



STRATEGIC CONVERSATION 2010
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DCVB MISSION

The Door County Visitor Bureau is the official tourism marketing organization for Door County whose mission is to generate incremental economic impact for the community by attracting visitors with strategies that ensure sustainable tourism.

DCVB VISION

Having established a national brand image for Door County, the Door County Visitor Bureau is a leader in community and member partnerships. The DCVB is the region's premiere destination marketing organization, known for its organizational excellence, sustainable tourism initiatives and recognized county-wide as the catalyst for economic growth in tourism for the area.

BRAND PROMISE

Relaxing, Restorative, Maritime Experience

EXECUTIVE SUMMARY

THE STRATEGIC CONVERSATION FOR 2010

When we first looked at strategies in June of 2008, the major concerns were inflated gas prices, implementing our brand and staying ahead of the competition. That was before the banking bailouts, collapse of the housing industry and displacement of former homeowners, migrating from “downturn” to “recession” and distress in financial institutions worldwide. Clearly, we are now participating in a radically different tourism market.

In this volatile economy, business as usual is simply not good enough. Recently reported state tourism numbers are down on average of over 13%. According to tax collections through July 2009, Door County is down 2.6% - a major feat considering the negative numbers for so many other leisure travel destinations.

What do these numbers tell us?

First, we have been aggressive in our major tourism markets of Milwaukee, Madison, Minneapolis and northern Illinois, including metro Chicago. Based on data collected from Visitor Guide requests and internet users in addition to the aforementioned markets, we also reached out to Iowa, Missouri and Indiana. Building on our traditional magazine, newspaper and radio advertising, ads on TV ran in greater Milwaukee and the Fox Valley.

Second, in addition to having an exceptional destination to begin with, we have narrowed our message as a result of the branding initiative undertaken two years ago. That was a major investment for the Bureau but, to reap the benefit of our brand identity, we needed to focus that “Relaxing, Restorative Maritime Experience” product in our major markets. By managing our brand *and* our marketing money, we were able to make Door County top of mind amidst the “*proliferating preferences*” of destination choices.

What does the current market indicate?

1. Business in a recession is different and we must continue to be aggressive and creative in putting the Door County brand in front of our core markets. We cannot make the mistake of doing things the way they’ve always been done because the stakes have changed for everyone.
2. The Bureau must be vigilant in advocating for leisure travelers. Traveling to Door County isn’t about the people who live here, it’s about what a visitor experiences during their overnight stays and what they tell their friends when they return home.
3. In order to remain a pre-eminent Midwestern travel destination, we must act with one voice as we woo leisure travelers. Old divisions between communities confuse and discourage visitors and only make the job of bringing new people to the County more difficult. Our community branding initiative has assisted in finding commonalities under the Door County brand while allowing differentiation from other County municipalities.
4. Everyone in Door County needs to be engaged in tourism and giving their support to tourism. Different economic studies place the economic effect of tourism at between 30 and 46%! If tourism declines even a few percentage points, the entire County is vulnerable to economic risk. That begins the downward spiral of reduced services making the County less desirable for both visitors and residents alike.

5. All our marketing, whether through the Bureau or through individual businesses must be substantive and deliver the experience promised in the advertising. The Door County brand promise needs to always be top of mind. Overselling the “sizzle” can be detrimental to winning and retaining customers.
6. Elected officials from Towns, Villages, Sturgeon Bay and County Commissioners will need to be involved with the benefits of tourism on their jobs and on their personal lives. Tourism is a major part of the fabric that makes Door County an appealing place to live and do business.
7. Continuing to partner with our membership businesses is critical to our success as a destination marketing organization. This will include, but is not limited to, co-op advertising opportunities, implementation of broader initiatives to niche audiences and ongoing mining of demographic data collected through lobby traffic, phone records, Visitor Guide requests and opt-in eNewsletter subscribers.
8. As tourism grows in the County, we will continue to provide complimentary assistance to travel writers and reporters, lead generation and meet and greet to group tours.
9. Consumers are increasingly comfortable searching for and ordering products online. As dependence on electronic shopping for destinations grows, it is imperative that the DCVB keep abreast of emerging information technologies and applications. Social media, user-generated web content and enriched web site information are critical and relatively inexpensive tools to reach both established customers and prospects.
10. As part of our ongoing program to achieve and maintain organizational excellence, we launched the national Certified Tourism Ambassador (CTA) program and trained 207 CTAs in May and June. Making this investment in Welcome Center staff and the rest of the County’s front line personnel is an investment in the entire community to which we have dedicated ourselves.
11. Through our Information Specialists and sales services, we must continually provide high quality, accurate customer service to our visitors. As part of that service, we recommend lodging, restaurant, attraction and activity information, including new members as they come on board. This delivers a huge return on investment (ROI) for our membership and the County overall.
12. Steps taken to enlarge the group travel market share are beginning to yield results and will continue to be a part of the Bureau’s marketing mix. We will cultivate this segment largely through partnerships with our lodging members and through businesses friendly to and able to accommodate group travelers especially in the shoulder seasons.

With all of the above to consider, our overarching goal continues to be to expand tourism’s economic impact on Door County and increase our brand awareness in Wisconsin, in the Midwest, nationally and even internationally. By striving for and achieving this, we will deliver our market share of visitor spending.

2010 STRATEGIC MARKETING PLAN GOALS

THREE YEAR GOALS

1. **National Brand Marketing/Economic Impact:** Position Door County and its unique brand to be recognized as a national and international tourism destination in order to increase economic impact of traveler expenditures to \$500,000,000 (2011 spending reported in 2012).
2. **Unification and Total Integration:** With the actualization of 100% participation by the nineteen County municipalities that comprise the Tourism Zone, total integration of the County-wide partnerships will need to be cultivated with a vision to renew all nineteen contracts by September of 2011 so the Bureau can accurately develop the 2012 budget and marketing plan.
3. **Product Development:** Be recognized for the leadership role of DCVB in the development of the Door County product as it increases room nights.
4. **Revenue:** Increase the DCVB's operating revenue by 5% by the end of 2011 for the 2012 budget.
5. **Organizational Excellence:** Achieve a high level of organizational excellence with social and fiscal responsibility, exemplary staff and assessing physical plant requirements for the future.

ONE YEAR GOALS

1. Continue to position Door County and its unique product offerings to regional and national travel consumers to increase the economic impact of traveler expenditures.
2. Cultivate ongoing partnerships with all nineteen communities in the County to communicate and reiterate the value of tourism and assist in the development of tourism in non-traditional areas of the County.
3. Continue to develop and refine an integrated visitor information network.
4. Continue to develop and provide community leadership for product development and packaging in order to increase and maintain overnight stays in Door County.
5. Maintain DCVB operating revenues at the 2009 level throughout the 2010 budget year.
6. Continue to be a leader in organizational excellence in the tourism industry through internal best practices and strong external partnerships.

Goal #1: Continue to position Door County and its unique product offerings to regional and national travel consumers in order to increase the economic impact of traveler expenditures.

MARKETING & SALES STRATEGY 1: Continue to conduct a four-season regional advertising campaign emphasizing Door County's Brand Promise of a "relaxing, restorative maritime experience" in order to increase visitor inquiries and incremental room nights.

MEASUREMENTS:

Focusing emphasis of marketing initiatives towards overnight stays, increase 2010 occupancy by 0.5 % using occupancy through July, 2009 as a benchmark (Approximately 3550 additional rooms YTD to be updated in Feb 2010). Monitoring state and national averages work closely with TZC Finance Committee to ensure accurate and realistic expectations.

Increase number of unique web site visits on DoorCounty.com by 15% from a projected 2009 year-end total of 602,550 unique visits to 692,933 in 2010.

Increase number of web site visits on Door County.com by 10% from a projected 2009 year-end total of 2,610,064 to 2,871,070.

Report quarterly on advertising campaigns:

- Use global post-buy analysis to include all media in terms of targeted gross impressions and correlate historically with unique web users and phone inquiries.
- Report total value of placed media; paid, co-op, barter and unpaid

Increase number of visitor guide requests by 10% from a projected 2009 year-end total of 50,000 to 55,000

Realize guaranteed visitor spending from eBrains on-line e-marketing program of 115:1 ROMI (return on marketing investment) - a \$24 million guarantee in tourism-related economic impact.

Action Step 1: Focus on the target leisure audience of affluent-minded adults actively engaged in their surroundings with a four-season campaign directing media buys by Noise, Inc. to include; newspaper, magazine, insert, radio, out-of-home (visual medium in a public space), online and TV advertising. (*See Attachment 1: Target Leisure Audience, p39 & p 40*)

- **Demographics:** Key vacation decision makers – women 35-54, \$75,000+ household income.
- **Core Markets:** Prime interests include; arts & culture, silent sports, heritage travel, shopping, culinary, motorcycling.
- **Niche markets:** In addition to the core markets Door County's welcoming culture attracts LGBT audiences (committed couples) and multi-cultural travelers.

- **Primary geographic markets** (past history of over indexing for ROI): Fox Valley, Madison and Milwaukee, Wisconsin; greater Chicago and northern Illinois; Grand Rapids, Michigan; Twin cities, Minnesota; Cedar Rapids, Iowa.

Action Step 2: Continue to partner with eBrains to develop and implement comprehensive on-line marketing solutions to include Internet leads, email marketing program, conversion study, Website visitor tracking tool and seasonal ePostcards.

Action Step 3: Continue rich content and user base of Insider Tip Newsletter in order to connect with database and encourage “forward to a friend” opportunities to increase “readers.”

Action Step 4: Communicate full year co-op marketing plan for our members to increase their out-of-county exposure to our core audiences. (*See Attachment 2: 2010 Co-Op Advertising Opportunities, p.41-43*)

Action Step 5: Explore opportunities to increase awareness of Door County from a Culinary Tourism perspective.

- Work with growers to explore opportunities to partner with local restaurants.
- Encourage use of icon for locally made and grown products.
- Offer icon to restaurants outside of Door County that include Door County products on their menu.
- Explore opportunity to be featured on “foodie” TV shows.

Action Step 6: Develop niche marketing campaign for Gay/Lesbian market through LGBT media IE gaytravel.com, Chicago Tribune, Windy City Times.

Action Step 7: Continue effort in promotion to motorcycle market and expand presence in 2010 Wisconsin Biker’s Guide with more partner ads

Action Step 8: Develop Silent Sports (especially Bicycling, Kayaking and Marathons) niche campaigns.

Action Step 9: Continue presence in regional niche markets in guides i.e., Wisconsin Arts, Woodall’s Camping Directory and state lodging directories.

Action Step 10: Continue to reach the Michigan market through partnership with Lake Michigan Car Ferry and ad in 2010 Lake Michigan Circle Tour & Lighthouse Map.

MARKETING & SALES STRATEGY 2: Complete the redesign of current website. and continue to populate DoorCounty.com with rich content in keeping with brand, enhanced search capacities and social networking capabilities.

MEASUREMENTS:

Increase average page views per session by 25% from a projected 2009 year-end total of 10 to 12.5.

Increase average length of session on Door County.com web site by 10% from a projected 2009 year-end average of 6 minutes to 6 minutes and 36 seconds.

Report top ten most-viewed pages per month.

Track pay-per-click (online advertising) results compared to 2009.

Increase database subscribing to Insider Tip Newsletter by 15% from projected 2009 year-end total of 200,235 to 230,270.

Increase open rate for Insider Tip Newsletter by 10% from projected 2009 year-end total of 15.45% to 17%.

Increase click-thrus from Insider Tip Newsletter by 10% from projected 2009 year-end total of 4.245% to 4.669%.

Current website redesign is completed by end of first quarter of 2010 and unveiled at National Tourism Week member breakfast (week of May 10).

Complete portal for local communities' websites – “The Doors of Door County.”

Action Step 1: Review and approve redesign working with Noise and the Internal web committee.

- Technical updates include; Sharepoint Portal Platform, mobile website, updating of video player
- Homepage improvements include; site index, searches, viral sharing, font option and “remind me later” option
- Incorporate social network strategy with QwickClick, blog and links/icons for viral marketing.

Action Step 2: Develop a web ring for InnLine for ease of searching and in order to keep visitors on our website longer.

Action Step 3: Design the “Doors of Door County” portal for each Tourism Zone community to have a home page “door” to their own websites.

Action Step 4: Research mobile web site to be implemented in 2010 either in-house or with vendor.

Action Item 5: Using the refined wedding portion of website and list of member services to attract more wedding planners, promote Door County as a venue for Destination Weddings

Action Step 6: Develop online scrapbook on DoorCounty.com website.

Action Step 7: Continue to review, rewrite and add itineraries for the leisure traveler based on niche interests and that emphasize the Door County brand.

Action Step 8: Continue to offer Visitor Guide through the website.

Action Step 9: Continue to post niche guides and maps in downloadable version on site.

Action Step 10: Integrate search capabilities for niche interests, e.g., biking, lighthouses etc.

Action Step 11: Offer proven online cooperative opportunities to community partners to leverage their investments and to increase their knowledge of emarketing.

Action Step 12: Develop “welcome” pages in other languages.

MARKETING & SALES STRATEGY 3: Build a social media action model using Noise, Inc. with a key success metric for social media ROI and a secondary objective to include acceptance of this “new-to-social-media” brand within online communities.

MEASUREMENTS:

Increased user sessions of website and opt-in list (see Goal 1, Strategy 2).

Use web analytics to better understand how users navigate to and from the website using tracking metrics specific to the marketing objectives.

Increase effectiveness and decrease cost of organic Search Engine Optimization (SEO).

Action Step 1: Establish a DCVB official social media presence on the three major channels; Facebook, Twitter and LinkedIn.

Action Step 2: Form strategic alliances with other third-party or “unofficial” Door County accounts on Facebook and Twitter.

Action Step 3: Provide compelling online video with a personal and local touch using QwickClick Video Tours on all relevant social networking and social media channels, as well as DoorCounty.com.

Action Step 4: Share the Door County brand story through a blog.

- Blog to be written by local person or “reporter pool” with a personal knowledge of the County – perhaps CTAs.
- Engage our audience by sharing trends and insights and welcoming user comments.
- Feature several “what’s hot” and “Check this out” links

Action Step 5: Ensure that all content is shareable in order to fit every user’s “social graph” (a social graph refers to a map of the connections a single user makes with other users online and how that person integrates the many different social networks).

- Incorporate small links or icons beneath all content allowing user to Re-tweet, StumbleUpon, Digg or comment on Facebook, and included in all blogs.

Action Step 6: Focus on other travel-specific social media sites i.e.: Travelistic, Matador once a strong social media presence has been developed.

Action Step 7: Update and refresh content and use Noise, Inc. agency to serve as “online umpire” and “brand ambassador.”

MARKETING & SALES STRATEGY 4: Use 2009/10 telephone inquiries to identify existing customers for target marketing and assess potential new markets for 2011.

MEASUREMENTS:

Review of automated reporting of calls to area code statistics.

Use number of incoming telephone calls/inquiries as an indicator of interest and report numbers compared to reported numbers May to December 2009.

Action Step 1: Measure effectiveness of advertising campaigns based on area code response when possible.

Action Step 2: Communicate area code data to advertising agency for target marketing.

MARKETING & SALES STRATEGY 5: Continue to facilitate brand identity for County communities and facilitate partnerships with Tourism Zone communities.

MEASUREMENTS:

Brand message fully integrated in communities.

Develop and/or redevelop new product packaging based on member-with-member partnerships.

Action Step 1: Communicate on-site, share excitement and promote intra-member collaborations.

Action Step 2: Continue to expand partnerships through collaborations at community meetings.

Action Step 3: Meet with new business associations as they come on board especially in Southern Door.

Action Step 4: Continue to facilitate local implementation of brand identity in all advertising materials.

Action Step 5: Offer strong co-op marketing opportunities in order for the Community Marketing Fund (CMF) Coordinator to continue to brand the individual communities within the “family” brand.

MARKETING & SALES STRATEGY 6: Continue to develop awareness of Door County as a domestic and international packaged travel destination in order to gain incremental new room nights and day trips.

MEASUREMENTS:

Increase group tour contacts by 10% from a projected 2009 year-end total of 930 to 1023.

Increase group tour inquiries by 10% from a projected 2009 year-end total of 48 to 53.

Report number of trade shows and number of contacts made at each.

Track motor coaches coming to the County through a Meet & Greet program at the Welcome Center.

Increase group leads sent to hotels by 15% from a 2009 projected year-end total of 12 to 14.

Action Step 1: Continue to work closely with hotels to get accurate reporting of group room nights.

Action Item 2: Continue to refine collateral for use at shows and to respond to inquiries.

Action Item 3: Continue to develop small group market e.g., car clubs, HOG groups etc.

Action Item 4: Attend Bank Travel as sponsor and promote FAM trip for Bank Travel attendees before or after they meet in Milwaukee.

Action Item 5: Attend a minimum of three group travel shows to proactively market Door County to group tour leaders and operators to include Bank Travel and TAP.

Action Item 6: Continue Meet & Greet step-on program with a giveaway at DCVB Welcome Center in order to track motor coaches coming into the County.

Action Item 7: Increase number of itineraries from four to seven to include themes of uniquely American, Harbor Towns and Culinary in order to partner with other regional destinations.

Action Item 8: Continue to develop a network of attractions and hotels that are interested in increasing packaged travel to cross-sell the County and encourage quarterly meetings for dialogue to discuss opportunities.

Action Item 9: Offer FAM (familiarization tour) either through Circle Wisconsin or independently to host a minimum of ten group tour operators.

Action Item 10: Develop a DVD to give to operators to play en route to Door County through editing of already existing podcasts.

Action Item 11: Continue to send Insider Tip eNewsletter to database of tour operators and group tour leaders who opt-in.

Action Item 12: Continue membership and involvement in Circle Wisconsin and VISIT Milwaukee in order to maximize exposure to group tour leads.

Action Step 13: Continue to partner with the Wisconsin Department of Tourism to feature Door County in the Great Lakes of North America's Wisconsin itinerary and any other International marketing opportunities as they arise.

MARKETING & SALES STRATEGY 7: Continue to develop awareness of Door County to meeting planners, third party management companies and reunion and wedding planners of the potential of Door County as a site for small meetings, incentive travel and weddings.

MEASUREMENTS:

Increase meeting/event planner contacts through memberships, travel shows and internet sites by 15% from a projected 2009 year-end total of 600 to 690.

Increase meeting/event planner inquiries by 15% from a projected 2009 year-end total of 26 to 30.

Increase leads sent to hotels by 10% from a 2009 projected year-end total of 15 to 17 and report numbers on quarterly basis.

Report number of trade shows and number of contacts made at each.

Action Item 1: Continue to work closely with hotels to get accurate reporting of meeting room nights.

Action Item 2: Continue to refine collateral for use at shows, desk side visits and inquiries.

Action Item 3: Attend at least three trade shows to proactively market Door County to meeting planners and key influencers for small meetings and incentive travel market.

Action Item 4: Offer individual FAM (familiarization tour) to meeting planners for site inspections.

Action Item 5: Continue membership in MPI and WSAE.

Action Item 6: Partner with member to exhibit at one or two wedding shows and/or advertise on wedding sites (theknot.com) with most exposure to identified markets.

Action 7: If selected as site of 2010 WACVB Fall Conference finalize partnerships for RFP requirements.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 1: Continue the Media Marketing Program with Geiger & Associates Public Relations in 2010 to generate brand awareness for destination product offerings.

MEASUREMENTS:

Host 60 travel journalists on 5 themed press tours to Door County in 2010.

Generate an additional 4% in ad value equivalency (AVE) through articles and stories as a result of Geiger press tours from a projected 2009 AVE total of \$932,776 to an AVE total of \$970,087 in 2010.

Generate an additional 2% of impressions through articles and stories as a result of Geiger press tours from a projected 2009 number of 10,100,684 total impressions to 10,302,698 total impressions in 2010.

Action Step 1: Work with Geiger & Associates to plan, organize and host press tours.

Action Step 2: Continue to provide collateral materials, photo CDs and other supporting materials to travel journalists to assist them in producing articles and stories.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 2: Generate regional, national and international brand awareness for Door County through ongoing communication with targeted media outlets, travel journalists and trade associations.

MEASUREMENT:

Continue to monitor Door County media coverage through Cision with a goal of generating an additional 3% in publicity value through media coverage from a projected publicity value of \$1,387,968 in 2009 to \$1,429,607 in 2010. *(See attachment 3: 2010 Measurement Metrics, p 45)*

Action Step 1: Work with travel journalists to provide support, story ideas, images, itineraries and other assistance as well as put together individual press trips as appropriate for Door County based travel articles and stories.

Action Step 2: Continue memberships in the Society of American Travel Writers (SATW) and the Midwest Travel Writers Association (MTWA) and attend meetings and conferences of each association to generate brand awareness and build relationships with each association's membership.

Action Step 3: Develop themed media releases and send to targeted travel media contacts to generate awareness for seasonally appropriate travel topics.

Action Step 4: Maintain and update Door County media kits for distribution electronically and via hard copy.

Action Step 5: Work with a contracted vendor, Cision, to continue monitoring Door County media coverage and to provide data on publicity value, number of impressions and other pertinent media monitoring information to track success of communication efforts.

Action Step 6: Work with a contracted vendor, Cision, to provide continuously updated media contact lists.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 3: Maintain high quality, accessible image/photo gallery.

MEASUREMENT:

Maintain and continue to add to high quality photo gallery for convenient online access by members of the media with a goal of having another 300 images available through the gallery by the end of 2010.

Action Step 1: Coordinate with marketing on professional photo shoots and/or image acquisition from professional photographers as necessary during the course of the year for use in future Visitor Guides, advertising and to add images to photo gallery.

Action Step 2: Purchase necessary digital photo storage and photo equipment for staff to manage and continue to add images to the DCVB digital photo gallery.

Action Step 3: Work with marketing and administration to maintain secured on-line photo gallery.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 4: Continue to develop and refine *Explore The Door* video travel show podcasts to enhance awareness of destination attributes.

MEASUREMENT:

Increase the amount of *Explore The Door* web activity (including views on DoorCounty.com, episode downloads & YouTube views) on the web by 2% from a projected 2009 year-end total of 117,897 to 120,255 in 2010.

Action Step 1: Produce new *Explore The Door* episodes featuring distinctive activities and trip ideas that help advance key brand messages, generate interest in the destination and drive on-line views and downloads of the show.

Action Step 2: Continue strategy of encouraging featured businesses to embed or link *Explore The Door* segment videos on their own web sites to increase on-line views.

Action Step 3: Continue to promote *Explore The Door* in collateral materials through advertisements in Visitor Guide, Insider Tip e-newsletter, DoorCounty.com home page and as part of the media marketing campaign.

Action Step 4: Continue to work with marketing to research additional on-line marketing opportunities to promote *Explore The Door* in order to create new awareness and increase on-line views.

Action Step 5: Continue to research additional off-line distribution options for *Explore The Door* podcasts such as on-demand TV, local access TV and additional kiosk-based distribution methods in order to increase awareness of destination.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 5: Continue to work to increase awareness of the destination as a great location for movie, TV show or TV commercial production opportunities.

MEASUREMENTS:

Research and begin development of high-definition video library of Door County b-roll scenes.

Maintain a media kit designed specifically for attracting movie, TV or commercial production companies to do work in Door County.

Track inquiries for Door County from film/movie/TV production companies in 2010.

Action Step 1: Coordinate a Door County fly-over film project to add high-definition and high-quality aerial video of Door County to our video library. Footage can be used for b-roll purposes and to help sell Door County as a great location for commercial film/video projects.

Action Step 2: Research and purchase appropriate video cataloging software and equipment to maintain and distribute new b-roll video library.

Action Step 3: Maintain media kit for distribution to production houses and movie studios listing top reasons for filming in Door County.

Action Step 4: Maintain/build relationships with movie/film/TV production companies to generate awareness of Door County product offerings.

Action Step 5: Assess cooperative marketing and other movie/film/TV promotional opportunities for potential inclusion in the 2011 budget.

ADMINISTRATION STRATEGY 1: Continue to successfully utilize Visitor Information Specialists to up-sell the Door County product to generate additional room nights.

MEASUREMENT:

Ongoing survey feedback for customer service and information about return trips.

Action Step 1: Continue to assist in building personal itineraries based on visitor interests.

Action Step 2: Continue to recommend three to four night stays based on customer itineraries and interests.

Action Step 3: Continue to encourage day trippers to return and/or stay over.

Action Step 4: Continue to find rooms for travelers without reservations to keep them in the County for longer periods.

Action Step 5: Continue to work with lodging partners to fill “Rooms with a Move.”

ADMINISTRATION STRATEGY 2: Reflect the brand in all aspects of the Welcome Center and administrative offices.

MEASUREMENT:

Complete physical changes in lobby and office layouts, room décor and external modifications.

Action Step 1: Write proposal outlining changes and overall costs for review.

Action Step 2: Implement plan for Welcome Center lobby.

Action Step 3: Refresh striping for all parking spaces.

Action Step 4: Investigate future expansion plans for administrative offices and increasing available lobby floor space to accommodate growing membership and increasing foot traffic.

Action Step 5: Create picnic and dog walking area on the south side of the Welcome Center; utilize old kiosk structure as covered picnic area. Recycle the electronics to an additional interior kiosk in the Welcome Center lobby.

Goal #2: Strengthening partnerships within the Tourism Zone and County municipalities.

ADMINISTRATION STRATEGY 1: Identify, cultivate and solidify strategic partnerships throughout the County.

Action Step 1: Attend and present at County Board meetings 1-2 times a year.

Action Step 2: Develop and maintain clear and frequent communication with County and community stakeholders via the member newsletter.

ADMINISTRATION STRATEGY 2: Cultivate partnerships with Zone Municipalities.

Action Step 1: Continue to develop contacts on local government boards, meet individually and at town meetings to present benefits of Zone, difference in Zone and DCVB money.

Action Step 2: Develop and maintain clear and frequent communication with local town and village governments via the member newsletter.

ADMINISTRATION STRATEGY 3: Continue to cultivate relationships with Tourism Zone Commissioners.

Action Step 1: Continue to refine communication channels through feedback with Commissioners and using the member newsletter.

Action Step 3: Continue to cultivate and strengthen relationships at Commission meetings.

ADMINISTRATION STRATEGY 4: Continue to cultivate partnerships with business and civic associations through the Community Marketing Fund (CMF) Coordinator.

MEASUREMENT:

Association satisfaction and infrastructure strengthening.

Action Step 1: Regular communication, reporting and fund dispersal through the CMF Coordinator.

Action Step 2: Continue to assess the value of CMF coordinator to evaluate long term continuation of a community liaison.

Action Step 3: Use the Survey Monkey to assess Business/Civic Association/Welcome Center visitor satisfaction

Goal #3: Continue integrating a visitor information network County-wide.

MEMBERSHIP STRATEGY 1: Develop pamphlet to better explain the benefits and importance of supporting both civic/business associations and the DCVB.

MEASUREMENT:

Pamphlet completed and posted on DCVB Members' Site and available for inclusion in DCVB and Local Association membership materials by April 1st, 2010.

Action Step 1: Collect benefit information from local civic/business associations.

Action Step 2: Approach local associations for the creation of pamphlets customized to their municipality.

ADMINISTRATION STRATEGY 1: Conclude the implementation of the County-wide visitor way-finding signage.

MEASUREMENT:

Complete all action items by the end of 2010.

Action Step 1: Compile a list of all way-finding signage and fill the gaps.

ADMINISTRATION STRATEGY 2: In partnership with communities and CMF Coordinator, develop ADA standards for all communities.

MEASUREMENT:

Application of standards for all community organizations.

Action Step 1: Compile listing of all businesses in local civic associations.

Action Step 2: Compile a listing of the top ten features that make a site accessible (e.g. roll in shower, accessible restaurant lavatories).

Action Step 3: Distribute ADA requirements for accessibility to all businesses.

Action Step 4: Encourage accessible, barrier free communities to support DCVB marketing efforts. (See Goal 6, Strategy 7.)

ADMINISTRATION STRATEGY 3: In partnership with communities and CMF coordinator, develop best practices for civic associations and visitor centers in all municipalities.

MEASUREMENT:

Implementation of best practices in each association/visitor center by the end of 2010.

Action Step 1: Completion of survey on current practices.

Action Step 2: Development of identifiable goals for each community.

Action Step 3: Develop a document that addresses the needs of each community (depending on size, years of practice, volume of tourist business).

Action Step 4: Provide training and coaching to boards, staff and volunteers of local business associations during the implementation phase.

ADMINISTRATION STRATEGY 4: Pursue easy identification of visitor information service staff and volunteers throughout the County.

MEASUREMENT:

Make County-wide dress standards (that may incorporate local logos) available to reinforce the DCVB brand and CTA training.

Action Step 1: Investigate clothing and name tag pricing across all sizes and genders.

Action Step 2: Make Door County logo wear available for all information staff in satellite visitor centers.

ADMINISTRATION STRATEGY 5: Investigate feasibility of a “family” look for community publications, e.g., a customizable template to help contain printing and design costs for local business associations.

MEASUREMENT:

Success dependent on outcome of the research.

Action Step 1: Complete a survey based on the needs of each visitor center.

Action Step 2: Identify advantages to members/ civic associations.

Action Step 3: Gain consensus.

Action Step 4: Make recommendation on feasibility of the idea.

Goal #4: Provide community leadership for product development and packaging in order to increase overnight stays in Door County.

MARKETING & SALES STRATEGY 1: Continued development of four season marketing with emphasis on the shoulder seasons.

MEASUREMENTS:

Increase bookings of packages by following:

Nature of Romance: 25% from a 2008 (no 2009 history) year end reported total of 311 (622 room nights) to 389 (778 room nights).

Festival of Blossoms: Increase by 10% from a 2009 year-end total of 293 (576 room nights) to 322 (644 room nights.)

KSD: 25% from a 2009 projected year-end total of 75 (150 room nights) to 94(188 room nights).

Track Holidays and Holly Nights packages sold in 2009 to determine growth percentage for 2010.

Action Step 1: Expand/repackage successful programs i.e. Festival of Blossoms (May-June), Kingdom So Delicious (September), Holidays (October -/December) and Nature of Romance (December - March) to generate overnight stays during shoulder seasons and build in \$25 Door County Gift Certificate for each campaign.

Action Step 2: Continue to expand on a “Holidays and Holly Nights” package theme (mid-November to mid-December) to include a Winter Activity/Shopping brochure and an incentive (e.g., DC gift cards) for hotel packages.

MARKETING & SALES STRATEGY 2: Develop new activity guides/maps to increase awareness of specific destination attributes while refining and reprinting the ten (10) that were developed in 2009.

MEASUREMENT:

Development and creation of a minimum of three additional activity guides/maps.

Action Step 1: Continue to utilize electronic data mining to uncover new market opportunities.

Action Step 2: Continue printing of the ten (10) niche brochures and develop new niches to include; WiFi Availability, Handicap Accessible Businesses, Door County Coastal Byway and Birding in Door County. Look at additional print-outs for other topics e.g. ATM locations, Pet Friendly, etc.

Action Step 3: Collaborate with Snowmobile Association to enhance their efforts and assist in promotion of trails.

Action Step 4: As the Niagara Escarpment (NE) collaboration proceeds consider develop a culinary/geographic site tour of Door County along the NE.

Action Step 5: Consider expanding on the niche of fishing – leisure and charter to develop a more comprehensive guide.

MARKETING & SALES STRATEGY 3: Continue to refine the Visitor Guide to be more user-friendly and easier to produce.

MEASUREMENTS:

Feedback has been obtained from members, staff and visitors during first half of 2010 for incorporation into 2011 Visitor Guide.

Action Step 1: Continue to use new WebLink capabilities for Visitor Guide production, ensuring reduced errors, improved production flow and better payment tracking.

Action Step 2: Solicit feedback about current Visitor Guide from members, staff and visitors and incorporate most viable suggestions in the 2011 Visitor Guide.

Action Step 3: Brainstorm Visitor Guide cover shot with Noise and work in conjunction with agency and Communications/PR Department to implement photo shoot for 2011 guide cover.

ADMINISTRATIVE STRATEGY 1: Take a leadership role in the development of resources that will benefit tourism expansion and create amenities for residents.

MEASUREMENT:

Completion of any one of the action steps

Action Step 1: Assist in facilitating completion of the county-wide bike trail, publicize to potential silent sports visitors.

Action Step 2: Join the team seeking to expand Cherryland Airport for small commercial airplanes, rental car opportunities and publicize to potential visitors, perhaps in partnership with a regional airline.

Action Step 3: Help facilitate/accelerate the process of wide spread cellular and WiFi reception throughout the county to attract visitors who wish to stay connected while on vacation; publicize to potential visitors.

Goal #5: Maintain DCVB operating revenues at 2009 level throughout 2010 budget year.

MARKETING & SALES STRATEGY 1: Continue to create a revenue stream through sponsorship and partnership opportunities.

Action Step 1: Continue to explore possibility of partnership with major credit card company and/or airline for sponsorship of website and advertising.

Action Step 2: Continue to develop sponsorship offers for members and ancillary businesses to co-brand with Door County name.

MEMBERSHIP STRATEGY 1: Continue increasing membership by using targeted membership campaigns with sales support materials designed to include detailed benefits for each segment of membership, i.e. restaurant, retail, service industries.

MEASUREMENT:

Bring 110 new members on board, including recapturing former members, by the end of 2010.

Action Step 1: Study the potential of new memberships within the existing Door County businesses community to develop a timeline for membership saturation, attrition and annual additions of new businesses.

Action Step 2: Continue the use of customized sales packet to include samples of InnLine pages, most similar businesses, to show prospective members a) the number of web visits they can expect when they become members and b) to show the impact of the number of web visits through the quality of their web page and the number of links and upgrades that exist on it.

Action Step 3: Collect third party testimonials from a range of different types of business members stating the benefits they have experienced from DCVB membership, along with permission to be used as a personal reference in recruiting materials.

Action Step 4: Develop an on-going communication with the Communications & PR Department to share new media received regarding specific types of businesses, activities or areas in the county as they become available.

Action Step 5: Develop a “Who is the DCVB” printed piece to be included in the sales packet designed to tell prospective members who we are, what we do and the makeup of our membership.

Action Step 6: Continue to up-sell InnLine for potential new revenue streams i.e. banner on niche pages.

MEMBERSHIP STRATEGY 2: Review membership benefits and communicate value of a DCVB membership..

MEASUREMENT:

Maintain the rate of retention at 90% or better.

Action Step 1: Continue the every other week member newsletter.

Action Step 2: Continue the Member Spotlight.

Action Step 3: Conduct a thorough review of dues structure, benefits and develop proposal for approval by May 2010 for implementation in 2011.

Action Step 4: Determine if new pricing for current InnLine revenue producing features is necessary to provide an adequate income for operating DCVB by May 2010.

Action Step 5: Work with Baylakes Information Systems to determine if there are any new features that could be developed and turned into revenue producers, for example, video clips.

Action Step 6: Create a merged InnLine report that can be used to inform each member of the unique visitors we have driven to their InnLine page and, if applicable, how many went on to visit their website after finding them on DoorCounty.com. This should be done in June (before renewals are issued) and again in January with year-end numbers.

MEMBERSHIP STRATEGY 3: Increase revenue through ad sales and listings in the Visitor Guide and other collateral.

MEASUREMENT:

Increase Visitor Guide ad sales revenue by 5% from projected 2009 year-end sales of \$420,000 to \$441,000 in 2010.

Complete Action Steps 1 & 2 by end of May, 2010.

Action Step 1: Conduct a thorough review of ad costs, listings and percent participation in Visitor Guide advertising.

Action Step 2: Compile findings and write a proposal with rationale for adoption and implementation.

ADMINISTRATION STRATEGY 1: Continue to refine the accuracy of the Gift Certificate tracking system.

MEASUREMENT:

Successful completion of all action steps.

Action Step 1: Explore commercially available software applications that can feed directly into QuickBooks accounting system, compare costs:benefits and install, as appropriate.

Action Step 2: Implement the new system, train all users.

ADMINISTRATION STRATEGY 2: Continue to explore and refine using the internet as a retail area for products that promote seasonal programs of the DCVB (Nature of Romance, Festival of Blossoms, Kingdom So Delicious and Holidays and Holly Nights.)

MEASUREMENT:

Successful completion of all action steps.

Action Step 1: Produce limited quantities of products incorporating seasonal promotion logos to test market in an online store.

Action Step 2: Determine pricing and acceptable revenue target.

Action Step 3: Investigate a fulfillment house for merchandise storage and shipping to act as distribution center.

Action Step 4: Attach shopping splash page to seasonal promotion information on the DoorCounty.com website.

Action Step 5: Encourage satellite visitor centers to publicize their events and festivals in similar ways (Fyr Bal, Pumpkin Patch, etc.)

Goal # 6. Continue Bureau excellence through internal and external leadership and best organizational practices.

MARKETING & SALES STRATEGY 1: Attend industry conventions/seminars in order to educate the staff on new trends in the tourism industry.

MEASUREMENT:

Have staff representation at a minimum of four industry conventions/trade shows in 2010.

Action Step 1: Attend Wisconsin Governor's Conference on Tourism.

Action Step 2: Attend WACVB Fall/Winter Conference.

Action Step 4: Exhibit at Holiday Showcase by Association Forum.

Action Step 5: Attend DMAI.

MARKETING & SALES STRATEGY 2: Continue subscriptions and memberships to trade publications and organizations to increase knowledge of the tourism industry.

MEASUREMENT:

Subscribe to a minimum of six publications and belong to at least five professional organizations.

Action Step 1: Subscribe to Sunday Milwaukee Journal Sentinel, Chicago Tribune, Minneapolis Star newspapers.

Action Step 2: Subscribe to Condé Nast and Travel & Leisure and explore other niche magazines.

Action Step 2: Belong to MPI, WSAE, Circle Wisconsin, VISIT Milwaukee and International Culinary Tourism Association

MARKETING & SALES STRATEGY 3: Serve on committee(s) and/or board(s) of local organizations which can increase room night activity in the County.

MEASUREMENT:

Active participation in local committee with measurable room night results by 2011.

Action Step 1: Continue to serve on Niagara Escarpment regional committee.

Action Step 2: Serve on Door County Coastal Byway committee with a focus on promoting to overnight visitor to result in increased room night activity.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 1: Attend industry conventions/seminars in order to be educated on new trends in the tourism industry.

MEASUREMENT:

Have staff representation at a minimum of two industry conventions/trade shows in 2010.

Action Step 1: Attend 2010 Wisconsin Governor's Conference on Tourism.

Action Step 2: Attend 2010 WACVB Fall Conference.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 2: Subscribe to trade publications and continue memberships in trade organizations to increase knowledge of the communications and public relations industries as they relate to tourism.

MEASUREMENT:

Subscribe to a minimum of one publication and belong to at least one professional organization.

Action Step 1: Continue to subscribe to industry trade publication.

Action Step 2: Continue membership in the Public Relations Society of America (PRSA) and the Northeast Wisconsin Chapter of PRSA.

COMMUNICATION & PUBLIC RELATIONS STRATEGY 3: Serve on a committee or board of a local organization which can increase room night activity in Door County.

MEASUREMENT:

Active participation in a local committee/organization with measurable room night results in 2010.

Action Step 1: Continue to have a staff member serve on the Door County Triathlon Board of Directors.

MEMBERSHIP STRATEGY 1: Attend industry conventions/seminars in order to educate the staff on new trends in the tourism industry.

MEASUREMENT:

Have membership staff representation at a minimum of two industry conventions/trade shows in 2009.

Action Step 1: Attend Governor's Conference on Tourism.

Action Step 2: Attend WACVB Fall/Winter Conference.

MEMBERSHIP STRATEGY 2: Refine and redesign the “Make the Most of your Membership” (MMOYM) program.

MEASUREMENT:

Implementation of revised program for Retail; Restaurant; Lodging; Arts and, Attractions/Recreation.

Action Step 1: Develop business-specific sessions to target information and keep participants engaged with relevant information.

Action Step 2: Segment the MMOYM into smaller, more in-depth sessions.

Action Step 3: Investigate the possibility of creating business-specific user groups on the redesigned members’ site.

MEMBERSHIP STRATEGY 3: Re-design DoorCountyVisitorBureau.org

MEASUREMENT:

Re-design completed in 2010.

Action Step 1: Organize posted information into user-friendly sections to reduce clutter and increase ease of use.

Action Step 2: Work with web designer for DoorCounty.com to create a cohesive look between the two sites.

Action Step 3: Oversee implementation of .org site.

MEMBERSHIP STRATEGY 4: Develop a comprehensive new member welcome and sustaining member PR program.

MEASUREMENT:

Implementation of all steps.

Action Step 1: Personal Thank You card sent to each new member from our President/CEO.

Action Step 2: A 1 month anniversary note sent from the Membership Department to make sure new members are taken care of and know who to contact for assistance.

Action Step 3: Create a way to extend a Thank You that can be e-mailed to members upon receipt of their membership renewal.

ADMINISTRATION STRATEGY 1: Make Welcome Center Lobby more accessible.

MEASUREMENT:

Completion of all steps.

Action Step 1: Research installation of power door opener for exterior lobby door; install if appropriate

Action Step 2: Assess ease-of-use for the lobby lavatories, research suitable easy-opening door option; install if appropriate.

Action Step 3: Investigate using a Dutch door into lobby to expand counter space for Information Specialists and deter entry by visitors into administrative space; install if appropriate.

Action Step 4: Investigate installation of a seasonal airlock on external lobby door to reduce cold drafts for Information Services staff; install, if appropriate.

ADMINISTRATIVE STRATEGY 2: Continue certifying new CTAs (Certified Tourism Ambassadors).

MEASUREMENT:

150 CTAs certified in 2010.

Action Step 1: Recruit and train frontline staff county-wide.

Action Step 2: Continue to cultivate members for training venues.

Action Step 3: Ensure that CTA training practices are in use daily.

Action Step 4: Hold two CTA mixers, spring and fall.

ADMINISTRATIVE STRATEGY 3: Recertification for CTAs; continuing development and introduction of supplemental programming that counts toward recertification.

MEASUREMENTS:

CTA renewal rate at 20% (national average is 5%).

New programs in place after beta testing.

Action Step 1: Continue to solicit venues for CTA “fam” experiences.

Action Step 2: Develop second year and ongoing programs for CTA-certified people to include active listening skills, dealing with angry customers and community-specific attractions training.

ADMINISTRATION STRATEGY 4: Complete accreditation program for DMAI.

MEASUREMENT: Accreditation Completed.

Action Step 1: Assess requirements for DMAI accreditation and confirm with their in-house accreditation manager.

Action Step 2: Follow steps, compile information, and achieve accreditation.

ADMINISTRATION STRATEGY 5: Develop a plan for implementation of DCVB building upgrades and ongoing maintenance.

MEASUREMENTS:

Incorporation into budgeting process and development of a ten year plan for scheduled maintenance by month and by year.

Action Step 1: Conduct a facilities audit to assist in the development of the maintenance timeline for repairs, replacement and ongoing maintenance (re-roofing, new windows, etc.).

Action Step 2: Assess aging of key systems and periodic maintenance monthly and annually.

Action Step 3: Plan and draw schematics for all phone, server and computer systems

ADMINISTRATION STRATEGY 6: Develop plans for emergency situations and catastrophic circumstances.

MEASUREMENTS:

Completion and Board approval of all plans.

Action Step 1: Install a Knox Box and fire alarm system for fire and first responders.

Action Step 2: Consider retaining a consultant to conduct a disaster assessment and write a plan applicable to Door County. (This is part of the DMAI accreditation, Goal 6, Strategy 4.)

ADMINISTRATION STRATEGY 7: Continue to monitor internal checks and balances to keep expenses low over time.

MEASUREMENT:

Monthly financial and data reporting.

Action Step 1: Continue to extract information from VOIP, lobby counter, web requests and other sources to manage seasonal personnel requirements and assist the targeted marketing efforts.

Action Step 2: Research, write and implement information management backup plans with system and personnel redundancy. (This is part of the DMAI certification, Goal 6, Strategy 4.)

ADMINISTRATION STRATEGY 8: Continuous review, refinement and communication of policies and procedures.

MEASUREMENTS:

Completion of all action steps.

Action Step 1: Continue annual training and enrichment opportunities for all employees.

Action Step 2: Review comparable wages and salaries for other Destination Marketing Organizations (DMOs).

Action Step 3: Continue to transfer timely information to all employees through staff meetings and e-information.

Action Step 4: Cross-train staff on all functions to ensure adequate human and information resources are available at all times.

Action Step 5: Develop staffing standards for holidays and local festival weekends.

Action Step 6: Attend either DMAI or Culinary Tourism conference in 2010

ADMINISTRATION STRATEGY 9: Continue to keep abreast of changing technology.

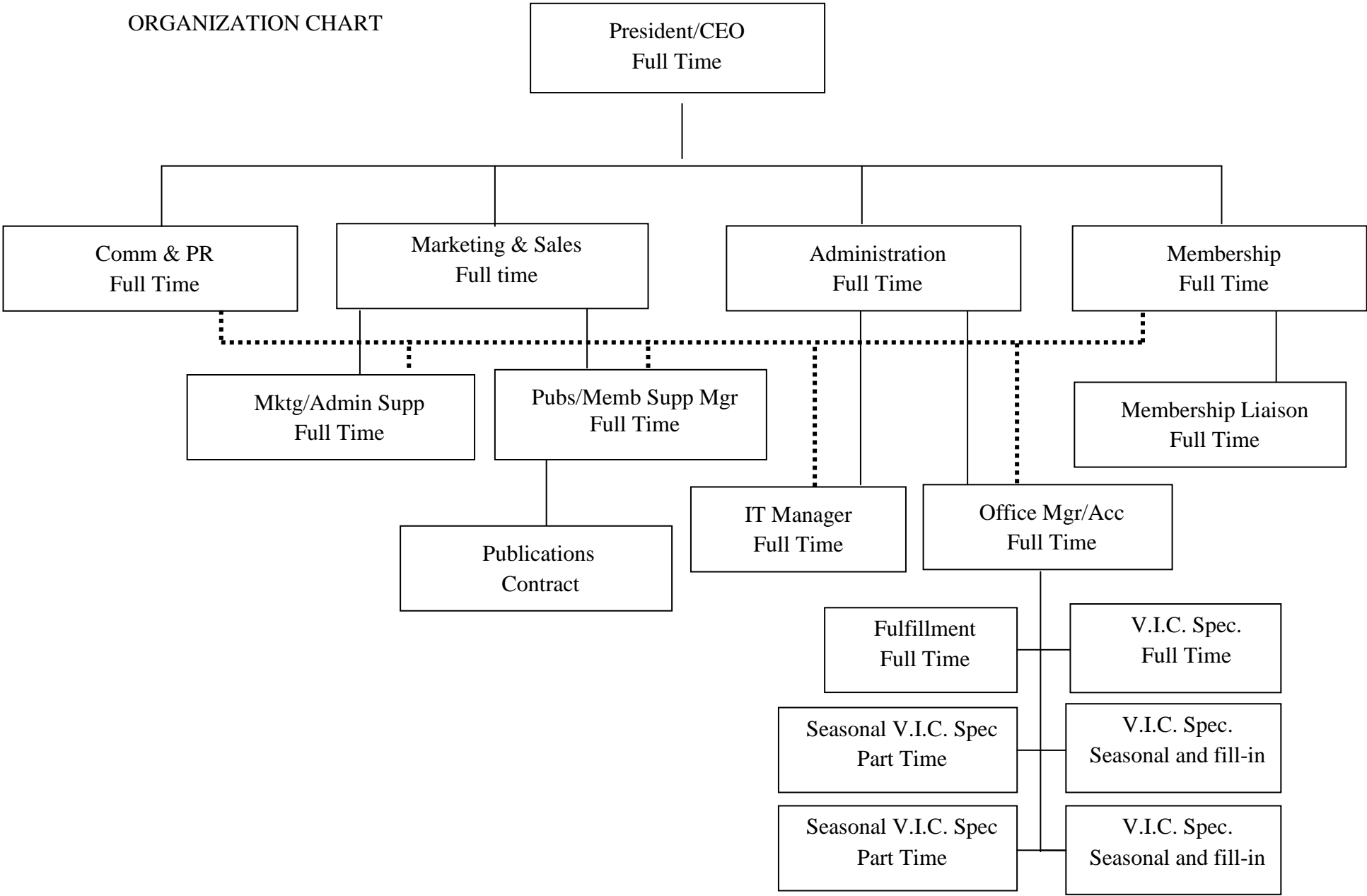
MEASUREMENT: Equipment replacement plan and implementation over time.

Action Step 1: Develop a plan for equipment replacement, software upgrades, server security and VOIP system.

Action Step 2: Plan and draw schematics for all phone, server and computer systems

Action Step 3: Ensure those responsible for technology have access to new information through training or conferences.

ORGANIZATION CHART



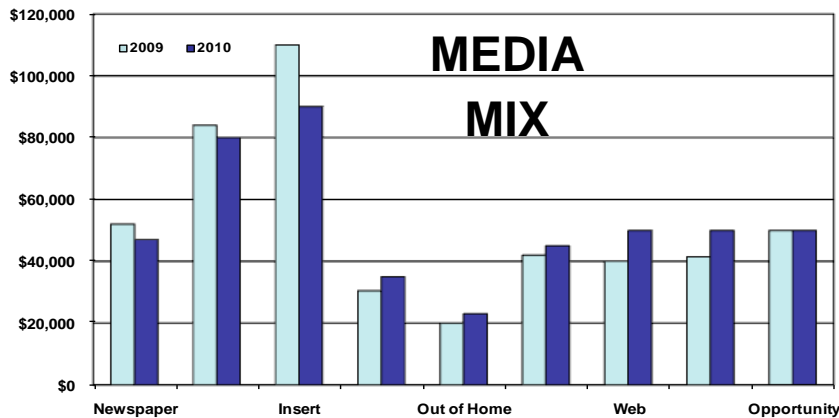
ATTACHMENTS

ATTACHMENT 1: Target Leisure Audience



Allocate media budget to markets with greatest potential for return on investment:

- Reasonable proximity to Door County
- Past history of over-indexing for visits to the Door County Area
- Media costs proportional to population



Making a flat budget work harder by devoting a greater percentage of the dollars to media that best reach active, affluent minded adults:

Radio, Out of Home, Online/Web, TV

MEDIA BUDGET

	2009	2010	% Change
Newspaper	\$52,000	\$47,000	-10%
Magazine	\$84,000	\$80,000	-5%
Insert	\$110,000	\$90,000	-18%
Radio	\$30,500	\$35,000	+15%
Out of Home	\$20,000	\$23,000	+15%
Online	\$42,000	\$45,000	+7%
Web	\$40,000	\$50,000	+25%
TV	\$41,500	\$50,000	+20%
Opportunity	\$50,000	\$50,000	0%
	\$470,000	\$470,000	

Seasonality

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Nature of Romance			Festival of Blossoms						Kingdom So Delicious	Holidays and Holly Nights	
	M Magazine		M Magazine				M Magazine		M Magazine		
	WI DOT		WI DOT				WI DOT		WI DOT		
			"Easy Escapes" www.947Chicago.com / WLS-FM								
TwinCities.com e-blast			TwinCities.com e-blast				TwinCities.com e-blast		TwinCities.com e-blast		
				Yahoo! Behavioral Targeting (TwinCities.com)							
				Spring Newspaper Insert (Madden)							
				Wisconsin Biker Guide							

ATTACHMENT 2: [2010 Co-Op Advertising Opportunities](#)

- **Magazine**
 - M Magazine
 - 38,000 circulation in Milwaukee’s lifestyle magazine
 - “Destination: Door County” – Open to Business Association
 - One page for each community
 - » 2 columns devoted to up to six spots for local businesses
 - » 1 column devoted to edit on the community
 - Full page @ \$2383
- **Newspaper**
 - WI Dept of Tourism newspaper co-op
 - 2.5 million circ via *Chicago Tribune*, *Milwaukee Journal Sentinel*, *St. Paul Pioneer Press*, *Minneapolis Star-Tribune*
 - 1 col x 3” ad @ \$1528
 - Madden Spring newspaper insert
 - 325,000 circulation to affluent adults in Chicago (including NW suburbs), Rockford, Fox Valley, Milwaukee, LaCrosse, Eau Claire, Minneapolis and Quad Cities
 - Brochure ad (200 characters of copy and one image) @ \$600
- **Online/Web**
 - “Easy Escapes” www.947chicago.com
 - Midwestern escape destinations within driving distance of Chicago on WLS-FM’s website 947Chicago.com
 - Destination – 2 participants max
 - 1 wk as featured destination AND 3 wks listing (below)
 - 100,000 impressions on 947Chicago.com
 - \$2650 plus for three month’s exposure
 - Listing – 3 participants max
 - 4 wks, 200 x 100 graphic and words with link
 - 50,000 impressions on 947Chicago.com
 - \$885 for three month’s exposure
 - www.TwinCities.com e-blast
 - 15,000 subscribers to TwinCities.com “Travel Deals” and/or “Events & Promotions” lists
 - 255 x 171 pixel ad units @ \$83 per ad unit (max 3 units per advertiser, max 8 units per blast)
 - Yahoo! Behavioral Targeting
 - 332,000 impressions geotargeted to: Minneapolis/St. Paul, Wausau/Rhineland, Duluth/Superior, LaCrosse/Eau Claire, Quad Cities, Madison, Milwaukee, Rockford, Chicago
 - ¼ Leaderboard ad @ \$589

(Attachment 2 continued)

Choose any or all opportunities to suit your needs – complete flexibility

Some suggested packages:

- **Basic**
 - \$1,568 for 390,000 impressions
 - » Madden Spring Newspaper Insert 1x
 - » Easy Escapes 947Chicago.com Listing
 - » TwinCities.com e-blast 1 ad unit, 2x
- **Moderate**
 - \$6,306 for 5,425,000 impressions
 - » Madden Spring Newspaper Insert 1x
 - » Easy Escapes 947Chicago.com Destination
 - » WI DOT Newspaper 2x
- **Premium**
 - \$14,833 for 10,863,000 impressions
 - » Madden Spring Newspaper Insert 1x
 - » Easy Escapes 947Chicago.com Destination
 - » WI DOT Newspaper 4x
 - » M Magazine 2x
 - » TwinCities.com e-blast 1 ad unit, 2x
 - » Yahoo! Behavioral Targeting

In addition, for members who want to reach the affluent biker market DCVB will again position the County in the **2010 Wisconsin Biker Guide** with a “flap” banner like 2009. Circulation will be 60,000. Members can reserve a single (1.625Wx3.25H) for \$500 or double (3W x 3.25H) for \$950.

DEADLINES VARY BASED ON PLACEMENT. WE WILL WORK WITH EACH INDIVIDUAL MEMBER OR BUSINESS ASSOCIATION TO RESERVE YOUR SPACE, SEND INVOICES AND COLLECT CREATIVE.

For questions contact Mary Denis at 920-227-2153 or mary@doorcounty.com. For reservations contact Michelle Bailey at 920-243-1127 or michelle@doorcounty.com.

2010 Co-op Advertising Schedule

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Nature of Romance			Festival of Blossoms					Kingdom So Delicious	Holidays and Holly Nights		
	M Magazine		M Magazine				M Magazine		M Magazine		
	WI DOT		WI DOT				WI DOT		WI DOT		
			"Easy Escapes" www.947Chicago.com / WLS-FM								
TwinCities.com e-blast			TwinCities.com e-blast				TwinCities.com e-blast		TwinCities.com e-blast		
				Yahoo! Behavioral Targeting (TwinCities.com)							
				Spring Newspaper Insert (Madden)							
					Wisconsin Biker Guide						

ATTACHMENT 3: 2010 Measurement Metrics

Rationale for using Cision's Publicity Value metric vs. Ad Value Equivalency (AVE)

In 2010 we will measure earned media about Door County using our media monitoring vendor's recommended metric called "publicity value" rather than our former measurement metric, ad value equivalency (AVE).

We've benchmarked publicity values for all earned media in 2009 and will have those numbers to compare future publicity values moving forward.

Cision's publicity value methodology differs from standard ad value equivalency formulas which use advertising rates to calculate ad value. Cision's issue with standard AVE methodology is that in certain cases advertising rates may not exist, particularly for Internet articles and even for some broadcast news shows. While AVE is one way to derive value for an article/segment, Cision feels that published ad rates can be misleading because they may be different from the actual prices paid by professional media buyers.

Because Cision makes generalizations based on the average cost per impression, they maintain that their methodology provides a more consistent and rational publicity value on print, online and broadcast hits, regardless of the availability or validity of a published ad rate.

How Cision Calculates Publicity Values

Cision's publicity value is a calculation that estimates the price that professional media buyers would pay for a given amount of exposure for that particular outlet. Taking into account the number of impressions an article/segment gets using specific media figures, Cision factors in the average cost per impression and the length of article/segment to derive the publicity value. This provides a numeric value to gauge the impact of earned media and also provides the opportunity to fairly compare the value of one article or segment to another.

Depending on the media type, Cision uses the following audience metrics in calculating publicity value:

- Newspaper, magazine and other print publication use audited circulation figures.
- Online articles use Nielsen//NetRatings which is the global standard for Internet audience measurement. NetRatings provide the number of unique visitors to that website over a particular period.
- Broadcast segments use Nielsen Audience figures (which is the industry standard) for broadcast audience measurement.

An important factor in calculating publicity value is the type of media in which it appeared. For example, an article that appears in *The LA Times* newspaper is valued differently than an article that appears online at www.LATimes.com. Each has different audience measurements and professional media buyers pay different rates to reach audiences via print versus the web.

While we will use new publicity value figures through Cision to track our earned media beginning in 2010, we will continue to use ad value equivalency figures to measure our media marketing program with Geiger & Associates Public Relations since Cision's publicity value methodology is proprietary. AVE figures still provide a widely accepted method of media measurement.

Approved October 21, 2009 by the DCVB Board of Directors