



**Door County Visitor Bureau
2007-08
Annual Marketing Plan
For Fiscal Year August 1, 2007 to July 31, 2008**

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1.0 Executive Summary

1.1 Mission of the Door County Visitor Bureau (DCVB):

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

1.2 Marketing Objectives

1. Engage strategies that are conducive to the principles of sustainable tourism marketing and management.
2. Position the destination in the minds of travelers, both prospective and past guests, as a destination worth longer and more frequent visits.
3. Increase the number of visitors by developing the destination into a year round destination through increased available experiences during the traditionally “quiet season”.
4. Increase visitor spending through collateral materials that fully familiarize guests with all the available experiences.
5. Maintain statistics for research and performance evaluations of the Marketing Plan’s effectiveness.
6. Conduct a Brand Assessment, which will result in a Style Guide for use throughout the County to reinforce the brand and unify the County’s travel and hospitality industry.

1.3 Marketing Plan Overview

Marketing Plan Rationale

Sustainable tourism marketing is defined as quality growth in a manner that does not deplete the natural and built environment and preserves the culture, history and heritage of the local community. It is imperative that the best practices of sustainable tourism marketing and management are infused throughout the Marketing Plan in the target markets with strategies to gain top of mind awareness among those target markets.

Door County must immediately regain its top of mind awareness among travelers in the current core markets of Metropolitan Chicago (including all of northern Illinois), Minnesota (with an emphasis on Metropolitan Minneapolis/St Paul) and Wisconsin. Strategies to regain current market share have a secondary benefit of reaching new, more distant markets.

Today’s travel consumers are being given endless choices of destinations and new travel experiences are being offered daily. The key to recapturing travelers in the destination’s core markets is determining the most effective way to get their attention.

Research

The *Door County Strategic Destination Marketing and Management Plan’s* Visitor Profile Study identified the target demographic market, the motivating factors for the target market and their primary source for travel information. A Brand Assessment, according to the process defined in *Destination Brand Science*, Knopp, Sherwin, 2005 is necessary to ensure the Door County Brand resonates with our target markets.

Media Monitoring is another important research tool. The tracking of all media coverage, the reach of the coverage and the equivalent advertising value provides statistics for evaluation of public relations efforts as well as create positive awareness of the Bureau’s marketing activities.

Public Relations

Public relations provide a greater return on investment than traditional purchased advertising. Conducting four (4) journalists' familiarization tours a year will result in top of mind awareness among travelers. Broad based media attention will position Door County in the minds of travelers in core markets and begin to build awareness in new markets. By targeting niche markets through public relations the destination can build a year round tourism industry by highlighting the attributes that appeal to specific markets based on the experience of the season awaiting a guest. The journalists' familiarization tours will bring media coverage of Door County in regional, national and international publications.

E-Marketing

The Internet's influence in travelers' decisions is growing exponentially. Identifying where and how to get the traveler's attention online is critical to gaining top of mind awareness. A successful e-marketing program will result in quantifiable increased overnight guests through comprehensive conversion research.

Advertising

Traditional print advertising has proven to be ineffective in sustaining or gaining market share. Television advertising in core markets is not financially feasible due to the cost of any effective television advertising campaign. Print and radio advertising are recommended only as outlined in the Contingency Plan.

Door County Welcome Center

Many travelers continue to seek out an Official Visitor Center for information on the destination. This is particularly true with new guests. As Door County works to recapture former guests and attract new ones, the Welcome Center is an important marketing service to the traveler as well as the local tourism industry.

Fulfillment

Despite the use of the Internet there is still strong demand for a printed Visitor Guide: The Official Door County Visitor Guide is distributed through multiple web sites, toll free telephone calls, Wisconsin Welcome Centers, travel agents, other Wisconsin destination information centers, at Door County businesses and more.

The *Door County Strategic Destination Marketing and Management Plan's* Visitor Profile Study identified the target demographic market, the motivating factors for the target market and their primary source for travel information; it did not determine the effectiveness of the current brand.

Implementation Plan

The key components of implementing the Marketing Plan are research, public relations, e-marketing, advertising and guest services. Contracts with a Brand Assessment Consultant, Geiger & Associates for public relations and E-Brains for e-marketing represents 46% of the total projected revenues available for funding the Marketing Plan. Additional contracts include Baylakes Software, Discover Wisconsin, Burrells Luce Media Monitoring and Midwest Travel Writers Association. These contracts represent 7% of the total projected revenues for marketing.

Print and radio advertising will be considered as outlined in the Contingency Plan. Guest services include operation of the Welcome Center and distribution of the *Official Door County Visitor Guide*.

Projected Revenue & Expenditures

Annual average daily rates (ADR) for lodging properties have been estimated at between \$80 and \$130. Projected revenue from room tax collections on 3113 lodging units; an annual average occupancy rate of 35%, an average daily rate (ADR) of \$80/night and 70% of a 5.5% room tax assessment which equates to \$1,224,872. Projected revenue from room tax collections on 3113 lodging units; 35% occupancy; \$100 ADR = \$1,531,090. Projected revenue from room tax collections on 3113 lodging unites; 35% occupancy; \$130 ADR = \$1,990,417. Three budget exhibits are provided to reflect the range of potential room tax revenue. Based on information gathered by Baylakes Information Systems, Inc. a review of ADR of 19 randomly selected properties of varying size, location and amenities the annual ADR is \$130.67. The average annual occupancy in 2006 was 36.94%. In addition to room tax revenue there is also membership dues revenue based on 166 members' dues investment under the current Bureau dues schedule. All members located in a municipality not participating in the Door County Tourism Zone would continue to be assessed dues according to the current fee structure.

Projected expenses include all Marketing Department costs, operation of the Welcome Center and distribution of the *Official Door County Visitor Guide*.

Performance Measurements & Reports

The Primary Performance Measurements are market share and occupancy. The Secondary Performance Measurements are Average Daily Rate (ADR), Revenue Per Available Room (RevPAR), length of stay and total traveler expenditures per the Wisconsin Department of Tourism annual research. The Activity Performance Measurements are media contacts, media coverage of the destination and advertising value equivalent (AVE), web activity through unique user sessions, e-newsletter subscribers, e-newsletter open rate, welcome center traffic and *Official Door County Visitor Guide*.

Monthly reports will be delivered to the Commission itemizing all expenses incurred by the DCVB in accordance with the approved budget of the Annual Marketing Plan.

Reports to be provided to the Commission for municipal reporting requirements as outlined in the Door County Tourism Zone Agreement include a quarterly report for the previous three months itemizing all expenses incurred during the quarter, both reimbursed and to be reimbursed. The report will also show detailed progress in all the goals and objectives that are outlined in the Annual Marketing Plan. An annual report will show return on investment; what was gained from the room taxes invested and how well the goals and objectives established in the Annual Marketing Plan were achieved. It must also show what the goals and objectives for the coming year will be. These goals and objectives will be set after discussion and mutual agreement between the DCVB and the Commission.

1.4 Contingency Plan

Three Contingency Plans are contained herein based on the range of projected room tax revenue. The Plans reflect what expenses would not be incurred if projected revenues fall short and what marketing initiatives would be considered if revenues are in excess of projections.

1.5 Conclusion

This Marketing Plan targets travelers that will appreciate the experiences awaiting them in Door County. Geographically, the primary target markets are the current core markets of Metropolitan Chicago, Minneapolis/St Paul and Wisconsin. Psychographically the target markets are niche markets of travelers that have a high affinity for the natural and built attractions while respecting the local cultures, history and communities. These targeted travelers support the best practices of sustainable tourism marketing and management.

Today's travelers are influenced by third party testimonial, whether by recommendation from family and friends or media coverage by travel focused press. The trend is moving away from traditional print advertisement as it becomes easier and easier to get lost in the clutter. The way to gain top of mind awareness is through a strong brand that is communicated in a variety of media through third party testimonials or unique approaches to traditional advertising.

The Marketing Plan initiatives are a mix of unique approaches to traditional marketing such as print advertising and non-traditional marketing such as strong e marketing. New trends in effective marketing initiatives, specifically e-marketing and aggressive public relations, are given the highest priority in the tourism promotion investment budget. The desired outcome is increased traveler economic impact while sustaining the product.

2.0 Marketing Plan Rationale

Where are we now and where would we like to be?

2.1 Situation Analysis Highlights

Market Share:

According to the Annual *Economic Impact of Expenditures by Travelers on Wisconsin* provided by the Wisconsin Department of Tourism, Door County reached a peak in traveler expenditures in 2000 of \$467,549,881 or 4.2% market share. In 2002 traveler expenditures in Door County were \$391,544,741 or 3.3% market share and the lowest traveler expenditures between 2000 and 2006. In 2006 traveler expenditures were \$420,558,457 or 3.3% market share. While traveler expenditures are increasing slightly since 2002 the increases do not translate to increased market share. See Exhibit 1 for a sampling of Wisconsin County comparisons based on data provided by the Wisconsin Department of Tourism.

Over the same period the dollars invested in Door County's travel and hospitality industry by the Door County Visitor Bureau has declined. Door County has been adversely impacted in recent years by a growing number of tourism communities who are outspending the County to attract new visitors.

Leisure travel trends, according to the Yesawich, Pepperdine, Brown & Russell/Yankelovich Inc. 2007 National Leisure Travel Monitor™, indicate that 33% of leisure travelers are planning to take more vacations this year than in 2006. "Americans view vacations as an essential part of contemporary life." Adults traveling as couples represent 61% of leisure travelers; 31% are adults traveling with children and 28% are adults traveling alone. The most popular form of vacationing is a weekend trip of four nights or less that includes a Saturday night stay; this represents 52% of all vacations taken by Americans in 2006.

Concerns regarding gas prices run throughout the travel and hospitality industry. Door County is still a "tank away" from the destination's core markets. Considering Americans' attitude toward travel as essential, Door County should not realize a disproportionate impact of higher gas prices.

The most significant threat to Door County's travel and hospitality industry is increased competition and increased marketing investment by the destination's competitive set. Door County's competitive set includes, but is not limited to, destinations within Wisconsin, coastal destinations in western Lower Michigan, Galena, Illinois as well as more distant destinations with similar attributes.

In the 2005 *Door County Destination Assessment* by Roger Brooks, the conclusion was the product is outstanding, however the investment in marketing the product is completely inadequate to sustain and grow the economic impact of the County's travel and hospitality industry.

The Visitor Profile Analysis contained in the *Door County Strategic Destination Marketing and Management Plan* by Marshall Murdaugh surveyed residents of Illinois, Minnesota and Wisconsin. When asked how they planned a vacation, 83.7% indicated they search the Internet. Other sources of information included asking friends and family, referring to state maps, obtaining information from a state tourism office and obtaining information from a local or regional tourism office. The survey indicated that 56.3% of respondents book travel arrangements through the Internet. Miles traveled (one way) indicated that 44.9% travel between 0 to 500 miles and 38.1% travel over 100 miles.

When asked about travel experiences, the highest percentage of respondents indicated they like to soak up the flavor of the destination (94.6%), lean back and relax (93.3%), go somewhere unique (90%) and enjoy the outdoors (90%). Familiarity with other destinations indicated that 99.4% are familiar with the Wisconsin Dells, 92.6% are familiar with Mackinac Island, Mi., 91.3% are familiar with Door County and 90.4% are familiar with Lake Geneva.

When asked to rate Door County based on anything the respondents had seen, read or heard, 53.7% indicated scenic beauty, 49.5% indicated outdoor activities, 40.4% indicated good accommodations, 39.6% indicated safety, 35.1% indicated friendliness, 32.3% indicated unique and interesting history, 30.2% indicated attractions and 18.6% indicated cultural activities. The only destination in our regional competitive set that ranked higher for scenic beauty was Mackinac Island at 59.2%. Only the Wisconsin Dells rated higher for outdoor activities at 58.7%

The profile of the Door County visitor based on the Visitor Profile Analysis concluded that Door County's target market is primarily the Baby Boomer generation. Sixty-one percent are between the age of 40 and 60; 74% have household incomes of \$50,000 to \$100,000; 48% are couples and 30% are families with children. Past guests indicate the most important factors for selecting Door County are the scenery, climate, friendly and safe environment, large number of experiences available and its easy to get around.

Door County has an opportunity to improve communication with visitors through collaboration with area business and civic associations who are also providing services to guests. Roger Brooks observed in the 2005 *Door County Destination Assessment* that there are too many visitor publications and they are often not user friendly. The DCVB combined the former Vacation Planner and Go Guide into a comprehensive *Official Door County Visitor Guide* in 2007. Both users and advertisers are being surveyed to ensure the new comprehensive publication results in increased overnight guests and economic impact. Future collaboration and partnerships will result in fewer publications and more user-friendly guidance for travelers relying on print and/or electronic sources for information.

The DCVB is currently a primarily privately funded organization. The resources to market the destination have been limited to the point of being extremely inadequate to grow and sustain market share. Until the late 1990's the core season (July through mid October) attracted a sufficient volume of overnight guests to sustain desired occupancy levels. In the early 1990's the Board of Directors approved strategies to direct the marketing resources to promote the shoulder seasons of November/December (Capture the Spirit of a Door County Christmas) and May (Festival of Blossoms). In 2000 additional promotions of romantic winter getaways (Nature of Romance) and small to mid-sized meetings (Where Business Meets Nature) were launched by the DCVB. Another promotion, entitled Golf and Galleries, was short lived due to lack of economic impact. In 2005, a new June promotion (*A Kingdom So Delicious*) began targeting culinary travelers. With the exception of the Capture the Spirit of a Door County Christmas promotion, all other promotions were awarded Joint Effort Marketing grants by the Wisconsin Department of Tourism.

Since the early 1990's the Marketing & Research Committee of the Board of Directors has worked with an advertising agency and a public relations firm to implement the strategies. In 1994 a Marketing Director was hired to handle the public relations initiatives and coordinate traditional advertising strategies with the organization's advertising agency.

In 1994 traveler expenditures in Door County accounted for 3.1% of total traveler expenditures in Wisconsin. In 1999 Door County's market share of Wisconsin travelers peaked at 4.4%. In 2000 market share dropped to 4.1%. In 2001 market share dropped to 3.4% and remained at that level until 2005 when market share dropped to 3.3%, which is the current level as reported in *The Economic Impact of Expenditures by Travelers on Wisconsin Calendar Year 2006* as published by the Wisconsin Department of Tourism.

Occupancy:

The DCVB began an Occupancy Survey in 1999. The survey tracks the total number of rooms a lodging property has available each month and the total number of rooms the property rents. The properties participating in the monthly survey represent a valid sampling of lodging types. In 2000 the average annual occupancy level reached a high of 43.58%. In 2004 the occupancy level had dropped to 38.92%.

Between 2000 and 2004 the months of January, February and March saw a modest increase in occupancy. November showed occupancy increases from 2001 to 2003. Of much greater concern was the occupancy decline during the core season between 2000 and 2004. In 2005 resources were redistributed primarily to e marketing and public relations. The co-op banner ad programs in newspapers and magazines in core markets were not translating to increased lodging occupancy. What had worked in the past was no longer working.

In December 2004 the Board of Directors engaged Roger Brooks of Destination Development, Inc. to conduct a Destination Assessment. The results of the Assessment (<http://www.doorcountychamber.org/DestinationAssessment.htm>) indicated the following:

“In a nutshell:

- Get a lodging tax implemented or you will lose the ability to compete in a growing marketplace. Tourism is the fastest growing industry in all 50 states and the number one diversification strategy. Don't get left behind.
- Create a Tourism Branding and Marketing Action Plan. Define the roles of the various organizations. Each have an important role to play.
- Develop a Style Guide. Change the focus of current marketing efforts. Upscale your marketing pieces and efforts. Create continuity between communities and organizations.
- This is the age of specialization. Cater to the niche groups. Begin a direct sales effort to them and cut back on generic advertising.
- Redevelop all of the marketing materials and create an Activities Guide. Sell experiences over places and scenic vistas.
- Spread your wings nationally – you have what it takes.
- Change the brand focus to Door County **Peninsula**
- Develop a first-class web site complete with e-marketing programs.”

From *Door County, Wisconsin Visitor/Tourism Assessment, 2005*
by Roger Brooks, Destination Development, Inc.

In the fall of 2005 the Door County Strategic Marketing Coalition, a grass roots organization of business owners and interested residents began discussions with the DCVB on strategies to regain market share. Marshall Murdaugh of Marshall Murdaugh Marketing was hired to write the *Door County Strategic Marketing and Management Plan* (<http://www.doorcountychamber.org/Marketing/Plan.htm>).

The Key Findings/Implications/Recommendations of the Plan based on the Visitor Profile research were as follows:

“Door County is recognized as a genuine and viable leisure destination.

- It enjoys an unusually high level of general awareness and familiarity in relation to its tourist to competitors.

However, Door County’s Destination Appeal Recognition is low. Although there is general awareness of Door County, there is little recognition of its major motivational amenities. For examples:

- Only 38.3%, or less than four out of ten, know of its important “Peninsula value”— and less than one in three, or 31.2%, recognize that its has 300 miles of shoreline.
- Historical fishing villages—which contribute so much to the County’s personality— are known only by about one of four (26.4%).
- Only one out of five (18.3%) know that Door County boasts more than 100 art galleries and museums.

The most important things people seek in a leader vacation destination... they find in Door County.

- Friendliness, climate, scenery, safety and security, plenty to do, good food, convenience, etc. are the reasons they visit Door County — and the top things they look for in a leisure destination.

Satisfaction exceeds expectation. Door County delivers.

- Very often satisfaction falls short of expectation (people hope for more than they actually experienced). Visitors to Door County are happy with their visit.
- Since Door County makes good on its leisure/vacation promise to visitors, it's reasonable to presume that an increase in potential visitor expectations will produce a comparable increase in the number of visitors.

Door County is a great visitor value experience—with 68.3% perceiving that it is affordable and is a destination worth money well spent (70.5%).

Marketing Opportunity—The couples and family markets (47.8% and 29.5% respectively) are the two primary consumer audiences for future marketing. These high demographic, drive-visitors should be targeted for both weeklong stays and shorter getaways.

Market Strengths—Major motivational appeals, in addition to the Peninsula and shoreline features, include: local sightseeing, natural beauty, diverse dining options, indigenous shopping and arts and culture.

The ongoing variety of festivals, events and celebrations will add immediacy to marketing messages—particularly in media publicity. Name recognition for villages and towns should also be stressed, including Sturgeon Bay, Ephraim, Sister Bay, Fish Creek, etc.

Then the broad based destination appeals should be wrapped in the invitation to a high value, friendly, reassuringly comfortable and relaxing destination.”

From the *Door County Strategic Destination Marketing and Management Plan, 2006*
by Marshall Murdaugh, Marshall Murdaugh Marketing

2.2 Selected Marketing Strategy

Based on previously reviewed research, trends and recommendations Door County’s travel and hospitality current target markets are niche markets. Understanding that it is imperative to follow the principles of sustainable tourism, “achieving quality growth in a manner that does not deplete the natural and built environment and preserves the culture, history and heritage of the local community” (*Managing Sustainable Tourism – A Legacy for the Future*, 2006, David L. Edgell, Sr., PhD), the destination’s niche markets are as follows:

- Geographically: Core markets of Metropolitan Chicago, Metropolitan Minneapolis/St. Paul and Wisconsin
- Purpose of Travel: Leisure vacations
- Demographically: Couples and families in the current core markets defined herein with household incomes between \$50,000 to \$100,000.
- Psychographically: Cultural Tourists, Eco Tourists, Geo Tourists, Culinary/Agricultural Tourists

Culture based tourism engages travelers who have the desire to learn, experience, discover and be a part of the destination. Door County has the product, people, programming and pricing to establish itself as THE premiere cultural tourism destination in the Midwest. Unique venues, diverse arts, historic and cultural offerings and travel packages containing the cultural experience give the destination a point of differentiation among this niche market.

David A Fennell, author of *Ecotourism: An Introduction*, after reviewing 15 definitions of ecotourism provides his own definition: “Ecotourism is a sustainable form of natural resource-based tourism that focuses primarily on experiencing and learning about nature, and which is ethically managed to be low impact, non consumptive and locally oriented. It typically occurs in natural areas and should contribute to the conservation or preservation of such areas.” Door County’s ecotourism product is unsurpassed. Naturalists and nature based activity guides provide enhanced experiences. Ecotourism product stewards are packaging with lodging properties to promote the experience. The price point is very attractive due to the low to no cost accessibility to the product. From bicycling to fishing to diving and beyond Door County has the product, people, pricing and packaging to give the destination a point of differentiation among this niche market.

According to Travel Industry Association of America (TIA), Geotourism is defined as “tourism that sustains or enhances the geographical character of the place being visited, including its environment, culture, aesthetics, heritage and the well-being of its residents.” Ecotourism and Geotourism intersect on multiple experiences. Naturalists and nature based activity guides can take travelers up close and personal with the product. There are opportunities to create attractive travel packages and build stronger partnerships with the County’s environmental community.

The International Culinary Tourism Association states, “Culinary Tourism is a Hot and Fresh industry that offers destinations and businesses the opportunity to create a unique competitive advantage.

Culinary Tourism is:

- something every traveler does
- an attraction
- a subset of cultural tourism
- oriented to consumers' benefits first and farmers' benefits second
- focused on prepared foods more than raw ingredients
- unique, memorable gastronomic experiences, not just those rated 4 stars or better
- not pretentious or exclusive
- low-impact, high-yield tourism
- a tool for economic and community development

Agricultural Tourism refers to the act of visiting a working farm or any agricultural, horticultural or agribusiness operation for the purpose of enjoyment, education, or active involvement in the activities of the farm or operation. In the case of Door County there is a direct relationship between culinary and agricultural tourism.

Culinary/Agricultural Tourism is one of the fastest growing travel niche markets. Door County is perfectly positioned with product, people, promotion and partnerships to establish a point of differentiation among this travel niche

All the niche markets targeted support the principles of Sustainable Tourism and intersect with regards to desired experience, product and behaviors. All niche markets identified in this Marketing Plan are rapidly growing niche markets. The demographically targeted markets have an affinity to the niche markets identified herein.

All niche markets targeted contain the demographic mix of couples and families. In each niche market there are experiences available that will appeal to a broad spectrum of travelers throughout the year.

The recommended marketing strategies are research for the purpose of creating a Genuine Brand for the destination, aggressive e-marketing, aggressive public relations, new approaches to traditional advertising and enhanced guest services.

Door County currently has a brand; water, woods, relaxation infused with a world-renowned arts community in a geologically significant environment. While the current brand may be very accurate it has not been elevated to a Genuine Brand and tested with target markets to ensure resonance resulting in overnight guests. A Brand Assessment and creation of a Genuine Brand, Style Guide and Brand Culturalization throughout the destination will ensure communicating Door County's Genuine Brand will result in increased traveler economic impact. Budget: \$44,000.

According to Travel Industry Association of America (TIA) over 85% of all travelers use the Internet during the course of their travel planning and purchasing. JD Powers & Associates conducted a study in 2006 that indicates over 50% are making their travel purchases online. Clearly the most critical marketing tool in the travel industry is the Internet.

E-Brains is recognized as the leader in destination e-marketing providing guaranteed return on investment utilizing state of the art technology to identify where the target markets are gathering online, the best way to get their attention and have them become part of the destination's online community and determine conversion – moving a traveler from the web site to an overnight guest.

E-Brains has provided effective e-marketing solutions to 3 countries, 24 states and 33 Destination Marketing Organizations/Convention & Visitor Bureaus/Attractions including, but not limited to, Gatlinburg, Vermont, Hilton Head, Palm Beach County, Kissimmee, South Carolina and Minnesota. Budget for 18 month recommended program: \$450,000. Annual budget: \$300,000.

In addition to the E-Brains contract to increase the number of visitors to the County, other associated costs of maintaining a website include the following:

- Content management and hosting
- Podcast – There are two costs associated with the podcast; both technical as well as the creative. Currently the podcast is being produced by staff using personal equipment and doing all the creative outside the regular work schedule. To continue producing the podcasts in house the staff expense will increase and new equipment will be purchased. The equipment cost is included in the “Depreciation” line item.
- Image Library for the media to download pictures as needed to accompany their coverage of the destination.
- *Insider Tip* E-newsletter – the DCVB electronic newsletter sent monthly to subscribers.

Budget: \$75,600

According to Al & Laura Ries, authors of *The Fall of Advertising & The Rise of PR*, 2002; “The traditional methods of positioning a destination's brand in the minds of travelers are no longer effective. Advertising alone is no longer an effective method of getting the consumers' attention. Today's consumers are inundated with advertising spam to the point they tune it out completely.”

As consumers become less influenced by advertising and depend more on unbiased editorial or recommendations of friends and family investing in aggressive public relations will provide a greater return on investment than the destination has been receiving from previous print advertising investments. Journalists' familiarization tours will result in national, international and niche market penetration by an unbiased source that the traveling public trusts.

Geiger & Associates is a public relations firm specializing in media marketing for travel and tourism industry clients. Since 1985 they have assisted more than 200 destinations in communicating strategic messages to targeted audiences and meeting specific marketing objectives. Clients range from the Outback of Australia to castles in Ireland. Domestic clients extend from the Wine Country of California to the coast of Maine. Regional clients include places such as the area surrounding Yosemite National Park, the 46 counties of the Highlands and Waterways region in Kentucky, and state tourism agencies including Louisiana, Michigan, Ohio, Virginia and Tennessee. Other destination clients include dozens of cities such as San Antonio, Phoenix, Taos, Albuquerque, Nashville, Chattanooga, Lexington and Grand Rapids. Thanks to a journalist database of over 14,000, Geiger & Associates can target the best travel press for the destination's target markets. The recommended contract with Geiger & Associates would provide four press tours annually targeting professional travel press that will reach the target markets, geographically, demographically and psychographically. Budget: \$250,000.

The Media Monitoring Service provides the DCVB and all stakeholders with tracking of all media coverage of the destination and the equivalent advertising monetary value. Details on number of impressions and media are also provided. Budget: \$20,000.

Additional Marketing:

Discover Wisconsin – Door County will be featured in the 20th Anniversary Specials that include the *Discover Wisconsin* television show as well as their website. The promotion continues throughout 2007. Budget: \$5,000

Midwest Travel Writers – Door County is hosting the Midwest Travel Writers Association Annual Fall Conference. This group of professional travel writers will be touring the entire County in September, 2007. The hosting destination is responsible for providing lodging, food and beverage, transportation, etc. Budget: \$40,000

Wisconsin Arts Map – This map is distributed throughout all the Wisconsin Welcome Centers and the Wisconsin Department of Tourism. Budget: \$1000

Woodalls Camping Directory – This is a co-op ad done in cooperation with Door County's private campgrounds. The result is a full-page ad featuring Door County and our private campgrounds in the most popular campground directory. While campgrounds are only required to collect room tax on structures they own and rent on a transient basis campers are part of our niche markets and contribute to the overall market share of traveler expenditures. Budget: \$2500

Visitor Center:

The Door County Welcome Center, located on Hwy 42/57 at the entrance to Sturgeon Bay, is the primary information center for visitors to the Peninsula. A tracking device installed in spring of '06 indicated that 35,490 guests stopped in the Door County Visitor Bureau between May 1 and October 31 of 2006. The cost to operate the Visitor Center includes staff, continuing education, furniture, fixtures, equipment, office supplies, maintenance, taxes, telephone, insurance, utilities and depreciation.

Budget: \$140,000

Fulfillment:

This is the cost to distribute the *Official Door County Visitor Guide*. It includes staff expense, postage, delivery and storage. Budget: \$78,500

Brand and Positioning Statement:

The current positioning statement (slogan) is "Season to Season, Shore to Shore". As a result of the Brand Assessment and creation of a Genuine Brand a new positioning statement will be developed. The new Positioning Statement will serve to create an emotional connection with the target markets. For example if the Brand Promise as determined by the Brand Assessment is Visitors to Door County will experience a relaxing escape from everyday life, however they define relaxation. Nowhere else can a traveler experience a unique geological environment, all the outdoor recreation available on the Peninsula and surrounding islands and a plethora of arts, cultural and historic attractions, accompanied by genuine Midwest hospitality. The positioning statement may be "No jacket required—flip-flops mandatory" or "Slip into something casual, convenient, relaxing and memorable. Wisconsin's fabulous Door County Peninsula." (Door County Strategic Marketing and Management Plan, Murdaugh, 2006)

The positioning approach in this Marketing Plan is to identify and associate with the target markets by documenting the attributes that will appeal to each target market, decide on the images travelers must have within each target market, differentiating the destination from all

others in the competitive set within each target market, designing effective communication of the Genuine Brand and delivering that Brand throughout the destination.

The priority of this marketing strategy is to position the destination in the minds of travelers in current core markets for the purpose of gaining market share. All strategies also have the potential of extending awareness of the destination in new markets. As awareness of the brand and product builds in new markets strategies will be developed to convert travelers in those markets into overnight guests. In this Marketing Plan and all strategies contained herein the primary positioning approach will be focused on the target markets in current core markets.

The marketing objective for the Cultural Tourist is to deliver a diverse experience that will engage the visitor in the historical attractions, visual and performing arts and unique personalities of each community. Attendance at historic museums, sites and all arts venues will increase by 5% in the 2007 core season.

Awareness of the destination's natural experiences among Eco Tourists and Geo Tourists will result in travelers choosing Door County to explore the unique natural environments through guided tours, self guided tours and general exploration. Lodging properties have an opportunity to create a vacation package that includes multiple days admission to the County's five state parks. The objective is for more visitors to respectfully experience the natural environments in all four seasons.

Door County's agricultural community has provided the cuisine that Door County is known for. Locally grown cherries are processed into a wide variety of consumables. Whitefish from local waters have made the Door County Fish Boil an icon of the destination. Wineries feature wines made from local fruits and grape vineyards are beginning to dot the countryside. Orchards and farm stands add to the experience. Pick your own cherries and apples give urban travelers a hands on farm experience. Farm stands make it easy to take home the tastes of Door County and include a feeling of days gone by.

The objective of marketing to the Cuisine/Agricultural Tourist is to position Door County in the minds of this rapidly growing niche market as the premiere Midwest destination for culinary experiences. This will result in visitors expanding their dining experiences, touring wineries, orchards and agricultural attractions. It will also encourage partnerships between restaurants and specialty food outlets with the County's agricultural community providing area farmers with additional markets for their goods.

The Wisconsin Department of Tourism has also identified Cultural Tourists, Eco Tourists, Geo Tourists and Culinary/Agricultural Tourists as targeted markets and their marketing strategies reflect these target markets. By aligning the Door County Marketing Plan with the Wisconsin Department of Tourism Marketing Plan the reach of the marketing message is increased.

3.0 Implementation Plan

How do we get there and how do we know if we got there?

3.1 Niche Markets

Project Name: **Cultural Tourists**

Description: Position Door County in the minds of Cultural Tourists as the premiere Midwest destination for experiencing the history of the area, distinctive cultures of Belgian, Scandinavian and Icelandic cultures, world renowned visual and performing arts and the unique character of each community that differentiates Door County from any other destination.

Primary markets served: Cultural Tourists in core markets of Metropolitan Chicago, Metropolitan Minneapolis and Wisconsin.

Secondary markets served: Cultural Tourists in new markets that gain awareness of the experiences available in a destination they have never visited.

Program objective: Increase the number of overnight visitors seeking to experience the various cultures, character and arts. Increase the length of a visitor's stay by expanding their view of the available experiences.

Implementation steps: Through the services of e-Brains bring Cultural Tourists into the online community for regular communication to convert them to overnight guests. Through the services of Geiger & Associates press tours will be developed to appeal to travel writers with an affinity for historic, cultural and arts experiences. Itineraries to ensure the press experiences the destination's attributes in these areas will be developed.

E-Brains Timeline: communication with this niche market will begin through the @Plan online research tool developed by Nielson/Net Ratings. E-Brains will begin finding the target market, communicating with them and persuading them to join the online community and convincing them to travel to Door County.

Geiger & Associates Timeline: The first press tour is scheduled for July 8-13, 2007. Four additional press tours will be scheduled between August 1, 2007 and July 31, 2007.

Additional implementation steps: The *Official Door County Visitor Guide* features detailed information targeting Cultural Tourists. The Door County Welcome Center information lobby and guest services staff are well versed in the cultural attractions of the destination and articulate them to guests and potential guests. The cultural offerings will be infused in the destination's Genuine Brand and will be reflected in all marketing; e-marketing, public relations and traditional marketing.

Costs: Due to the non traditional approach to marketing (e-Brains e-marketing, Geiger & Associates public relations) there is no accurate formula to distribute the annual contract costs over the target niche markets. The manpower required includes the Marketing Director, the Media Manager and the Internet and Media Coordinator. Each of these staff members will track the time they dedicate to fulfilling the objective so in future years an accurate forecast of manpower requirements and associated cost will be made.

Evaluation methods: In the first year the DCVB will gather data on attendance from the cultural attractions that have data available. All future years will be compared to the first year baseline data to evaluate the success of marketing strategies targeting Cultural Tourists.

Project Name: **Eco Tourists**

Description: Position Door County in the minds of travelers seeking a natural experience through guided and self-guided means. Position Door County in the minds of travelers seeking soft adventure such as bicycling, hiking, fishing, boating, bird watching.

Primary markets served: Eco Tourists in core markets of Metropolitan Chicago, Metropolitan Minneapolis and Wisconsin, couples and families.

Secondary markets served: Eco Tourists in new markets, couples and families, that gain awareness of the experiences available in a destination they have never visited.

Program objective: Increase the number of overnight visitors seeking to experience the distinctive geographical and geological attributes of the destination. Increase the length of the visitor's stay by expanding their awareness of the available experiences.

Implementation steps: Through the services of e-Brains bring Eco Tourists into the online community for regular communication to convert them to overnight guests. Through the services of Geiger & Associates press tours will be developed to appeal to travel writers with an affinity for Ecotourism. Itineraries to ensure the press experiences the destination's attributes in these areas will be developed.

E-Brains Timeline: communication with this niche market will begin through the @Plan online research tool developed by Nielson/Net Ratings. E-Brains will begin finding the target market, communicating with them and persuading them to join the online community and convincing them to travel to Door County.

Geiger & Associates Timeline: The first press tour is scheduled for July 8-13, 2007. Four additional press tours will be scheduled between August 1, 2007 and July 31, 2007 and will reflect the geographical and geological experiences available in all four seasons.

Additional implementation steps: The *Official Door County Visitor Guide* features detailed information on the geographical and geological significance of the destination. The Door County Welcome Center information lobby and guest services staff are well versed in the experiences available to Geo Tourists and articulate that information to guests and potential guests. The Ecotourism offerings will be infused in the destination's Genuine Brand and will be reflected in all marketing; e-marketing, public relations and traditional marketing.

Costs: Due to the non-traditional approach to marketing (e-Brains e-marketing, Geiger & Associates public relations) there is no accurate formula to distribute the annual contract costs over the target niche markets. The manpower required includes the Marketing Director, the Media Manager and the Internet and Media Coordinator. Each of these staff members will track the time they dedicate to fulfilling the objective so in future years an accurate forecast of manpower requirements and associated cost will be made.

Evaluation methods: In the first year the DCVB will gather data on park attendance, recreation rentals, fishing licenses issued, tours and marina use. Due to the overlap between many Eco Tourists and Geo Tourists all efforts will be made to differentiate the two markets for data tracking purposes. All future years will be compared to the first year baseline data to evaluate the success of marketing strategies targeting Eco Tourists.

Project Name: **Geo Tourists**

Description: Position Door County in the minds of travelers seeking distinctive geographical and geological experiences. Provide Geo Tourists with the necessary information to recognize Door County's geographical and geological significance, not only in this region but also on a worldwide scale. Engage the Geo Tourists through education programs offered throughout the County.

Primary markets served: Geo Tourists in core markets of Metropolitan Chicago, Metropolitan Minneapolis and Wisconsin; couples and families.

Secondary markets served: Geo Tourists in new markets that gain awareness of the experiences available in a destination they have never visited.

Program objective: Increase the number of overnight visitors seeking to experience and learn about the distinctive geographical and geological attributes of the County. Increase the length of a visitor's stay by expanding their awareness of the available experiences.

Implementation steps: Through the services of e-Brains bring Geo Tourists into the online community for regular communication to convert them to overnight guests. Through the services of Geiger & Associates press tours will be developed to appeal to travel writers with an affinity for Geotourism. Itineraries to ensure the press experiences the destination's attributes in these areas will be developed.

E Brains Timeline: communication with this niche market will begin through the @Plan online research tool developed by Nielson/Net Ratings. E-Brains will begin finding the target market, communicating with them and persuading them to join the online community and convincing them to travel to Door County.

Geiger & Associates Timeline: The first press tour is scheduled for July 8-13, 2007. Four additional press tours will be scheduled between August 1, 2007 and July 31, 2007 and will reflect the natural experiences available in all four seasons.

Additional implementation steps: The *Official Door County Visitor Guide* features detailed information targeting Eco Tourists. The Door County Welcome Center guest services staff are well versed in the geographical and geological significance of the destination and articulate that information to guests and potential guests. The Geotourism offerings will be infused in the destination's Genuine Brand and will be reflected in all marketing; e-marketing, public relations and traditional marketing.

Costs: Due to the non-traditional approach to marketing (e-Brains e-marketing, Geiger & Associates public relations) there is no accurate formula to distribute the annual contract costs over the target niche markets. The manpower required includes the Marketing Director, the Media Manager and the Internet and Media Coordinator. Each of these staff members will track the time they dedicate to fulfilling the objective so in future years an accurate forecast of manpower requirements and associated cost will be made.

Evaluation methods: In the first year the DCVB will gather data on tours and attendance to programs focused on the geographical and geological significance of the Peninsula and Washington Island. All future years will be compared to the first year baseline data to evaluate the success of marketing strategies targeting Eco Tourists.

Project Name: Culinary/Agricultural Tourists

Description: Position Door County in the minds of Culinary Tourists and Agricultural Tourists as the premiere Midwest destination for experiencing indigenous cuisine as well as award winning wineries, breweries, chef creations, restaurants and specialty food stores. Position Door County in the minds of Agricultural Tourists as the premiere Midwest destination for immersing oneself in an agricultural experience through tours and hands on experiences and seeking culinary experiences that feature indigenous products. Reinforce the Buy Local/Buy Wisconsin statewide initiative.

Primary markets served: Culinary Tourists in core markets of Metropolitan Chicago, Metropolitan Minneapolis and Wisconsin; couples and families.

Secondary markets served: Culinary Tourists in new markets that gain awareness of the experiences available in a destination they have never visited.

Program objective: Increase the number of overnight visitors seeking to experience Door County cuisine and agriculture. Increase the length of a visitor's stay by expanding their awareness of the available experiences.

Implementation steps: Through the services of e-Brains bring Culinary and Agricultural Tourists into the online community for regular communication to convert them to overnight guests. Through the services of Geiger & Associates press tours will be developed to appeal to travel writers with an affinity for Culinary and Agricultural Tourism. Itineraries to ensure the press experiences the destination's attributes in these areas will be developed.

E-Brains Timeline: communication with this niche market will begin through the @Plan online research tool developed by Nielson/Net Ratings. E-Brains will begin finding the target market, communicating with them and persuading them to join the online community and convincing them to travel to Door County.

Geiger & Associates Timeline: The first press tour is scheduled for July 8-13, 2007. Four additional press tours will be scheduled between August 1, 2007 and July 31, 2007 and will reflect the cuisine and agricultural experiences available in all four seasons.

Additional implementation steps: The *Official Door County Visitor Guide* features detailed information regarding the cuisine and agriculture of the destination. The Door County Welcome Center guest services staff are well versed in the cuisine and agriculture of the destination and articulate that information to guests and potential guests. The Culinary and Agricultural offerings will be infused in the destination's Genuine Brand and will be reflected in all marketing; e-marketing, public relations and traditional marketing.

Costs: Due to the non-traditional approach to marketing (e-Brains e-marketing, Geiger & Associates public relations) there is no accurate formula to distribute the annual contract costs over the target niche markets. The manpower required includes the Marketing Director, the Media Manager and the Internet and Media Coordinator. Each of these staff members will track the time they dedicate to fulfilling the objective so in future years an accurate forecast of manpower requirements and associated cost will be made.

Evaluation methods: In the first year the DCVB will gather data from restaurants, specialty food stores, wineries, breweries, agricultural attractions and farms. All future years will be compared to the first year baseline data to evaluate the success of marketing strategies targeting Culinary/Agricultural Tourists.

3.2 Marketing Budget

See Exhibit 2 (a), 2 (b), 2 (c) – Marketing Budgets

Annual average daily rates (ADR) for lodging properties have been estimated at between \$80 and \$130. Projected revenue from room tax collections on 3113 lodging units; an annual average occupancy rate of 35%, an average daily rate (ADR) of \$80/night and 70% of a 5.5% room tax assessment which equates to \$1,224,872. Projected revenue from room tax collections on 3113 lodging units; 35% occupancy; \$100 ADR = \$1,531,090. Projected revenue from room tax collections on 3113 lodging units; 35% occupancy; \$130 ADR = \$1,990,417. Three budget exhibits are provided to reflect the range of potential room tax revenue. Based on information gathered by Baylakes Information Systems, Inc. a review of ADR of 19 randomly selected properties of varying size, location and amenities the annual ADR is \$130.67. The average annual occupancy in 2006 was 36.94%. In addition to room tax revenue there is also membership dues revenue based on 166 members' dues investment under the current Bureau dues schedule. All members located in a municipality not participating in the Door County Tourism Zone would continue to be assessed dues according to the current fee structure.

Marketing Expenses:

Research:

The *Door County Strategic Destination Marketing and Management Plan's* Visitor Profile Study identified the target demographic market, the motivating factors for the target market and their primary source for travel information. A Brand Assessment process is necessary to ensure the Door County Brand resonates with our target markets.

Public Relations:

As consumers become less influenced by advertising and depend more on unbiased editorial or recommendations of friends and family shifting resources to public relations will provide a greater return on investment than the destination had been receiving from previous print advertising campaign investments. Journalists' familiarization tours will result in national, international and niche market penetration by an unbiased source that the traveling public trusts.

E Marketing:

"While 2005 results show that the number of Americans using the internet (120 million adults) appears to have reached a plateau, those who plan and book trips or vacations online continues to climb rapidly. A majority of these online travelers (78 percent of respondents, translating into 79 million Americans) turned to the Internet for travel or destination information in 2005 -- much higher than the 65 percent of online travelers in 2004.

But, every year, users indicate that they're doing more than simple research online. For example, in 2005, survey findings indicate that online travelers are booking more of their travel arrangements via the Internet:

- 82 percent of online travelers *book* online
- 78 percent of online travel bookers do at least half of all their travel booking online
- 34 percent of online travel bookers make all of their travel purchases online."

Source: Travel Industry Association of America (TIA) and USDM.net

Print Advertising:

Taking a new approach to print advertising, which communicates the destination's brand and the experiences awaiting travelers will appear less like paid advertising and, consequently, resonate with the target markets.

Media Monitoring Service:

Monitoring of all media coverage of the destination is critical to measuring the effectiveness of the Annual Marketing Plan. The service provides reports on number of impressions, media outlets and equivalent ad value.

Additional Marketing:

Some marketing programs are currently underway and support the newly proposed marketing strategies. Details on all programs are provided in the Annual Marketing Plan.

Door County Welcome Center:

Many travelers continue to seek out an Official Visitor Center for information on the destination. This is particularly true with new guests. As Door County works to recapture former guests and attract new ones the Welcome Center is an important marketing service to the traveler as well as the local tourism industry.

Fulfillment:

Despite the use of the Internet there is still strong demand for a printed Visitor Guide: The *Official Door County Visitor Guide* is distributed through multiple web sites, toll free telephone calls, Wisconsin Welcome Centers, travel agents, other Wisconsin destination information centers, at Door County businesses and more.

Contracts with a Brand Assessment Consultant, Geiger & Associates for public relations and E-Brains for e-marketing represents 46% of the total projected revenues available for funding the Marketing Plan. Additional contracts include Baylakes Software, Discover Wisconsin, Burrells Luce Media Monitoring and Midwest Travel Writers Association. These contracts represent 7% of the total projected revenues for marketing. Total contracted dollars: \$685,000.

Marketing expenses that are not contracted at this time equal \$224,100 – this represents general web site upgrades (\$5000); the podcast (\$15,600), radio and print advertising (\$190,000), e-newsletter (\$5,000), image library (\$5,000), arts map ad (\$1,000), camping directory ad (\$2,500).

The Administrative Expenses of the DCVB are outlined on a separate budget. See Exhibit 3 – Administrative Budget for detailed description of revenue and expenses.

Projected room tax collections for June '07 through November '07:

Room tax collections began May 1, 2007 in Door County, however, the projections are based on the percentage of traveler expenditures per quarter as defined by the Wisconsin Department of Tourism. The Department of Tourism does not define quarters by calendar year. They define the four quarters as December – February; March – May; June – August; September – November. In Door County 72% of traveler expenditures are received between June 1st and November 30th. This equates to \$881,907.84 in room tax collections from June 1, 2007 to November 30, 2007.

The Geiger & Associates contract would be payable in 12 equal monthly installments of \$20,833 per month. The e-Brains contract would require 25% or \$112,500 at time of acceptance of proposal and the remainder of \$337,500 payable in equal monthly installments of \$18,750 for 18 months.

3.3 Performance Measurements

Based on the proposed marketing plan as presented, specific goals have been set for 2007/08. These performance measurements will be used to determine the marketing plan's effectiveness and success. They will also provide statistical data which can be used to both develop and compare the effectiveness and success of future marketing plans.

Primary Results Oriented Performance Measurements

Wisconsin Tourism Market Share

2006 benchmark: Door County market share was 3.3%

2007 goal: Increase our tourism market share to 3.7%

This translates to a 12.84% increase in direct tourism expenditures in 07 over 06

Occupancy

2006-07 benchmark: Estimated annual occupancy rate was 37.07%

2007-08 goal: Increase annual occupancy to 38.92%

This translates to a 5% increase in the number of rooms rented in 07-08 over 06-07

Secondary Results Oriented Performance Measurements

Annual Traveler Expenditures

2006 benchmark: \$420,558,457

2007 goal: \$474,545,346, an increase of 12.84%

Average Daily Rate (ADR)

2006 benchmark: estimated at \$80 to \$130

2007 goal: to be determined after actual ADR is determined

Revenue Per Available Room (RevPAR)

2006 benchmark: unavailable at this time

2007 goal: to be determined

Length of Stay

2006 benchmark: 3.59 days

2007 goal:

Activity Oriented Performance Measurements

Public Relations

Number of media contacts

2006-07 benchmark: 46

2007-08 goal: 150

Based on 4 Geiger & Associates press trips at 30 writers per trip & 1 MTWA Conference with 30 writers in attendance

Media coverage of destination

2006-07 benchmark: 296 clips, 32,357,408 impressions, AVE of \$1,593,907

2007-08 goal: 400 clips, 50,000,000 impressions, AVE of \$2,900,000

Based on an estimated 10:1 ROI from Geiger & Associates & MTWA ROI of 10:1

E-Marketing

Number of unique user sessions on DoorCounty.com

2006 benchmark: 1,519,795

2007 goal: 2,000,000

Number of e-newsletter subscribers

2006 benchmark: 16,673

2007 goal: 100,000

eBrains proposal would add 80,000 and DCVB goal to organically add 3,327

E-newsletter open rate

2006 benchmark: 40.01%

2007 goal: 45%

Welcome Center People Traffic

2006 benchmark: 37,518

2007 goal: 45,000

E-Brains is prepared to guarantee a minimum of \$22,721,300 in visitor spending in Door County as a result of their proposal. The return on investment with the Geiger & Associates press tours will be based on the actual amount of media coverage of the destination and circulation. Based on past experiences with destinations Geiger & Associates projects return on investment to be 10:1 or \$2.5 million in advertising value equivalent (AVE).

3.4 Evaluation Timetable

Reports to be provided to the Commission for municipal reporting requirements as outlined in the Door County Tourism Zone Agreement include a quarterly report for the previous three months itemizing all expenses incurred during the quarter, both reimbursed and to be reimbursed. The report will also show detailed progress in all the goals and objectives that are outlined in the Annual Marketing Plan. An annual report will show return on investment; what was gained from the room taxes invested and how well the goals and objectives established in the Annual Marketing Plan were achieved. It must also show what the goals and objectives for the coming year will be. These goals and objectives will be set after discussion and mutual agreement between the DCVB and the Commission.

Evaluation of the e-Brains program impact will be tracked monthly through web statistics obtained by both the DCVB and e-Brains. Evaluation of the Geiger & Associates coordinated press tours will be based on media monitoring by both the DCVB Media Monitoring service and Geiger & Associates. Other advertising effectiveness will be monitored by tracking how a guest heard about the destination via the guest services staff and online surveys of guests.

3.5 Contingency Plan

All Marketing Budget Exhibits address shortfall in revenue allowed to maintain a balanced budget and the potential for additional investment if revenues exceed projections. Exhibit 2 (a) indicates upscale print and/or radio advertising only if revenues exceed projections. Exhibit 2 (b) indicates \$240,000 budgeted for upscale print and radio. Any excess revenue as projected in Exhibit 2 (b) would require the DCVB to present a plan for investment of the overage. Exhibit 2 (c) indicates \$240,000 budgeted for upscale print and radio; \$35,000 additional staff expense for a Group Sales Manager and \$50,000 for marketing to groups, both meetings and leisure. Any excess revenue as projected in Exhibit 2 (c) would require the DCVB to present a plan for investment of the overage.

EXHIBIT 1**COUNTY COMPARISONS
2001 TO 2005**

2001 – STATE TRAVELER EXPENDITURES: \$11,446,494,522

<u>COUNTY(S)</u>	<u>MARKET SHARE</u>
Metro Milwaukee	19.2%
Dane (Madison)	8.6%
Sauk (The Dells)	7.2%
Door	4.0%
Brown	3.9%
Walworth (Lake Geneva)	3.5%
Vilas (Eagle River)	2.0%
Oneida (Minocqua)	1.8%
Ashland/Bayfield	1.5%
Sawyer (Hayward)	1.2%

2002 – STATE TRAVELER EXPENDITURES: \$11,565,804,289

Metro Milwaukee	19.0%
Dane (Madison)	8.8%
Sauk (The Dells)	7.1%
Door	3.8%
Brown	3.8%
Walworth (Lake Geneva)	3.5%
Vilas (Eagle River)	2.0%
Oneida (Minocqua)	1.8%
Ashland/Bayfield	1.6%
Sawyer (Hayward)	1.2%

2003 – STATE TRAVELER EXPENDITURES: \$11,709,866,089

Metro Milwaukee	18.7%
Dane (Madison)	8.8%
Sauk (The Dells)	8.1%
Door	3.4%
Brown	3.7%
Walworth (Lake Geneva)	3.4%
Vilas (Eagle River)	2.0%
Oneida (Minocqua)	1.8%
Ashland/Bayfield	1.6%
Sawyer (Hayward)	1.2%

2004 – STATE TRAVELER EXPENDITURES: \$11,781,228,510

Metro Milwaukee	18.4%
Dane (Madison)	8.7%
Sauk (The Dells)	8.4%
Door	3.4%
Brown	4.0%
Walworth (Lake Geneva)	3.5%
Vilas (Eagle River)	2.0%
Oneida (Minocqua)	1.8%
Ashland/Bayfield	1.6%
Sawyer (Hayward)	1.1%

2005 – STATE TRAVELER EXPENDITURES: \$11,950,050,302

Metro Milwaukee	18.1%
Dane (Madison)	8.4%
Sauk (The Dells)	9.0%
Door	3.3%
Brown	4.0%
Walworth (Lake Geneva)	3.4%
Vilas (Eagle River)	2.0%
Oneida (Minocqua)	1.8%
Ashland/Bayfield	1.7%
Sawyer (Hayward)	1.1%

EXHIBIT 2 - ANNUAL MARKETING PLAN BUDGET
Marketing Budget - August 1, 2007 to July 31, 2008

Room Tax Revenue

Room Tax Collections in 10 municipalities available for marketing	\$	1,154,879.00	#1
Dues revenue in excess of \$350 for 166 members	\$	50,200.00	#2
Total Revenue for Marketing	\$	1,205,079.00	

PR. Web & Advertising Expenses

Marketing staff expense	\$	103,800.00	#3
Brand Assessment	\$	50,000.00	
E Brains Contract	\$	300,000.00	
Geiger & Associates Contract	\$	250,000.00	
Web Site Maintenance & Hosting	\$	40,000.00	
Podcast - technical	\$	3,600.00	#4
Podcast - creative	\$	12,000.00	#4
Image Library	\$	5,000.00	
Insider Tip Newsletter	\$	5,000.00	
Media Monitoring Service	\$	20,000.00	
Discover Wisconsin	\$	5,000.00	
Midwest Travel Writers Association	\$	40,000.00	
Wisconsin Arts Map	\$	1,000.00	
Woodall's Camping Directory	\$	2,500.00	
Accounting Services	\$	5,000.00	
Depreciation	\$	4,600.00	
Total PR, Web & Advertising Expenses	\$	847,500.00	

Visitor Center Expenses

Visitor Center staff expense	\$	84,000.00	#3
Insurance	\$	3,000.00	
Office Supplies	\$	5,000.00	
Property Taxes	\$	5,000.00	
Repairs & Maintenance	\$	12,000.00	
Telephone	\$	15,000.00	
Utilities	\$	6,000.00	
Depreciation	\$	10,000.00	
Total Visitor Center Expenses	\$	140,000.00	

Fulfillment Expense

Fulfillment staff expense	\$	32,000.00	#3
Postage	\$	34,000.00	
Delivery & Storage	\$	12,500.00	
Total Fulfillment Expense	\$	78,500.00	

Total Marketing Expenses \$ **1,066,000.00**

Contingency Fund \$ **139,079.00** #5

Marketing Budget Notes

#1 - Anticipated room tax revenues dedicated to marketing with the current 10 Municipalities in the Door County Tourism Zone based on \$80 ADR less the four percent (4%) Commission. Administration expense of \$69,992.

#2 - Members located in municipalities NOT participating in the Door County Tourism Zone will be assessed dues at the current dues investment schedule. The first \$350 of those dues will be dedicated to Membership, Publications and Administrative expenses; the remainder goes to the Annual Marketing Budget.

#3 - All staff expenses include salary, payroll taxes, and benefits. Marketing Department has FTE staff of 2.1; Visitor Center has FTE staff of 5; Fulfillment has FTE staff of 1.

#4 - Podcast technical and creative - this is the cost for posting the podcase to the web site as well as the creative work required to produce the podcasts. The creative expense is based on the amount of time (outside of the regular work week) staff has put into the creation of the podcasts featured on the web site. DCVB would need to increase staff expense to continue producing podcast in house.

#5 - Projected room tax revenue can be up to \$139,079 short before this budget is not balanced. If projected revenues are in excess of \$1,224,872 the DCVB will present a plan to the Commission for investing the excess in upscale print and/or radio advertising.

22.61% of budget is dedicated to Staff, Commission Administration, Accounting Services and all Depreciation.

EXHIBIT 3 - ADMINISTRATIVE BUDGET

Draft Membership, Publications & Administrative Budget - August 1, 2007 to July 31, 2008 NOT FOR DISTRIBUTION

Member Investment Revenue

Membership Dues Income	\$	408,100.00	#1
Visitor Guide Income	\$	100,000.00	
Pay to Play Income	\$	10,000.00	#2
Other Income	\$	14,600.00	#3

Total Member Investment Revenue **\$ 532,700.00**

Expenses

Membership staff expense	\$	111,500.00	#4
Publications staff expense	\$	50,000.00	#4
Administrative staff expense	\$	210,000.00	#4
Membership services expense	\$	12,000.00	#5
Membership web site	\$	3,000.00	
Membership Conferences & Conventions	\$	700.00	
Membership Mileage reimbursement	\$	9,000.00	
Publications Conferences & Conventions	\$	700.00	
Publications mileage reimbursement	\$	1,400.00	
Publications Computer Service	\$	500.00	
Administrative Conference & Conventions	\$	2,000.00	
Administrative mileage reimbursement	\$	8,000.00	
Accounting Services	\$	12,000.00	
Administrative Advertising	\$	1,500.00	
Administrative Computer Service	\$	4,000.00	
Collection Costs	\$	500.00	
Credit Card fees	\$	6,500.00	
Depreciation	\$	11,000.00	
Dues & Memberships	\$	7,000.00	
Insurance - Liability & Content	\$	4,000.00	
Interest Expense	\$	2,000.00	
Legal & Professional Services	\$	5,000.00	#6
Meetings - Board, Committee, etc.	\$	1,500.00	
Member/Employee relations	\$	2,500.00	
Office Supplies	\$	12,000.00	
Postage	\$	14,000.00	
Property Taxes	\$	5,000.00	
Repairs & Maintenance	\$	9,000.00	
Telephone	\$	5,000.00	
Utilities	\$	3,000.00	
Total Expenses	\$	514,300.00	

Excess Revenue over Expenses \$ **18,400.00**

Membership, Publications & Administrative Budget Notes

#1 - Dues revenue is based on 1000 members at \$350 each and non Tourism Zone Members' dues revenue of 166 members @ \$350 each.

#2 - Pay to Play revenue is based on the current fees charged to participate in special promotions and anticipated web site ad revenues.

#3 - Other income is gift certificate fees, interest income and administrative services

#4 - All staff expenses include salary, payroll taxes and benefits.

#5 - Membership Service expenses include advertising, membership meetings, Chamber Choice Awards, Mixers, Spring Thing, office supplies and postage.

#6 - Legal & Professional fees includes the cost of a Stakeholders Survey to be conducted late October '07.