



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

**AGENDA AND MEETING NOTICE  
MARKETING COMMITTEE**

**Tuesday, September 28<sup>th</sup>, 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

**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 – July 27th, 2010 (3 min)
- E. Presentation, Discussion and Possible Direction on North Lake Tahoe Snowfest Support – Ruth Schnabel (10 min)
- F. Review, Discussion and Possible Action on Final FY 2010/11 Marketing Strategy (20 min)
- G. Discussion and Possible Action to Approve FY 2009/10 Fund Balance Carryover (15 min)
- H. Discussion and Direction on FY 2010/11 North Lake Tahoe Marketing Coop Budget (15 min)
- I. Review, Discussion and Possible Action on Winter Media Plan (20 min)
- J. Review and Discussion on Small Lodging Marketing Effort and Committee Structure (20 min)
- K. Presentation and Discussion on [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) Website Revision (15 min)
- L. Departmental Reports
  - o Advertising
  - o Conference Sales

**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

- Leisure Sales
- Special Projects
- Website Content
- Social Marketing
- Public Relations

M. Committee Member Comments (*5 minutes*)

N. Standing Reports (posted on [www.nltra.org](http://www.nltra.org))

- August MTRiP Report
- July Reno Tahoe Airport Report
- August Search Engine Optimization Report
- August Web/GeoTracking Report
- August Lodging Referral Report
- FYE 2009/10 Financial Report

Posted and Emailed



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**MARKETING COMMITTEE MEETING MINUTES**

July 27, 2010 – 1 pm

**TAHOE CITY PUBLIC UTILITIES DISTRICT CONFERENCE ROOM**

PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Deb Dudley, Steven Holt, Les Pederson, Ron Parson, Bret Williams, Christine Horvath, Julie Maurer and Alex Mourelatos

**RESORT ASSOCIATION STAFF:** Andy Chapman, Jeremy Jacobson, Jason Neary Judy Laverty, Kym Fabel, Ron Treabess 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 There was no Public Forum

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 M/S/C (Parson/Holt) (7/0) to approve the Marketing Committee agenda as amended

**4.0 APPROVAL OF THE MARKETING COMMITTEE MINUTES FROM THE MEETING ON June 29, 2010**

4.1 M/S/C (Parson/Pederson) (7/0) to approve the Marketing Committee minutes from June 29, 2010 minutes as presented

**5.0 PRESENTATION , DISCUSSION AND POSSIBLE DIRECTION ON SMALL LODGING MARKETING REQUEST**

5.1 Alvina Paterson sent Andy two proposals for funding marketing efforts for small lodging properties. Andy asked Alvina if the lodging properties have met since the last meeting. Alvina said that they are very busy at this time of year so they have not had a chance to meet again. Alvina reviewed the proposals that she and Barb Cohen produced. Andy said he was concerned about the cost of the advertising quotes in their proposal. Barb is trying to find out the percentage of TOT tax that small properties of North Lake Tahoe contribute. A part of their plan is requesting funds to create a brochure focused on small lodging properties that would be distributed by Certified Folder. Alvina stated she only wants to market

small properties that have 50 rooms or less; she does not want to market vacation homes/properties. The committee was concerned that if funds were given to market their website "lodgingnorthtahoe.com," it would dilute the NLTRA's brand. Les would like to have the smaller properties marketed within the brand and on the gotahoenorth.com website instead of branching off with their own website. The Committee discussed adding a "Small Lodging" tab on the gotahoenorth.com website instead of funding another outside website. The committee said that they can come up with a strategy to market the small lodging properties within the NLTRA's marketing plan. Andy passed out a report that indicated there was a total of 227,000 click-throughs to lodging properties from gotahoenorth.com for FY 2009/10. The committee discussed using the requested funds to work with Smith & Jones to market a "Small Lodging Property" sub-brand on gotahoenorth.com that would represent them more efficiently. Barb stated that she would still like to have a brochure focused on small lodging and she wants the Committee to go to the Board and request that more money be designated towards marketing small lodging properties. The committee would like to have a detailed plan prior to presenting it to the NLTRA Board. They discussed having more definable sub-brands of lodging not just small lodging. The committee would like for all of the lodging properties to be equally represented. There was a conversation about forming a lodging committee. Alex said that the Board needs direction from the marketing committee to create a strategy to diversify the different types of lodging and market different segments appropriately. He believes that a lodging committee should be created. Julie believes that we could do a better job getting the right people into the right property type on our website to create a more satisfied customer.

- 5.2 M/S/C (Mourelatos/Parson) (9/0) The Committee to recommend to the Board the Creation of a Lodging Committee to evaluate a sub-brand lodging strategy for small, large, B&B and vacation rentals within this fiscal year with the recommendation that small lodging would be the first sub-brand marketed. Within 30 days staff would present a draft plan to the Marketing Committee to market the small properties.**

## **6.0 REVIEW AND DISCUSSION ON DRAFT FY 2010/11 MARKETING STRATEGY**

- 6.1 Andy explained that staff has developed a DRAFT FY 2010/11 Annual Marketing Strategy by department. Andy then reviewed the plan that he said is an extension of the three year plan that the NLTRA is currently operating under. Andy said that he would like the committee to review the plan and then he will make any changes and bring the plan back next month for the committee's approval. Ron would like to see a change in the reports listing level of effort first and then results after (input=output). He also said that we should to stay focused on the future, driving "Heads on Beds" and if something didn't work in the past we should let it go. Les would like the reports to have more depth on the results. Deb said that she recently took a trip to Mammoth and she was trying to figure out why their marketing works so well. She said that their marketing is focused on activities and their transportation is integrated with tourism (free bus rides with your bike). All of the buses in Mammoth have bike racks and free service to get back to where they started. Brett thinks the gotahoenorth.com website needs to have better navigation concerning events. Alex would like the action steps to include emphasis on promoting events and activities.

**Action: Andy will make any changes discussed on the Draft FY 2010/11 and bring the plan back next month for the Committee's approval**

## 7.0 DISCUSSION AND POSSIBLE ACTION FY 2010/11 CONSUMER ADVERTISING ANNUAL PLANNING OUTLINE

- 7.1 Cathy reviewed the FY 2010/11 Consumer Advertising Annual Planning Outline. Cathy reviewed the goals of the plan. Alex asked about their plan/timeline to revamp the gotahoenorth.com website. Cathy explained that they are in the needs analysis stage at this time and they will present a site plan and maps of the revisions to the Marketing Committee next month. The plan is to revamp the site by this October prior to the ski season. Alex asked about the efficiency of the email blasts, are people clicking through to the email. Cathy said they are planning to clean up the database to ensure that there are qualified people receiving emails. Deb wanted to know if the e-blasts are activity specific and is it possible for people to sign up for specific blasts. Cathy replied that the blasts are the same for everyone at this time but they are working on a plan to send more activity specific emails in the future. Julie asked if they have a plan to delete people in the database that are disengaged and do not open the emails. Cathy said she would talk to Mike with Smith & Jones. Ron is concerned about how the marketing is measured due to the Board being focused on "Heads on Beds." Wendy presented the media strategies for July 2010 through June 2011. Brett would like to see the marketing plan with demographics listed (who we are marketing to). Wendy said that they don't market demographically they market to a broad target because they focus on the brand N is for North (escapist mindset). The committee had discussion on drive vs. destination. Brett asked if marketing should occur in the drive time during the off strike zones and occur in the destination during the strike zones. Ron would like to see a building block approach; he believes it is hard to evaluate the marketing plan because he doesn't know the building blocks behind the plan. He would like to lay out all the marketing opportunities such as events (i.e. Amgen) and specific times of year. Then the committee could choose a few to opportunities to focus marketing efforts on. Deb says the committee needs to evaluate the type of visitor they are trying to attract. There was discussion about picking 3-5 specific marketing campaigns and building a marketing plan around them. Wendy thought that was a good idea because then she can focus on the singular campaign and she can have the magazines build an editorial around the campaign. Brett said he would like to break down the plan into time periods and activities that are popular at that time of year and then specify the demographics of people who would want to participate in the activity. Andy stated that at the next meeting the committee could look at the California Travel and Tourism Commission media calendar spread as a template. He said that he can put together a plan for the next meeting

**Action:** Cathy and Wendy will present a website plan and maps of the revisions to the Marketing Committee next month

**Action:** Cathy said she would talk to Mike with Smith & Jones concerning the plan to delete people in the database that are disengaged and do not open the emails.

**Action:** The Committee will look at the California Travel and Tourism Commission media calendar spread as a template and Andy said that he will put together a plan for the next meeting

## 8.0 PROJECT UPDATES-Andy Chapman

- 8.1 The Amgen Tour bid was submitted along with South Lake Tahoe four days prior to AEG asking for the bids. A site visit with AEG will occur on August 17-18<sup>th</sup>.
- 8.2 The North Tahoe High Notes is in full swing. It has been a good campaign and we are continuing to update the website. There was a question about how the music series attendance has been. There has been positive feedback so far.
- 8.3 The Chamber Advisory Committee will be reviewing the Community Marketing Grant Application process tomorrow. There is \$35,000 designated for Community Marketing Grants which is an increase of \$5,000 over last year.

**9.0 DEPARTMENTAL REPORTS- The following reports were posted on [www.nltra.org](http://www.nltra.org)**

- 9.1 **ADVERTISING-** Cathy reported on the Marketing that is in place for July from the Marketing packet on print, internet, radio, direct response, gotahoenorth.com website and upcoming outdoor ads.
- 9.2 **CONFERENCE SALES-** Jason Neary's gave a report on Conference Sales. Ron said that a good resource for groups would be to look into Family Reunions as a group. He suggested that we contact the NLT Wedding Association to see if they would want to market family reunions.
- 9.3 **LEISURE SALES-** Jeremy Jacobson reviewed the Leisure Sales report.
- 9.4 **SPECIAL EVENTS-** Judy Lavery reported on the Special Events Department.
- 9.5 **PUBLIC RELATIONS-** Pettit Gilwee reviewed the NLTRA Public Relations Report.
- 9.6 **WEBSITE-** Shelley Fallon reviewed the Web Content report.

**10.0 COMMITTEE MEMBER COMMENTS**

- 10.1 None at this time

**11.0 STANDING REPORTS**

The following reports were posted on [www.nltra.org](http://www.nltra.org):

- JUNE MTRiP REPORT
- JUNE SEARCH ENGINE OPTIMIZATION REPORT
- JUNE WEB/GEO TRACKING REPORT
- FY 2009/10 YEAR END CLICK THRU REPORT

**12.0 ADJOURNMENT**

- 12.1 The Marketing Committee meeting adjourned at 4:05 pm.

Submitted By:

Emily Sullivan, Program Assistant  
North Lake Tahoe Resort Association



North Lake Tahoe Resort Association  
September 28, 2010

**BACKGROUND**

Ruth Schnabel, Director of the North Lake Tahoe SnowFest, requested to be added to the marketing committee agenda. Ruth will review the current SnowFest plans and upcoming schedules and budgets.



North Lake Tahoe Resort Association  
September 28, 2010

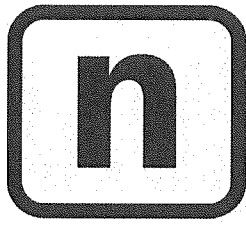
BACKGROUND

Per direction from the committee at its July meeting, staff has revised the FY 2010/11 Annual Marketing Strategy to incorporate a number of additional elements. Staff will review the plan with the committee.

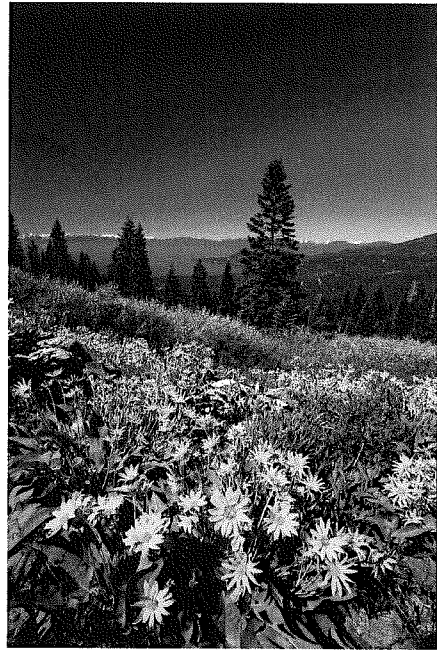
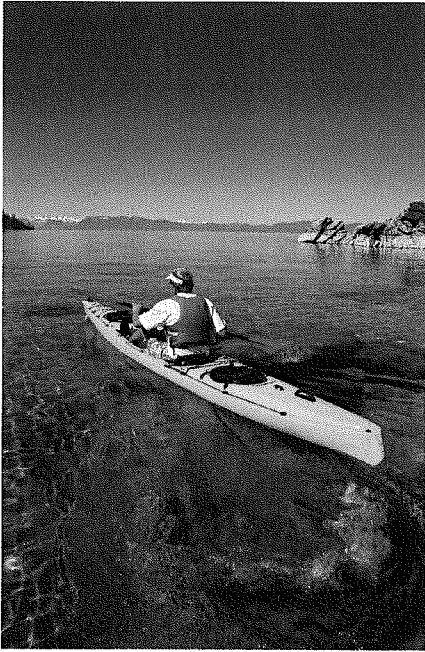
SITUATION

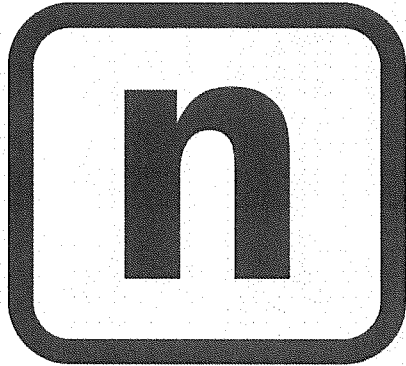
Staff is requesting the committee to review the draft plan and pending discussion, recommend for Board approval.





north lake tahoe





north lake tahoe

## **North Lake Tahoe FY 2010-11 Marketing Strategy**

*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 period.*

# North Lake Tahoe 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	14
Leisure Travel & Sales	16
Special Projects	20
Website & Social Media	23
Social Marketing/Media	24
Public Relations	27
Board Level Marketing Dashboard Indicators	30
Marketing Performance Reporting	31
Media Flow Charts	Attachment A
Bought/Owned/Earned Charts	Attachment B

## **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](http://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 (NLTRMC) 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. The current niche markets are Southern California with a specific focus on Los Angeles and San Diego. Los Angeles is selected since it has the largest number of daily direct flights to the Reno market. San Diego has been selected as it is not overly saturated with competing destination marketing efforts. The residences also closely match our target market. Efforts will also be placed on maintaining and defending our existing, core markets such as the Northern California Drive Market.

### **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. The four target periods for 2010-2011 are as follows

Late August-September, 2010

January, 2011

Late February-March, 2011 (post presidents/ski week through spring skiing)

June, 2011

### **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 (NLTMC), 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 NLTMC 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 NLTMC 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. We need to maintain a balance between budgetary constraints and the number of selected target audience and markets to still achieve a measureable impact with our efforts. 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, year-round destination which offers a variety of activities and is easily accessible from anywhere.
- Target those who are looking to get away and most likely visit a mountain destination, specifically Lake Tahoe.
- 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. These programs usually involve media or promotional opportunities. One specific program that will continue is the North Lake Tahoe ski coop in the San Diego Market. One new program under development is the small lodging property program.
- 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/NLTC 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/NLTC 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
- Maintain brand while refreshing N campaign with new photography.
- Continue focus on Cool Deals, activities and events with the messaging.
- Select a media mix that complements and enhances the brand while effectively delivers the message to the appropriate target markets.

## **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.
- Concentrate advertising efforts heavier in the drive market in the summer versus the winter. There are less advertising dollars spent directly by other companies in North Lake Tahoe. There are many options available to drive market travelers for summer travel destination and interests. North Lake Tahoe needs to maintain awareness.
- Develop target destination markets with good air service to the region such as Los Angeles and San Diego.
- 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
- A portion of the media budget will not be committed in order to react to the following unforeseen marketing conditions such as: Snow Conditions, Unforeseen Downturn in Business or Unexpected Opportunities

## **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  
    Example: High Notes Summerlong Music series.
- Develop programs designed to enhance third party events and programs that support the overall brand of North Lake Tahoe.  
    Example: Amgen Tour of California
- Work with lodging partners to develop added value packaging for regional promotional
- The media budget will focus on the following four target periods  
    January  
    Late February-March  
    June  
    Late August-September

## **Key Measurements**

### **Advertising/Promotions/Media:**

#### **INPUT**

#### **Leisure Coop Budget Amount**

Direct Paid Media Dollars

Added Value Media

Coop Programs Investment (NLT Coop)

#### **Gross Media Impressions**

### **Response/Inquires**

#### **INPUT**

**Total paid clicks**

#### **OUTPUT**

**Total Leads**

**Database email open rate**

**Database email click thru rate**

## **GTN Online Activity**

#### **INPUT**

Number of Cool Deals Posted

Number of Events Posted

#### **OUTPUT**

Total Unique Visitors

Cost per Visitor

Percent of Direct/Bookmarked Visitors

Time Spent on Consumer Website

Number of Repeat Visitors

Percent of Repeat Visitors

Cool Deals Pageviews

Number of Lodging Referrals

Lodging Referrals % of Total

Search Engine Referrals

## **GTN Geographic Breakdown**

#### **OUTPUT**

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.

#### **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 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 measurable, 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](http://www.gotahoenorth.com), as well as NLTRA content on [www.visitcalifornia.com](http://www.visitcalifornia.com), [www.visitcaliforniasnow.com](http://www.visitcaliforniasnow.com) and [www.visithighsierra.com](http://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:*

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

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

## **Social Marketing/Media**

Social marketing is not just a phenomenon, it's here to stay and has become a leading resource for destinations to enhance current marketing initiatives and engage directly with customers in an authentic and meaningful fashion. The power of social outreach lies in North Lake Tahoe's current followers and subscribers who in turn become advocates and third-party endorsers for the region spreading the viral message.

### **Goals:**

- Engage with target audiences through authentic communication designed to promote and educate audiences about activities, events, attractions, deals, etc. in North Lake Tahoe
- Become an active and immediate voice for North Lake Tahoe
- Provide an active outlet for travelers to communicate directly with North Lake Tahoe

### **Objectives:**

- Increase fans and followers over the last year
- Increase the level of communication delivered through the social platforms by North Lake Tahoe and audiences
- Increase participation among followers by developing ongoing contests, promotions, expert insights, etc.
- Using 2009-10 as a baseline, develop key measurements

### **Action Steps**

- Content: Continue to utilize content to communicate with followers current happenings (website, e-news, advertorials, public relations)
- Blog: Continue with blog postings and enhance with guest bloggers who are deemed experts in their respective field; utilize PR's contacts of local experts
- Education: Continue to use the social outlets as a way to educate audiences about the destination as a way to endear them to the destination
- Flickr and YouTube: Further develop the library of Flickr photos and YouTube videos
- Contests/Promotions: Develop and conduct integrated Facebook contests targeting potential new followers with a customized Facebook landing page including the ability to secure e-mails and data
  - Estimated Cost: \$152 per contest set-up  
\$100 recommended Facebook advertising to support
- Poll: Develop and conduct integrated Facebook polls targeting potential new followers and to engage current followers with a customized Facebook landing page including the ability to secure e-mails and data
- Advertising/Advertorial: Following closely the paid advertising schedule, target the region or area of focus to increase touch points for the consumer
- Immediacy: Compliment advertising and PR's trigger events (snow fall, etc.) with strategic and supportive social messaging
- Photos and Videos: Continue to hold follower photo and video contests and award prizes
  - Cost: None; soft dollars/comps