



P O Box 5459 ~ Tahoe City, CA 96145 ~ Ph 530-581-8700 ~ Fx 530-581-8762

**AGENDA AND MEETING NOTICE
MARKETING COMMITTEE**

Tuesday, July 27th, 1pm

***** TAHOE CITY PUBLIC UTILITIES DISTRICT CONFERENCE ROOM *****

NLTRA Mission

"to promote tourism and business through efforts that enhance the economic, environmental, recreational and cultural climate of the area."

NLTRA Tourism Division Mission

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

Meeting Ground Rules

- Be Prepared
- Engage in Active Listening
- Be Respectful of Others
- No Surprises
- It is OK to Disagree
- Acknowledge Comments, but Do Not Repeat Comments

**Marketing
Committee
Members**

NLTRA Board:

Deb Darby-Dudley,
Chair
Ron Parson
Deanna Gescheider

Committee

Members:
Steven Holt
Christine Horvath
Julie Maurer
John Monson
Becky Moore
Les Pedersen
Brett Williams

Placer County Rep:

Jennifer Merchant

Quorum

2 Board Members
1 Lay Member

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

- A. Call to Order – Establish Quorum
- B. Public Forum: Any person wishing to address the Marketing Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Committee on items addressed under Public Forum. (3 min)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of Marketing Meeting Minutes – June 29, 2010 (3 min)
- E. Presentation, Discussion and Possible Direction on Small Lodging Marketing Request – Barb Cohen & Alvina Patterson (20 min)
- F. Review and Discussion on Draft FY 2010/11 Marketing Strategy (45 min)
- G. Discussion and Possible Action FY 2010/11 Consumer Advertising Annual Planning Outline (20 min)
- H. Project Updates (15 min)
 - Amgen Tour of California
 - North Tahoe High Notes
 - Community Marketing Grant Application Process
- I. Departmental Reports
 - Advertising
 - Conference Sales
 - Leisure Sales
 - Special Projects

- Website Content
- Public Relations

J. Committee Member Comments (*5 minutes*)

- K. Standing Reports (posted on www.nltra.org)
- June MTRiP Report
 - June Search Engine Optimization Report
 - June Web/GeoTracking Report
 - FY 2009/10 Year End Click Thru Report

Posted and Emailed



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MARKETING COMMITTEE MEETING MINUTES
June 29, 2010 – 1 pm

TAHOE CITY PUBLIC UTILITIES DISTRICT CONFERENCE ROOM

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Bret Williams, Les Pederson, Steven Holt, Ron Parson (1:01), Deb Dudley (1:03), Julie Maurer (1:04), and Deanna Gescheider (1:15)

RESORT ASSOCIATION STAFF: Judy Laverty, Andy Chapman, Jeremy Jacobson, Kym Fabel, Jason Neary and Emily Sullivan

OTHERS IN ATTENDANCE: Shelley Fallon, Pettit Gilwee, Wendy Hummer, Lisa Smith, Alvina Patterson, Barb Cohen and Cathy Davis

I. MEETING OF THE MARKETING COMMITTEE

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The Marketing Committee meeting was called to order at 1:05 pm by Chair Deb Dudley and a quorum was established.

2.0 PUBLIC FORUM

2.1 Barb Cohen, the owner of the Shore House in Tahoe Vista and Alvina Patterson owner of the Holiday House spoke to the committee about obtaining marketing funds for the small lodging properties. Alvina reported that she created a new website, lodgingnorthtaho.com to help market the smaller lodging properties from Kings Beach to the West Shore of Lake Tahoe. She said marketing for small property lodging is a priority. The small properties around the lake believe that they are “underserved” and the current marketing is not working for them. She said they are in the process of putting together a plan to request marketing dollars from the NLTRA.

2.2 Alvina described the website she created. This is a free website and very user friendly. Some of the properties got together for a meeting last week and the following properties were represented: Ferrari Crown Family Resort, Tahoe Vistana Inn, The Shore House, Mourelatos, Stevenson’s Holiday Inn, Granlibakken, Sun and Sand Lodge, the Cottage Inn at Lake Tahoe and the Holiday House. Alvina requested that they be added to the next NLTRA Meeting agenda. Deb replied that a finalized request will need to be presented to the Marketing Committee prior to them going to the Board of Directors. If the Marketing Committee approves the request it will then go to the Board for approval. Alvina asked if their site would have to be linked to the gotahoenorth.com site. Deb replied that the committee would have to look at their plan to see what would work the best for everyone involved. Andy stated that the NLT Wedding and Honeymoon Association could be used as a guideline. He said the NLTWA has their own site and do their own marketing. Deb suggested that Alvina work with Andy prior to the next Marketing Committee

meeting scheduled for July 27, 2010. That will give them time to put together a finalized plan to be added to the next Marketing Committee Agenda and the Committee will have time to review it prior to the meeting. Bret asked Alvina what the prerequisites are to be listed on the site. She said that the prerequisites are smaller properties that are owner operated; hurting financially and the properties must be located within Placer County. Timeshares and vacation rentals are not listed on the site. Alvina stated that if their properties excel, then the NLTRA will benefit due to increased TOT dollars.

*NOTE: Add Alvina Patterson's request for NLTRA Marketing funds for small lodging property marketing to the next Marketing Committee Agenda.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 M/S/C (Parson/Williams) (8/0) to approve the Marketing Committee agenda as amended

4.0 APPROVAL OF THE MARKETING COMMITTEE MINUTES FROM THE MEETING ON MAY 25, 2010

4.1 M/S/C (Parson/Gescheider) (8/0) to approve the Marketing Committee minutes from May 25, 2010 minutes as presented

5.0 REVIEW AND POSSIBLE ACTION TO RECOMMEND FOR BOARD APPROVAL THE FY 2010/11 NLTRA BUDGET

5.1 Andy reviewed the Assumptions for the proposed 2010/11 budget compared to the forecast 2009/10. He said the marketing budget is as follows: Placer County payments have increased by 2% for additional marketing programs, there is no marketing research scheduled for 2010/11, there is an increase of 5% to fund community marketing programs and Placer County Film, there is an increase of 224% for new event development due to sponsorship for the Amgen Tour and there is a decrease of 47% for miscellaneous marketing programs. Andy reported that the 3rd quarter TOT dollars have increased by 30% over last years. Last year \$2.668 million was collected for the 3rd quarter and we are currently at \$3.508 million. Andy then reviewed the FY 2010/11 TOT proposed budget. Deb asked if there were any questions. Les asked if there was a budget for the media plans in place. Andy said that next month the committee could review the co-op marketing plan and budget set for the summer. Ron would like to look at the individual line items in the budget; he requested that the committee to go over each line item to ensure that they are viable and they should have a planning discussion about the budget goals. Deanna asked if there were quantifiables or objectives for the budget. Andy replied that there is a three year plan and a six month plan in place. Deanna said the committee should look at long term goal and let staff come up with the line items. Deb says a portion of the budget plan comes from the community meetings, where the community decides what they would like marketed, such as "High Notes." Bret asked if it would be beneficial if the Marketing Committee took the outcomes of the Community Meetings and reviewed them. Ron would like the committee to take a leadership role. Julie said that funding the Placer County Film Office, PUD, and the Event Center may need to be revisited. The committee discussed giving funds to an organization and then losing marketing control. Deb and Andy explained that the NLT Wedding and Honeymoon Association is a good example of how staff manages the groups that are funded. The NLTRA gave funds to the NLTWA and they are now branded in conjunction with the NLTRA. Deb said that we give special events marketing dollars with strings attached; they get funds but with staff

guidance to ensure that the money is spent wisely and there are ROI reports after events to ensure that the funds were used properly.

5.2 M/S/C (Parson/Gescheider) (8/0) to recommend for Board approval the FY 2010/11 NLTRA Budget

Action: Marketing Committee to review the outcomes of the Community Meetings

6.0 REVIEW AND POSSIBLE ACTION TO RECOMMEND FOR BOARD APPROVAL THE FY 2010/11 NORTH TAHOE MARKETING COOPERATIVE BUDGET

6.1 Andy reviewed the NLT Marketing Co-op budget plan for FY 2010/10. Andy said there is a Marketing Cooperative meeting scheduled for tomorrow at 1 pm. Andy then reviewed the budget. He reported that the overall Co-op budget is increased by 5.6% over the previous year baseline budget. Ron said staff needs to go after more Co-op opportunities, possibly the smaller lodging properties. Les asked if salary was included in the budget. Andy replied that it is all marketing dollars there is no salary involved in the Co-op budget. Les stated that he would like to see another staff member in conference sales; even a part time person. Andy asked the committee if they had anything that they wanted discussed at the Marketing Co-op meeting. Jason asked if it would be possible for IVCBVA to fund a conference sales position out of their operational budget. Deb said she would discuss it at the meeting. Bret asked if it was possible to get a staff member (like a PR person) to reach out to small lodging properties to show them what the NLTRA can do for them, and to inform them of events. The committee discussed who would be in charge of trying to get the small lodging properties involved. Steven said maybe the Chamber could go out and do this. Andy replied that there is a possibility in the future that funds are set aside for NLTRA PR efforts. Deb asked if it would be a good idea for Alvina and the smaller properties to start a Lodging Subcommittee. Ron agrees it would be a good idea. Steven asked how we allocate dollars for the Marketing budget. Andy said we look at it twice a year, in the summer and the winter months.

7.0 PRESENTATION, REVIEW AND POSSIBLE ACTION TO RECOMMEND TO BOARD ON ADVERTISING AGENCY COMMISSION /FEE STRUCTURE

7.1 Andy said that as of May 5th the NLTRA Board of Directors approved a six month extension of the advertising agency contract through June 30, 2011. Some members on the Board requested more information on the commission/fee structure.

7.2 Wendy with EXL Media said they make 20% commission on cash media buys from the Co-op and 14% on total placed media including added media value. Cash media buys for 2009/10 totals \$574,126. Out of the 20% commission EXL makes 12% and Smith and Jones makes 8%. There is no charge on any media that was negotiated for free (they negotiated free promotions totaling \$224, 717) and most agencies charge for this service. Wendy said that they have maintained the strongest buying power for Tahoe/Reno so she is able to secure lower rates than most other agencies. Wendy reported that the commission gathered by EXL media covers all their time and expenses, they spend 1,200-1,500 hours per year on the North Lake Tahoe Marketing Co-op account.

7.3 Cathy with Smith and Jones said that they charge a monthly client service fee of \$2,100. This covers time associated with the budget management and actualization, reporting, general correspondence with client or for the client,

account planning and media coordination. This fee also covers special projects that may come up. The total client service fees for 2009/10 total \$26,030. Smith and Jones have donated 418 agency hours to the account. Cathy said that per the contract they could charge a 30% commission on printing across the board and they have only ever charged the NLTRA 20% commission.

- 7.4 M/S/C (Parson/Williams) (8/0) to reaffirm the Advertising Agency Commission/Fee Structure for Smith and Jones and EXL Media is acceptable by industry standard**

8.0 DISCUSSION AND POSSIBLE ACTION ON GTN WEBSITE RECIPROCAL LINKS

- 8.1 Andy said this item is in relation to an action item that came out of the NLTRA Board Meeting. It was discussed at the Board Meeting was that if GTN links out to different business should staff request to have a reciprocal link on their website to GTN; if they don't should we cut the link off our website. Ron said we need to go back to our mission statement. He said that having outbound links to restaurants and activities to visitors is a benefit. He thinks that if the NLTRA funds an event then we should request that they add the GTN link to their website. Steven said that if the NLTRA is funding anything it should be a prerequisite. He said that the Ritz has a policy in place that would not allow any links to be added to their site.

- 8.2 M/S/C (Parson/Maurer) (8/0) to recommend to the NLTRA Board that a reciprocal link is requested from anyone that is funded i.e. Co-op funding or Event Funding, but is not required from any lodging partners and staff will explore a possibility to create a ghost page of information on activities and restaurants that lodging partners can link to**

9.0 REVIEW OF WINTER PHOTO SHOOT

- 9.1 Cathy and Andy gave a brief presentation on the Winter Photo shoot. Andy reported that the winter photo shoot is more action oriented and focuses on real people participating in activities.

10.0 DEPARTMENTAL REPORTS- The following reports were posted on www.nltra.org

- 10.1 ADVERTISING-** Cathy reported on the Marketing that is in place for May and June from the Marketing packet on print, internet, radio, direct response, gotahoenorth.com website and upcoming outdoor ads. They have recently launched a survey on gotahoenorth.com to obtain feedback to assist with the revision of GoTahoeNorth.com.
- 10.2 CONFERENCE SALES-** Jason Neary's gave a report on Conference Sales. He passed out a Performance Measurement Document to the Committee for review. Les asked if Jason could add the site visits Jason conducts to the report. Jason said he could provide the site visits on his next report.
- 10.3 LEISURE SALES-** Jeremy Jacobson reviewed the Leisure Sales report.
- 10.4 SPECIAL EVENTS-** Judy Lavery reported on the Special Events Department.
- 10.5 PUBLIC RELATIONS-** Pettit Gilwee reviewed the NLTRA Public Relations Report.
- 10.6 WEBSITE-** Shelley Fallon reviewed the Web Content report.

11.0 COMMITTEE MEMBER COMMENTS

- 11.1 Deb noted that the suggestions at the Community Workshop worked and “High Notes” is a great example.

12.0 STANDING REPORTS

The following reports were posted on www.nltra.org:

- **MAY MTRiP REPORT**
- **MAYSEARCH ENGINE OPTIMIZATION REPORT**
- **MAY WEB/GEO TRACKING REPORT**
- **MAY CLICK THRU REPORT**
- **APRIL FINANCIALS REPORT**

13.0 ADJOURNMENT

- 13.1 The Marketing Committee meeting adjourned at 3:22 pm.

Submitted By:

Emily Sullivan, Program Assistant
North Lake Tahoe Resort Association



North Lake Tahoe Resort Association
July 27, 2010

BACKGROUND

At its last meeting, the committee heard from two lodging property owners on their concern that they believe the small lodging properties in North Lake Tahoe are not being adequately marketed by the Resort Association. Barb Cohen from the Shore House and Alvina Patterson from the Holiday House requested that an item be placed on the next meeting agenda to discuss their proposal.

SITUATION

Barb Cohen and Alvina Patterson will present their proposal to the committee for review and further direction. Attached is the proposal received by staff.

Andy Chapman

From: Barb Cohen [barb@shoreouselaketahoe.com]
Sent: Friday, July 23, 2010 5:07 AM
To: Andy Chapman
Cc: alvina@tahoeholidayhouse.com
Subject: Marketing for LodgingNorthTahoe.com

To the Marketing Committee of Go Tahoe North:

We are a group of approximately 30 small lodging properties on the North Shore. Together, we collect a substantial portion of the TOT tax for Placer County. We feel under-represented by the current GoTahoeNorth Marketing plan. We would like you to consider the following proposals:

- #1 - We feel that the majority of the marketing dollars goes to promote the large resorts rather than the smaller properties, which do offer the visitor to Tahoe a wonderful alternative to the large resort atmosphere. We would like to see a card or brochure printed in large numbers with small property information that can be given to travel agencies and distributed at the Travel Shows and Conventions that Go Tahoe North attends. We would like to be involved in the design of this brochure.
- #2 - We would like to see a Small Lodging Partners committee for GoTahoeNorth that can be a voice to the Marketing committee and Board.
- #3 - We understand that GoTahoeNorth has connections with offices in other countries. We would like to see the Small Lodging Properties promoted in these countries, as many Europeans, South Americans, Asians prefer to travel on a more personal level in their lodging choices.
- #4 - We would like to know how the properties are rotated under the different lodging headings on the Gotahoenorth website. It seems that certain properties always rise to the top of the list, and others always stay near the bottom. What is that system?
- #5 - Alvina Patterson of Holiday House has a request in a separate email that we are forwarding to you requesting a budget for printed advertising for Lodging North Tahoe. Please include this in the information from our group. Again, we would like to be a part of the design of this printed advertising.
- #6 - We have some ideas from other resort communities that have promoted their small properties - we will bring samples to your next Marketing Meeting.
- #7 - This is a start of conversations to promote the small properties at North Lake Tahoe - we are open to other suggestions. We want to begin a process of a larger presence of our properties in the Marketing Plan of GoTahoeNorth. We know that bringing visitors to stay at our lodging properties brings dollars to all of the other businesses at North Tahoe. We send our guests to rafting, restaurants, bike rentals, golf courses, retail stores, etc. We all work together to make North Tahoe a successful business and recreational community. We request that you put us on the agenda for your next Marketing Committee Meeting on July 27 at 1 p.m. so that we can discuss these issues with you further, and come up with a plan to present to the Board.

Thank you for your time and your consideration of these ideas.

Barb Cohen, Shore House at Lake Tahoe
Representing the ideas discussed at a recent meeting with the other small lodging properties
Please call me at 530 546-7270 or email me at barb@shoreouselaketahoe.com with any questions.

Andy Chapman

From: Barb Cohen [barb@shoreouselaketahoe.com]
Sent: Friday, July 23, 2010 5:10 AM
To: Andy Chapman
Cc: alvina@tahoeholidayhouse.com
Subject: Fw: Marketing proposal

Andy - please include this with the other email I sent to you for the Marketing committee. Please email me to let me know that you received both emails.

Thanks - Barb

From: Alvina Patterson [mailto:alvina@tahoeholidayhouse.com]
Sent: Thursday, July 22, 2010 8:31 PM
To: The Shorehouse; Barb and Marty The Shorehouse
Subject: Marketing proposal

Dear Andy,

At the last marketing committee it was requested that we provide you with our proposal so that you have enough time to come up with a solution to present this at the Board of Directors meeting beg. Aug. or was it the marketing meeting end of July

We like to make the Placer County Lake Tahoe Lodges website known through the following advertising, which we kept to a minimum::

Nespapers:

2 -3-lines 8 to 12 times/month approx. \$ 250 to \$ 300
in San Francisco Chronicle, Sacramento Bee, Reno Gazette
Sierra Ski News 5 x winter only Total approx. \$ 100

Magazines:

Sunsets
1 x 2.5 " monthly approx. \$ 600
VIA (AAA) every 2nd month approx. \$ 600
1 x 2" every 2nd month approx. \$ 600

We like to print postcards to hand out, approximately \$ 450 total.

Please call us with any questions or changes we should make

Thank you

Lodging North Tahoe,
Alvina 546 2369
Barb

Holiday House
7276 North Lake Blvd. P.O.Box 229
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(530) 546 2369 or (800) 294 6378
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North Lake Tahoe Resort Association
July 27, 2010

BACKGROUND

Staff has developed a Draft FY 2010/11 Annual Marketing Strategy by department. Staff and department heads will review the overall strategy and the related goals and action steps.

SITUATION

Staff is requesting the committee to review the draft plan and provide input for further plan development.

 **DRAFT**

 **DRAFT**



**Serving our Members · Serving our Community
Since 1996**

FY 2010-11 YEAR MARKETING STRATEGY

North Lake Tahoe Resort Association FY 2010-11 Marketing Strategy

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

July 2010

The strategies outlined in this document are intended to provide direction and are not rigid or inflexible. The document does not represent a specific set of marketing strategies and action plans that cannot be changed during the year perio.

North Lake Tahoe Resort Association FY 2010-11 Marketing Strategy

Table of Contents

<u>SECTION</u>	<u>PAGE</u>
Table of Contents	3
Executive Summary	4
Plan Context	5
Overall Marketing Strategies	8
North Lake Tahoe Marketing Coop	9
Specific Tactic by Function/Department	10
Advertising/Promotions	10
Conference Sales	13
Leisure Travel & Sales	16
Special Projects	20
Website & Social Media	23
Public Relations	24
Board Level Marketing Dashboard Indicators	27
Marketing Performance Reporting	28

Executive Summary

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

The purpose of the FY 2010-11 Marketing Strategy is to provide a practical roadmap for the North Lake Tahoe Resort Association's tourism efforts. This plan uses as its base the *1994 Tourism Master Plan*, the *North Lake Tahoe Tourism and Community Investment Master Plan* (July 2004) and the current *Three Year Marketing Strategy 2007 – 2009*.

There were a number of accomplishments associated with the strategies set forth in the 2007-2009 document, which was adopted by the NLTRA Board of Directors. This Executive Summary provides an overview of the accomplishments and outcomes of the 2007-09 Three Year Marketing Strategy. These accomplishments and outcomes were taken into consideration in the process of developing the strategies for FY 2010-11 Marketing Strategy.

Cooperatively Promote Tourism Based on Shared Objectives

- Continued and expanded the North Lake Tahoe Marketing Cooperative efforts
- Participated in several regional marketing cooperatives designed to promote the region, leverage budget resources, and increase awareness to the destination traveler. These programs included Sierra Ski Marketing Council, Regional Marketing Committee, North Lake Tahoe Wedding and Honeymoon Association, Placer-Lake Tahoe Film Office, California Travel and Tourism Commission (CTTC) Winter Snow Campaign
- Leveraged budget resources to maximize marketing efforts
- Worked with area Community Business Associations to develop programs to enhance the North Lake Tahoe experience

Conduct Brand Development

- Evolved the NLT brand campaign with the introduction of the "N North Lake Tahoe" creative execution
- Refined the www.GoTahoeNorth.com website to further align with the brand

Conduct Market Research

- Continued utilization and expansion of the Mountain Travel Research Project.
- Developed a series of research projects in the Northern California/Bay Area and Southern California markets.

Maintain a Balance in Expending Resources between Markets

- Through its annual Marketing Plans, the NLTRA made adjustments, as appropriate and consistent with opportunities, to maintain the balance of

marketing expenditures between the traditional drive market of Northern California and destination markets. Guiding this balance was the need to ensure top of mind awareness in the drive market with the NLTRA's mission to develop and sustain new destination markets, focusing on those with relatively easy air access to Reno/Tahoe and a propensity to travel to our destination.

Develop and Sustain New Destination Markets

- Continued development of programs in the Los Angeles and San Diego markets promoting the region as a viable alternative to other traditional vacation destinations
- Worked with regional partners and CTTC to coordinate and support international representation in the U.K. and Germany. The NLTRA also developed a representation program in Mexico

Develop Programs to Support Off-Peak Visitation

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

Contingency Planning

- Developed programs using various trigger campaigns such as snow fall, last minute opportunities and demand periods

Plan Context

For more than 30 years, the Tahoe North Visitors and Convention Bureau (TNVCB) has been the primary destination marketing organization for eastern Placer County and the greater North Lake Tahoe region. As documented in the 2004 *North Lake Tahoe Tourism and Community Investment Master Plan*, a proven definition of a destination marketing organization (DMO) is one whose function is *"to cooperatively promote tourism based on shared objectives among and between participating member businesses and constituents which are more effectively and efficiently accomplished collectively than independently."*

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

Division and are generally consistent with those of destination marketing organizations in other resort communities.

North Lake Tahoe's Tourism Economy

As documented in *The Economic Significance of Travel to the North Lake Tahoe Area* (Dean Runyan Associates, August 2009), visitor spending grew to \$361 million in 2008, a 2.2% increase from over the 2003-2008 period. Additionally the bulk of the regions employment and earnings are generated through visitor spending made in lodging accommodations, food services and recreations. Without this positive flow of revenues, the citizens of North Lake Tahoe would be challenged to provide for themselves in a manner consistent with an otherwise vibrant tourism economy. Likewise, without tourism based revenues, Placer County and local governmental agencies in the North Lake Tahoe area would find it increasingly difficult to fund vital public services. Clearly, tourism and the income and revenue it generates must be sustained and grown to ensure regional prosperity and health. Sustaining and growing the economic engine of tourism must and can be accomplished in a responsible manner, consistent with environmental and community values.

Approach and Methodology

The NLTRA takes a three step approach to the development of marketing directions, strategies and plans. The first step is to establish a vision and overall direction. The 2004 Master Plan continues to be the guiding document for these efforts. Second, consistent with Master Plan marketing recommendations, the NLTRA needs successful long-term tourism development strategies. Such strategies were first outlined in the previous *Three Year Marketing Strategy, 2005-2007*, were updated in the *Three Year Marketing Strategy, 2007-2009* and further refined in the organizations 6 month seasonal planning strategies. This *FY 2010-11 Marketing Strategy* builds on the success of the previous plans while considering new and emerging strategies.

Specific Marketing Relationship to Transportation and Infrastructure Projects

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

continue to advocate for transportation and infrastructure improvements which are essential to help grow and sustain North Lake Tahoe's tourism-based economy.

Process of Developing NLTRA's Marketing Strategies and Plans

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

Tourism Division Mission

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

Overall Marketing Strategies

Cooperatively Promote Tourism Based on Shared Objectives

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

Conduct Brand Development

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

Conduct Market Research

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

Attract New Visitors to the Region while Maintaining Existing Markets

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

Develop Programs to Expand Peak Periods

The NLTRA will play a key role in the development of programs designed to expand the peak visitation period. This effort will be applied across the entire fiscal year with the objective to broaden the attractive travel period for our consumers. As an example, efforts will be made to extend weekend stays, to expand the summer season to begin earlier and last longer, to promote winter mid-week availability.

Contingency Planning

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

Develop and Track an Expanded Set of Marketing Indicators

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

North Lake Tahoe Marketing Cooperative

A core program to this strategy is the North Lake Tahoe Marketing Cooperative (NLTCM), established in October, 2006 and reaffirmed in 2009. Founding partners in this cooperative are the NLTRA and the Incline Village Crystal Bay Visitors Bureau (IVCBVB). The NLTCM is designed to promote the entire North Lake Tahoe region under one campaign umbrella. Marketing funds from both organizations are directed to a single marketing effort, which includes Marketing and Advertising, Conference Sales, Leisure Sales, Public Relations and Web Development program. The goal of the NLTCM is to promote the North Lake Tahoe brand and further establish the unique identity of our region. This cooperative effort is planned and executed to set North Lake Tahoe apart from our competitors, create recognition and awareness for the destination and to encourage and capture visitor travel.

Additionally the cooperative continues to seek out new member organization with similar destination marketing orientation to further expand its membership.

Specific Tactics by Function/Department

Advertising and Direct Promotion

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

Cooperatively Promote Tourism Based on Shared Objectives

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

Action Steps

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

Develop and Implement the North Lake Tahoe Brand and Conduct Market Research on Related Brand Impacts.

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

Action Steps

- Reinforce the brand in all NLTRA/NLTMC marketing efforts
- Ensure consistent brand messaging in all aspects of consumer marketing
- Develop a comprehensive market research project designed to measure the impacts of the various marketing programs on consumer preferences, brand awareness and intent to travel
- Develop supplemental and ongoing market research for continual analysis of marketing efforts
- Use available research to refine brand message in all aspects of marketing communication

Promote North Lake Tahoe as a Year Round Travel Destination

NLTRA will continue to focus efforts on the promotion of the region as a year round travel destination by attracting new visitors to the region regardless of their geographic location, and developing programs designed to maintain and defend our traditional drive markets.

Action Steps

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

Develop Programs to Expand Peak Periods

The NLTRA will play a key role in the development of programs designed to expand the peak visitation period. This effort will be applied across the entire fiscal year with the objective to broaden the attractive travel period for our consumers. As an example, efforts will be made to extend weekend stays, to expand the summer season to begin earlier and last longer, to promote winter mid-week availability.

Action Steps

- Continue to promote fall season under Fabulous Fall Festival Banner
- Promote events with brand alignment targeted to extend peak season visitation
- Develop programs designed to enhance third party events and programs that support the overall brand of North Lake Tahoe
- Work with lodging partners to develop added value packaging for regional promotional

Key Measurements

Advertising/Promotions/Media

Leisure Coop Budget Amount

Direct Paid Media Dollars

Added Value Media

Coop Programs Investment (NLT Coop)

Gross Media Impressions

Response/Inquires

Total paid clicks

Total Leads

Database email open rate

Database email click thru rate

GTN Online Activity

Total Unique Visitors

Cost per Visitor

Percent of Direct/Bookmarked Visitors

Time Spent on Consumer Website

Number of Repeat Visitors

Percent of Repeat Visitors

Number of Cool Deals Posted

Cool Deals Pageviews

Number of Lodging Referrals

Lodging Referrals % of Total

Number of Events Posted

Search Engine Referrals

GTN Geographic Breakdown

Top five cities and percent of total visitors

Total California visits

Percent of total visitors

Visits by top CA cities (attached graph)

Northern CA visitors

Northern CA percent of total visitors

Southern CA visitors

Southern CA percent of total visitors

Outside CA visitors

Percent of total visitors

Conference Sales

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

Increase Conference Leads, Bookings & Revenue

One of the primary goals of the conference sales department is to generate leads and assist member hotels in the conversion of those leads into bookings.

Action Steps

- Target sales and marketing efforts in key markets that have continued to show strength even in poor economic times. The markets we will be concentrating on are the San Francisco bay area, Chicago & Washington, DC. In each of markets we will conduct targeted sales calls, attend trade shows and strategically place advertisements in industry publications
- Increase efforts to attract the regional and association market segments. While we will continue to pursue all market segments, we will focus on associations as most are mandated by their by-laws to hold at least one meeting per year. This segment has also shown great resilience over the past couple of years while corporate business has dwindled significantly.
- Conduct sales calls to target clients. All research shows that in person sales visits is the most effective way to build relationships and thereby generate new business. We will be conducting these sales “missions” individually as the Visitors & Convention Bureau as well as in conjunction with member hotels. In the past we have relied on our marketing efforts and cold calling for generating sales. This year we will spend much more time physically in our target markets.
- Increase the number of site visits to North Lake Tahoe. We offer hosted site visits to all clients who are looking at Tahoe but only about 5% actually take advantage of the offer. Of those that visit the conversion rate is well over 80%. We will attempt to increase that number by offering to purchase airline tickets for groups over 300 total room nights. We will also be more aggressive in pushing the advantages of doing a site visit and encouraging more clients to take advantage of the offer.

Increase Partner Participation in North Lake Tahoe VCB Programs

The Visitors & Convention Bureau offers a number of cooperative opportunities to its members including; advertising and marketing efforts, sales mission’s trade shows and

others. Increased partner participation is valuable in a number of ways. It improves communication and trust, it provides leveraged opportunities that create expanded awareness a larger presence than we could afford as individuals.

Action Steps

- Conduct quarterly Director's of Sales meetings. These meetings are an opportunity for director level staff from all member properties to come together to discuss strategy. The joint sharing of information is very helpful in coordinating leveraging our efforts.

Increase Internet Conference Bookings

Recent research conducted by meeting professional's reports that 87% of meeting planners use the Internet as their initial tool when researching and selecting destinations. Internet bookings now represent nearly 20% of all booked business and industry revenue. As meeting planners rely more heavily on the Internet, the NLTRA must ensure its Web Site is properly positioned and functional to be competitive and capture market share.

Action Steps

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

Key Measurements

Conference Coop Budget Amount

Direct Paid Media Dollars
Added Value Media Dollars
Coop Programs Investment (NLT Coop)
Partner Leveraged Dollars

Leads

Number of leads
Lead room nights
Web page visits

Booked Business

Number of bookings
Booked room nights
Booked attendance
Booked Room Revenue

Lost Business

Number of lost opportunities
Lost room nights
Lost attendance

Arrived Business

- Number of bookings
- Number of booked room nights
- Number of booked attendees
- Booked attendees spending

Leisure Sales

Consistent with the mission of the Tourism Division, the function of NLTRA's Leisure Sales Department is to increase destination leisure travel to North Lake Tahoe. The department focuses in on three distribution channels in order to obtain set goals: 1. direct to consumer, 2. travel agents, 3. tour operators, 4. international state programs.

Overview of each distribution channel

Historically, consumers have been reached directly through consumer trade shows, direct mail and also after brochure requests were made via email or through the NLTRA web site. Aside from some special instances, things have changed due to the fact that attendance at most shows are declining. However, leads and brochures generated off of GoTahoeNorth.com have not only remained. Unique visits on the web site remain on the rise thanks to a highly visible and successful consumer marketing campaign.

Consumer shows are often quite hard to track, as many are not ready to purchase a vacation package at the show. With ROI and the leveraging of dollars being a top priority for staff, most consumer shows attended are in partnership with NLTRA lodging, ski resort and activity partners as well as with Ski Lake Tahoe, the CTTC, NCOT and the RMC.

As airlines and others have reduced commissions paid to travel agents and with the growing popularity of travel research and bookings taking place on the Internet with OTA's or directly with suppliers, travel agents are losing share as a distribution channel. However, certain consumers, especially luxury and international travelers, continue to use travel agents. Agents are most often reached through industry trade shows, product launches, familiarization trips to the region, sales calls/trainings at their offices as well as with product placement and advertising in wholesaler brochures and industry publications.

Tour operators/wholesalers are also a significant distribution channel. This channel not only promotes sales through third and fourth parties, but also provides a platform for advertising, resulting in destination branding. International tour operators typically play a bigger role than domestic tour operators for the region; however, both play a significant role in sending destination leisure travelers to North Lake Tahoe. All key operators are met with annually at Mountain Travel Symposium and TIA's International POW WOW where contracting takes place and leads are generated and passed onto NLTRA partners.

In addition to all of staff's efforts within the channels mentioned above, NLTRA also spends significant funds buying into travel trade and PR programs set forth by the California Travel and Tourism Commission in key international markets. Each state program heavily leverages NLTRA dollars. On the travel trade side, each office conducts sales meetings and trainings, spends dollars on co-op advertising with top wholesalers, organizes product manager, call center sales staff and travel agents familiarization trips to North Lake Tahoe as well as put together key meetings and trainings for NLTRA staff when over for annual sales missions. Most of the CTTC

international offices also have a consumer advertising budget which includes airing CTTC commercials, direct mailers as well as print and online advertising. In regards to PR, each account manager pitches stories and circulates NLTRA and partner press releases, conducts monthly clipping services and PR reports, organizes media events in market to coincide with NLTRA sales missions and arranges for at least one media familiarization visit to North Lake Tahoe annually.

Historically, NLTRA has bought into the UK (our region's top international market) and Germany's programs. After many years of this combination, business began to flatten and even fall off from Germany; therefore, per direction from NLTRA partners, staff no longer buys into Germany and has redirected funds for the past three years into the Australian program. This strategic move has paid off considerably due to the fact that NLTRA still has a great working relationship with the German office as well as with all of the top tour operators in the country. NLTRA is seeing almost all benefit of being a partner without buy into the German program and has, now, expanded in Australia, a top emerging market for North Lake Tahoe.

Continue to grow Ski Tahoe North Interchangeable lift ticket as a vacation product

When the Ski Tahoe North (STN) interchangeable lift ticket first debuted, it was an extremely progressive program that helped put North Lake Tahoe on the map – effectively promoting the region as North America's most concentrated region of ski resorts. The ticket was and still very popular with tour operators looking for winter vacation product with variety and flexibility. Staff has continued to work closely with the 7 participating ski resorts to ensure that the STN remains to be one of the best interchangeable lift ticket models in the world.

Action Steps

- Improve overall consumer value of the Ski Tahoe North product
- Ensure that the STN product has value to the 7 participating resorts
- Remain to keep the STN product available to destination leisure travelers only
- Continue to contract with new ski wholesalers domestically and internationally and also with established companies new to add North Lake Tahoe to their product mix.
- Make changes so that sale and use of the product is not so "paper dependent," moving tour operators away from using their own internal paper vouchers, streamlining the customer experience – having STN ticket booklets waiting for the guests upon check-in at their lodging property

Trade Shows

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

Action Steps

- Continue to reduce the number of expensive trade shows that do not demonstrate a measurable ROI
- Reallocate resources to trade shows showing higher returns in targeted destination markets such as Chicago, New York, Boston, Texas, Florida and California's destination travelers from LA and San Diego
- Redirect limited resources and leverage funds with partners – joining forces with NLTRA lodging, resort, activity and transportation providers, the High Sierra Visitors Council, other CVBs such as LTVA and RSCVA, Ski Lake Tahoe, RMC, CTTC and NCOT
- Explore emerging markets, especially when linked together with new air service into the Reno Tahoe International Airport
- Redirect resources into sales missions within these markets
- Redirect resources to familiarization trips targeted at key travel providers, ski clubs and media within these markets
- Promote off-peak visitation, when appropriate

Continue to brand North Lake Tahoe within emerging markets while increasing visibility in established markets internationally by contracting with select California state international offices

NLTRA's leisure department will continually work to improve the value and productivity of the each contracted international office.

Action Steps

- Increase communication and coordination with each contracted state office, bringing in key North Lake Tahoe partners into every relevant sales and press effort possible
- Develop and implement program goals which are more measureable, such as working with more NLTRA partners to put together sales incentives to call center agents and travel agents
- Continue to dedicate at least one sales and media mission annually to each market

Increase familiarization (FAM) visits to the entire North Lake Tahoe region

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

Action Steps

- Host at least two travel trade FAMs per year from each key market; one with a summer product focus and one with a winter focus
- Continue working closely with NLTRA's PR firm (Gilwee PR) as well as with the PR account managers from each contracted state office to host multiple domestic and international media FAM visits
- Solicit travel trade and media FAMs while conducting domestic and international sales calls, as well as during consumer and wholesale trade shows

- Work closely with NLTRA's partners in putting together all expense paid land package FAMs for top sales agents from key tour operators and travel agencies

Drive additional leisure, destination traffic to GoTahoeNorth.com

NLTRA's leisure staff will continue to use GoTahoeNorth.com as one of the best and most powerful tools for educating consumers, travel trade and media on the North Lake Tahoe product. Maps, video, photos, detailed descriptions, a continuously updated event calendar, itinerary suggestions and direct click-through to all partners continue to play a key role in branding the region and converting marketing into sales.

Action Steps

- Work closely with NLTRA's Director of Tourism and PR team to develop and implement programs which drive more destination leisure traffic from target markets to GoTahoeNorth.com
- Provide the travel trade and key media with access to the media kit containing photos for certain usage, the event calendar, suggested itineraries, maps and video to ensure accurate representation, increased brand knowledge and more detailed and effective travel trade web sites and brochures while, at the same time, keeping the press informed and exactly on target
- Work with international offices to produce sweepstakes or similar consumer and/or travel trade incentive programs to drive additional traffic to GoTahoeNorth while resulting in increased brand knowledge

Activity/Performance Measures:

Travel Trade/Sales

Total Travel Trade Spend

Leisure Trade Shows

Number of trade shows attended

Number of Coop shows

Number of Sales Missions (call center trainings)

Domestic

International

Leisure Familiarization Tours (FAMs)

Number of Site Inspections

Wholesale Product Placements

Domestic Brochure Placement

International Brochure Placement

Number of NLTRA Pages with Domestic Suppliers

Number of NLTRA Pages with International Suppliers

Number of Properties Featured on Domestic Websites

Number of Properties Featured on International Websites

Special Projects

Consistent with the mission of the Tourism Division, the function of the Special Event Department is to develop and implement events, programs and partnerships that drive increased visitation to North Lake Tahoe during designated “strike zones” and “off-peak seasons and times.

The Department produces, partners and provides marketing support to the NLTRA as well as to externally produced community special events and programs, assist community event producers in development and execution of event marketing plans to broaden the reach of their event, offer expertise in event management, operations, logistics and execution.

Staff actively seeks out major events, sporting and otherwise with the goal of bringing them to the North Tahoe Area, with a focus on the possibility of generating overnight stays, television broadcasts and major public relations for the region.

The Department also oversees the content manager for the NLTRA’s websites: www.gotahoenorth.com, as well as NLTRA content on www.visitcalifornia.com, www.visitcaliforniasnow.com and www.visithighsierra.com

Goal:

Continue to position Lake Tahoe Autumn Food and Wine Festival as a Must Attend Destination Event

Objective:

Drive overnight stays in the fall season and develop event to appeal to the culinary tourist.

Action Steps:

- Continue to expand the venue, feature cutting edge culinary and wine programs, noted chefs and vintners.
- Incorporate specialty seminars in the Northstar restaurants.
- Develop strong ties and partnerships for events and programs with The Ritz-Carlton Highlands, Lake Tahoe adding their brand image and cache to the Festival.
- Develop additional lodging packages to generate additional overnight stays utilizing Cool Deals on the GoTahoeNorth.com website.
- Continue to cross promote with all partners and sponsors and integrate the Festival with the Lake Tahoe Restaurant Week promotion thru Gilwee Public Relations
- Continue to strive to maximize the public relations and media value of the Festival through strong PR message thru agency, and editorial opportunities with Sunset Magazine and Edible Reno/Tahoe publications.

Measurement:

Overnight stays, public relations return on investment, ticket sales, overall attendance, overall impressions thru print, radio, media and web traffic and economic impact on restaurants, where trackable.

Goal:

Continue to position the North Lake Tahoe Area as a Premier Adventure Race and Race Destination

Objective:

Support adventure and other types of foot/triathlon racing through sponsorships, partnerships, public relations and marketing assistance for the purpose of generating overnight stays and bring national media attention to North Lake Tahoe as a race destination.

Action Steps:

- Support established events such as the Tahoe Big Blue Adventure Race, Exterra Tahoe, Big Blue 24 Hour race, Tahoe Big Blue Sprint, Burton Creek race Series: 5 & 10K, ½ and full Marathon, Big Blue Trail Run, Run to the Beach, Lake Tahoe Marathon Week and Lake Tahoe Marathon.
- Collaborate with race producers to bring more events to North Lake Tahoe thereby strengthening our overall marketing objectives.
- Identify and support other such events and activities as budgets and other resources allow.

Measurement:

Trackable overnight stays, participant numbers, spectator numbers, overall impressions thru print, radio, media, NLTRA and producers web traffic.

NEW EVENT DEVELOPMENT**Goal:**

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

Objective:

Collaborate with various partners, sports production companies and community sports and event producers to bring new events to North Lake Tahoe.

Action Steps:

- Continue to collaborate with Lake Tahoe Visitor's Authority and the North Shore lodging and resort communities on a bid to bring a Stage One start and finish, and Stage Two start of the Amgen Tour of California, May 2011.
- Continue to promote North Lake Tahoe as the largest flat water paddle venue for a strong emerging sport of Stand Up Paddleboarding and SUP racing. Work with

local race producers to combine individual races into a summer-long paddleboard festival.

- Assist in the promotion and production of the recently won bid for the return of Mountain Travel Symposium due to arrive in 2012.
- Reach out to and bid on regional events staged by organizations such as CTTC, California Preservation Council, CalFest and others for their annual conventions and conferences which all generate overnight stays.
- Collaborate and cross promote with Lake Tahoe Restaurant Week, incorporating Autumn Food & Wine and eventually develop a week-long schedule of activities and events leading up to the actual Festival.
- Continue to promote North Lake Tahoe as a music destination through the High Notes Summerlong Music Series marketing campaign.

Measurement: Number of new events staged in North Lake Tahoe, trackable room nights, attendance numbers, spectator numbers, total impressions generated by television, print, radio, media, websites, economic impact on local retail, activity and restaurant community.

Goal:

Support Continued Development and Implementation of the Community Grant Funding and Marketing Program

Objective:

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

Action Steps:

- Utilizing the GoTahoeNorth.com and NLT Chamber websites and marketing collateral, continue to develop and maintain an area wide calendar of events and activities for consumer distribution for coordinating the scheduling of events (to the maximum extent possible.)
- Meet with all grant recipients and assist with marketing plans, advertising plans, event development, logistics and planning; include in pr releases where appropriate, assist in permitting, and make all available contacts and resources available to them. Each grantee will receive a copy of the new Special Event Resource Guide developed by this department and staff.

Measurement: Assist and assess individual Return on Investment for all funded events utilizing attendance numbers, trackable overnight stays and advertising equivalency on all publicity generated by each event.

Website Development

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

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

Action Steps

All elements of Website development are to support the mission to *produce a top tier tourism Website with the following five goals:*

1. Provide the best, most comprehensive online content in support of North Lake Tahoe marketing, sales, and visitor information services.
2. Clearly depict what North Lake Tahoe has to offer through quality design, content and imagery.
3. Deliver pertinent information that is easy to access and navigate.
4. Build and maintain customer relationships.
5. Convert users of the Website into customers of the Web Site.
- 6.

As online travel planning continues to gain momentum, it is imperative that we make ongoing improvements to the NLTRA's online booking system. Improvements will include: 1) add more links to properties and suppliers for available inventory; 2) further highlight the various offers and packages from our partners; 3) further refine the navigation to create an easy flow of information to the consumer; 4) actively promote the various events and activities as a core message from the website.

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

Public Relations

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

Public Relations Goals

The specific primary functions of public relations are:

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

Public Relations Objectives

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

Action Steps

- Create and implement specific public relations campaigns geared to promote High Notes – North Lake Tahoe's Summerlong Music Series
- Continue supporting the annual winter efforts of the Olympic Heritage Festival through public relations opportunities, and hitting home's Lake Tahoe's Olympic ties and history
- Continue using Learn to Ski as a significant news hook for generating media coverage about early winter ski opportunities/conditions
- Build upon the Lake Tahoe Autumn Food and Wine Festival's 25th Anniversary's programs and events to help brand North Lake Tahoe as the best culinary mountain destination in the country, while securing media coverage in targeted media outlets
- Tie-in with existing culinary events, such as the inaugural Lake Tahoe Restaurant Week and the Tahoe City Wine Walk, to further validate North Lake Tahoe's culinary status and positioning
- Maximize public relations opportunities at Pow Wow 2011, held in San Francisco, to reach targeted international media outlets
- Tie-in with North Lake Tahoe advertising campaigns (and new flights to Reno/Tahoe) in LA and San Diego with public relations efforts/editorial desk-side appointments to leverage advertising dollars with editorial media coverage
- Identify public relations opportunities via Community Marketing Grant Program recipients, such as the 2010 Quicksilver Tahoe Stand-Up Paddle

Board Race Series, and create stand-alone media materials that capitalize on North Lake Tahoe's outdoor, pure brand

- Research public relations opportunities with the California Travel and Tourism Commission and the Nevada Commission on Tourism that fit North Lake Tahoe's positioning, such as California Wine Month (September) and maximize our editorial coverage to national and international markets.
- Research interesting and new Snowfest story angles that generate media coverage and pique journalists' interest, and continue to build awareness of North Lake Tahoe as an unsurpassed winter product
- Use Public Relations Dashboard Measurements to gauge the success of each action, such as the advertising equivalency of generated editorial coverage (using a 1-to-1 ratio)

2. Develop and execute other public relations program enhancements

Action Steps

- Work with RKPR to expand on North Lake Tahoe's social media efforts, while increasing the number of journalists following our public relations posts on Facebook and Twitter
- Continue to enhance the summer and winter press kits to ensure it is the most comprehensive resource on North Lake Tahoe for media use
- Switch from press kit CDs to flash drives so information is fluid and can be updated as programs change, as well as individualized to each journalist's interest
- Work with Shelley Fallon to actively post media materials that enhance the Media Center on www.GoTahoeNorth.com and make it more useful to members of the media on assignment and/or those researching information about North Lake Tahoe
- Continue working with Smith/Jones to leverage placed advertising for both consumer and meeting markets with editorial coverage, as well as drafting advertorial copy for targeted media outlets
- Enhance digital images, along with b-roll and digital footage, with unique shots that complement North Lake Tahoe's branding
- Work with key event and festival producers, along with ski resort colleagues, to obtain recent and engaging images that complement North Lake Tahoe's existing portfolio and can be distributed with our one-off news releases
- Continue hosting qualified media on assignment to cover North Lake Tahoe, so they may experience the area firsthand resulting in better, more extensive stories
- Update our list of North Lake Tahoe local experts who can be made available to the media for interviews and/or source information for media stories about North Lake Tahoe
- Continue researching and attending trade shows and events where there are new opportunities for North Lake Tahoe in our target markets, while

identifying cooperative event efforts that reduce costs, such as the successful region wide Golf the High Sierra Media Fam

- Continue working with Eric Brandt to create new video new releases and other electronic media efforts, releasing in a timely manner for maximum media coverage, that give a consistent and accurate depiction of North Lake Tahoe
- Use Public Relations Dashboard Measurements to gauge the success of each action, such as number of media missions attended during the fiscal year compared to year prior

Key Measurements

Media/Public Relations

Total Public Relations Spend

Media Trade Shows

- Number of trade shows attended
- Number of appointments
- Number of qualified media in attendance

Media Missions

- Number of media missions
- Number of coop partners
- Number of media contacts

Media Familiarization Tours (FAMs)

- Number of FAMs
- Number of qualified media participating
- Number of publications represented

Press Releases

- Number of press releases issued
- Number of press releases downloaded from website

Number of Media Inquiries

Number of Media Interviews

Placements

- Total number of placements
- Regional vs. National
- Domestic vs. International
- Percent of LA
- Percent of Northern CA

Number of Impressions

Advertising Equivalency

% of Positive Media Placement

% of Media Coverage Reaching Target Audience

% of Media Coverage Including Website Address



North Lake Tahoe Resort Association
Tourism Division

Board Level
Marketing Dashboard Indicators

1. Web Visits to www.GoTahoeNorth.com
2. Web Visits by Geographic Markets
3. Exits from Website to Partner Sites
4. Number of Unique Visitors to Consumer Website
5. Public Relations Equivalency
6. Total Number of Website Clicks to Lodging Properties



North Lake Tahoe Resort Association
Tourism Division

Marketing Performance
Reporting Document

Marketing Performance Reporting Document

Introduction

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

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

Definition of Terms

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

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

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

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

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

Marketing & Communications Performance Reporting

Fundamental Mission of the Marketing & Communications Function

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

Marketing & Communications Definitions

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

Advertising (source: American Association of Advertising Agencies)

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

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

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

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

Public Relations (source: Institute for Public Relations)

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

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

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

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

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

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

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

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

Hot Link: An electronic connection between two web sites.

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

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

Performance Measurements

Advertising/Promotions

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

Inquiries/Conversion

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

Online Activity

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

Media/Public Relations

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

Bookings

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

Event Marketing

- Number of events supported
- Number of events produced

VCB Convention Sales Performance Reporting

Fundamental Mission of the Convention Sales Function

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

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

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

VCB Convention Sales Industry Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Booking:

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

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

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

Activity Measures

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

Performance Measures

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

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

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

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

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

CVB Leisure Sales Performance Reporting

Fundamental mission of the Leisure Sales Function

“To increase leisure visitor volumes, visitor spending, off-peak visitation and economic growth for the destination through the promotion and distribution of the region’s brand and products to the travel trade.”

CVB travel industry definitions

Source: National Tour Association and the Travel Industry Association of America

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

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

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

Group Tour: A travel package for an assembly of travelers who share a common itinerary, travel date and transportation schedule. Group tours are usually prearranged, prepaid and include two or more of the following: transportation, lodging, dining and activities.

Independent Travel: A custom-designed, prepaid travel package with many individualized arrangements. “ITs” (more commonly known now as FITs – Foreign Independent Travelers), often have no formal itinerary and are the most common form of leisure travel.

Travel Trade: Any individual or company that creates and/or markets tour and travel packages whether they are FIT, group, tour or a combination of all three.

Tour Catalogue/Brochure: A publication produced by wholesalers listing their tour/package offerings.

Familiarization (FAM) Tour: A free or reduced rate trip offered to travel professionals and media to educate them on the destination. FAMs should be considered a sales and marketing effort and are used to “familiarize” the visitors with the region in order to make a sales agent more comfortable selling the destination, a writer able to compose a story and a product manager able to see potential new product to add within their mix.

Itinerary: A recommended schedule of visitor-oriented activities, usually including the destination’s cultural institutions and attractions, dining establishments, entertainment,

special events, retail and recreational activities often highlighting unique, one-of-a-kind offerings.

Visitor Spending: (Number of visitors) x (average amount spent daily per person) x (length of stay)

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

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

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

Induced Spending: Employees and suppliers of the host destination's travel industry spending their wages within the local economy.

Economic Multiplier: The total of the economic impact divided by the direct spend.

Hotel Lead: A group tour or FIT program inquiry from the travel trade that includes a request for hotel rooms over a specific set/range of dates or a travel trade product manager inquiring about a hotel that they would like to begin contracting with is forwarded onto partner lodging properties by CVB staff.

Booking from a Hotel Lead: A booking confirmed in writing from the authorized agent or by documenting the tour/program's presence in the travel trade's distribution channels such as brochure, web site or special sales and marketing programs. The booking must be the result of a CVB-generated lead.

Activity Measures

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

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

Performance Measures

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



North Lake Tahoe Resort Association
July 27, 2010

BACKGROUND

Staff and agencies have developed the FY 2010/11 Consumer Advertising Annual Planning Outline for presentation and discussion with the committee. This outline incorporates the summer 2010 planning outline approved by the committee earlier this year. .

SITUATION

Staff and agencies will review the planning and is requesting that the committee provide input for further plan development.

North Lake Tahoe Marketing Cooperative
Consumer Advertising Annual Planning Outline
July 2010 – June 2011
Draft II

Goals

- Target those who are looking to get away and most likely to visit a mountain destination, specifically Lake Tahoe.
- Drive vs. Destination
 - Bay Area

 - Destination
 - LA Area
 - San Diego
 - Western Region
- Promote North Lake Tahoe as year-round destination which offers a variety of activities and is easily accessible from anywhere.
- Focus on extending the peak seasons and executing flexible media placements such as snow trigger campaigns.
- Investigate a cooperative advertising program with North Lake Tahoe resorts. Continue to provide coop options to members whether they are media or promotional opportunities.

Ski Tahoe North Coop
Summer 2011 Golf/Summer Coop

- Maintain brand while refreshing N campaign with new photography. At the same time, continue focus on Cool Deals, activities and events with the messaging.
- Revamp GoTahoeNorth.com for an easier and more targeted user experience.
- Continue to promote niche markets as defined.

Measurements

- Increase web visits to gotahoenorth.com by "X" percent
- Increase web visits by geographic markets in which we advertise
- Increase exits from cools deal and lodging pages by "X" percent
- Negotiate at least 30% in additional media value per campaign
- Increase email open rate to XX and click thru rate to XX
- Increase clicks from our site to outside event pages

Media Strategies

- The annual media plan is broken out with a seasonal focus.
Summer: July - September 10' and April - June 11'
Winter: October 10' - March 11'
- The media is scheduled to cover the following strike zones:
 - Mid June
 - Late August
 - Early January
 - Post President Weekend/Ski Week
- A portion of the budget is placed on hold to react to the following market conditions
 - Snow trigger campaigns
 - Defending the drive market against competitive saturation
 - Unforeseen downturn in reservations
 - Take advantage of new unexpected opportunities

- Summer 2011: Concentrate heavily on the drive market.
 1. There are less advertising dollars spent directly by other companies in North Lake Tahoe. The NLT Marketing coop needs to maintain a North Lake Tahoe presence in this market and drive summer visitation.
 2. There are many options available to Bay Area travelers for summer travel destinations and interests. North Lake Tahoe needs to keep awareness up and entice visitation from its primary feeder market.
- Winter 2010-2011:
- Summer 2011:

Geographic Focus

Includes annuals & direct mail

	2008-2009	2009-2010	2010-2011
	Total: \$643,551	Total: \$642,794	Total: tbd
	Drive: 56%	Drive: 60.5%	Drive: tbd
	Destination: 44%	Destination: 39.5%	Destination: tbd
• Summer: July-September		Summer July-September	Summer July-September
• 2008:	\$186,867	2009:	\$131,772
• Drive: 57%	\$106,730	Drive: 64%	\$84,626
• Destination: 43%	\$80,137	Destination: 36%	\$47,146
• Winter: October-March		Winter: October-March	Winter: October-March
2008-2009	\$338,729	09-10 (includes carryover):	\$369,348
Drive: 52%	\$176,419	Drive: 57%	\$211,718
Destination: 48%	\$162,310	Destination: 43%	\$157,630*
• Summer: April-June		Summer: April-June	Summer: April-June
2009	\$117,963	2010 (includes carryover)	\$141,674
Drive: 65%	\$76,280	Drive: 66%	\$93,154
Destination: 35%	\$41,675	Destination: 34%	\$48,520

*with SD Coop Destination was 49%

Target Market

- Escapists
- Adults age 30-54 (Ski related campaigns 25-54)
- Mostly married dual income
- May or may not have children
- HHI \$100,000
- Interests: Outdoor activities
- Propensity to visit Lake Tahoe

Seasonal Breakdown:

	Actual 08-09	%	Actual 2009-2010	%
• Summer (July – Sept.)	\$643,551		\$642,794	
• Summer (April - June)	\$177,884	27.6	\$125,650	19.5
	\$108,971	16.9	\$135,544	21.1
		44.5		40.6%
• Winter (Oct.-March)	\$320,762	49.8	\$358,704	55.8
• Annuals	\$35,934	05.6	\$22,896	3.5

*includes direct response.

Media Mix \$646,327

1. Annual Directories **08-09 - \$35,934 – 5.6%**
Actual 09-10 - \$24,396 – 3.5%

Publications: AAA Tourbook, California and Nevada Travel Planners

The state planners enable us to ride the wave of the larger CA & NV advertising budgets and their efforts on a national and international basis. This is a coop ad where NLT Coop members can participate. The AAA Tourbook reaches destination travelers from within the US visiting Northern California and Nevada.

CA Travel Planner: We've received a high number of leads from this publication with a low cost per lead.

Nevada Travel Planner: Bill Hoffman is working on a grant that would pay 50% of the cost for this insertion. We did not participate in the 2010 issue.

Creative message –

Develop message and imagery which promotes North Lake Tahoe as a year round destination. Promote winter and summer activities and Cool Deals. Ads will include partners who are able to promote their own message and represent our destination.

2. Magazines **08-09 - \$197,949 – 31%**
Actual 09-10 (includes SD Coop media) - \$188,601 – 29.1%

Sample Publications

Year Round: 7x7, VIA, Westways, LA Magazine & Sunset (Northern CA), CTTC Inserts

Winter: Ski/Skiing Magazines, San Diego Magazine, Marin Magazine

Summer: Adventure Sports Journal & Fairways & Greens, Outside, Diablo

We can select publications that specifically reach our target market and support our brand with their editorial focus. Magazines have been very accommodating and willing to work within our budget and still provide substantial added value. Magazines are a great way to convey the brand and photography through large color ads.

Creative message –

Specific message and photography will continue to be modified per publication. All copy will include some reference to deals, activities, events and ease of travel.

3. Internet **08-09 - \$128,199 – 20%**
Actual 09-10 (includes SD Coop media) - \$123,323 – 19.1%

- Paid Search

Samples: Google and Yahoo

We need to make sure we have a presence while people search for broad travel terms as well as North Lake Tahoe travel terms. We avoid terms that are purchased heavily by members so as not to compete.

Paid Search can be utilized during several stages of the travel planning and buying process. We want to make sure we are present when internet users are ready to purchase as well as in the planning stages.

This also includes the participation in VisitingLaketahoe.com where we purchase "Lake Tahoe" on the main search engines in partnership with South Lake Tahoe.

- Newsletter Sponsorship/Emails

Sample Sites: Year Round: Newspaper emails/travel newsletters, metro newsletters, Sheckys, SF Station

Winter: Onthesnow, Ski Dazzle

Summer: Fairways & Greens, Outsidemag.com, Mountain Getaways.

This is a great way to convey the brand and market events and seasonal information. These have proven quite successful on a cost per click basis especially when we include contesting.

- Sites Buys

Websites are selected on seasonal content and focus as well as the ability to reach our target market geographically and demographically.

Sample Sites: Year Round: Trip Advisor, Away Network, Facebook
 Winter: OntheSnow.com, Weatherunderground.com
 Summer: golf sites, la.com, sandiego.com

09/10 Results

Visitinglaketahoe.com
 Total Impressions – 4,109,847
 Total Clicks – 168,618
 CPC – \$0.58

09/10 Results (July-March)

GoTahoeNorth.com
 Total Impressions – 13,185,355
 Total Clicks – 36,124
 Average CPC - \$1.64

Creative message –

As with the print, the online messaging and photography will be tailored to fit the audience. We will utilize Cool Deals as the primary message in most banners, newsletters and other areas where we are limited on space. For email blasts, we will continue to expand our message to include appropriate activity, events, music, ease of access, etc. All will link through to the related pages on GTN.

4. Outdoor

08-09 - \$83,466 – 13%

Actual 09-10 (includes SD Mural) – \$74,000 – 11.4%

New Location effective June, 2010

I-80 Bay Bride

Location: I-80 east of 6th Street, West Facing, Right Read

West of the Bay Bridge

Size: 23'2" x 37'7" Illuminated

Flight: May 31st – September 19th (16 weeks)

Monthly Impressions: 4.6 Million

Creative message –

Big imagery that will stand out in the clutter, website and the n. Call to action is to go to the website.

5. Broadcast

08-09 – \$117,863 – 18.6%

Actual 09-10 (includes SD Ski Coop media) - \$168,966 – 26.1%

Summer 09 Bay Area (August) – \$26,013

Winter 2010 Bay Area (January -March) – \$67,453

Summer 2010 Bay Area (June) - \$37,500

San Diego Ski Coop (January) - \$38,000

Creative message –

Broadcast creative will continue to develop an image in the listeners mind of the ambiance of North Lake Tahoe and all that it has to offer. At the same time, we will promote Cool Deals as our retail component and call to action on the spots. We will continue to use radio tags to be able to update the message to include events, snowfall, etc. within 48hours. This allows us to provide the most up-to-date details on the destination and give the listener a greater sense of urgency.

6. Direct Response

08-09 – \$85,657- 13.3%

Actual 09-10 - \$71,039 – 11%

Year-round: Monthly email blasts

Winter: Database Newsletter

Summer: Database Newsletter

This includes newsletters and email blasts to the NLT consumer database. The newsletter will be sent to Western States database that is 50,000-55,000 and the email database is about 30,000.

Results –

Direct mail newsletters are still an effective way to reach out to our database and supply them with the latest information on North Lake Tahoe. They prove to be a popular co-op program with 6-10 partners in every newsletter. Email campaign has seen a consistent open rate of about 10% and a click-through-rate of 1%.

Creative message –

Our direct mail newsletter gives us the opportunity to promote the variety of activities available as well as events, news and current cool deals. Call to action is to call, go to the website or contact partners directly on co-op pieces.

In addition, we continue to work to improve our monthly email blasts to raise our open and click thru rates. We are considering the following messaging tactics to achieve our goal.

- Deal of the Week, 4 blasts each mo
- Segment Database List, 6 blasts quarterly
- Top Five, monthly blasts

We will also ask recipients to reopt-in in order to eliminate some of the apathy in the list.