



north lake tahoe

Chamber | CVB | Resort Association

# Tourism Development Committee Agenda and Meeting Notice

Tuesday, March 27th, 2018 - 2:00 pm  
Tahoe City PUD

## NLTRA Mission

To promote tourism and business through efforts that enhances the economic, environmental, recreational and cultural climate of the area.

## Tourism 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.

## Marketing Committee

### NLTRA Board

**Brett Williams, Chair**

Agate Bay Realty

### Committee Members

#### Eric Brandt

Destination Media Solutions

#### Terra Calegari

Resort at Squaw Creek

#### Daniel Dorr

Northstar California

#### Nicole Reitter

Tahoe Mountain Resort  
Lodging

#### Christine Horvath

Squaw Valley/Alpine  
Meadows

#### Todd Jackson

Big Blue Adventure

#### Judith Kline

Tahoe Luxury Properties

#### Becky Moore

Squaw Valley Lodge

#### Melissa Panico

Oliver Real Estate

#### Placer County -Advisory

Erin Casey

#### NLTRA Staff

#### Quorum

**6 Members with 1 Board  
Member**

Items May Not Be Heard In the Order They Are Listed

### Call in information:

**Dial: 712-770-4010**

**Meeting ID: 961-748**

*\*Please let us know in advance if you will be calling in\**

- 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. (2 - 10 min)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of Marketing Meeting Minutes – page 1 (2 min)
  - February 27, 2018
- E. Review and Possible Approval of Reallocation of Event Budget – page 4 (15 min) – Amber Burke
- F. Special Event Grant Funding Program – page 7 (5 min) – Amber Burke
- G. Review and Discussion of NLTRA Guiding Principles – page 8 (10 min) – Daphne Lange
- H. Review and Discussion of SMARI Advertising Effectiveness & ROI Proposal – page 9 (15 min) – Daphne Lange
- J. Departmental Verbal Report (30 min)
  - Conference Sales – J. Neary
  - Leisure Sales – S. Winters
  - Events & Communications – A. Burke
  - Website Content – S. Fallon
  - Public Relations – The Abbi Agency
  - Advertising – Augustine Agency
- K. Standing Reports (posted on [www.NLTRA.org](http://www.NLTRA.org))
  - Destimetrics Report
  - Conference Activity Report
  - Lodging Referral Report

L. Committee Member Comments

M. Adjournment

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This meeting is wheelchair accessible

Posted and Emailed ()



# north lake tahoe

Chamber | CVB | Resort Association

PO Box 5459 - Tahoe City, CA 96145 Ph – (530) 581-8700 Fx – (530) 581-8762

## TOURISM DEVELOPMENT COMMITTEE MEETING MINUTES

Tahoe City PUD

Tuesday, February 27, 2017 – 2 pm

### PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Judith Kline, Brett Williams, Nicole Reitter (called-in), Terra Calegari (called-in), Melissa Panico, Daniel Dorr (2:15pm)

**RESORT ASSOCIATION STAFF:** Daphne Lange, Amber Burke, Cindy Gustafson, Jason Neary, Sarah Winters, Anna Atwood

**OTHERS IN ATTENDANCE:** Alexis Kahn, Lindsay Moore, Walt McRoberts, Andy Chapman, Alex Mourelatos, Erin Casey

#### **I. MEETING OF THE MARKETING COMMITTEE**

##### **1.0 CALL TO ORDER – ESTABLISH QUORUM**

The Marketing Committee meeting was called to order at 2:15 pm and a quorum was established after item E.

##### **2.0 PUBLIC FORUM**

No public forum

##### **3.0 AGENDA AMENDMENTS AND APPROVAL**

**M/S/C (Calegari/Dorr) (6/0) to approve the agenda as presented.**

##### **4.0 APPROVAL OF MARKETING MEETING MINUTES FROM JANUARY 30, 2018**

**M/S/C (Dorr/Kline) (6/0) to approve the meeting minutes from January 30, 2018.**

##### **5.0 PRESENTATION BY RICHTER 7 – WALT MCROBERTS**

- Daphne introduced Walt with Richter 7 who partners with Augustine and handles the media buying.
- Walt stated Richter7 is an advertising company and they advertise across the nation. Richter7 handled the advertising for Park City for 17 years and prior to that worked with Jackson Hole. They have great experience with Mountain Destinations.
- Walt shared some of their companies strengths are the amount of expensive research they have access to.
- Fusion7 is a proprietary analytics platform developed by Richter7 that integrates data from owned, paid and social media sources in real-time to deliver actionable insight across all channels. It provides a holistic view of the brand.
- Walt shared a high level view of the platforms. The social monitoring has amazing capabilities and took 1 ½ years to build. Every single post can be viewed, both positive and negative.

Comments:

- Are there timelines on when we can extract the data and look at the most effective ROI for our destinations markets? Walt shared not at this point but it will be reviewed with everyone.
- Can this data be benchmarked to our competitive set? Walt shared he has 6 different dashboards built out, some for events and a side by side comparison to South Lake Tahoe.
- Take a deeper look at messaging.
- This platform is a licensing agreement between the Marketing Cooperative and Richter7. However further discussion on how this valuable information can be shared with our constituents is important.
- Report an Executive Summary of the data to our constituents.

## **6.0 DESTIMETRICS MARKET OVERVIEW – DAPHNE LANGE**

- Daphne gave a quick overview of market analysis for our local lodging properties looking forward.
- Occupancy rates are down compared to last year. However ADR continues to improve.
- For the next upcoming 6 months our numbers are up 0.8% and ADR is up as well compared to last year.
- Terra from the Resort at Squaw Creek shared their booking window is getting longer.

## **7.0 REVIEW OF SPARTAN BROADCAST PLATFORM – AMBER BURKE**

Amber reported that Spartan made the decision to live stream the US Championships Series vs. NBC Broadcast. The response has been extremely positive and the livestream outperformed the NBC series time after time and viewership from the series has been on a steady decline year over year as well. Amber requested discussion and feedback to provide Spartan. Amber shared that Live Stream Total Views: 1,815,312 and NBC/NBSCN Impressions: 490,000.

Streaming the events offers Spartan more flexibility in the content, which in turn will provide more opportunity to highlight North Lake Tahoe. Here is what Spartan has suggested:

- Spartan can insert up to two minutes of destination b-roll into the beginning of the broadcast (no sales messaging).
- The pre-show will be presented by North Lake Tahoe.
- Mentions throughout the broadcast that the event is hosted by North Lake Tahoe.
- Spartan will incorporate the North Lake Tahoe logo into the race time clocks.
- Course map static will also incorporate the North Lake Tahoe logo.

Comments:

- Can Augustine put a dollar value to the live streaming? Alexis shared they can't put a dollar value to a live streaming and hard to compare the 2 equally.
- There is a decline in viewership and attendance on these types of events.
- It was suggested that NLTRA ask for an extra couple of e-mails to their database.
- It was recommended to our have some of our influencer involved, and or announcer.
- Get some North Lake Tahoe visuals or imagery in the live streaming. Show clips of North Lake Tahoe.
- How to we make North Lake Tahoe a character throughout the entire program? How do we take advantage of what live steam offers us?
- Do an e-mail blast of pre and post activities to our international market.
- Have Spartan pay for re-targeted ads.
- Could we leverage our own social commentator?
- Is this watched more on mobile? Amber will look into this and follow up.

## **8.0 TOURISM DEVELOPMENT WORKSHOP UPDATE AND RECOMMENDATIONS – DAPHNE LANGE**

Daphne stated she worked with our agencies and staff to create the 2018/2019 Tourism Development Plan Outline. The plan outline was based on other destination plans and feedback from the workshop. Events, Metrics and General Marketing PR will be some area of focus. Daphne asked for participation to these task force groups. If you have other recommendation for you team that would be a great fit for any of the task force please don't hesitate to contact Daphne.



Comments:

- It was recommended to share the outcome of the marketing task force meetings along with the competitive analysis that was completed by JT. Cindy shared that document is being updated and especially the spend by the visitors.
- Amber shared the events will be more specific to general event strategy and how we sponsor events.
- One member suggested to include investment priorities on the outline. What is the future for us? Events? Social presence? Where should we be investing more? Where should we be investing less?
- Andy shared there is an existing event policy that should be renewed and it's also time to look at Marketing Cooperative and how they interact with events and sponsorship.
- There should be a working group on Visitor Information Services.
- Disadvantage is that we are spread out and have a lot to offer as far as events.
- Compared to our competitive set we need more winter events, more music that drives the destination visitor.

**Action: Share the outcome of the marketing taskforce and competitive analysis that was completed with new task force members and new committee members.**

**9.0 VISIT CALIFORNIA OUTLOOK FORUM CONFERENCE RECAP – DAPHNE LANGE**

Cindy shared the team won a Poppy Award for best content Marketing Initiative for the Luminaries Campaign. This was great recognition for the team and a very educational conference.

**10.0 DEPARTMENTAL REPORTS – AUGUST (All Standing Reports and Departmental reports can be found at: [http://www.nltra.org/meetings/meeting\\_minutes.php?committeelD=1](http://www.nltra.org/meetings/meeting_minutes.php?committeelD=1) )**

- **Conference Sales Leisure Sales**
- **Events & Communications – Amber Burke**
- **Website Content – Shelley Fallon**
- **Public Relations – The Abbi Agency**
- **Advertising – Augustine Agency**

**11.0 STANDING REPORTS**

- **Destimetrics August Report**
- **RTIA Passenger and Cargo Report**
- **August Conference Activity Report**
- **August Lodging Referral Report**

**12.0 COMMITTEE MEMBER COMMENTS**

- No member comments.

**13.0 ADJOURNEMNT**

Meeting adjourned at 4:45 pm.

Submitted By:

Anna Atwood  
Marketing Executive Assistant  
North Lake Tahoe Chamber/CVB/Resort Association



## MEMORANDUM

Date: March 21, 2018  
TO: Tourism Development Committee  
FROM: Amber Burke  
RE: Reallocation of Event Budget

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### **Action Requested:**

Approval on moving forward with two new line items in the 17.18 Event Sponsorship budget – Pops in the Park Sponsorship and Autumn Food & Wine Festival brand refresh.

### **Background:**

The NLTRA sponsored Pops in the Park in 2017 and had positive engagement with the East Sacramento audience. The opportunity has been presented again and we have remaining funds in the event budget which can be reallocated to cover the cost.

The Autumn Food & Wine brand (logo/creative/etc.) has not been refreshed in 10+ years. The intention is to freshen it up without compromising the brand recognition. A quote has been received from The Augustine Agency to provide three (3) logo recommendations.

### **Fiscal Impact:**

Pops in the Park Sponsorship - \$6,000  
AF&W Brand Refresh - \$2,800 - \$3,800

Funds that were originally allocated to the 2018 AMGEN Tour of California, \$22,000, are available for reallocation. There will not be a financial impact to the overall approved budget amount of \$524,000.

## 2017.2018 Event Sponsorship Budget Recommended New Line Items

### Pops in the Park Sponsorship

- \$6,000 (\$2,500 Sponsorship, \$1,300 Activation, \$2,200 Staff Travel & Expenses)
- Four (4) Concert Series in Sacramento
  - 6/2 – East Portal Park (Ideateam – Funk)
  - 6/9 – Bertha Henschel Park (Band TBD)
  - 6/16 – McKinley Park (Band TBD)
  - 6/23 – Glenn Hall Park (Band TBD)
- Attendance: 3,000 – 5,000/concert
- East Sacramento Demographics
  - Median Age: 39.7
  - HHI \$60k - \$100k: 25%
  - HHI \$100k - \$200k: 41%
  - HHI \$200k+: 14%
- Major Sponsorship Includes:
  - Booth (10' x 10') at all 4 events
  - Full page ad in Pops program to be distributed at all four concerts
  - Logo link displayed at eastsacpopsinthepark.com
  - Logo listed on Pops in the Park banner to be displayed on H Street
  - Logo listed on posters (100 to businesses) and fliers (2,500 to schools)
  - Verbal recognition at all concerts
  - Name recognition on media advisories
- Sponsored event in 2017 and had extremely positive feedback from audience and great engagement at our 10x10 booth. Pushed all North Lake Tahoe activities with a live music focus.

### Autumn Food & Wine Festival Brand Refresh

- \$2,800 – 3,800 Estimate from Augustine
- Includes the following:
  - 3 Logo concepts
    - Each with color palette recommendations
    - Each with font recommendations
  - Deliverables include high res file formats of chosen logo including (Adobe Illustrator, PDF, PNG, JPEG, EPS)
- Current logo

LAKE TAHOE  FESTIVAL



**Special Event/Sponsorship Budget**  
July 2017 - June 2018

Budget

\$524,000

Line Item	Budget	Actual	Allocated (Not Yet Paid)	Forecast Month	Actual Month	Remaining
<b>Event Media</b>						
Human Powered Sports Campaign	\$21,000	\$74	\$0			\$20,926
Augustine/Rictor 7 Buy & Creative	\$21,000			April		
Richter7 Buy		\$74			November	
<b>Event Media Totals</b>	<b>\$21,000</b>	<b>\$74</b>	<b>\$0</b>			<b>\$20,926</b>
<b>Sponsorships</b>						
2017 Spartan World Championships	\$254,000	\$254,000	\$0			\$0
Cash Sponsorship	\$250,000	\$250,000		July	July	
The Abbi Agency	\$4,000	\$4,000		October	October	
2018 Tough Mudder	\$40,000	\$0	\$40,550			(\$550)
Cash Sponsorship Deposit	\$20,000		\$20,000	March		
Cash Sponsorship Balance	\$20,000		\$20,000	June		
Booth Activation			\$550	June		
2018 WinterWonderGrass Tahoe	\$19,400	\$15,400	\$4,000			\$0
Cash Sponsorship	\$15,000	\$15,000		September	November	
Tahoe City Banners	\$400	\$400		November	November	
The Abbi Agency	\$4,000		\$4,000	April		
2017 Autumn Food & Wine Festival	\$37,000	\$37,179	\$0			(\$179)
Cash Sponsorship	\$30,000	\$30,000		July	September	
The Abbi Agency	\$4,000	\$4,000		September	October	
Swag	\$3,000	\$2,918		August	September	
NLTRA Liquor Liability Insurance						
ABC Special Event License		\$200		August	August	
FedEX		\$62			August	
2018 AMGEN Tour of California Women's Race	\$22,000	\$0	\$0			\$22,000
Cash Sponsorship	\$17,700	\$0		February		
Swag	\$4,000	\$0		April		
KTKE Radio Announcements	\$300	\$0		May		
2018 Broken Arrow Skyrace	\$15,000	\$15,000	\$400			(\$400)
Cash Sponsorship	\$15,000	\$15,000		March		
Booth Activation			\$400	June		
2018 Tahoe Lacrosse Tournament	\$5,000	\$5,000	\$0			\$0
Cash Sponsorship	\$5,000	\$5,000		March	March	
4th of July Fireworks Sponsorship	\$20,000	\$20,000	\$0			\$0
2018 Tahoe City Fireworks	\$10,000	\$10,000		February	January	
2018 Kings Beach Fireworks	\$10,000	\$10,000		February	January	
2018 Wanderlust	\$41,000	\$34,000	\$7,000			\$0
Cash Sponsorship	\$30,000	\$30,000		February	January	
Swag - Essential Oils	\$3,000		\$3,000	June		
The Abbi Agency (2017)	\$4,000	\$4,000		August	September	
The Abbi Agency (2018)	\$4,000		\$4,000	June		
Event Opportunities	\$23,000	\$0	\$0			\$23,000
Big Blue Adventure	\$15,000	\$0	\$0	March		
Additional Opportunities	\$8,000					
New Event Development	\$10,000	\$10,000	\$0			\$0
Miscellaneous	\$10,000			October		
2017 Tahoe Trail 100		\$5,000			August	
NASTAR National Championships		\$5,000		February		
<b>Sponsorship Totals</b>	<b>\$486,400</b>	<b>\$390,579</b>	<b>\$51,950</b>			<b>\$43,871</b>
<b>New Event Development</b>						
Event Development	\$7,600	\$5,029	\$600			\$1,971
Visit California Attendance - Amber	\$1,300	\$1,375	\$0			
Registration & Flight	\$900	\$525		November	Nov/Dec	
Hotel		\$839			Nov/Dec	
T&E	\$400	\$11		February	February	
National Association of Sports Commission	\$4,600	\$2,872	\$600			
Registration & Flight	\$2,900	\$1,994		January	January	
T&E	\$1,700	\$878	\$600	May	Jan/May	
Additional Opportunities	\$1,700	\$783	\$0	October		
Tahoe Prosperity Center Economic Summit		\$85			October	
MTS 2018		\$698			January	
<b>New Event Development Totals</b>	<b>\$7,600</b>	<b>\$5,029</b>	<b>\$600</b>			<b>\$1,971</b>
<b>Operations</b>						
Operations	\$9,000	\$98	\$0			\$8,902
Swag	\$9,000			May		
Stickers for participant bags						
Large Check		\$98			January	
New Event Banners						
<b>Operations Totals</b>	<b>\$9,000</b>	<b>\$98</b>	<b>\$0</b>			<b>\$8,902</b>
<b>Total Spend</b>	<b>\$524,000</b>	<b>\$395,780</b>	<b>\$52,550</b>			<b>\$75,670</b>

Approved Budget	\$524,000
Spent	\$395,780
Allocated (Not Yet Paid)	\$52,550
Remaining Budget	\$75,670

# Special Event Partnership Funding 2018 Cycle Info

## Timeline

- BOD Meeting for Approval: May 2, 2018
- Marketing Committee for Approval: April 24, 2018
- Partnership Funding Presentations: April 18, 2018
- Applications Due: April 6, 2018

## Documents

All application documents can be found on [www.nltra.org](http://www.nltra.org) under the Marketing tab.

- Application
- General Program Information
- Application Explanations
- Applicant Check List & Deadline Worksheet

## Committee Members - Potential

- BOD
- Marketing Committee
- BACC
- Lodging
- County

## Communication Information

The North Lake Tahoe Resort Association facilitates a Special Event Partnership Funding program for annual special events in the North Lake Tahoe region. The total amount of funding available, among all recipients collectively, is \$50,000.

The NLTRA is funded by transient lodging taxes (TOT) from lodging in Placer County. Therefore, Special Event Partnership Funding is earmarked for events that occur in Placer County and have a history of, or the potential for, attracting overnight visitors to Placer County. This program is a marketing opportunity, providing a financial resource for events to broaden their advertising and promotional efforts (to potential out-of-market visitors) that would otherwise not be possible. Special Event Partnership Funding is not intended to supplement event production expenses or to augment net income.

Interested producers can find the application and additional information on [www.NLTRA.org](http://www.NLTRA.org). Navigate to the Marketing tab where the following documents can be found.

Please note the application process has been updated this year and is different from years past. Please contact Amber Burke with any questions.

Applications will be accepted for events in the 2018 calendar year and need to be submitted no later than Friday April 6, 2018. Following the application and evaluation process, a number of events will receive funds through the program.

Applications can be submitted to Amber Burke via email or hard copy. She can also answer questions along the way during the application process.

Amber Burke

Events & Communications Manager

Email: [amber@gotahoenorth.com](mailto:amber@gotahoenorth.com)

100 North Lake Blvd., Tahoe City, CA 96145

Phone: (530) 581-8702





# north lake tahoe

## Guiding Principles Draft -

NLTRA promotes the overall region in ways that individual business cannot

North Lake Tahoe Resort Association in partnership with the Incline Village Crystal Bay Visitors Bureau provides a single marketing sales and communications platform to promote the North Lake Tahoe brand and destination. These entities serve as an authority on travel and tourism to the various communities of North Lake Tahoe and engage in opportunities and partnerships that will elevate the profile of the region. North Lake Tahoe Resort Association and Incline Village Crystal Bay Visitors Bureau unify business and community leaders to raise the relevance of travel to the destination and enhance the area.

NLTRA builds awareness and preference for the North Lake Tahoe brand to stimulate travel, focused on non-peak and mid-week periods.

We develop marketing program (including, but not limited to digital advertising, social media, public relations, video, search) that attract new visitation to the destination from both long haul markets where travelers book early and stay longer and drive markets during off peak times. Increased marketing investment will provide opportunities to reach new markets that have been otherwise cost-prohibitive.

NLTRA leverages (builds?) all assets and alliances

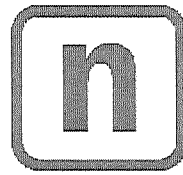
We establish partnerships and alliances that introduce the destination brand to audiences otherwise out of reach. Partnerships are used to support efforts via advertising and other channels regionally and in selected countries that develop greater awareness for the North Lake Tahoe area.

NLTRA Supports partner businesses/organizations and the wider local economy

We provide resources to partner businesses and others through marketing options, web leadership, education opportunities and dissemination of tourism research materials helpful to the success of their endeavors.

NLTRA tracks key metrics and ROI to inform the strategic direction of the program of work

We track and evaluate program impact on attracting leisure travelers to reinforce the organization's value to travel-related businesses and the North Lake Tahoe community as stewards of public funds.



north lake tahoe

# Advertising Effectiveness & ROI

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Submitted by Strategic Marketing & Research Insights

March 2018

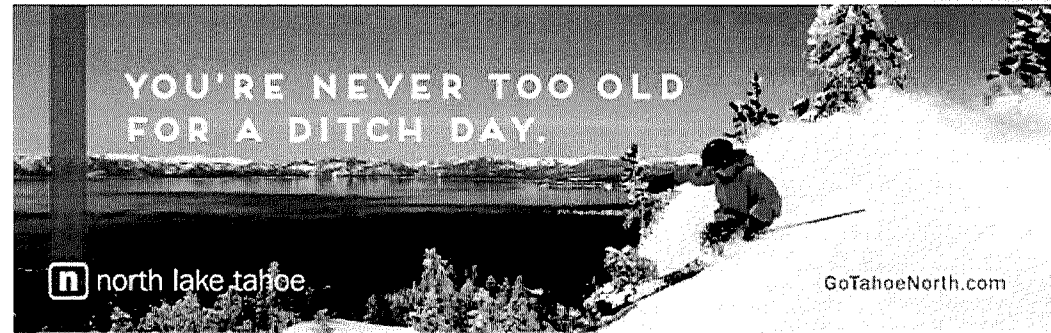
# Overview of Proposed Research

North Lake Tahoe invests in paid media to influence both leisure travelers and meeting planners in the journey to purchase. Through investment in digital, print, radio, paid social and outdoor advertising, North Lake Tahoe invests nearly \$1 million during the fiscal year to influence both leisure and business travel.

Digital metrics can provide up-to-the moment insights into performance of digital and social media, but they cannot provide an understanding of how they work with other investment and if the advertising ultimately influences travel.

Strategic Marketing & Research Insights (SMARInsights) has developed a procedure for measuring the effectiveness of marketing efforts and providing meaningful feedback. We use survey research to determine recall of the various ad vehicles (through aided recall measures) and subsequent travel to the destination.

While being exposed to advertising is key to impact, it is not enough. Many people are already planning to visit a destination, so ad awareness alone is not enough to claim impact. We focus on incremental travel – the level of travel that would not have occurred but for the



advertising. This is determined by comparing the level of travel among those with no advertising recall to the level of travel among those who have ad recall. This isolates the impact of the marketing and measures the additional travel that was generated.

The survey also gathers a wealth of other data that can help assess and refine marketing efforts. The details of these concepts are included in the following thorough research discussion.

# Ad Effectiveness & ROI Research Overview

For a DMO, the impact of the advertising occurs *throughout* the travel decision process. It is critical to understand the impact at each stage of the process, and our research addresses this:

Campaign Goal:

SMARInsights' measure:

EXPOSURE

ADVERTISING AWARENESS

Before advertising can influence travel, potential visitors have to see it. Online surveys enable us to expose respondents to ads to accurately determine advertising recall. Recall of different types of ads is quantified to determine which media are most effective and most efficient.

MESSAGING

CREATIVE EVALUATION

Reaching the audience is only meaningful if the message is relevant and persuasive. Evaluating creative is difficult, since consumers are not always aware of what motivates them. SMARInsights measures whether ads communicate the key themes they were designed to communicate, motivate consumers to gather more information, and generate interest in visiting the destination.

SHIFT IN ATTITUDES

IMPACT ON PERCEPTIONS

If the advertising is “working,” those who have seen the ads are likely to be more positive about the destination. Respondents rate the destination on a series of image attributes, enabling a review of differences in perceptions between those with and without ad awareness.

BUILD INTEREST

IMPACT ON INFORMATION GATHERING

SMARInsights' research determines whether ad awareness results in more efforts to gather information about the destination, and whether those who have seen the ads indicate that they are more likely to visit the destination in the future.

GENERATE TRAVEL

INCREMENTAL TRAVEL

Incremental travel is the level of travel that would not have occurred without the advertising. To determine this, the level of travel among those without advertising recall is used as a baseline and represents the travel that would have occurred without advertising efforts. Additional travel above the baseline level is considered incremental or influenced by the advertising.

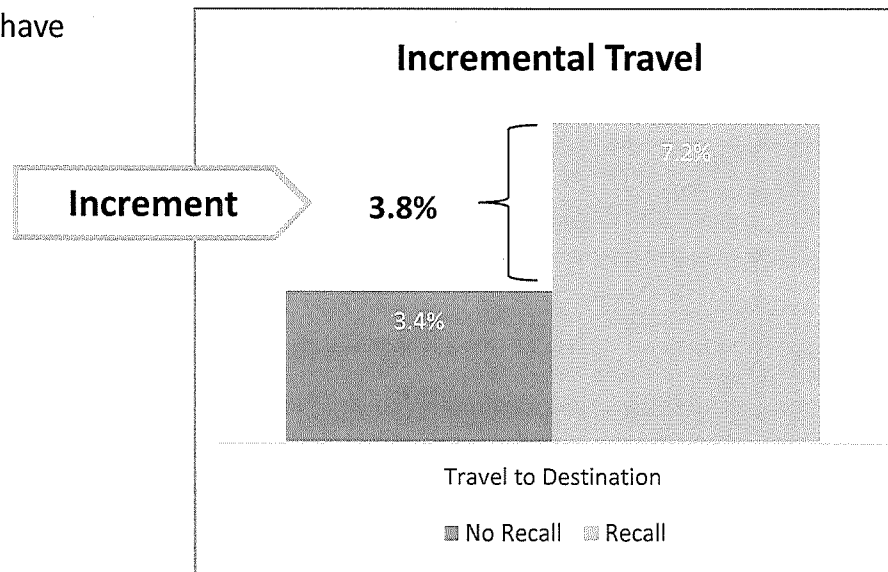
# Incremental Travel Methodology

The basis of SMARInsights' advertising effectiveness methodology is measuring the differences in opinions and behaviors between those who have seen the advertising and those who have not. This *incremental travel* provides a good option for determining the additional travel that was generated as a result of the advertising. Those who have not seen the advertising act as a "control group" and provide insight into what would have happened if no advertising was used. By comparing the behaviors of the control group to those who have seen the advertising, the incremental impact can be derived.

This methodology assumes that people will visit North Lake Tahoe even when there is no advertising. The level of travel among those who are unaware of the advertising is the baseline – the level we assume would have occurred anyway.

Additional travel among those with ad awareness is attributed to the ads and is considered incremental travel.

The basis of the calculations relating to the impact of the advertising is the amount of incremental travel.





# Data Collection & Questionnaire Development

To provide an accurate measure of advertising awareness, SMARInsights conducts surveys online to allow respondents to view/listen to the advertising and indicate whether they recall the ads. This process for measuring advertising awareness is more accurate than merely unaided recall (asking travelers if they remember any North Lake Tahoe advertising) and ensures that the impact measured relates to the specific advertising run by the bureau. This includes all types of advertising, as well as social channels. While some specific efforts can be difficult to track, we make every effort to get an accurate measure of recall across various media types.

While SMARInsights has a standard process for evaluating the effectiveness and impact of DMO advertising, each project is customized to meet the needs of the client. One of the key areas of customization is the questionnaire development. While we start with a standard framework, we adjust the questionnaire based on feedback and consultation with the client.

In addition to ad recall, respondents are asked to rate the ads on how well they communicate key messages or generate interest in visiting North Lake Tahoe. This information can help identify opportunities to fine tune the media buy or the creative executions. The survey also gathers information about trips to North Lake Tahoe, activities, motivations, spending and other details that are critical in evaluating the current efforts and planning for the future. One issue that we have also addressed for many clients is the “halo” effect of their advertising and how the tourism advertising can help with other community development efforts.

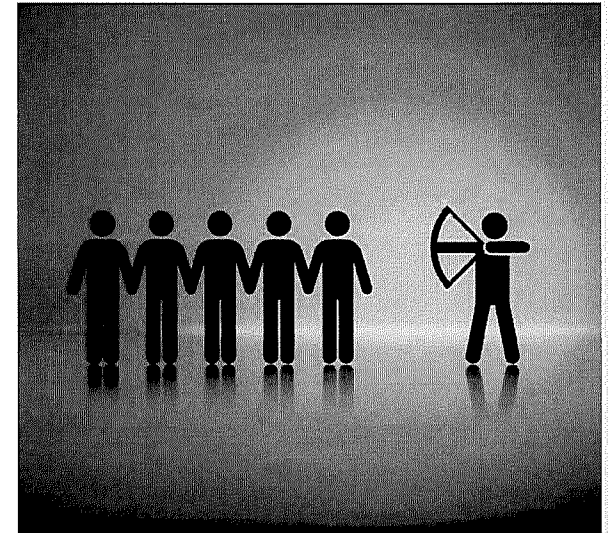
Surveying takes place after the advertising has run and enough time has elapsed for travel to occur. While North Lake Tahoe has the heaviest investment in paid media to influence winter travel, the bureau is interested in evaluating the influence of the media placed throughout the fiscal year. By interviewing in June, the influence of travel throughout the fiscal year can be captured.

# Sampling Considerations

A major issue in any research effort is determining the appropriate sample target and sample size – in other words, how many interviews are needed to provide an accurate result. Sample size drives both accuracy and cost, and there is a trade-off between the two.

Having conducted advertising effectiveness research for Visit California for a number of years, SMARInsights estimates travel to the area is around 7% in North Lake Tahoe's target markets. . The goal is to have enough surveys to measure travel and differences between aware and unaware consumers. SMARInsights recommends a survey sample size of 1,400 in the target markets of Los Angeles, New York, Austin, San Francisco and Sacramento. While quotas will not be established for individual markets, this sample size will allow for evaluation of markets in terms of the influence on perceptions and interest in visiting.

Survey respondents are screened to be travel decision makers who regularly take leisure trips. But in addition, given the target of the North Lake Tahoe winter marketing, half the respondents will also be screened as winter leisure travelers in that they have taken a snow-focused trip in the past or are willing to do so. SMARInsights' methodology makes use of national online panels wherein an email with the survey link is sent to a qualified list of potential participants and they are asked to complete the survey.



# Analysis & Reporting

**One of the key benefits of using SMARInsights is our ability to provide context to your findings through our national benchmarks.** We have measured the effectiveness of hundreds of DMO marketing campaigns, and as a result we have developed national benchmarks to help you understand how well you are doing. Our benchmarks tell you how your results compare to other destinations and whether your efforts are superior to other DMOS.

**The following outlines the key issues that will be addressed in the report:**

***Advertising Awareness/Exposure:*** Advertising awareness, awareness of individual ads and types of media, and cost per aware household reached. This provides information on how different media are performing, as well as the synergies among different media options. This includes national benchmarks for reach based on budget, as well as the efficiency of the media buy.

***Advertising Evaluation:*** Respondents would evaluate the campaign for key messages. In addition, advertising effectiveness would be evaluated based on differences in the image of the destination as well as intent to travel between ad-aware and non-aware respondents. We have national benchmarks for both communication and impact for creative to help identify your competitive position and performance.

***Market Perceptions:*** An assessment of how respondents view the area and identification of specific perceptions that are linked to increased interest in traveling. This can include both traditional tourism measures as well as broader measures relating to business development, desirability as a place to live and others.

***Incremental Visitation:*** Difference in the level of visitation among those who have seen the ads and those who have not.

***Economic Impact:*** The additional spending linked to the incremental travel generated.

***Return on Investment/Return on Tax Investment:*** A comparison of the cost of the campaign to the spending and tax revenues generated by incremental travel to the area.

***Conclusions and recommendations*** relative to the overall effectiveness of the advertising and options for improvement.

# Timing & Price

In order to evaluate North Lake Tahoe's entire fiscal year of paid media, SMARInsights recommends interviewing in June. While most of the media placements focus on the winter travel season, this will allow for the capturing of shoulder season travel as well and account for an entire fiscal year's budget.

Activity	Timing
Questionnaire Development	Week 1
Survey Programming & Testing	Weeks 2 & 3
Data Collection	Weeks 4 & 5
Data Analysis	Weeks 6 & 7
Report Delivered	Week 8

1,400 surveys	Price
Five target markets: Los Angeles, New York, Austin, San Francisco and Sacramento	\$21,500
In-person presentation of results	\$2,500

# MEETING PLANNERS



# Meeting Planner Methodology

In addition to targeting leisure travelers, North Lake Tahoe also makes media placements to influence the meetings and convention market. With print and digital buys in trade outlets, the approach to measuring the impact on the meetings business in North Lake Tahoe is similar to that of the leisure methodology.

However, having worked to measure the impact on meeting planners with other destination marketing organizations, the audience can be difficult to reach using national sample vendors. Because of this, SMARInsights recommends meeting planner sample come from both North Lake Tahoe’s internal database of planners as well as purchased sample of meeting decision makers.

With the two sample sources, SMARInsights estimates being able to complete 400 interviews with targeted meeting planners. Rather than generating a return on investment, the results would center around the impact of the advertising on the image of North Lake Tahoe as a meeting destination and likelihood to book in the future.

Because meeting planners are more difficult to reach, the cost is considerably different than leisure consumers. The sample from national sample vendors is more than four times that to reach leisure consumers. And even those planners coming from the North Lake Tahoe database will be provided incentive to complete the survey.

400 surveys	Price
200 from North Lake Tahoe’s database of planners; 200 from national sample vendors	\$18,000

# VENDOR OVERVIEW

# SMARInsights at a Glance

## Decades of Experience:

Company has 35 years of research experience

27 years of experience in travel and tourism research

- SMARInsights' researchers have conducted research for travel and tourism-related organizations since 1990. In the last year alone we have conducted marketing effectiveness studies for 15 states and more than 20 local DMOs.

## Location:

SMARInsights  
135 N. Pennsylvania St.  
Suite 1330  
Indianapolis, IN 46204

**Telephone:** (317) 574-7760

**Fax:** (888) 509-3980

## Primary Contact:

Alisha Valentine  
Account Supervisor  
avalentine@smarinsights.com  
(317) 574-7721



We could profile our organization through an iteration of capabilities and past experience – and we do provide these for your reference. But that is not what we are about. We are researchers who recognize what is important is that research be timely and meaningful and

client focused. Our focus is our clients and their needs, not our products and processes.

***This means we have to think and change and tailor what we do every day. And every day we give you our best.***



**Thinking. Partnering. Customizing. Specializing.**

# Thinking. Partnering. Customizing. Specializing.

North Lake Tahoe needs a research partner who can bring together diverse sources of information across a multiplicity of channels to produce relevant and **meaningful marketing intelligence**.

- A partner who can **innovate** as necessary and access multiple measurement tools
- A partner who **understands** the DMO world and the demands of that world
- A partner who can draw **insights** across studies – and over time
- A partner who can maintain **connectivity** with the past while addressing the needs of the future

We can be that partner. Our concept is to synthesize and integrate data from:

- ongoing surveys
- targeted surveys
- web analytics
- secondary information
- innovative methodologies
- media data

**Results:** Deliverables that provide an integrated reporting and analysis and marketing intelligence.



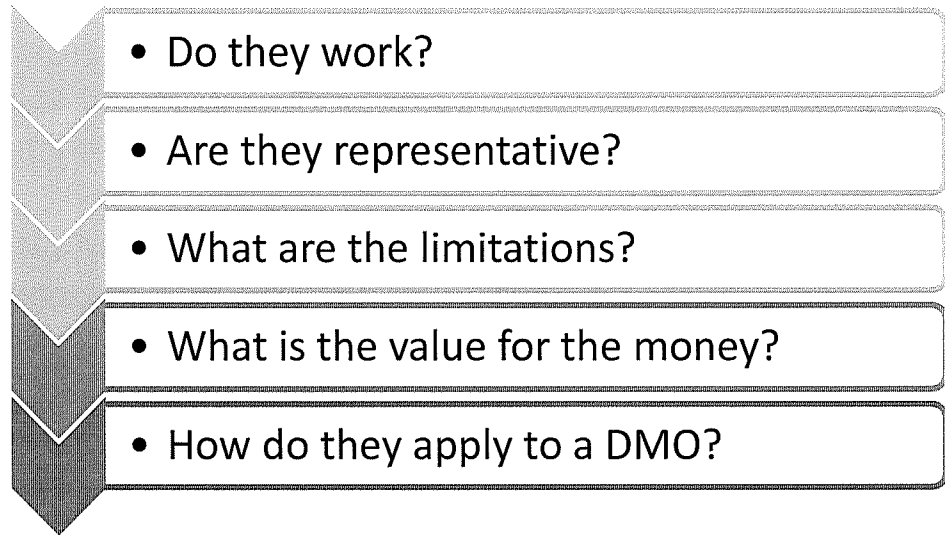
# Innovation

**Innovation and creativity** are essential ingredients in developing and maintaining relevant and actionable research programs in a changing environment.

**New tools and metrics** need to be constantly identified, tested and employed while recognizing that the resultant findings are comparable, projectable, and reliable.

As a full-service research consulting firm **specializing in travel and tourism**, we are not locked in to any singular approach or technique, panel or platform.

Instead we continually **choose the ones that work the best** for the situation. And when considering new techniques and technologies we review them critically:

- 
- Do they work?
  - Are they representative?
  - What are the limitations?
  - What is the value for the money?
  - How do they apply to a DMO?

# Grounded in Research and Tourism

Strategic Marketing & Research Insights (SMARInsights) has extensive qualifications in terms of market research generally and destination-related research specifically. In addition to being qualified researchers, we have **extensive experience in tourism marketing**. We have worked with many tourism organizations and destinations and understand the issues they are facing.

**SMARInsights' researchers have conducted research for travel and tourism-related organizations since 1990.** In the last year alone we have conducted marketing effectiveness studies for 15 states and more than 20 local DMOs.

Given the scope of our work in marketing effectiveness we are **continually looking forward to innovate** with new solutions and methodologies, but we ground these efforts on our understanding of the tourism product and the organization's goals in promoting it. We understand that new is not always better and that the credibility of the numbers and the organization are paramount.

Our mission is to provide each client with **personalized consultation based on fully integrated marketing research services**. We endeavor to distinguish ourselves by exceeding our clients' expectations with a combination

of high quality, industry-specific marketing consultation, primary research, and analytical expertise at competitive prices.

SMARInsights is a **full-service research company**, and our staff coordinates all aspects of each research program. We manage the research needs of our clients from beginning to end. We develop the research plan and implement the project, including data collection and analysis.

By offering a full range of in-house services, we **maintain quality control and ensure that every step of the research process is implemented correctly, accurately, on time, and within budget**. We bring our experience to the research design and analysis process to ensure that the results are meaningful and actionable. We also understand your tight deadlines and your need to have information in real time. Finally, our research findings are not laced with research jargon, thus making them easier to understand and implement.

# References



**Greater Palm Springs Convention  
and Visitors Bureau**

Bob Thibault  
Vice President of Marketing  
70100 highway 111  
Rancho Mirage, CA 92270  
760-969-1339  
bthibault@gpscvb.com



**Los Angeles Tourism &  
Convention Board**

Wendy Kheel  
Vice President Consumer Insights  
333 S. Hope St., 18th Floor  
Los Angeles, CA 90071  
213-236-2321  
wkheel@LATourism.org



**Visit California**

Tia Hoang  
Research Manager  
555 Capitol Mall, Suite 1100  
Sacramento, CA 95814  
916-444-4429  
thoang@visitcalifornia.com

# Tourism Clients Since 2011

## Visit Albuquerque

*Client since 2017*

2016-2017 Advertising Effectiveness



## Arizona Office of Tourism

*Client since 2000*

2011-12 Advertising Effectiveness & ROI

2013 Image & Positioning

2013 Concept Testing

2014-17 Ad Effectiveness

2017 Creative Concept Testing

2017 Creative Image Testing

## Arkansas Department of Parks & Tourism

*Client since 2017*

2017 Market Potential Research

2017 Advertising Effectiveness Research

2017 Visitor Profile Research

## Asheville (N.C.) Convention & Visitors Bureau

2013 Brand & Market Analysis

2013 Market Assessment Research

2016 Ad Effectiveness Research

## Visit Bloomington (Ind.)

2018 Visitor Profile

## Branson Convention & Visitors Bureau

*Client since 2014*

2014 Advertising Creative Testing

2014 Website Evaluation Web Labs

2014 Branding

2015 + 2017 Creative Testing FGs



## California Tourism (Visit California)

*Client since 2002*

2012 Web Evaluation & Integrated ROI

2012-17 Domestic Ad Effectiveness & ROI

2012-17 Canadian Ad Effectiveness & ROI

2012-17 Australia Ad Effectiveness & ROI

2012-17 UK Ad Effectiveness & ROI

2013 Point of View Advertising Research Summary

2013 Global Creative Testing

2013-15 Domestic Tracking Research

2013-14 Canada Tracking Research

2013-14 UK Tracking Research

2013-14 Australia Tracking Research

2013-14 Domestic Website Satisfaction

2014-17 China Ad Effectiveness & ROI

2014-17 Mexico Ad Effectiveness & ROI

2014-15 Domestic Web Evaluation & ROI

2014 Domestic Business Travel ROI

2016 Super Affluent Ad/Website Tagging-US/UK/Canada

2017 Global ROI



## Chicago Convention & Visitors Bureau

*Client since 2012*

2012-17 Winter Ad Effectiveness & ROI

2012-17 Non-winter Ad Effectiveness & ROI

2013 Texas Market Ad Testing

2017 Creative Testing

2017 International Tagline Testing

2017 Theater Campaign

## Chickasaw Nation

2015 Chickasaw Ad Effectiveness – Awareness and Travel

2016 Chickasaw Adventure Road Ad Effectiveness – Awareness



## Colorado Tourism Office

*Client since 2012*

2012-17 Ad Effectiveness & ROI Research

2014 Market Analysis

2014 Requestor Evaluation Research

Summer Awareness & ROI

2018 Creative Testing

*Continued on next page*

# Tourism Clients Since 2011



BIG THINGS HAPPEN HERE

**Dallas Convention & Visitors Bureau**  
*Client since 2013*  
 2013-17 Ad Effectiveness & ROI  
 2017 Focus Groups

**Gatlinburg Convention and Visitors Bureau**  
*Client since 2013*  
 2013-17 Ad Effectiveness & ROI  
 2013-16 ZIP Code Analysis  
 2016 Phone App Evaluation  
 2017 Wildfire Impact



**Georgia Department of Economic Development (Tourism)**  
*Client since 2011*  
 2011-17 Ad Effectiveness & ROI  
 2015 Ad Effectiveness Benchmark Aware  
 2016 Image and Film Research



**Visit Greenville (SC)**  
*Client since 2015*  
 2015-18 Ad Effectiveness & Conversion  
 2017 Washington, DC, Airport Study



**Hamilton County (Ind.) Tourism**  
*Client since 2002*  
 2011 Visitor Profile Research  
 2012-14 Ad Effectiveness Research  
 2013 Web Lab Focus Groups  
 2013 Logo Testing Research  
 2013 Names Testing Research  
 2014 Conversion Research  
 2015 Visitor Profile Pilot  
 2015 Chicago ROI  
 2016 Potential Product Testing  
 2017 November Meeting Facilitation  
 2018 Hamilton County Parks

**Indiana Office of Tourism Development**  
*Client since 1995*  
 2014-17 Ad Effectiveness and ROI



**Los Angeles Tourism & Convention Board**  
*Client since 2012*  
 2012, 2017 Creative Testing Research  
 2013-17 Ad Effectiveness & ROI  
 2012 Canadian Market Research  
 2012 Kissimmee Holiday Ad Awareness Research  
 2014 Ad Concept Testing  
 2014 Market Potential Model  
 2014 Ad Concept Testing  
 2016 China Efforts with California

**Mammoth Lakes, Calif.**  
*Client since 2013*  
 2013-2018 Ad Effectiveness & ROI  
 2016, 2018 Visitor Profile  
 2016, 2018 Air Service Study  
 2016, 2018 Visitor Volume Estimate

*Continued on next page*

# Tourism Clients Since 2011

**Miami Convention & Visitors Bureau**  
2017 Advertising Effectiveness Study

**Pure Michigan**  
2017 Advertising Effectiveness



**Missouri Division of Tourism**  
*Client since 1997*  
2005 Canadian Visitor Research  
2006-11 Advertising/Creative Testing  
2008, 2010 Website Development Testing  
2005-17 Ad Effectiveness & ROI  
2011 Branding Research  
2011 Print Ad Creative Testing  
2012 Missouri Branding Focus Groups  
2012 Missouri Ad Concept Focus Groups  
2014 Segmentation Research  
2015 Digital Media Effectiveness  
2015 Ad Testing Focus Groups  
2017 Missouri Market Potential Model



**Monterey County Convention & Visitors Bureau**  
*Client since 2009*  
2009-2018 Ad Effectiveness & ROI  
2009 Visitor Profiling Research  
2013 Initial Segmentation Review  
2013 Market Segments Qualitative Testing  
2013 Conference Center Research  
2014 Segmentation Research

**Mount Hood Territory, Oregon**  
2013 Mount Hood Ad Effectiveness & Branding  
2016 Mount Hood Ad Effectiveness, Trending & Visitor Profile



**New Hampshire Division of Travel & Tourism Development**  
*Client since 2016*  
2016 Ad Eff - Awareness and ROI  
2016 Image & Positioning  
2016 Visitor Profiling  
Economic Impacts, Legislative Breakouts, Lodging Reports



**North Dakota Tourism Division**  
*Client since 2012*  
2012-17 Overnight and Day Visitor Research  
2013 Canadian Overnight & Day Travel Assessment  
2016-17 Ad Eff & Visitor Profile Research  
2017 Lodging Reports  
2017 Economic Impact  
2017 Visitor Volume  
2017 Adara Integration  
2016-17 Website Effectiveness  
2017 Creative Copy Testing

**Greater Palm Springs (Calif.) Convention & Visitors Bureau**  
*Client since 2013*  
2013 Advertising Testing Research  
2013 Print Creative Research  
2013-18 Ad Effectiveness & ROI  
2014,15 Creative Testing  
2018 Image Study

**Park City (Utah) Chamber/Convention & Visitors Bureau**  
2012,16 Winter Resort & Luxury Consumer Comparison  
2016 Creative Validation  
2017 Winter Ad Effectiveness & ROI

*Continued on next page*

# Tourism Clients Since 2011

## **St. Louis Convention & Visitors Association**

*Client since 1996*

2005 - 2014 Conversion & Ad Effectiveness Research  
2015 Image & Creative Testing Focus Groups  
2015 Image Research – Chicago  
2015-17 Summer Ad Effectiveness  
2015 Airport Study  
2017 Washington DC Media Effectiveness

## **San Antonio Convention & Visitors Bureau**

2014 Advertising Effectiveness Research  
2015 Awareness & Image Study  
2017 Awareness & Image - Domestic  
2017 Awareness & Image - Mexico  
2017 Awareness & Image - Canada

## **SEAWORLD PARKS & ENTERTAINMENT**

### **SeaWorld Entertainment**

*Client since 2011*

2011 Busch Gardens – Williamsburg Research  
2012 Aquatica Pass/Local Research  
2012 SeaWorld – San Antonio Research  
2013 Busch Gardens – Tampa Research  
2014 SeaWorld Discovery Cove Awareness

2014-16 Consumer Offer Testing  
2015 BGT Howl-O-Scream Position Testing  
2017 SeaWorld San Diego Attraction Communication Testing Research  
2017 SeaWorld Orlando Attraction Communication Testing Research  
2017 SeaWorld Busch Gardens Williamsburg Summer Event  
2018 SeaWorld Park to Planet

## **South Carolina Just right.**

### **South Carolina Department of Parks, Recreation & Tourism**

*Client since 1998*

2011 Visitor Profile Research  
2011 Film Commission Research  
2011-17 Ad Effectiveness  
2012 Film & Print Advertising Testing  
2012 SCRPT Park Visitor Profile  
2012 SCRPT Website Visitor Profile  
2012 Film Impact – Focus Groups and Quantitative Research  
2012 Website Intercept  
2012 Welcome Center Research  
2013 CY Advertising Effectiveness - Leisure, Golf & PR  
2015 Welcome Center Focus Groups  
2017 Total Eclipse Research  
2017 Creative Test  
2017 In-State Test

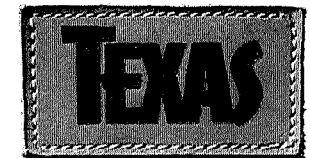
## **Sweetwater County (Wyo.) Travel & Tourism**

2015-17 Conversion Research

## **Tennessee Department of Tourist Development**

*Client since 2015*

2015, 2017 Ad Effectiveness & ROI



*It's like a whole other country.*

## **Texas Tourism**

*Client since 2009*

2012 Texas Tourism Ad Testing  
2012-14 Ad Effectiveness, Conversion & Website Impact Research  
2014 International Baseline Research  
2014-18 Mexico & Canada Ad Effectiveness & Visitor Profile Research  
2014 Spot Market Ad Effectiveness  
2014 Market Potential  
2018 Creative Ad Online FG Test

*Continued on next page*

# Tourism Clients Since 2011



## **Utah Office of Tourism**

*Client since 2006*

2006-17 Winter Ad Tracking & ROI  
2007-17 Non-winter Ad Tracking & ROI  
2012-15 Integrated ROI  
2013 Image Research

## **Go Wichita**

*Client since 2015*

2015 Creative Testing  
2015 Meeting Planner Creative Testing  
2015 Holiday Creative Testing  
2015-16 Summer Ad Effectiveness  
2015 Meeting Planner Ad Effectiveness  
2015-17 Holiday Ad Effectiveness  
2016 Summer Creative Testing  
FY2016-17 Ad Effectiveness

## **Wisconsin Dells**

2006 Website Survey  
2006 Conversion Research  
2006, 11, 14-17 Ad Effectiveness Research  
2006 Advertising Testing Research  
Door County CVB Focus Groups  
2016 Meeting Planner Research



## **Wyoming Travel & Tourism**

*Client since 2006*

2006-12 Ad Tracking & ROI Research  
2006-11 Visitor Profiling Research  
2012-17 Integrated Ad & Website ROI  
2012-16 Overnight Visitor Profile & ROI  
2012-14 Sweetwater County Travel  
Council Conversion Research  
2013, 16 Cheyenne Frontier Days Website  
Evaluation Research  
2013 Cheyenne CVB Website Evaluation  
Research  
2014 Wyoming Visitor Segmentation  
Research



# RESEARCH TEAM

# David Seiferth, Ph.D., founder



## **PROFESSIONAL PROFILE**

Dr. Seiferth is a central contributor to the development and use of new methodologies to enhance the value of research while minimizing costs and continues to improve the firm's analytical product.

He has helped develop new options for image and positioning research, advertising effectiveness, visitor segmentation, visitor profiling, product development for tourism destinations and market targeting, and helped develop methodologies to identify key visitation motivators.

He has been the leader in developing the methodology for the integrated tourism ROI that incorporates multiple elements of a DMO's marketing program.

## **WORK EXPERIENCE**

Founder and President of Strategic Marketing & Research Insights (SMARInsights), 2014 – present

Founder and Executive Vice President of Strategic Marketing & Research, Inc., 1985 – 2013

President of Market Search, 1984 – 1985

VP of MZD Advertising, 1983 – 1984

Research Director at MZD Advertising, 1980 – 1983

## **RELEVANT RESEARCH EXPERIENCE**

- Serves as Senior Consultant for many clients, and is involved in the research design and analysis for conversion, visitor profiling, competitive analysis, customer awareness, product development, and database research.
- Lead consultant on SMARInsights' Internet and mobile initiatives – development and implementation of web surveys for many clients across multiple industries.
- Developed and implemented numerous research programs with a focus on understanding consumer behavior and their decisions in several industries, including tourism, utilities, banking, restaurants and retail development.

## **EDUCATION**

Ph.D. Indiana University, 1979

B.A. Ithaca College, 1975

# Denise Miller, Executive Vice President



## PROFESSIONAL PROFILE

Denise has a solid track record of 30 years experience and accomplishment in marketing and research.

She was the director of two convention and visitors' bureaus in Indiana, and served for three years as the State Travel Director in Indiana.

By combining her marketing and research expertise, she brings valuable insight to developing new consumer programs and refining the marketing and implementation of existing programs.

## WORK EXPERIENCE

Executive Vice President of Strategic Marketing & Research Insights, 2014 – present

Vice President of Strategic Marketing & Research, Inc., 1998 – present

Research Analyst at Strategic Marketing & Research, Inc., 1992 – 1998

Director of Indiana Department of Tourism, 1989 – 1992

Director of Bloomington Convention & Visitors Bureau, 1984 – 1989

Director of South Bend Convention & Visitors Bureau, 1977 – 1984

## RELEVANT RESEARCH EXPERIENCE

- Designed and conducted numerous studies among leisure travelers, meeting planners and group tour operators, including perception studies, destination selection, satisfaction and advertising.
- Designed and implemented Advertising Effectiveness and ROI research for numerous clients.
- Conducted hundreds of group discussions for clients relating to positioning, advertising, decision-processes and others. Has conducted groups both in-person and online.

## OTHER PROFESSIONAL ACTIVITIES

- Served as President of Travel and Tourism Research Association International and Hamilton County (Ind.) Tourism
- Served as President of the Association of Indiana Convention & Visitors Bureaus
- Held the offices of Vice President, President & Chairman of the Board of the CenStates Chapter of the Travel and Tourism Research Association

## EDUCATION

B.A. University of Notre Dame, 1976

# Alisha Valentine, Account Supervisor



## **PROFESSIONAL PROFILE**

Alisha brings the perspective of a destination marketer to her role in data analysis and reporting. As a former marketing director for a state travel organization, she understands the kinds of actionable information tourism clients need. She plays an integral role in client contact; ensuring projects keep moving through development, data collection, analysis and reporting.

Since joining SMARInsights, Alisha has been the lead analyst on advertising effectiveness projects and heading the website qualitative testing process.

## **WORK EXPERIENCE**

Research Analyst, Strategic Marketing & Research Insights, 2007-present

Director of Communications and Development, Coalition for Homelessness Intervention and Prevention, 2005-2007

Marketing Manager, Indiana Office of Tourism, 2001-2004

## **RELEVANT RESEARCH EXPERIENCE**

Responsible for questionnaire development, analysis, and reporting on the following projects, among others:

- Advertising Effectiveness and ROI

- Travel Guide and Website Conversion and Integrated ROI
- Advertising Testing (Quantitative and Qualitative)
- Market Assessment
- Website Testing Qualitative Focus Groups

## **RELEVANT RESEARCH EXPERIENCE**

Responsible for questionnaire development, analysis, and reporting on the following projects, among others:

- VISIT FLORIDA Advertising Effectiveness & ROI
- Wyoming Travel & Tourism Advertising Effectiveness & ROI
- Colorado Tourism Advertising Effectiveness & ROI (Winter and Summer)

## **OTHER PROFESSIONAL ACTIVITIES**

- Chair of the Board, CenStates Chapter of the Travel & Tourism Research Association, 2014-2016.
- President, CenStates Chapter of the Travel & Tourism Research Association, 2012-2014.
- Board of Directors, CenStates Chapter of TTRA, 2007-2016

## **EDUCATION**

B.A. – Franklin College

# Shelly Lindley, Project Manager



## PROFESSIONAL PROFILE

Shelly's role is to provide the "glue" that holds each research project together during implementation. Shelly coordinates with other SMARInsights staff such as data collection and data processing to deliver information in a timely manner and to track the availability of results. She provides documentation and updates of both progress and budget information.

In addition, Shelly handles details such as sample management, administrative information, and billing. She ensures project timelines are maintained throughout the research effort and results are available when promised.

Shelly brings not only a wealth of experience and attention to detail, but also a strong orientation and background in customer satisfaction systems designed to provide ongoing feedback to our clients.

## WORK EXPERIENCE

Project Coordinator & Director at Strategic Marketing & Research Insights, 1994 – present  
Call Center Manager & Account Manager, Sky Alland Research (isky), 1990 – 1994  
Operator Services Supervisor & Marketing Manager, Indiana Bell, 1988 - 1990

## RELEVANT RESEARCH EXPERIENCE

- Ad Effectiveness and Creative Testing Research
- Name and Image Research
- Web Testing & Concept Testing Research
- Website & Segmentation Research
- Ad Effectiveness & Creative Testing Research
- Creative Testing, Image & Positioning & Ad Effectiveness Research
- Visitor Profile Research

## EDUCATION

B.S. Marian College