

Region 5 RCMP

draft October 2006 presented to Travel Oregon staff

Updated December 2006

Approved by Oregon Tourism Commission December 2006

The following is a text-only version of the Region 5 RCMP for the period January 2007 through June 30, 2008. For a copy of the original (created in PowerPoint, per Travel Oregon requirements), which contains various graphic elements, contact the SOVA office via email: office@sova.org.

About SOVA

- Established 22 years ago (1984)
- Three chief characteristics
 - A “Pay-to-Play” Funding Structure
 - A Regional Vision
 - A Commitment to Cooperative Marketing
 - 501c6

Pay-to-play Structure & Effect on Marketing

Since its inception, SOVA has generated more than \$6.5 million dollars for Southern Oregon visitor marketing; all of these funds were raised directly from SOVA’s marketing partners through advertising and marketing fees.

Organizational Characteristics

- We run lean & mean
- We concentrate on marketing that has a direct return on investment (ROI) to our partners: businesses, convention and visitor bureaus (CVBs), and destination marketing organizations (DMOs).
- RCMP structure and its effect on marketing
- Allows SOVA to depart from a strict pay-to-play structure, and to invest instead in programs that could pay long-term benefits to tourism in the region, such as research, public relations, niche marketing and Internet marketing.
- The 2007-2008 RCMP calls for continued funding of these and other programs.

Commitment to Cooperative Marketing

- The 2007-08 RCMP continues to embrace marketing opportunities where RCMP funds can be leveraged by matching investments by local business.
- The 2007-08 RCMP explores test marketing (such as print-Internet collaborations) that could be extremely important in future marketing of the region.

Region Overview

- SOVA's mission has always featured an intra-regional approach, driven not by political necessity, but by the way people actually visit Southern Oregon.
- Early SOVA research clearly showed how people explore the region and where they come from. SOVA's marketing focus has always reflected these marketing realities.
- For the past 20 years the region has been defining "Southern Oregon" as a diverse destination that stretches from the Wild Rivers Coast to Oregon's Outback.

Overview of Region

SOVA's Marketing Region

- Jackson
- Josephine
- Klamath
- Lake
- Douglas
- Coos
- Curry

RCMP Region 5

- Jackson
- Josephine
- Klamath
- Lake
- Douglas (inland)

RCMP Region 1

- Douglas (coast)
- Coos
- Curry

Who's who?

STAFF

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KEY VENDORS

Research: DCG Consulting
Internet: Oregon Interactive Corporation
Fulfillment: Pronto Print of Medford
Kiosks: USA3.com
Design: Petretto Design; Jeff Jones Marketing

Intra-Regional Communications Process

- In executing RCMP responsibilities, SOVA will continue to rely on these communications tools:

SOVA BCentral Enews

Monthly publication, plus periodic special announcements. Distribution to 350+ tourism businesses and industry professionals throughout Southern Oregon and beyond. One of the chief tools used to update all regional partners on marketing opportunities, provide regular progress reports on the RCMP, and so on.

Annual Marketing Symposium

An eagerly anticipated annual event, the SOVA Symposium is a two-day marketing conference that provides marketing training and information to the region. Since 2005, has also included RCMP updates.

SOVA Annual Report

Outlines regional marketing programs, financial reports for corporation, section dedicated to the RCMP.

Press Releases

As needed, press releases are issued to highlight programs and activities, draw attention to community grants and course offerings, and to advise of marketing opportunities. This strategy has been prominent in executing the RCMP.

Intra-Regional Travel & Presentations

Throughout the year, SOVA endeavors to send staff and Executive Board members to each of its seven counties to formally present information to County Commissioners, VCBs, and other regional representatives. SOVA will conduct even more outreach of this kind in the coming years, with special focus on the positive effects of the RCMP.

RCMP Task Force/Marketing Committee Email Updates

Ongoing updates to the 30-member task force/committee.

RCMP on SOVA Industry/Partner Website

Plans and periodic reports are posted at www.sova.org/partner to provide information to any interested parties.

Detailed Reports to Travel Oregon

As requested, SOVA provides regular RCMP reports to Travel Oregon.

See Southern Oregon – Unique URL

To track response to all RCMP marketing programs; featured in RCMP-funded advertising.

RCMP Development Process

- Even before its appointment in 2004 as the Region 5 RDMO, SOVA took a proactive role in creating a regional team to develop a comprehensive RCMP. The top priority: to ensure that tourism representatives from throughout the region would be engaged in the process.
- In May 2004, SOVA invited all tourism groups within the region to attend a special meeting with its SOVA Marketing Committee to review RCMP guidelines and to set up a procedure for creating a special SOVA/RCMP Task Force that would be responsible for developing a comprehensive marketing plan.
- More than two-dozen tourism professionals attended our kick off meeting. Following this meeting, more than 100 identified “stakeholders” were invited to be members of the SOVA/RCMP Task Force. More than 40 businesses throughout the region agreed to serve on the task force.
- The SOVA/RCMP Task Force has met nine times. The Task Force recently merged with the SOVA Marketing Committee. Regular meetings allow us to ensure all priority tasks are completed.

Matching Funds/RCMP Review Committee

- In 2005, SOVA received occasional requests for RCMP funding support for various projects around the region. In response to these requests, the Task

Force decided to form a review committee comprised of the Task Force Chair, SOVA Managing Director, and one other representative (from a lodging property). The 2007/2008 RCMP sets aside a sum for matching funds, the disbursement of which will fall within the purview of this review committee.

Southern Oregon DMOs

- The SOVA Board of Directors is comprised of four representatives from each of the seven regions in the Southern Oregon marketing area.
- The Board includes the VCB and Chamber directors from throughout the region, and each plays an extremely integral role in developing both SOVA and RCMP marketing opportunities.
- Each of these individuals currently serve on SOVA's Board of Directors, and many are past and current officers of the Board.
- Each serves on the RCMP Task Force/Marketing Committee.
 - Ashland VCB - Mary Pat Parker
 - Gold Beach Promotions Committee - Elizabeth Kuljis
 - Brookings-Harbor Chamber – Les Cohen
 - Grants Pass VCB - Kerrie Walters
 - Klamath County (Great Basin Assoc.) - Dawnn Brown
 - Lake County Chamber - Caro Johnson
 - Medford VCB - Anne Jenkins
 - Roseburg VCB - Jean Kurtz
 - Christmas Valley Chamber of Commerce – Lindy Simmons
 - In addition to these individuals, there are many other DMO contacts within our communications sphere (see intra-regional communications process described from previous slide).

RCMP Task Force & Marketing Committee

Just a few of the other organizations/businesses represented on the Marketing Committee/Task Force:

- Crater Lake Lodge/National Park/Resort
- Umpqua Valley Winegrowers Association
- Ashland Bed & Breakfast Network
- Klamath County Chamber of Commerce
- Running Y Ranch
- Oregon Shakespeare Festival
- Jackson County Farm & Wine Tours
- Southern Oregon Historical Society
- B&B's, Hotels/Motels
- ScienceWorks Museum
- Illinois Valley Promotions
- Ashland Gallery Association
- Best Western Brookings Inn
- Curry County Economic Development
- Oregon Caves National Monument/NPS

- Christmas Valley Chamber of Commerce
- Seven Feathers Resort
- Hellgate Jetboats

About 30-40 participants in all; anyone can be involved. Meetings are announced via BCentral news. Plans, budgets, reports, and collateral are all placed on SOVA's industry website, www.sova.org/partner.

Strategies

Though the specific goals and tactics related to each strategy may be new, each of these key strategies is a repeat.

1. Q Training
2. Research
3. Internet Marketing
4. Niche Consumer Advertising
5. PR/Trade Shows/Outreach Marketing

Goals and Tactics-Strategy 1: Q Training

Notes

- RCMP Task Force/Marketing Committee is very committed to this concept and feels it is absolutely essential to the health and prosperity of the industry in Southern Oregon.
- If the program "goes away," SOVA will continue to lead efforts in customer service training, working (as now) actively with our area DMOs.

Discipline

- Instruction and partnership with area DMOs

Target Audience

- Frontline workers in hospitality industry.

Details

- Program customizations like secret shopping, MUST SEE collateral, funding matrix by county to ensure equitable allocation, leverage of RCMP dollars by private and public partner investments.

Key Partners

- DMOs; major attractions; community colleges; Travel Oregon.

Factors

- Uncertainty about program's future; ongoing relevance if curriculum is not expanded & changed.

Measurement

- Goal to certify additional 500 people per year.

Goals and Tactics-Strategy 2: Research

Notes

- Developing a visitor profile for Southern Oregon remains the number one priority of the RCMP Task Force/Marketing Committee.
- Creating the universal survey instrument was a huge accomplishment. Samples from area VCBs demonstrated a wide variety in the type of data collected, the instruments, the methods for compiling data, and so on. In fact, there were more than 20 different ways in which just one “standard” question was asked!
- Survey instrument also had to maintain data integrity so that the data collected could be compared to or merged with existing data sets available from Travel Oregon/Longwoods International, etc.
- Collection points were selected in each basic “area” of Southern Oregon: the Crater Lake/outback region; the Rogue Valley; the Umpqua Valley; and the South Coast. There are 20 locations in all. Data collected by these locations during the peak season (summer 2006)—collected via the location’s existing survey instrument—has been compiled as well. Not only is this available at no charge to the location where the data was collected, it also provides a great comparison (albeit, not a scientific one) to the new research.
- Final instrument has 17 questions. An additional two questions are allowed per collection point, and these can be changed quarterly. This allows collection points to acquire, at no cost to them, vital data relevant to very specific issues, events, and so on. This also provided incentive for participation in the research.
- Third quarter 2006 data has been collected and a report is being prepared for the RCMP Task Force/Marketing Committee meeting November 2006.

Discipline

- Develop a two-year, five-level research strategy with an integrated metric system to provide both quantitative and qualitative market research.
- Use similar methodology to Travel Oregon/Longwoods.
- Provide methodology for updating and/or comparing with regional research from 1992-1996 studies.

Five-Level Strategy:

1. Maintain visitor profile data collection via standardized questionnaire and central data processing system, with quarterly reports to participants.
2. Expand visitor profile research with an online survey instrument that can be used by any business to collect visitor profile data on their web sites. This tool would also be used on the RCMP and SOVA sites.
3. Conduct an ad conversion/ROI study for specific RCMP sponsored ads.
4. Lodging tax revenue study. To track changes in room tax revenue, the state’s prime measurement tool for tourism marketing success, SOVA will explore ways of getting better representation into Smith Travel Research (or a similar program) by all major cities and lodging properties in the region by paying for some of these expenses.

5. Conduct a series of focus groups to provide quantitative input for improving our communication strategy to specific niche markets.

Target Audience

- Visitors to Southern Oregon.

Details

- See notes under programs and tactics, discipline, et al.

Key Partners

- DMOs, Chambers of Commerce, Visitors Centers, major attractions; Travel Or.

Factors

- Ensure ongoing commitment of collection sites.

Measurement

- Efficacy of comparing collected data to existing data sets acquired by Travel Oregon/Longwoods.
- Ongoing vibrancy and commitment of collection points.
- Collection of at least two complete years of data (minimum).

How SOVA's Research Differs from Longwoods

- The Longwoods International research is extremely valuable in determining overnight visitor volume to Southern Oregon, a basic travel profile, and visitor image ratings. The depth of this research (how many questions they asked) is much greater than SOVA's research. Therefore, SOVA will definitely continue to support this research investment, particularly if data for Coos and Curry Counties could be included in our regional report.
- The SOVA research was designed to complement the Longwoods study (we're using some of the same questions), but it uses a very different research methodology and a much greater sample size, which we believe makes it a more powerful tool for determining future trends and strategies for Southern Oregon's marketing effort.

Recap of SOVA's Research vs. Longwoods Study

1) MAILED VS ON-SITE SURVEY

- The Longwoods obtains their information from sending a lengthy mailed survey to 1,516 individuals that have visited Oregon. They obtain these names from their exclusive Travel USA research panel. From this 1,516 sample, 152 respondents indicated they spent time in Southern Oregon and 89 indicated that it was their main destination. Therefore, their research conclusions are being based on a very limited national sample. SOVA's research effort uses on-site data collection. As a visitor research methodology, on-site offers several advantages.
- Advantages of On-Site Visitor Research Data Collection
 - By interviewing visitors at locations during their vacation, the on-site method enables SOVA to sample visitors that may be missed by other types of surveys. For example, mail and phone surveys may exclude visitors that do not stay in hotels, such as people who stay with friends or relatives, or simply visitors who spend the day visiting a location and are not overnight

visitors. While overnight visitors are certainly critical for measuring programs that are funded primarily by room tax revenue, tracking the day tripper is very important to SOVA and partners because we are not primarily funded by public financing.

- Because the survey is handed to folks in a personal and interactive manner, the on-site collection method significantly reduces non-response bias. Historically, less than 5% of those contacted decline to complete the survey.
- Finally, a visitor's ability to recall details of their trip diminishes quickly over time. Therefore, answers to questions about travel experience are more likely to be accurate if answered during their trip, when details are still fresh in visitors' memories.

2) SAMPLE SIZE

- Longwoods estimates that there are 2.5 million overnight visitors to Southern Oregon (13% of Oregon's total). The Longwoods study based their conclusions on a sample of 89 visitors. While this does provide some strategic intelligence, their study becomes much more valuable to SOVA if we can compare their results to an on-site survey based on a sample of 7,000 from 32 locations. Also, our 7,000 person sample will compare favorably with the 5,000 on-site visitor surveys collected in SOVA's last major research effort in the 90s; therefore, it will allow SOVA to do trend comparisons to past studies.

3) TIMING

- The Longwoods study explored 2004 visitors that they shared with SOVA in 2006. Our study is more of a "real time" study designed to explore visitor profiles year-round (12 months) and provide this information within 60 days of collection (vs. Longwoods 18-24 months). A sustainable marketing program requires rapid analysis, especially in a market that can be quickly impacted by changes in energy (gas) and economic factors.

4) LOCAL REPORTS

- Because SOVA is using on-site collection at up to 32 locations, we have the capability of providing individual research reports to each participating location. Our system even allows for 1-2 local questions. While these individual "collection point" reports will have some statistical limitations, due to sample size, they will provide most of these locations their VERY FIRST AND ONLY independent research data.
- Increasing awareness among visitor bureaus and attractions of the importance of research (tracking results) should help Travel Oregon's efforts to increase accountability statewide via their RCMP effort.
- Bottom line: SOVA's research, if successful, will enhance the Longwoods study and provide a critical tool for quickly spotting new trends and changing travel patterns, so we can create a truly sustainable marketing effort.
- *CONTACT SOVA FOR EXAMPLE OF SURVEY INSTRUMENT*

COLLECTION SITES

Ashland - local #12, #13
Brookings - local #12
Crater Lake - local #12, #13
Gold Beach - NO local
Grants Pass - NO local
Great Basin - No local Hellgate Jetboats - #12, #13
Lake County - NO local
Medford - local #12, #13
Oregon Caves - NO local
Rogue Creamery - No local
Roseburg VCB - No local

REPORTS

- Overall report - all locations - without the local questions.
- Individual reports - each location - with local questions included
- Regional reports - without local questions:
- Attractions (Crater Lake, Hellgate, Oregon Caves, Rogue Creamery)
- The Coast (Gold Beach, Brookings)
- The Valley (Ashland, Grants Pass, Medford)
- The High Country (Great Basin, Lakeview)

Goals and Tactics-Strategy 3: Internet Marketing

Notes

- Extends work in niche consumer advertising by designing websites tied to campaigns, allowing specific trackthrough and sense of advertising accountability and measurement.
- Website covers areas, attractions, etc. not just specific to SOVA's membership but to all of Region 5, especially in areas where we link to and support TO campaigns (like Oregon Bounty).
- Major priority of RCMP Task Force/Marketing Committee.
- Research shows that the Internet is the prime tool for obtaining vacation planning information. SOVA research also reveals that driving people to individual business web sites (especially lodging) is critical to the financial success of small rural businesses that simply can't afford the advertising investment to create large scale brand awareness.

Discipline

- Content development and search engine optimization; tied to print advertising campaigns for ROI measurement.

Target Audience

- Consumer

Details

- Expand & improve RCMP gateway site.

- Develop rights released photo library and story archive to meet huge demand for information to travel writers and consumers. Will also benefit area DMOs , hotels, attractions, and other businesses for whom development of online photo archives is prohibitively expensive. Includes international rights release.
- International Market: attracting overseas and out-of-state visitors to the region via keyword buys for German and Japanese travel terms at those country's versions of Google, etc. Translation of sites into German and Japanese. Internet searchers will be directed to website content relevant to their search and encouraged to order a printed vacation guide.
- Shoulder Season Market: supporting the November Oregon Bounty campaign through strategic key word buys and link exchanges. Marry a Bounty-relevant print campaign with call-to-action direction to unique Bounty pages.

Key Partners

- DMOs; major attractions; lodging properties; restaurants; any hospitality-related business or organization; Travel Oregon.

Factors

- Resource intensive; regional buy-in.

Measurement

- Increase traffic to individual business sites.

Goals and Tactics-Strategy 4: Niche Consumer Advertising

Notes

- Extends the work of previous year by focus on defined markets, and on the International market.
- Continued effort aimed at creating a campaign that provides the opportunity for businesses to support with a retail message. The goal would be to help many small businesses (outfitters, wineries, tour operators) grow within the region. Also leverages RCMP funding.
- Continue branding ads in key niche markets and add adjoining retail ads to feature specific businesses in a niche area (wineries, golf courses, museums, etc). These supporting ads will be funded through SOVA's proven co-op format. These retail ads will help ensure that direct leads are generated for business follow up.

Discipline

- Various advertising mediums focused on three defined niche markets:
 - 1) Art, wine and culinary travelers
 - 2) River recreation travelers (rafting, fishing, jetboating)
 - 3) Golf recreation travelers

Target Audience

- Consumer

Details

- Media plan attached. (also available online at www.southernoregon.org/partners)

Add'l Notes

- Southern Oregon Vacation Guide was completely redesigned in 2005:
 - to support Travel Oregon's Brand Oregon look.
 - expanded by eight pages to increase editorial focus on niche markets
 - increased print run for 2006 to accommodate distribution increase of 25% (print run 125,000; readership 300,000)

Goals and Tactics-Strategy 5: PR/Trade Shows/Outreach Marketing

Notes

- Local PR resources have been significantly improved, allowing Southern Oregon to more effectively respond to opportunities presented by Travel Oregon.
- Because small rural businesses generally lack the resources to respond to media leads, strategy 5 continues as an important priority for the Task Force/Marketing Committee.

Specific Activities

- 1) Media Relations
- 2) Trade Shows
- 3) Matching Grants
- 4) FAMs/Travel Writers

Activity # 1: Media Relations

Discipline

- Develop regular proactive press releases; establish network of press contacts; develop high quality broil (partnership with Travel Oregon); other partnership opportunities as available.

Target Audience

- Media

Key Partners

- Travel Oregon; Southern Oregon DMOs

Measurement

- Frequency and placement; quantifiable results via clipping service (waiting for more information on this from TO); quality of leads in terms of desirable publications, niche market publications, popular blogs or online travel sites, etc.

Activity # 2: Trade Shows

Discipline

- Focus on three to five shows per year in most desired market (SF Bay Area). Consumer shows is primary target, but some group travel shows work well for our area.
- International market via Go West/potential for Int'l Tourism Development Grants-Travel Oregon.
- There are numerous small business throughout the region that could benefit greatly by attending major consumer travel shows throughout the Western US (Seattle, San Francisco Bay Area, Los Angeles, Phoenix, etc.). Depending on funding availability, International shows may also be considered. The goal of this strategy is to provide affordable opportunities for these businesses to attend key travel shows.

Target Audience

- Mainly consumer; some group travel.

Key Partners

- Southern Oregon DMOs; attractions; lodging establishments; RDMOs (COVA, et al); other marketing associations; Travel Oregon.

Measurement

- Quality and number of leads generated via shows; success in partnering with other RDMOs to create stronger, more singular Oregon experience, particularly at upscale, large consumer shows.

Activity # 3: Matching Grants

Discipline

- Provide limited funding to smaller firms to cover travel costs to niche market trade shows (wine, golf, outdoor recreation); international market shows; or to fund special projects.
- Application materials have been posted online for the past year at our industry website. Review procedure is also in place. To date, one project has applied for and received funding support (also awarded a matching grant from Travel Oregon.)
- Symposium: offer scholarships for attendance at Southern Oregon Marketing Symposium; increase quality of presenters.

Target Audience

- Southern Oregon hospitality businesses; DMOs, et al.

Key Partners

- Southern Oregon DMOs; attractions; lodging establishments; regional associations; Travel Oregon.

Measurement

- Projects that receive a favorable response are those which demonstrate a commitment to cooperative marketing. A budget that illuminates additional

funding sources (public, private, grants, et al), and which thereby leverage the RCMP investment, are also favorably considered.

Activity # 4: FAMs/Travel Writers & Media/Group Travel & Receptions

Discipline

- Funding set aside to create, coordinate, host, and otherwise engage fully in frequent travel writer trips, FAMs, NTA receptions, and other activities that surround this nucleus. The investment is leveraged by comps acquired from providers.
- Scholarship provided for attendance at SOVA Marketing Symposium.
- PR development, including clipping service.

Target Audience

- Travel writers; group tour planners; industry professionals throughout Oregon and beyond, including international.

Key Partners

- Southern Oregon DMOs; attractions; lodging establishments; regional associations; Travel Oregon.

Measurement

- Frequency and quality of trips requested and delivered; resulting media coverage or group tour business; calculate value free media.

Budget 2007-2008

<u>STRATEGY</u>	<u>BUDGETED</u>	<u>% OF TOTAL</u>	<u>SOVA/PARTNER</u>	<u>TOTAL</u>
1 - Q TRAINING	\$19,000	9%	\$ 6,200	\$ 25,200
2 - RESEARCH	\$28,000	14%	\$ 5,000	\$ 33,000
3 - INTERNET	\$16,000	8%	\$15,000	\$ 31,000
4 - NICHE CONSUMER ADV	\$95,000	47%	\$31,000	\$126,000
5 - PR/TRADE SHOWS / OUTREACH MKTNG	\$44,000	22%	\$ 5,500	\$ 49,500
TOTALS	\$202,000		\$62,700	\$264,700

Notes:

Total Int'l tourism funding potential: \$15,000 (7.25%)

¹ International visitor component may be developed for Q curriculum. SOVA would love to partner with Travel Oregon to develop this. Est. portion potential funding: \$500.

² Survey instrument collects information about country of origin; very important indicator as we plan for future International tourism promotion, particularly with the high cost:benefit ratio. Est. portion potential funding: \$1,500.

³ Translation of website(s) into German and Japanese; placeholder amount value: \$5,000.

⁴ Opportunity fund - value: \$5,000. Potential for more depending on opportunity.

⁵ Go West Summit + FAM coordination, travel writers, et al. \$3,000.

Contact Information

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