketing Meetings</b>	<p>Monthly group business marketing meetings provide the opportunity for interaction on marketing opportunities and sales lead activity between Eugene, Cascades &amp; Coast sales staff and our hotel/venue sales staff.</p> <p><b>Outcome:</b> Continue holding monthly meetings. Hold marketing meetings quarterly in Florence.</p>
<b>F. Master calendar</b>	<p>Create master calendar to highlight need dates throughout the region and help optimize use of existing facilities.</p> <p><b>Outcome:</b> Create efficient method to gather calendar data from venues and hotels and to share information while providing confidentiality.</p>

# Tourism Marketing Plan FY18

## Mission Statement

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

### Target Markets

1. Nearby markets that are one travel day away including:
  - a. Drive markets from British Columbia to San Francisco
  - b. Cities with direct air service to Eugene and those that are priority markets for Travel Oregon
  - c. Pac-12 communities
  - d. Local markets in collaboration with Community Relations
  - e. Local, regional and national markets that support efforts of Convention Sales and Sports
2. Overseas markets supported through co-operative marketing with Travel Oregon and Oregon partners.
3. Family, Recreation Vehicle and Adventure-Driven travelers of all ages.
4. High tech and health care industry employees.

### Key Experiences

1. Easily accessible outdoor adventures
2. Culinary & AgriTourism
3. Heritage/Museums
4. Arts, culture, festivals and events
5. Natural Wonders
6. University of Oregon

Goal #1: Marketing, PR & Social Media efforts communicate key messages to reinforce brand and motivate visits, extend stays and increase visitor spending.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Content Calendar</b>	<p>A content calendar is used to ensure strong stories are actively developed across communities and experiences with a focus on key leisure travel motivators. Additional emphasis is made to deliver messages using paid and owned channels with appropriate call to action moving people ever closer to a visit/repeat visit.</p> <p><b>Outcome:</b> Each community has a full set of content assets created for use across channels.</p>
<b>B. Advertising, marketing &amp; promotions</b>	<p>Advertising, marketing and promotions are geo-targeted with messages matched to market to reach active travelers likely to have awareness of Oregon and our region as a vacation destination</p> <p><b>Outcome:</b> 42,000 ad video views. <b>Outcome:</b> 25,000 inquiries and partner leads/referrals. <b>Outcome:</b> 4,000 viewed coupons. <b>Outcome:</b> Three communities added to the GO campaign.</p>
<b>C. Public Relations</b>	<p>While Eugene, Cascades &amp; Coast advertising is designed to create destination awareness, our PR efforts are designed to extend our reach and more importantly to build credibility for our destination. The PR team proactively pitches themes based on our core brand and key motivators.</p> <p><b>Outcome:</b> 125 domestic and 25 international articles. <b>Outcome:</b> Themed Press Trips from top regional media contacts using a theme-appropriate events.</p>
<b>D. Social Media</b>	<p>Social Media is an extension of our PR efforts. Regular communication/postings through all social media channels helps maintain engagement and influence travel. We target top influencers along with key strategic partners (Travel Oregon, OregonWineCountry.org, ThePeoplesCoast.com) for targeted content development and engagement.</p> <p><b>Outcome:</b> Increase Facebook fans by 50%. <b>Outcome:</b> Double Instagram following.</p>

	<p><b>Outcome:</b> Maintain engagement rate.</p> <p><b>Outcome:</b> Increase VistEugeneCascadesCoast.org blog views to 15,000 unique visitors (includes 3 blogs with paid promotion).</p>
<b>E. Oregon Fall Foliage Blog</b>	<p>Travel Lane County maintains the Oregon Fall Foliage Hotline which helps bring national attention to Eugene, Cascades &amp; Coast on an annual basis.</p> <p><b>Outcome:</b> Secure two fall foliage related stories in top tier publications/websites.</p> <p><b>Outcome:</b> Travel Lane County maintains role as a trusted resource for AskOregon Fall Foliage questions.</p>
<b>F. Ale Trail &amp; Pinot Bingo</b>	<p>The Willamette Valley is ideally situated to produce exceptional agricultural crops. In particular, fermented beverages are growing in their national and international prestige. The Eugene Ale Trail and Pinot Bingo are designed to build on the reputation of the South Willamette Valley as a destination for both craft beer &amp; wine.</p> <p><b>Outcome:</b> Maintain percentage of participants who are overnight visitors.</p> <p><b>Outcome:</b> Secure 2 related stories in top tier publications/websites.</p>
<b>G. Show Your Ticket</b>	<p>Show Your Ticket is a program that gives special offers to ticket holders from participating performing arts groups four days before and four days after a performance.</p> <p><b>Outcome:</b> Maintain number of performing arts and “deals” partners.</p>
<b>H. Brochure Distribution</b>	<p>Placing visitor guides at key locations allows us to reach travelers during their trip where we have an opportunity to influence where they will go. Locations include key access points (Oregon Welcome Centers, PDX and Certified Display locations on the Oregon Coast and in the Bend Area), visitor centers and partner locations throughout Oregon.</p> <p>Once they arrive in Lane County, and are seeking information to influence their activities, they will find our guides at visitor centers, hotels and other key locations.</p> <p><b>Outcome:</b> Maintain the number of brochures distributed through local hotels, rest areas, visitor centers and other partners.</p>
<b>I. Direct eMail Marketing</b>	<p>Many of the people planning travel who request information from Travel Lane County will give their email address and permission to contact them. These are people who are actively seeking more information. We also get email addresses with leads from our partners with permission for one contact. Our goal with these leads is to convince them to engage with us for ongoing conversations.</p> <p><b>Outcome:</b> Every viable lead is contacted at least one time by email.</p> <p><b>Outcome:</b> A minimum of six E-newsletters are sent over the course of the year.</p>
<b>J. Consumer Shows</b>	<p>Consumer shows have been an effective way to reach individuals and introduce them to the Eugene, Cascades &amp; Coast region. Travel Lane County will look for opportunities to attend shows on our own and with local regional and state partners.</p> <p><b>Outcome:</b> Maintain high quality contacts and continue to cultivate partnerships with members and regions that serve potential visitors needs to create an inspiring Eugene, Cascades &amp; Coast experience.</p>
<b>K. Leadership &amp; Partnerships</b>	<p>Staff strategically assume leadership positions in the committees and organizations that benefit the Eugene, Cascades &amp; Coast region. There are regional programs for the Oregon Coast, Willamette Valley and wine tourism. Each have opportunities we may leverage to the benefit of Lane County. Cycling is one of the top niche markets supported by Travel Oregon and is the focus of two state-wide marketing groups, the Oregon Scenic Bikeways and Oregon Bicycle Tourism Partnership. The cycling product in the Eugene, Cascades &amp; Coast region benefits from the information sharing and relationship</p>

	<p>building that occurs with these groups and with the work of the East Lane County Bicycle Tourism Studio.</p> <p>Many of our communities have tourism focused committees and programs that we participate in to provide support and also to ensure that we are in touch with the tourism related priorities of the communities. Examples include the Oregon RV Alliance; tourism committees in Oakridge/Westfir, Cottage Grove, Florence and the McKenzie River; Scenic Bikeways committees in Cottage Grove and McKenzie River/Oakridge-Westfir; Wayfinding committees in Oakridge/Westfir, Cottage Grove and downtown Eugene; and the Gateway Neighborhood committee.</p> <p>Travel Oregon has invested in several Lane County communities through their Oregon Tourism Studio program. These communities are working to implement programs that have come out of the studio process. This year, Travel Oregon is expected to hold an AgriTourism Studio to benefit the Tri-County Chamber, Coburg and Veneta/Fern Ridge.</p> <p><b>Outcome:</b> Travel Lane County participates on committees in each of the Oregon Tourism Studio areas.</p> <p><b>Outcome:</b> Travel Lane County plays a leadership role in convening the AgriTourism Studio.</p>
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Goal #2: Increase the number of tour operators, wholesalers and receptive operators packaging the Eugene, Cascades & Coast region.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Member Partnerships</b>	<p>Success in the group tour market depends on businesses that are interested in, and understand working with, tour operators, receptive operators and travel agents.</p> <p><b>Outcome:</b> Maintain a minimum of 18 tour-friendly accommodations and grow when possible.</p> <p><b>Outcome:</b> Maintain a minimum of 45 tour-friendly businesses – attractions, events &amp; restaurants and grow when possible.</p> <p><b>Outcome:</b> Increase number of tour friendly accommodations and other businesses who report tour tracking.</p> <p><b>Outcome:</b> Build relationships with 7 global receptive operators and establish baseline of their Lane County product.</p> <p><b>Outcome:</b> Secure product listings with 7 receptive operators.</p>
<b>B. Direct Sales</b>	<p>Travel Lane County leverages opportunities presented by industry partners such as Travel Oregon, Oregon RV Alliance, WVVA, OCVA, OTTA and the University of Oregon. We actively participate in shows/sales missions and research trips where possible and follow up on leads generated by the Oregon team from all other events.</p> <p><b>Outcome:</b> Maintain itinerary ideas covering each of Lane County's sub regions for use in tour/travel outreach.</p> <p><b>Outcome:</b> 75 leads/referrals/service requests to industry partners.</p> <p><b>Outcome:</b> 3,000+ room nights booked.</p> <p><b>Outcome:</b> Book three RV affinity groups to the region.</p>
<b>C. Leadership &amp; Partnerships</b>	<p>Those who are most active, receive the most benefit. By maintaining leadership roles, we are able to work with industry partners to maintain our presence on statewide itineraries and stay top-of-mind in our colleague's client appointments even when we are not able to actively attend shows/missions.</p> <p><b>Outcome:</b> Maintain leadership role in the Oregon Tour &amp; Travel Alliance. OTTA is the statewide packaged travel association generating leads and itineraries.</p> <p><b>Outcome:</b> Serve on Tour &amp; Travel teams for the Willamette Valley Visitors Association.</p>





# Visitor Services Marketing Plan FY18

## Mission Statement

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

### Key Markets

1. Frontline employees in the visitor industry.
2. Out-of-area visitors traveling through or already on vacation in the area.
3. Community residents looking for information for their own travel or for visiting friends/relatives.
4. Potential guests calling for lodging referrals and trip planning assistance.
5. Retail shoppers already in the retail complex.
6. Retail shoppers looking for Oregon-based quality products.
7. Community residents looking for local gifts for friends, relatives, exchange students, clients, etc.
8. Millennials and Generation Xers

### Goal #1: Position Visitor Centers as a valuable resource for visitors and residents.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Adventure Center Promotions</b>	<p>The Adventure Center has the capacity to serve more people than we currently see. Through promotions, strategically targeted events, a refreshed retail strategy, social media, communications and some advertising, we hope to increase traffic to the facility.</p> <p><b>Outcome:</b> 10,000 walk in visitors to Adventure Center. <b>Outcome:</b> 2,500 repeat visitors at Visitor Centers.</p>
<b>B. Visitor Center Assistance</b>	<p>To introduce more people to the Eugene, Cascades &amp; Coast Adventure Center, and extend the reach of frontline staff, we are working with the McKenzie River Chamber and Middle Fork Ranger Districts to offer a call center that operates when they are closed.</p> <p><b>Outcome:</b> Adventure Center phone number posted at local chambers after hours and rest areas for information 9 a.m.-6 p.m.</p>
<b>C. Downtown Visitor Center</b>	<p>The downtown visitor center is in a convenient location to serve visitors and community residents in an urban setting. It is also an opportune location for select retail.</p> <p><b>Outcome:</b> Increase number of visitors served overall. <b>Outcome:</b> Work to highlight the asset of our urban visitor center.</p>
<b>D. Outreach</b>	<p>MIKE The Bike and ANNE The Van will be deployed primarily within the Eugene, Cascades &amp; Coast region, but there are opportunities to take them on the road and generate enthusiasm for our destination around these innovative visitor kiosks.</p> <p><b>Outcome:</b> Achieve 7,000 contacts. Presence at a minimum of one event in each community.</p>

### Goal #2: Ensure Eugene, Cascades & Coast frontline staff are equipped to inspire travel, extend stays and motivate repeat visits.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Frontline Training</b>	<p>The frontline staff of Travel Lane County, as well as lodging, restaurant, attraction and other businesses, play a key role in welcoming visitors. Staff trained in exceptional customer service and destination knowledge influence visitors with positive experiences that extend stays and encourage repeat visits.</p> <p><b>Outcome:</b> Professional development/training is incorporated into each Visitor Services team meeting. <b>Outcome:</b> Trainings, or outreach, to area lodging frontline employees, Oregon, Idaho and Washington AAA offices, State Welcome Centers, PDX and Co-</p>

	<p>Operations' Travel Oregon Call Center and University of Oregon visitor desk staff.</p> <p><b>Outcome:</b> Training tools are developed in "We Speak" style for communities interested in helping to build them.</p>
<b>B. Eugene, Cascades &amp; Coast Visitor Van</b>	<p>The Visitor Van is deployed to key locations throughout the Eugene, Cascades &amp; Coast region. While the primary mission of the van is to reach visitors during their stay and locals who have visiting friends and relatives, we also have opportunities to engage with members and the community.</p> <p><b>Outcome:</b> Marketing and photo opportunities with an "ANNE the Van" hits the road campaign around Lane County possibly in partnership with a member business for extra exposure.</p>
<b>C. Bike Visitor Center</b>	<p>There are many opportunities to interact with visitors and locals within a short bike ride of Travel Lane County's downtown office including the University of Oregon, farmers' markets and other downtown locations. The bike also gives us an eye-catching way to get attention in local parades.</p> <p><b>Outcome:</b> "Spot Mike the Bike" campaign for some fun prizes.</p>
<b>D. Social Media Conversations</b>	<p>Travel conversations occur throughout all social media channels. By monitoring these conversations, we are able to engage with people planning travel to answer questions and influence travel.</p> <p><b>Outcome:</b> Introduce Facetime Messenger and monitor it during working hours to provide real-time service to our Facebook fans.</p> <p><b>Outcome:</b> Identify strategies to monitor/engage in conversations on blogs, Twitter and images posted on Pinterest/Instagram.</p> <p><b>Outcome:</b> Leverage Travel Oregon's AskOregon experts. Ensure that experts who cover topics relevant to the Eugene, Cascades &amp; Coast are familiar with our tools and see our staff as a valuable resource.</p> <p><b>Outcome:</b> Internship or position to help manage social media.</p>
<b>E. Leadership &amp; Partnerships</b>	<p>By playing a leadership role in groups focused on training the frontline at visitor centers, public agencies and within communities, the groups benefit from our expertise and we have the ability to influence content and location of trainings.</p> <p><b>Outcome:</b> Maintain leadership roles serving on the education committees for the Oregon Destination Marketing Organizations' segment of the State Welcome Center training and Public Agencies Frontliners' conference.</p> <p><b>Outcome:</b> Supporting, training and encouraging adventure specialists to stay inspired and current with information in our roles as leaders in the industry.</p> <p><b>Outcome:</b> Travel Lane County becomes a trainer for the new Guest Service Gold program.</p>

Goal #3: Position the Adventure Center as the preferred place to purchase souvenir and local products as well as TicketsWest tickets and passes/permits.

<b>Strategies/Tactics</b>	<b>Rationale/Expected Outcomes</b>
<b>A. Retail Sales</b>	<p>Visitors and residents actively seek local products representative of the area for gifts and personal use. Adventure Center retail is designed to help fill this need by offering a wide range of small souvenirs, University of Oregon items, local art, city-specific items and Eugene, Cascades &amp; Coast items. It inspires travel with items related to wine, craft beer and programs such as the Eugene Ale Trail and Pinot Bingo. By carefully reviewing sales numbers and inventory, we will be reconstructing inventory and retail selections to increase profits and better target the Adventure Center customer. We are also designing new retail options for millennials and creating energy around rotating offerings to entice retail-based visits.</p>

<b>B. Passes, Permits &amp; TicketsWest</b>	<b>Outcome:</b> \$15,000 in retail sales (not including tickets/permits).
	The Adventure Center is an outlet for nearly all passes & permits necessary to recreate in the area, truly bringing real adventures, real close. We regularly see repeat local purchasers. It is an appreciated service for visitors because they are getting expert advice as they navigate through the permit options.
	<b>Outcome:</b> Increase number of places listing the Adventure Center as an outlet for passes, permits and TicketsWest. <b>Outcome:</b> Increase number of people who utilize us to purchase passes and permits.

# Integrated Marketing Plan FY18 - draft

## Mission Statement

Manage the Travel Lane County and Sports Commission brands and marketing tools to ensure a consistent, engaging and quality brand presence throughout our work. Integrated Marketing is the centralized hub for the organization and provides oversight, training, technical, design and writing support to the other programs to bring the brand to life.

Manage and maximize capabilities of centralized technology platforms (CRM, CMS, websites, e-mail and YouTube). Manage photos, videos and graphics. Research and implement new technology as appropriate and as budget allows.

## Marketing Funnel



## Goal #1: Brand management support and coordination for all departments to ensure cohesive marketing messages and efficient internal timelines and communication.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Brand Guidelines and Manual</b>	<p>Review all assets and ensure compliance with brand and that the individual components are working in an integrated fashion to market the destination. A Brand Manual is maintained and updated as needed.</p> <p><b>Outcome:</b> Templates are created so it is easy to create new pieces and maintain brand guidelines.</p> <p><b>Outcome:</b> The Brand Manual is reviewed at least annually and updated as new components to the brand are added (i.e. new logos and style guides).</p>
<b>B. Creative Brief</b>	<p>Creative briefs are used to augment the planning process, flesh out the ideas for practical implementation and to assist with project timelines and prioritizing.</p> <p><b>Outcome:</b> Creative Briefs are required for new projects or extensive revisions. Work may not begin without a creative brief.</p>
<b>C. Style Guide</b>	<p>A style guide is available for reference for all staff.</p> <p><b>Outcome:</b> Content team review of Style Guide once a quarter and web content manager ensures updates are made to master document.</p>

## Goal #2: Online presence is improved by increased traffic to website.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Website Performance</b>	<p>Websites are a key marketing tool for destinations. This involves keeping the site updated not only for content, but also meta tags and key words. Estimated return on investment for web traffic is new users minus bounce rate multiplied by \$26.47 which gives us \$6,861,249 ROI. (Jan. 1, 2016-Jan. 1, 2017)</p> <p><b>Outcome:</b> Increase overall user traffic to website by ten percent using SEO, links, improving content pages and working with other departments on their campaigns. (Current 12-month traffic is approximately 823,300 visits.)</p> <p><b>Outcome:</b> Organic search results as a percentage of traffic stays above 70%.</p>



<b>B. Website Content Oversight and Management</b>	<p>Quality and refreshed content is a key element to search engine optimization and engaging the consumer. To help ensure that the entire site is being reviewed, a web content calendar will be maintained which integrates community pages, destination sections, seasonal updates, holidays and systematic page reviews. The web content calendar considers new projects and social media opportunities, editorial calendars, ad campaigns, blogs, key themes and other departmental needs.</p> <p><b>Outcome:</b> Web content calendar will be updated and translated into assigned CMS tasks as appropriate by July 31, 2017.</p>
<b>C. Blogs</b>	<p>Blogs are a flexible tool that can be utilized for both transitory content (campaign landing pages, announcements) and evergreen content (photo essays, detailed written information). Blogs complement web content with storytelling, personality and inspiration. Work with social media platforms to promote blogs.</p> <p><b>Outcome:</b> Using the related content tool and keywords, pull in blog feeds on appropriate web pages (as pages are reviewed per the web content calendar).</p> <p><b>Outcome:</b> Web content manager produces at least six blogs annually.</p>
<b>D. Dynamic Content and A/B Testing</b>	<p>Utilize the dynamic content tools which includes targeting by geo location, new visitors, or personas. Utilize the A/B testing component.</p> <p><b>Outcome:</b> Utilize dynamic content for five top landing pages (homepage, events, Florence, Eugene, Things to Do) to engage in-market and out-of-market visitors differently by August 2017. Measure impact on analytics. Incorporate the Dynamic Content lens in reviewing webpages (per website calendar) for opportunities to target by location, new visitors or personas. Employ A/B testing on campaign pages.</p>
<b>E. CMS Assets (Photos &amp; Videos)</b>	<p>Photos and videos sell the destination and increase engagement with the website. Improve how assets are loaded and optimized with tags and captions. Integrate onto the web pages and link as appropriate. Work with Stakeholder Relations on obtaining image rights to high quality photos members have provided for listings. Capture stills from video footage. Work with Tourism to enhance the Asset Request Library. Develop a stock image library for events and coupon use.</p> <p><b>Outcome:</b> Load high quality images and video, properly managed (with contracts) and optimized into the CMS. Remove/archive non-conforming images by September 2017.</p>
<b>F. Video Use/YouTube</b>	<p>Create videos from Attic Media footage and load into YouTube. Work with Tourism/social media to highlight uploads.</p> <p><b>Outcome:</b> Load videos for four communities in YouTube by September 2017.</p> <p><b>Outcome:</b> Load videos for top brand activities: waterfalls, cycling, wine, beer, mountain biking, events, horseback riding, dune buggy and sandboarding by December 2017.</p>
<b>G. Stackla</b>	<p>Stackla provides user-generated content. Integrating this tool onto webpages provides engaging content. Use geo-fencing and hashtags. Work with Tourism/social media for content curation.</p> <p><b>Outcome:</b> Pull Stackla-generated content onto the home page and onto appropriate pages as they are reviewed in the web content calendar.</p>

<b>H. Utilize Google Analytics and other tracking tools</b>	<p>Google Analytics is used for reviewing the statistics of the website. While a monthly report is prepared showing overall statistics, more in depth analysis is done on specific sections or pages as content is added or changed. There are other tracking tools that may be implemented as needed.</p> <p><b>Outcome:</b> Monthly report is prepared with overall statistics for the management team and board.</p> <p><b>Outcome:</b> As needed, other in depth analysis is done on pages and/or campaigns.</p>
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**Goal #3: Produce high quality publications and marketing materials that embrace the Eugene, Cascades & Coast and Sports Commission brands.**

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Produce an annual official Eugene, Cascades &amp; Coast Visitor Guide</b>	<p>The visitor guide is a key marketing tool both as a lure piece and in market.</p> <p><b>Outcome:</b> The publication should be self-supporting for production costs through advertising sales. Travel Lane County pays for distribution costs. The guide will be distributed in print (120,000 copies) and digital version online by March 2018.</p>
<b>B. Produce an annual Eugene, Cascades &amp; Coast Visitor Map</b>	<p>This free map is a key tool for visitors, hotels and other front line staff.</p> <p><b>Outcome:</b> The visitor map is self-supported through listing and sponsorship sales and is included in the visitor guide (120,000 copies) and produced in pads of 100 (35,000 copies) and digital version online by March 2018.</p>
<b>C. Produce an annual Eugene, Cascades &amp; Coast Dining Guide</b>	<p>The dining guide is used during conferences for delegates that are looking for restaurants. In addition, it is distributed within Lane County through Certified Folder Display for visitors in general and through other visitor centers or businesses.</p> <p><b>Outcome:</b> Produce and distribute 25,000 guides, self-supported for production costs through advertising sales. Distributed September-October 2017 and digital version online by October 2017.</p>
<b>D. Produce an electronic meeting planner guide</b>	<p>Update the electronic meeting planner guide because there is a need for a digital guide for planners.</p> <p><b>Outcome:</b> Produce a digital guide for meeting planners and campaigns. Guide is self-supported through advertising sales. Annual updating winter. Produced and distributed by April 2018.</p>
<b>E. Produce an electronic sports planners guide</b>	<p>Update the electronic sports planners guide because there is a need for a digital guide for planners.</p> <p><b>Outcome:</b> Produce a digital guide for sports planners and campaigns. Guide is self-supported through advertising sales and/or sports commission sponsorships. Annual updating is late winter and early spring. Produced and distributed by June 2018.</p>
<b>F. Update Adventure Guide</b>	<p>Update and republish the adventure guide because it is a popular piece and useful in marketing the destination. It will be used at welcome centers and rest areas. <i>Wish list item if funds allow, estimated at \$10,000. Not included in draft budget for FY18.</i></p> <p><b>Outcome:</b> Produce at least 25,000 copies for distribution and a digital version by June 2018.</p>

<b>G. Marketing Materials</b>	<p>A wide range of marketing materials are produced for all departments including flyers, postcards, posters, graphics for promotional items, ads, brochures, and photo resizing for various projects.</p> <p><b>Outcome:</b> Support all other departments by producing materials that incorporate the brand guidelines. Materials are produced by deadlines as per the creative brief or request.</p>
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**Goal #4: Streamline and improve asset management and production to facilitate a more easily accessible and content rich asset library that helps with deployment.**

<b>Strategies/Tactics</b>	<b>Rationale/Expected Outcomes</b>
<b>A. Photos, graphics and other assets</b>	<p>Centralize and organize current assets to improve search results and provide asset hub for all departments. Archive and remove outdated, non-compliant and duplicate assets. Approved photos will have connected digital contracts and contact sheets stored on the Media under Rights Free or Restricted Use – titled and tagged per protocol. Approved assets will be properly optimized, labeled and loaded into the CMS.</p> <p>New photos/assets will be procured as needed, following proper procedures and working with members, photographers and staff. Stills will be captured from video footage. Graphics, logos, maps and other documents will be created and/or curated for the asset library. A photo needs list is maintained.</p> <p><b>Outcome:</b> By year-end the CMS assets will be robust with optimized and approved images. Fifty percent of the M Drive will be processed. And the paper contracts will be converted to digital.</p>
<b>B. Video Projects</b>	<p>Provide coordination of video production and projects. Continue to expand video footage for Travel Lane County and Sports Commission use. Produce videos by theme and community. Provide b-roll footage to others for promotional use.</p> <p><b>Outcome:</b> Produce at least four community videos to be utilized by Travel Lane County and available to the community to use.</p> <p><b>Outcome:</b> Produce at least nine videos based on themes/activities.</p> <p><b>Outcome:</b> Load new video onto YouTube within two weeks of completion. Ensure that video is optimized with content and keywords/tags.</p> <p><b>Outcome:</b> Embed video on web pages as appropriate within one month of loading onto YouTube.</p>
<b>C. Photos</b>	<p>Process photos with consistent naming convention, tags/keywords and copyright information once the contract is signed and a contact sheet made showing what images fall under signed contract.</p> <p><b>Outcome:</b> An easy to navigate system of checks and balances as they relate to a given photos usage rights.</p>

## Goal #5: Improve communication and training on the tools available to staff.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Content coordination and cross department communications</b>	<p>The content team works together to share departmental calendars, projects and current trends and events – one season out ahead. Participate in small group meetings responsible for online content including social media and websites to review the upcoming posts/content for the online environment.</p> <p>Events rank highest for page views and provide value to our members. Event awareness and adherence to style guide and criteria is important.</p> <p>The non-member listings are key components of our website and need to be reviewed and updated because they are used in creating other copy for a multitude of projects.</p> <p><b>Outcome:</b> Content team meetings twice a month resulting in tasks for cross promotion and leveraging overlapping areas of content. Content team review of Style Guide once a quarter.</p> <p><b>Outcome:</b> Event calendar meetings to review criteria, categories and style guide once a quarter.</p> <p><b>Outcome:</b> Meet with the visitor services team quarterly on non-member listing content to ensure information is correct.</p>
<b>B. Asset Showcase</b>	<p>During the weekly staff meeting announce new projects, new templates, new assets or collateral, current web content focus and final projects. Present, pass around or email newly acquired photos, videos, created web pages or marketing materials so that all staff is familiar with cross departmental assets, resources and collateral.</p> <p><b>Outcome:</b> At least once a month, provide overall staff awareness of new marketing initiatives.</p>
<b>C. Staff Trainings &amp; Resources</b>	<p>Systems and standards governing photo protocol, SEO, events, word use and brand are maintained for internal procedures, member extranet, web content and marketing materials. This is accomplished via Creative Briefs, the brand manual, the style guide, “how to” documentation and approval processes. Further supplemented by scheduled webinars, short reviews/trainings in staff meetings and small group or individual trainings.</p> <p><b>Outcome:</b> Improved consistency between all assets by reviewing and updating annually “How To” documentation on editing listings, uploading and optimizing photos, creating coupons, title tags naming/links, e-newsletter templates and other standardized formats.</p>
<b>D. Train staff on CRM, CMS or other technology platforms</b>	<p>Provide training for new employees on CRM, CMS and e-mail platform as appropriate. Assist and train staff to use the tools to maximize the systems and their work efficiency. Encourage staff to participate in Simpleview’s free training webinars and other training resources.</p> <p><b>Outcome:</b> New employees are trained on CRM and CMS within one month of hire.</p> <p><b>Outcome:</b> Ensure staff is receiving Simpleview webinar invites and know how to access past webinars.</p>

## Goal #6: Vendor management.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Maintain relationships or seek new vendors</b>	<p>Maintain existing vendor relationships and contracts or seek new vendors that will provide services for the organization that relate to the CRM, CMS, SEO, email platform, online/direct booking, print publications, video production and other online/internet based applications.</p> <p><b>Current vendors include:</b></p> <ul style="list-style-type: none"><li>• Simpleview, Inc. for CRM, CMS, email platform, Stackla, DTN for online advertising on the Eugene, Cascades &amp; Coast website</li><li>• MediAmerica for publishing the visitor and dining guides</li><li>• JackRabbit for the online booking engine</li><li>• Out of the Box Marketing for SEO, reviewing web positioning and technical assistance with Google accounts</li><li>• Attic Media for video shooting and production</li></ul> <p><b>Outcome:</b> Scope of work for vendors is identified by August 2017. Contracts are reviewed, renewed or changed based on contract duration some of which are annual and others may be up to three years.</p>



# Administration Marketing Plan FY18

## Mission Statement

Support the mission and goals of Travel Lane County & Eugene, Cascades & Coast Sports through efficient, ethical and professional direction of operational functions.

### Goal #1: Provide internal stewardship.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Maintain excellent organizational control and support systems</b>	<p>Ensure the strongest, most efficient returns possible from labor and program investments by maintaining efficient systems.</p> <p><b>Outcomes:</b></p> <ol style="list-style-type: none"><li>1. Continue incremental equipment upgrades in both hardware and software.</li><li>2. Align DocuWare document management system for permanent storage of relevant documents..</li><li>3. Continue implementation of a more paperless office and further reduce office supply costs.</li><li>4. Maintain exceptional audits.</li><li>5. Continue to review health insurance and retirement programs to ensure they are competitive. Maintain highest value for dollars spent while controlling costs.</li><li>6. Ensure annual performance evaluations are conducted for all employees.</li><li>7. Facilitate and guide the development of departmental/functional procedure manuals and their bi-annual updates.</li><li>8. Maintain a contract database for renewal and compliance.</li><li>9. Continue the process of cleaning up and managing all electronic files and their organization on the local server.</li><li>10. Manage vendors within the current accounting and CRM system by identifying and then notifying vendors and staff of a single point person for specific vendors.</li></ol>
<b>B. Support the board of directors</b>	<p>Ensure the board has appropriate and adequate information with which to successfully fulfill their policy and oversight role.</p> <p><b>Outcomes:</b></p> <ol style="list-style-type: none"><li>1. Rotate department heads and/or key contractors through board meetings for program updates.</li><li>2. Update board orientation packet; conduct orientations as new board members are elected.</li><li>3. Support board and staff work on strategic areas.</li><li>4. Continue providing electronic board packets and other electronic communications to ensure efficiency and cost savings.</li><li>5. Support established committees as appropriate to ensure identified outcomes.</li><li>6. Ensure time and space for strategic, long-term focus by the board.</li></ol>
<b>C. Ensure a well-trained, motivated, efficient and well-respected professional staff</b>	<p>Our organization's greatest asset and largest investment is our professional staff team.</p> <p><b>Outcomes:</b></p> <ol style="list-style-type: none"><li>1. Lead with enthusiasm, high expectations and an orientation toward staff support.</li><li>2. Develop a continuous learning process for staff as budget and time allow.</li><li>3. Maintain an internal communications structure that enhances the flow of relevant information throughout the organization.</li><li>4. Celebrate individual and team accomplishments and milestones.</li><li>5. Understand and support attainment of individual goals.</li><li>6. Formalize internship opportunities for all departments</li></ol>
<b>D. Facilitate long-range Planning</b>	<p>Ensure the organization is positioned to meet future needs and take advantage of opportunities.</p> <p><b>Outcomes:</b></p>

	<ol style="list-style-type: none"> <li>1. Formulate succession planning including cross-training of employees to ensure coverage in case of emergencies.</li> <li>2. Review equipment condition and needs on an annual basis to plan for future purchases to replace old, outdated, or worn equipment in a timely manner.</li> </ol>
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**Goal #2: Provide external stewardship.**

<b>Strategies/Tactics</b>	<b>Rationale/Expected Outcomes</b>
<b>A. Shop local</b>	<p>Economic development is enhanced through local purchases and keeping as many dollars as possible local, while maintaining efficient use of organizational resources. A triple bottom line focus requires consideration of profit margins and jobs staying local.</p> <p><b>Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Support members whenever possible.</li> <li>2. Maintain a focus of supporting local businesses when practical. Purchase decisions will be based on not only price but also expertise and overall value.</li> </ol>
<b>B. Revisit all ROI measures</b>	<p>Objective demonstration of return on investment of TRT is critical for maximizing investment decisions internally amongst programs and strategies and organizationally from external funders.</p> <p><b>Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Revisit all formulas and update using current industry knowledge.</li> <li>2. Maintain accurate financial statements and compare to budget on a monthly basis, including departmental profit &amp; loss and cash flow.</li> </ol>
<b>C. Strengthen working relationship with Lane County and ensure compliance with Lane County Grant Agreement</b>	<p><b>Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Maintain open communications with Lane County senior management and commissioners about measurements, returns and the budget process.</li> <li>2. Deliver accurate, comprehensive semi-annual reports to the BCC.</li> <li>3. Provide strategic alignments through participation on boards and committees that align with Travel Lane County's mission.</li> <li>4. Implement performance audit process (DMAP if approved by Lane County).</li> <li>5. Implement required reserve account per the Lane County Grant Agreement.</li> </ol>

# Stakeholder Relations Plan FY18 - Partner Development

## Mission Statement

Attract and retain members to support Travel Lane County in marketing Eugene, Cascades & Coast as a destination. Offer benefits, programs and opportunities that will drive visitor spending to local businesses.

### Goal #1: Grow Membership.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Outreach Events</b>	Host three events where members are made aware of new members who recently joined and where all members can interact and connect in new ways.  <b>Outcome:</b> Better engagement of new members in the organization and higher retention of current members. Reduce lost members by 20 percent.
<b>B. Prospecting</b>	Prioritize prospects that can benefit from our services and programs and time efforts to leverage programs/publications for relevant categories of businesses. Utilize staff to identify appropriate prospects that will benefit from joining and have staff assist in converting prospects to members.
<b>C. Sales</b>	Utilize sales staff to attract new members, restore past members, and maintain current members.  <b>Outcome:</b> Grow membership 5% in FY18, to approximately 635 members. Achieve \$147,000 in dues-related revenues.

### Goal #2: Communicate with members effectively to serve them well.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Member Spotlight</b>	Members are provided fifteen minutes to educate Travel Lane County staff about their business. Staff use this information to create relationships with other members, to be better equipped to sell what our members have to offer, and to inform the community about the visitor industry.  <b>Outcome:</b> Hold six sessions per year and maximize member participation by achieving a 100 percent participation rate of 24 new members.
<b>B. Market Your Business – Member Orientation</b>	Travel Lane County staff will provide members with an organizational overview, so they can best utilize the services Travel Lane County provides.  <b>Outcome:</b> Hold four sessions per year and reach 60 new members.
<b>C. Visitor Industry Celebration</b>	Implement an annual event is that is recognized by stakeholders and community leaders as a key event which highlights the industry and recognizes business and individual achievements.  <b>Outcome:</b> Provide an engaging and informational experience to an estimated 160 member and partner participants. Secure sponsorships and establish pricing to generate revenue to offset 100 percent of expenses.

<b>D. E-newsletter and announcements</b>	<p>Communicating via email is the most efficient way to reach out to over 700 members and stakeholders, therefore two primary communication tools, Deadlines &amp; Opportunities and the Visitor Industry Update, will be utilized. Deadlines &amp; Opportunities will be distributed weekly and will highlight activities within the coming two weeks. The Visitor Industry Update will provide local, regional and national news and will be distributed monthly.</p> <p><b>Outcome:</b> Achieve an average open rate of 30%.</p>
<b>E. Member Educational Sessions</b>	<p>Provide educational content that helps members become more effective at marketing their businesses and serving their customers well. Support Visitor Services and Integrated Marketing in the development and implementation of training sessions for members.</p> <p><b>Outcome:</b> Implement four webinars and four member events that will reach 100 members.</p>

### Goal #3: Generate revenue for the organization through relevant sales support.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Visitor map</b>	<p>This piece is a key marketing tool for visitors to use while in market. It is inserted into the visitor guide and additional maps are in pads.</p> <p><b>Outcome:</b> Listings and sponsorships will be sold from September through November to generate revenue to cover the total cost of producing the map.</p>
<b>B. Video Advertising</b>	<p>Market :15 and :30 second video advertisement to be presented to visitors in three locations: Eugene Airport, Adventure Center, and downtown Eugene Visitor Center</p> <p><b>Outcome:</b> Ads will be sold year-round to generate \$7,500 in video advertising.</p>
<b>C. Sports Sponsorships</b>	<p>Tiered sports sponsorship packages include a variety of features and benefits, depending upon the level.</p> <p><b>Outcome:</b> Sponsorships will be sold year-round to generate \$20,000 in sports sponsorships.</p>
<b>D. Digital Convention and Sports Planners</b>	<p>Digital guide targeting convention and sports planners, with associated B2B distribution strategies to reach targeted prospects.</p> <p><b>Outcome:</b> Ads will be sold for the convention planner from December through January and for the sports planner from February through March. Our goal is to Increase advertising revenue to \$10,000.</p>

## Stakeholder Relations Plan FY18 – Stakeholder Relations

### Mission Statement

Promote the impacts of the visitor industry, as well as Travel Lane County and Eugene, Cascades & Coast Sports programs and resources, to generate community engagement and support that strengthens our industry and bolsters overall visitation.

Goal #1: Travel Lane County is a valuable media and community resource on the tourism industry and its connections to community developments, events, issues and programs.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Media and community communications &amp; resources</b>	<p>Write and send 100 communications (media news releases, e-newsletters, event calendars and other communications) about Travel Lane County and Eugene, Cascades &amp; Coast Sports. Maintain online media resources on Travel Lane County's website.</p> <p><b>Outcome:</b> Generate \$100,000 in editorial coverage, 80 story/article placements and a 30-percent open rate on e-communications and a 50-percent open rate on press releases.</p>
<b>B. Monitor and report industry news</b>	<p>Track updates and report on new and ongoing industry developments through the Visitor Industry News e-newsletters, news releases and other relevant communication channels. Work with private and government partners to cross-promote industry content.</p> <p><b>Outcome:</b> Place six industry stories in partner communication tools to increase internal and external awareness on community issues, projects and developments that leads to a greater understanding of the visitor industry, its impacts. and benefits the countywide economy, environment, and livability.</p>

Goal #2: Public officials and community leaders are informed of key Travel Lane County programs/resources and industry impacts to make informed decisions and policies that impact the local visitor industry.

Strategies/Tactics	Rationale/Expected Outcomes
<b>Public Officials/Government Communications</b>	<p>Establish and execute regular communications with this audience. Send public officials relevant news releases, Visitor Industry Update e-newsletters and semi and annual reports. Time specific communications will include:</p> <ul style="list-style-type: none"> <li>• A welcome letter to newly elected officials in January with links to the annual report and information on key visitor impacts.</li> <li>• Email notification to all elected officials in February with a link to the semi-annual report.</li> <li>• In April send a cover letter along with the newly released visitor guide.</li> <li>• Distribution of the annual report in September.</li> <li>• Institute an annual survey that gauges the level of support for and understanding of Travel Lane County's work.</li> </ul> <p>Send Travel Lane County publications as they are produced throughout the year. Send invitations to Travel Lane County events, including the Visitor Industry Celebration, holiday open house, anniversary celebrations and Market Your Business presentations. Increase opportunities for face-to-face meetings. Present comments at public council meetings when appropriate, establishing a regular in person contact with these elected officials.</p> <p><b>Outcome:</b> Generate support and active engagement from local officials in the tourism industry and Travel Lane County. Produce 30 percent open rate of e-news and other e-communications. Present or give comment to city councils or other elected boards at least once in a two-year period.</p>
<b>B. Elected Official Orientation</b>	<p>Develop and implement an orientation for newly elected public officials. Offer an orientation within the officials first three months in office and follow-up with a welcome packet and printed materials if an in-person meeting is not possible.</p> <p><b>Outcome:</b> Newly elected officials are familiar and supportive of Travel Lane County's mission and they feel personally connected to the organization.</p>

<b>C. Elected Official Legislative Session Briefing</b>	<p>Organize and implement a pre-session briefing where state legislators are invited to a briefing by Travel Lane County staff on issues that may arise in the coming session.</p> <p><b>Outcome:</b> Elected officials are knowledgeable of potential issues that could affect Travel Lane County members and the industry's effectiveness.</p>
<b>D. Review How Impact is Measured and Presented</b>	<p>Review the statistics and formulas used to measure Travel Lane County's impact on the industry and the economic impacts of the industry.</p> <p><b>Outcome:</b> Powerful accurate reports for stakeholders that are in alignment with the destination marketing best practices.</p>

Goal #3: Residents are aware and/or engaged in local travel, events and overnight getaways. Residents use Travel Lane County and Adventure Center as resource for countywide travel for themselves and visiting guests.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Create and Implement an In-Market Campaign</b>	<p>Broaden our reach through mainstream media and alternative media channels to create greater awareness of Travel Lane County and Eugene, Cascades &amp; Coast Sports efforts in the local market. Continue the Tourism Minute on KPNW radio and partner with Rick Dancer to leverage social media in the local market.</p> <p><b>Outcome:</b> More Lane County residents identify with our destination brand creating local ambassadors and greater engagement with Travel Lane County measured by website use and visits to the Adventure Center.</p>
<b>B. Create and Implement Three Community Activation Events</b>	<p>Create greater awareness of the Travel Lane County and the Eugene, Cascades &amp; Coast Sports Commission by partnering with members to create downtown activations that attract media attention and draw area residents and area employees to interact with staff and member businesses.</p> <p><b>Outcome:</b> Generate local media coverage of the event and record 300 interactions with residents and area employees.</p>
<b>C. Utilize National Tourism Week Campaign Materials</b>	<p>The U.S. Travel Association produces a variety of materials to assist visitor bureaus in promoting travel and recognizing the good work of the industry. Utilizing these materials will allow us to leverage the national messaging while localizing the content to appeal to our markets.</p> <p><b>Outcome:</b> Generate local media coverage and create pride within our membership for the important work they do each day.</p>
<b>D. Family Outreach</b>	<p>Present Kids' Adventure Club events at the Adventure Center and/or off site to educate and engage families in local recreation, attractions, events and activities. Host six Free Family Day events that helps grow targeted connections. Send Kids' Club members e-newsletters, monthly calendars, event invitations and other relevant communications. Grow kids' club mailing list through community outreach at local events, kids-targeted programs and kids-centered organizations.</p> <p><b>Outcome:</b> Travel Lane County is a local family travel and event resource. Attract an average of 75 attendees to Kids' Club events. Increase Kids' Club mailing list by 20 percent and generate a 30 percent average open rate of e-communications. Increase "resident" travel to countywide destinations. Survey families to gauge travel/adventure experiences prompted by Kids' Club outreach.</p>



<b>E. Family Content &amp; Deals on Website</b>	<p>Maintain and add, as applicable, member businesses, organizations, deals and events on the Family microsite that relate to family and kid-friendly opportunities. Include links to member sites. Encourage members to use the microsite, deals opportunities and mailing list in their marketing.</p> <p><b>Outcome:</b> Increased awareness, visitation and overnight travel to attractions, events, businesses and lodging venues across the Eugene, Cascades &amp; Coast region. Increase engagement with our website, measured by click through rates on the Kids' Club, Family Dining, Family Deals and other family-friendly pages. Increase click through rate by 10 percent.</p>
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Goal #4: Key community, business and educational entities seek Travel Lane County as a resource and partner in tourism-applicable community, business and event-related projects. Groups connect with Travel Lane County to bring conventions/meetings/events to our market.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Business/Civic/Educational Outreach</b>	<p>Conduct presentations to business, civic and educational groups. Send relevant communications to chambers of commerce and appropriate business associations. Participate in key countywide business fairs/expos/annual events. Attend community meetings and serve on committees when applicable. Create a 'leave-behind' piece that communicates how groups can work with Travel Lane County to bring meetings/events to local area and how membership in Travel Lane County can be leveraged. Define strategy and outcomes for staff working community booths/events. Include membership sales outreach.</p> <p><b>Outcome:</b> Strengthen overall visibility, knowledge and connections with civic and business groups by providing 15 presentations to business, civic and educational groups. Attend a minimum of 24 Chamber of Commerce events throughout the county. Foster local partnerships for meeting and event leads and new member prospects.</p>
<b>B. Travel Lane County Board</b>	<p>Bring more exposure to Travel Lane County Board of Directors to strengthen and leverage their reputation as tourism industry leaders. Maintain special Travel Lane County Board of Directors web pages highlighting board members, with images, short bios and email links.</p> <p><b>Outcome:</b> Complete web updates by December 2017. Provide board members 12 outreach opportunities to work alongside Travel Lane County staff at local events. Unifies and strengthens industry leadership role and encourages role of board to serve as ambassadors of Travel Lane County and the local tourism industry.</p>

Goal #5: Proactively position the tourism industry as an economic driver to set the stage for the development of built tourism assets the industry needs for continued long term success.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Develop a Strategy for Sharing the Economic Impact of the Visitor Industry with Residents</b>	<p>Work with the <i>Register-Guard</i> and other local media outlets to gather community support for developing needed tourism assets by showing the community tourism is an enduring, county-wide engine of economic growth beyond hosting major sports. Encourage editorial page content by establishing regular check-ins with editorial board members. Submit guest editorial content highlighting our key messages. Establish a group of community stakeholders willing to develop and submit letters-to-the-editor supporting key initiatives.</p>

**Outcome:** Placement of two guest editorials annually. The annual meeting with the editorial board results in a positive editorial in the Register-Guard. Increased industry visibility through regular content in the *Register-Guard* focused on current industry contributions to the economy as well as upcoming lesser known events and industry trends.

# Sports Marketing Plan FY18

## Mission Statement

To increase overnight stays by marketing the Eugene, Cascades & Coast region as a premier sports event destination, leveraging our strengths in key sports venues, sports heritage and highlighting our region's expertise in hosting sports events. Continued focus on increasing the Sports Commission's visibility within Lane County, as well as supporting local clubs, leagues, schools and teams, will net future bookings as our locals both create new sports events and bid to host regional and national events.

Nationally, calendar year 2017 produced a 10% increase in visitor spending in the sports tourism sector. While that level of growth is not anticipated to continue, we can project a 6-7% growth in sports tourism visitor spending in calendar year 2018.

## Goal #1: Confirm sports events that will utilize Eugene, Cascades & Coast sports venues and hotels.

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Direct Sales</b>	<p>Professional and knowledgeable sports sales managers establish and strengthen relationships with clients, provide information critical to the evaluation and decision process. Producing 50 sales leads will lead to outcomes listed below.</p> <p><b>Outcome:</b> Confirmed room nights: 65,000 Confirmed # of participants/spectators: 150,000</p>
<b>B. Venue Development</b>	<p>New venue development for emerging sports, as well as expansion/upgrades for existing sports venues will ensure that our destination remains a viable and attractive option for sports events.</p> <p><b>Outcome:</b> Eugene, Cascades &amp; Coast Sports Commission staff will convene task force groups as needed to discuss and drive venue development. Staff will produce editorial and other communication outreach to advocate for new sports venue development.</p>

## Goal #2: Increase awareness of Eugene, Cascades & Coast by sports planners

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Website</b>	<p>Planners use the internet to research destinations and expect information to be easily accessible and accurate. The <a href="http://www.EugeneCascadesCoastSports.org">www.EugeneCascadesCoastSports.org</a> website has enhanced the sports commission brand, positioning us as a premier sports destination.</p> <p><b>Outcome:</b></p> <ul style="list-style-type: none"><li>• Evaluate website content monthly and update copy and images regularly.</li><li>• In late FY17, launched a new social media widget on the sports website that encourages viewers to post with hashtag "RealOregonSports. New content is monitored daily.</li><li>• Analyze and edit keywords to improve search engine optimization.</li><li>• As of March 2017, website traffic is 27% higher than FY16 (factoring out Olympic Trials visits). With more engagement marketing and paid social, website traffic will increase by 10% (additional 2,880 page views) in FY18.</li></ul>

<b>B. Enewsletters</b>	<p>Targeted enewsletters enable us to provide fresh content, member specials and updates, and the opportunity to repurpose content through an additional channel.</p> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>Produce and distribute at least one e-newsletter quarterly to sports planners. Our average unique open rate in FY17 was 27%, with a CTR of 12%, which is above the industry standard of 15.82% open rate and 7.81% CTR (<i>according to Constant Contact's study from January 2017</i>). It is also important to review recipients who return to the enewsletter later to reference content. In FY17 the average <b>total</b> open rate was 120%, which indicates recipients utilize as a valuable reference piece. In FY18 we will increase unique open rate to at least 30% by continuing to offer compelling and valuable content.</li> </ul>
<b>C. Advertising – print and electronic</b>	<p>The use of specific and targeted print and electronic advertising increases awareness of our destination in sports planners' minds. Linking from ads to specific content on our website provides a sales opportunity. Digital ads in the sports market will cover a wide range of sports, allowing us to finely target specific sports event organizers within specific geographic areas, as well as events that take place during our late fall to early spring need times.</p> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>Scheduled integrated advertising campaigns targeting sports planners with print ads linking to web landing page with call-to-action. In FY18 we will decrease bounce rates and increase conversion by 10% by repositioning main conversion points on the landing pages.</li> <li>Utilizing our vendor, Multiview, we will geotarget and sport-specific target digital ads. Adding to our current campaigns featuring gymnastics and volleyball, we will add mountain biking and triathlons.</li> </ul>
<b>D. Social Media</b>	<p>Engaging in sports social media outlets helps increase awareness for the destination, creates excitement for upcoming events, leverages sponsors' visibility, and allows us to enhance conversations with both sports planners and participants. Local supporters of the sports commission are also engaged via social media.</p> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>Continue strengthening social media presence on Twitter (@EugeneSports), Facebook, and Instagram, positioning staff as experts in sports events, marketing and sustainable sports. In FY17 our average growth on social media was 12% across all accounts. In FY18 we will increase our sports social media marketing budget, which will increase our growth by at least 20%. Current stats (as of 3/31/17): 1,089 Facebook followers; 1,158 Twitter followers; 193 Instagram followers.</li> <li>Maintain sports blog.</li> <li>Maintain Sports Commission page on LinkedIn.</li> <li>Staff to utilize Facebook Live at select sports events as a means to market our array of service support.</li> </ul>

<b>E. Trade Shows</b>	<p>Participation in sports tourism industry trade shows provides the opportunity to meet sports planners face-to-face, establish and build relationships, and share information. Sports trade shows also provide valuable educational content for Sports Commission staff.</p> <p><b>Outcome:</b> The following sports trade shows are proposed for FY18: TEAMS, US Sports Congress and National Association of Sports Commissions Annual Symposium. Routinely participate in an enhanced Oregon presence at national trade shows, working with Oregon Sports Authority and sports destination partners from around the state.</p>
<b>F. Sales Trips</b>	<p>Face-to-face interaction is a key component to building relationships that lead to confirmed bookings. Certain geographic clusters offer opportunities to meet with numerous sports planners, providing an efficient means of outreach.</p> <p><b>Outcome:</b> Conduct sales calls for key sports market cities, such as Colorado Springs and Indianapolis.</p>
<b>G. Public Relations</b>	<p>Leveraging editorial coverage in major sports trade publications enhances our ability to share our message and increase brand awareness.</p> <p><b>Outcome:</b> \$75,000 in earned editorial value for sports. Proactively solicit key editorial content by scanning trade publications' editorial calendars for key topics and submitting content. Produce press releases on new sports developments, sports events and venues and submit to trade publications. Seek opportunities to submit articles on sports topics and to guest blog as a sports industry expert. Increase media reach by 10% to 767,600.</p>
<b>H. Sports Planning Guide</b>	<p>An electronic sports planning guide provides a call-to-action piece for advertising campaigns, and also provides sports events planners with a valuable resource to evaluate venues and gain a feel for the destination. The guide also provides valuable metrics for online conversions.</p> <p><b>Outcome:</b> A digital Sports Venue Guide will be updated annually, available on our website. In FY18, increase downloads by 10% (additional 30 downloads).</p>
<b>I. Industry Associations</b>	<p>Active participation in industry associations by sales staff increases awareness of the destination, enhances relationships with planners and increases sports industry knowledge.</p> <p><b>Outcome:</b> Membership and engagement in the National Association of Sports Commissions. When possible, staff will seek volunteer and leadership positions. Janis Ross serves on the board of the National Association of Sports Commission through FY19.</p> <p>The Eugene, Cascades &amp; Coast Sports Commission is one of the leaders in the Oregon statewide sports marketing initiative.</p>

### Goal #3: Increase revenue to support the Eugene, Cascades & Coast Sports Commission

Strategies/Tactics	Rationale/Expected Outcomes
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<b>A. Sponsors</b>	<p>The ability to attract and engage new sponsors for Eugene, Cascades &amp; Coast Sports Commission not only provides invaluable revenue, but also key community contacts who feel engaged and connected to the work of the Commission.</p> <p><b>Outcome:</b> Identify and contact target list of potential sponsors. Sponsor revenue goal for FY18: \$23,000. Maintain consistent contact with sponsors for activation of benefits and increased engagement.</p> <p>Creative partnerships with local semi-pro teams – Eugene Emeralds, Lane United Football Club, and Eugene Generals - will not only increase our visibility and engagement in the local community but also support these teams.</p>
<b>B. Grants</b>	<p>Under the Travel Lane County non-profit umbrella, grant opportunities exist for both the tourism and the sports/health aspect of the work of the sports commission.</p> <p><b>Outcome:</b> Research available grant opportunities and submit applications as applicable.</p>

#### Goal #4: Increase local awareness of the Eugene, Cascades & Coast Sports Commission

Strategies/Tactics	Rationale/Expected Outcomes
<b>A. Sports Commission newsletter</b>	<p>Our Sports Commission e-newsletter is an efficient means of providing information on current projects, recent accomplishments, volunteer and committee opportunities, etc., to subscribers.</p> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>The e-newsletter will be distributed quarterly to subscribers, which include elected officials, Travel Lane County Board of Directors, Sports Advisory Council members, and interested community members.</li> <li>Our goal in FY18 is to increase the number of subscribers by 30% and increase our unique open rate from 42% to 50%.</li> </ul>
<b>B. Community Presentations</b>	<p>The opportunity to present the mission and goals of the Sports Commission to community groups increases awareness and engagement, and provides potential for connecting with new sponsors.</p> <p><b>Outcome:</b> Presentations scheduled for local community groups, sports groups, elected officials and Chambers of Commerce boards. Schedule presentation to hotel staff throughout the county to increase their awareness of sports events.</p>
<b>D. Public Relations</b>	<p>Local and regional press coverage is essential for increasing awareness within the community. Potential topics will include: Sports Commission events, confirmations of major sports events, economic impact of sports events.</p> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>Produce and distribute press releases to local and regional media. Create sports “human interest” stories to pitch to media during slower times.</li> <li>Partnerships with Bi-Coastal Media and Sinclair Broadcasting (KMTR/KVAL) will continue to grow, providing opportunities for educational segments and sports event alerts.</li> <li>Continue to leverage media visibility via Oregon Sports Summit and</li> </ul>



	<p>SportsTown Awards.</p> <ul style="list-style-type: none"> <li>• Goal to increase local sports earned media by 10%.</li> </ul>
<b>E. SportsTown Awards</b>	<p>Hold third annual SportsTown Awards in early June 2018, which draws local stakeholders together, creates dialogue and connections among county sports groups, and increases the visibility of the Sports Commission.</p> <p><b>Outcome:</b> Produce event in June 2018. Generate at least \$30,000 in sponsorship revenue, with a minimum attendance of 400. Increase visibility for sports commission and provide opportunity to countywide sports organizations to connect.</p>
<b>F. Oregon Sports Summit</b>	<p>Hold second annual Oregon Sports Summit targeting statewide sports organizers, DMOs, clubs, leagues, schools and teams. Keynote speaker on sports; breakouts to include how to get media coverage, sponsor solicitation and fulfillment, volunteers, event management, responsible/sustainable planning, etc. Potential addition of mobile workshops to metro sports venues.</p> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Position Eugene, Cascades &amp; Coast Sports Commission as the expert authority for sports events in Oregon.</li> <li>• Expand Oregon Sports Summit to two days, producing overnight stays.</li> <li>• Attendance goal: 200</li> <li>• Higher engagement with and among our local sports groups, along with support and education, will encourage them to create new sports events and/or bid on regional and national events in their sport.</li> </ul>
<b>G. Outreach to University Coaches</b>	<p>Attend collegiate coaches' meeting to increase their awareness of the sports commission and our ability to assist with hosting tournaments, and to address any issues related to hosting sports events in Lane County.</p> <p><b>Outcome:</b> One presentation scheduled with UO, NCU, LCC and One Hope coaches.</p>
<b>H. Visibility at Local Sports Events</b>	<p>Display Eugene, Cascades &amp; Coast Sports Commission banner at events. Research possibility of trades for visibility at local sports events, i.e., mile marker sponsorship with local race companies. Hole sponsors at Oregon Club Golf Scramble, sports tent at H2O Dragon Boat Challenge and Nick Symmonds 800, etc. Allocate funds to provide small (\$500-\$1,000) sponsorships for new sports events.</p> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Increased visibility for the Sports Commission will attract new sponsors, show support for events, and help spread the story of the economic impact of sports events.</li> <li>• Small sponsorship grants to new sports events will encourage local groups to start new events which will generate overnight stays.</li> <li>• Annual sponsorship of City of Eugene's Event Water Station will provide visibility at all metro area events that utilize this sustainable option.</li> </ul>

<b>I. Local Industry Meetings</b>	<p>Monthly group business marketing meetings provide the opportunity for interaction between Eugene, Cascades &amp; Coast Sports Commission staff and hotel/venue sales staff. Discussion centers around marketing opportunities and updates on pending sales leads.</p> <p><b>Outcome:</b> Discuss sports leads and upcoming events with hotel/venue sales staff. Schedule marketing meetings quarterly in Florence.</p> <p>Sports Advisory Committee meetings are held quarterly, and as needed for specific discussions such as marketing plan, strategic planning, Commission event debriefs, feasibility studies, etc.</p>
<b>J. Participation in local organizations</b>	<p>Sports Commission staff attending local events and participating in leadership roles will increase the visibility of the commission. Examples include: Oregon Track Club, Oregon Club, Chamber Greeters, Rotary, Active 20/30 Club, etc.</p> <p><b>Outcome:</b> Increased visibility of staff in local groups will enhance the visibility of the sports commission, leading to new connections for events and for sponsors.</p> <p>Janis Ross was elected to the Willamalane Board of Directors for the term of 2017-2021.</p>

**Goal #5: Provide outstanding service assistance to increase overall sports planner and participant satisfaction, and to promote rebookings and word-of-mouth referrals**

<b>Strategies/Tactics</b>	<b>Rationale/Expected Outcomes</b>
<b>A. Web Microsites</b>	<p>Web microsites include information specific to that event (headquarter hotel, competition venue, key contacts, etc.), but also links to activities and attractions, dining, transportation, etc.</p> <p><b>Outcome:</b> Continue to provide web microsites as a complimentary service to sports planners.</p>
<b>B. Visual Community Welcome</b>	<p>Providing a welcoming atmosphere enhances the overall satisfaction athletes and spectators have for our destination.</p> <p><b>Outcome:</b> Produce and distribute welcome signs for appropriate citywide and/or large events.</p>
<b>C. Local Organizing Committees</b>	<p>Encouraging local sports groups to host a larger tournament is an important marketing outreach for new sports business. Incubating these new events through assistance with planning, connecting with vendors and sponsors, etc., is critical support. Providing sports commission staff assistance to launch new, potentially annual, sports events is often key to their success.</p> <p>Larger sports events also require key staff support and resources due to their scope. These events include US Olympic Track &amp; Field Trials, NCAA Outdoor Track &amp; Field Championships, Matt Hartner Memorial Volleyball Tournament, Oregon21, etc.</p> <p><b>Outcome:</b> The Director of Event Operations and, as appropriate, Executive Director and Director of Sports Sales &amp; Development, serve on Local Organizing Committees for sports events.</p>

<b>D. Volunteer Database</b>	<p>Maintaining a database of local resources is a valuable tool for sports event planners. Ask local sports groups (TrackTown, Marathon, Roller Girls, etc.) to communicate with their volunteers to sign up in our volunteer database. Research a local sponsor (i.e., Dutch Bros) to sponsor – so that every time a volunteer works five events, for example, they get a free item (i.e., beverage). Sports Commission lapel pin for working 15 events, for example. This would be an excellent resource for a Volunteer of the Year Award at the 2018 SportsTown Awards.</p> <p><b>Outcome:</b> Maintain and grow database of volunteers and officials, identifying specific areas of skill and/or knowledge. This will engage local volunteers, enhancing the visibility of the Sports Commission, and also offers our sports events a valuable resource.</p>
<b>E. Digital Toolkit for Sports Planners</b>	<p>Staff receive frequent requests from event planners for assistance with marketing collateral, sponsor solicitation packets, etc.</p> <p><b>Outcome:</b> Create digital toolkit with templates for frequently requested collateral and offer to sports event planners for their use. Eugene, Cascades &amp; Coast Sports Commission logo to appear on the template materials.</p>
<b>E. Post-event Surveys</b>	<p>The opportunity to provide feedback on the service support received from the Eugene, Cascades &amp; Coast Sports Commission staff reinforces to planners that their business is valued and that we are striving for improvement. Positive feedback from post-event surveys also provides testimonials for marketing purposes.</p> <p><b>Outcome:</b> Send post-event survey to all planners within five days of departure. Review responses, forward pertinent comments to members, and utilize testimonials on website and in marketing materials and proposals.</p>
<b>E. Social Media</b>	<p>Leveraging the event's social media outlets (Twitter, Facebook, YouTube, Instagram) helps create excitement, and allows staff to answer participants' questions, share things to do, and provide pertinent travel information. Through social media, the sports commission is also able to help drive attendance to sports events.</p> <p><b>Outcome:</b> Director of Event Operations asks for each event's social media information (Facebook page, Twitter hashtag, etc.) and offers engagement from the Eugene, Cascades &amp; Coast Sports Commission. Increased utilization of "Champ", the Sports Commission mascot, for social media.</p>
<b>F. Housing Assistance</b>	<p>Housing assistance for large events provides critical assistance to planners and provides an efficient mechanism for managing room blocks and availability.</p> <p>Staff of the Sports Commission currently offer critical housing support for annual volleyball tournaments, and NCAA Outdoor Track &amp; Field Championships,. Staff are already working with TrackTown to formulate a housing plan for Oregon21.</p> <p><b>Outcome:</b> Offer housing assistance to citywide events, and manage implementation.</p>

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CONVENTION

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