

FILED

JUN 12 1995

IN THE BOARD OF COUNTY COMMISSIONERS, LANE COUNTY, OREGON

BOOK 156 PAGE 001

COUNTY CLERK

BY [Signature]

ORDER NO. 95-6-7-1

-) IN THE MATTER OF APPROVING
-) FY 95-96 VISITOR SERVICES
-) PROGRAM AND BUDGET AND CONTRACT
-) RENEWAL PROVISION WITH C-VALCO
-) IN THE AMOUNT OF \$833,000

WHEREAS, on February 1, 1993, Ordinance 15-92A increasing the transient room tax rate for a number of special purposes became effective; and

WHEREAS, visitor marketing services are a specific purpose described in the ordinance; and

WHEREAS, the Eugene-Springfield Convention & Visitors Bureau (BUREAU), now the Convention and Visitors Association of Lane County (C-VALCO), was selected as the contractor to plan and implement a visitor marketing and services program for three years, subject to annual review and approval; and

WHEREAS, C-VALCO has submitted a proposed marketing plan and budget for visitor marketing services for Year 3 of a three year program; and

WHEREAS, the Board wishes to renew its contract for the period July 1, 1995 through June 30, 1996.

NOW, THEREFORE, IT IS HEREBY ORDERED that the County Administrator be delegated authority to execute a FY 1995-96 contract with the Convention and Visitors Association of Lane County, in the amount of \$833,000, in a manner substantially consistent with the work plan attached as Budget B.

DATED this 7th day of June, 1995.

[Signature]
 Chair, Board of County Commissioners

APPROVED AS TO FORM
 Date 5/31/95 to County
[Signature]
 OFFICE OF LEGAL COUNSEL

REC'D
MAY 08 1995
15650

May 5, 1995



To: Lane County Board of Commissioners

From: Linda Weston, Executive Director *[Signature]*

Re: CVALCO FY 95/96 Budget

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Enclosed is our draft budget for FY 95/96. It was unanimously approved by our Board of Directors at their April 27 meeting.

You will note that we have "Budget A" and "Budget B" -- a reflection of some uncertainty at this point regarding the final level of room tax revenue for FY 94/95. There is a two-month lag time between collection and reporting of room tax data. Budget A reflects a 2% or somewhat flat rate of growth in the level of revenue. Budget B is based on the County's original projection of a 5% rate of growth, which we hope to reach by June 30.

Both proposed budgets are basically flat except for some small increases when there have been price/cost increases, i.e. postage.

In addition we have reduced our convention sales trade show line item somewhat, but increased the convention sales promo line item to include more opportunity for direct mail.

If Budget B is in place, we have projected an increase in travel/promo for tourism to provide some marketing to the Taiwanese group tour market (an area of potential growth for us).

The payroll line provides a 2% increase for staff, and provides for increased visitor information service.

Please note that what appears to be a \$20,000 deficit is actually a use of our existing fund balance. Our auditor has indicated that it is preferable to account for it in this fashion rather than to show it as a carry-over on the revenue side.

/ck

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BOOK 156 PAGE 0003

	BUDGET 94/95	FORECAST 94/95	BUDGET A 95/96	BUDGET B 95/96
Revenues:				
Lane County Room Tax	833,000	833,000	811,270	833,000
Government Grants		0	0	0
Membership Dues	65,000	65,000	66,000	66,000
Coop & Miscellaneous	23,000	11,800	4,600	4,600
Event Hosting	6,400	5,570	3,000	3,000
Ad Sales-News1/Other	600	50	0	0
Ad Sales-VG	55,000	55,000	0	0
Ad Sales-MPG	15,000	10,735	0	0
Publication Sales	3,000	3,000	3,000	3,000
Service Fees	0	0	0	0
Interest	3,000	7,750	6,000	6,000
Total Revenue	1,004,000	991,905	893,870	915,600
Expenses:				
Payroll	343,500	342,750	360,200	367,300
Payroll Taxes	35,000	33,000	36,000	36,700
Benefits	44,950	43,100	44,920	45,500
Rent/Utilities	54,150	49,200	62,800	62,800
Furniture/Equip	7,200	4,550	5,500	5,500
Supplies/Ofc Exp	11,500	10,000	11,500	11,500
Repair/Maintenance	1,000	800	1,000	1,000
Telephone	17,000	16,500	17,000	17,000
Auto Allowance	5,000	3,550	5,000	5,000
Dues & Subscrip	7,700	6,750	7,000	7,000
Insurance	3,250	3,224	3,250	3,250
Postage	21,000	23,850	25,500	25,500
Professional Fees	3,700	3,928	3,250	3,250
Staff Development	5,000	4,300	5,000	5,000
Commun/Pub Affairs	17,600	14,395	7,500	7,500
Local Mtgs/Hosting	5,500	7,380	7,500	7,500
Event Hosting	6,600	5,850	6,600	6,600
Local Marketing	4,000	4,350	2,000	2,000
Membership Promotion	1,500	1,150	1,500	1,500
Travel/Promo-Conv Sales	21,000	16,000	24,500	24,500
Travel/Promo-Tourism	10,500	8,500	11,250	15,000
Travel/Promo-Oth Depts.	10,000	8,000	10,000	12,000
Travel/Promo-WVVA	5,000	5,000	5,000	5,000
Fam/Site Visits	13,400	13,400	15,400	15,400
Trade Shows-Conv Sales	17,310	20,000	15,600	18,200
Trade Shows-Tourism	18,550	15,000	17,000	22,000
Advertising Production	18,500	18,500	18,500	18,500
Advertising Placement	118,295	118,295	116,750	116,750
Collateral-Fulfilmt Pc	15,120	15,071	14,350	14,350
Collateral-Sales Aids	3,750	3,750	10,000	10,000
Collateral-Vis Guide	100,000	79,320	0	0
Collateral-MPG	16,000	19,974	0	0
Convention Services	3,025	1,300	1,700	1,700
Visitor Services	21,000	21,000	25,000	25,000
Research	7,800	5,175	10,800	10,800
Relocation Costs	24,600	23,960	0	0
Opr Reserve/Conting	5,000	0	5,000	5,000
Total Expenses	1,024,000	970,872	913,870	935,600
Operating Income <Loss>	< 20,000>	21,033	< 20,000>	< 20,000>

BOOK 156 PAGE 0004

CVALCO

CONVENTION SALES MARKETING PLAN

1995

**CVALCO -- Convention & Visitors Association
of Lane County Oregon**

115 West 8th

Eugene, OR 97401

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1995

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CONVENTION & VISITOR ASSOCIATION OF LANE COUNTY OREGON
SALES MARKETING PLAN 1995

I. Convention Sales Department

A. Statement of Purpose

The primary function of the convention sales department is to promote the Eugene/Springfield and Lane County area as a convention/meeting and trade show site to professional trade, cultural, religious, and fraternal organizations. That effort encompasses, but is not limited to, these segments.

A result of the above effort and implied in the mission statement is the contribution to, and the enhancement of, the economic growth of the Eugene/Springfield area.

B. Description of Function

The fundamental sales activities of the department are:

1. To research and identify potential customers for the Eugene/Springfield area.
2. To contact meeting planners by telephone, letter, or personal visit to qualify groups and determine potential.
3. To identify and contact local members of prospective associations to enlist their help in bringing meetings to Eugene/Springfield.
4. To familiarize decision makers with our area by arranging and hosting site tours and "fam trips".
5. To present Eugene/Springfield as a meeting site in proposals, whenever possible, using GVALCO promotional material, video, etc., to site selection committees, encouraging them to select our area.
6. To act as liaison between the organization and all of the meeting/housing facilities in the community.
7. To send sales leads with specific bid requests to facilities.
8. To advise local facilities of organization's decision.
9. To attend industry trade shows and conventions to represent and sell our area.
10. To follow-up on group after convention to maintain contact and attempt to re-book.

II. Situation Analysis

A. Local Economy

Steady increases in population, employment and income, characterize a healthy economic expansion in the Eugene/Springfield area and Lane County. Continued growth in these categories is predicted for the rest of the 1990's.¹

Population has increased in Eugene from 109,785 in 1989 to over 119,230 in 1993. In Springfield during the same period, population has grown from 41,460 to over 46,700. Total employment has increased from 137,000 in 1991 to 141,300 in 1993. In Lane County from 1986 to 1991 per capita income increased 32% and in 1993 it was \$15,119 countywide.²

One indicator of this growth is building activity. For example, total valuation (all permit activity) in Eugene rose from \$37 million in 1982 (a recession year) to \$159 million in 1990. Total valuation on residential sales between 1988-1991 rose 34%. New homes are being constructed at about 750 per year. The average home sale in 1991 was \$91,068, in 1992 it was \$95,422 and in 1993 it was \$110,498. Also hundreds of new apartments in the mid to upper price range have been built since 1989.³

Finally, in Lane County lumber related jobs continue to decline as a percentage of all manufacturing jobs, while service related sectors and jobs have shown the most dramatic growth in the 80's and continue to do so. Over 67% of all jobs in Lane County are services producing.⁴

An area of continued concern is the uncertain future of the lumber industry regarding the allowable annual timber harvest. Given the substantially reduced allowable cut experienced over the past three-five years and the continued battle over environment protection, the O & C revenue available to our local government is bound to be substantially decreased over the long term. This coupled with the negative affects of Measure 5 on the property tax revenue stream add up to financial problems for county and city government. We are already seeing the results with the \$2.5 million short fall in the Lane County Budget 1994-95.

¹ Planning & Development Dept., Business Assistance Team, July 1991

² Metro Partnership "FAST FACTS", March 1994

³ Ibid

⁴ Planning & Development Dept., Business Assistance Team, July 1991

On a positive note, the addition of Sony, Quality Bowling Co., Sherwood Packaging and Cascade Fabrication to the rapidly developing Gateway area of Springfield are very positive signs of economic strength and growth. The prospects are good that up to ten or more new companies could locate in this area as a result of the Sony plant and this initial development.

Also, Symantec is now employing more than the 300 employees they originally projected for their Eugene location and employ up to 400 people.

Also, the improvements in air service with the addition of two flights daily from Eugene to Salt Lake City on our newest carrier, Skywest Airlines, will be of great benefit to us. It affords us more access to the midwest, east and south with connections on Delta Airlines.

On balance, the economic picture seems to continue to be positive. The northwest continues to be a magnet for in-migration from California and other states and an area of new opportunity for business. Barring a negative national economic influence, it's probable that our present economic upswing will continue for at least the next three to five years.

B. Area Overview/Convention Sales

An area's success in attracting conventions and delegates depends upon its amenities, and its ability to communicate those amenities and benefits to potential customers. Location, accessibility, accommodations, and facilities, price/value relationship, scenic beauty and recreational, leisure and entertainment opportunities combine to make an attractive convention package.

In terms of meeting facilities (size, number, potential configuration and location near hotels), accommodations (size and number), accessibility (air service), etc., our major competitors (Portland, Spokane, Boise and Seattle) are at a definite advantage, especially in the regional and national market.

In order to sustain the economic health and growth of the hospitality industry and make a positive contribution to the community as a whole, we must maintain our present share of the market in all categories, and continually develop new business wherever possible.

At the "big three" hotels in Eugene/Springfield, group business accounts for approximately 30% to 40% of total room sales, depending on the property.

The following figures show the number of total convention attendees in each of the last twelve years:

<u>Year</u>	<u>Attendees</u>
1982	60,129
1983	58,422
1984	69,788
1985	87,204
1986	81,981
1987	95,212
1988*	84,277
1989*	96,845
1990	90,918
1991	103,014
1992	100,051
1993	99,074
1994	103,028

*Totals don't include Valley River Inn statistics

1. The following figures show the number of conventions held in Eugene/Springfield in each of the past ten years, and the breakdown of percentages in each category⁵:

<u>Year</u>	<u>Number of Conventions</u>	<u>Categories-</u>					
		<u>I</u>	<u>S</u>	<u>R</u>	<u>N</u>	<u>C</u>	<u>L</u>
1982	143	.5%	56%	26%	5%	3%	9%
1983	180.5%		68%	24%	6%		1%
1984	209	1.0%	70%	23%	6%		
1985	220		63%	29%	6%		2%
1986	309	4.0%	51%	26%	5%	6%	8%
1987	302	.5%	61%	24%	7%	5%	2%
1988*	259	1.0%	55%	29%	5%	4%	6%
1989*	249	2.4%	56%	28%	4%	4%	3.5%
1990	325	.5%	59%	21.5%	8%	8%	3%
1991	335	0.0%	57%	19%	5%	9%	10%
1992	295	.1%	51%	21%	5%	5%	17%
1993	275	4.0%	53%	22%	7%	2%	11%
1994	334	1.0%	44%	29%	14%		11%

*Totals don't include Valley River Inn statistics

⁵ I(International), S(State), R(Regional), N(National), C(Corporate), L(Local)

In an IACVB survey of 349 IACVB member cities, it is interesting to note that the number of meetings and conventions held nationwide in 1991 declined substantially, 23.6%, from 1990 while the number of delegates recorded declined only slightly, 3%. Our statistics for 1992 and 1993 mirror this trend. However, contrary to the national trend, our 1994 delegate numbers were up over 1993! It is likely that conditions within Oregon, the present quantity and mix of facilities, our business mix and rotation patterns have as much, if not more, to do with trends in total delegates and events from year to year.

It is obvious that our primary markets are state and regional. The national and international business we attract is a direct result of the active involvement of local individuals, or is related to specific departments at the University of Oregon and generally accounts for approximately four percent to eight percent of our total reported business.

The percentage of business in major categories has basically been static since 1985. It seems that given the fairly constant numbers in total conventions and the percentage each geographic category represents, we have reached an equilibrium point. We are getting at least our fair share of state meeting business, and will not experience substantial, maintained growth in regional or small national business until we see an expansion in our product, i.e. meeting and exhibit facilities, accommodations, destination attractions, services, air service, etc.

All things being equal, some improvement can be made in regional and small national conventions by CVALCO focusing on group categories with special affinities to our area, especially where we have solid local contacts and support. For example, amateur sporting events and educational and medical groups. A more focused effort in those areas to uncover more individuals locally who are willing to bid for meetings should help to increase business.

In summary, CVALCO will focus on developing multi-facility or city-wide business from pre-qualified groups which have expressed an interest in Pacific Northwest meetings. The major responsibility for developing individual facility business must belong to the facility. Although CVALCO's priority is to pursue regional and small national groups, we will pursue all categories of business when the opportunities present themselves. We will also continue to pursue statewide group business to insure that we continue to receive our share of that market. And we will look for ways to increase cooperative efforts with our local hotel/motel community and within our community, in general.

C. Competitive Position

Competition for convention business in the U.S. is fierce. In an attempt to tap this multi-billion dollar market, more than 300 U.S. cities have created Convention and Visitor Bureaus. According to the 1993 International Association of Convention

and Visitors Bureaus Funding Survey, in which 274 cities participated, \$585 million was spent to solicit convention and tourism business. The average CVB budget was \$2,135,6126.

In this same study, CVB's with budgets of \$750,000 to \$1,250,000 have increased an average 5.05% over 1991, at the same time bureaus with budgets over \$5,000,000 reported an 11% overall decrease in budgets.

Also, survey participants have increased from 170 in 1989 to 274 in 1993. Most of this increase is reflected in new membership and mostly in the category of "smaller" bureaus. Finally, this figure of 274 bureaus represents only 70% of IACVB's membership. Competition for visitor business between new, second and third level cities and communities is increasing dramatically. "The tried and true convention cities are working hard to remain on top...but they are being challenged on two fronts--by older cities that are finally taking part in the nation's urban renaissance and by smaller, growing cities that are just now hitting their stride," writes Andre Shashaty in a recent Meeting News article ("Intense Redevelopment Pushes Smaller Cities into Big League").

Regionally, we must compete with Portland, Seattle and Spokane and Boise. Portland and Seattle are perfect examples of what the industry is calling "emerging cities"; cities moving from second level status to major convention city status.

The Portland Oregon Visitors Association (POVA) operates on a \$3.7+ million budget with a staff of 38-40, including seven sales positions. Seattle's budget is \$4.7 million, with a staff of 44, including eight sales position. Spokane's budget is \$1.6 million with sixteen full-time employees, including four full-time sales positions. Boise's budget is \$1 million with fourteen full-time staff members, including five full time sales positions. The CVALCO budget is approximately \$900,000 with eleven full-time and three part-time staff members, including 3.5 sales positions.

In the past few years we have moved from third among this group of CVB's in terms of budget and product offering, to last. We have fewer resources to compete with, relatively speaking, than we had in 1989.

As mentioned earlier, convention sales seem to be fairly static. If no additional facilities and services attractive to convention/meeting groups (especially regional and national segments) are added to our inventory, we may increase our business by continuing a more focused marketing/sales effort. However, as one can see by our competition, all things are not remaining equal. The sales/marketing efforts (including advertising) of our competitors, and especially Portland and the Oregon Convention Center, are becoming more intense. Large sums of money are being spent on the national marketing effort. In addition, a very strong effort is being made for regional and statewide group business by POVA to make up for bookings which have gone to the Oregon Convention Center rather than the local hotels. We continue to lose bookings

to Portland and an interesting development is that Portland is beginning to lose regional and small national meetings to Spokane. Couple Portland's efforts with those of our competitors, inside and outside Oregon, and we are faced with a climate of intense competition for all categories of business.

We must make every effort to save all repeat business and work to create as much new repeat business as possible. The pool of existing state and small regional business is finite and competition is increasing yearly. We will have to do all possible to save the quality business we have and become even more diligent in our attempts to create new business by working with local individuals and conducting even more effective research. If we don't improve our facilities offering, this state and small regional business will become even more important to us than it already is.

Convention business doesn't just happen. The sales effort is a job for professionals with full community support. One of our most important tasks is to raise the level of community awareness so that we are assured of the support necessary for the increasing challenges we are sure to face in the future.

D. Market Strengths/Opportunities

1. Price/Value Relationship

One of our biggest advantages over regional competitors has been in this area. Over the past two years, however, our hotel convention rates have been moving up steadily. Presently we still offer lower room rates than Portland and Seattle, but we are very comparable to Spokane and Boise and the outlying Portland area such as the I-205 Corridor and Beaverton.

Also, comments from meeting planners to the effect that our rates are very close to Portland's or that a Portland hotel has matched our rates on a specific bid, are becoming more frequent.

2. Location/Transportation

Our location on I-5 offers excellent north/south automobile access and we are served daily by Amtrak. We are accessible by air with 40 to 45 flights per day serving Eugene Airport. The airport expansion has certainly increased our potential. The recent addition of Skywest Airlines service to Salt Lake City is a long awaited improvement in our east-west service and provides valuable flight connection potential to the midwest, east and south on Delta Airlines. Also, a seldom mentioned airport advantage is its proximity to our convention facilities.

Our location is central in the state which provides pre- and post-convention touring opportunities to major attractions outside of the metro area.

3. Convention Facilities

In general, the quality of our convention/meeting facilities are very good. The "big three" convention hotels offer distinct personalities and provide a broad range of offerings to our customers. Truly, there are facilities available for virtually all tastes and budgets.

The Lane County Convention Center offers the largest amount of trade show/exhibit space in our community and is second in size only to Portland. It offers free parking for over 2,000 attendees which Portland is not able to do.

On the other hand, the need for modernizing the facility, the lack of breakout space (in relation to the amount of exhibit space), the absence of hotel facilities on or near the location, etc., limit the appeal of this space to regional and national buyers to a relative few.

The All Events Center in Florence projected to come on-line in 1996 will be a welcome addition to our county's facilities inventory, and it will give us a competitive product to offer on the coast.

4. Recreational Opportunities

Lane County offers an abundance of recreational opportunities at our doorstep. The combination of rivers, lakes, mountains, and the ocean, mixed with the cultural opportunities of the Hult Center, the University of Oregon and the many performing arts groups, provide something for just about everyone. Covered bridges, festivals, wineries, unique shopping and locally crafted products, athletic events, fishing, rafting, biking, hiking and so much more make up an offering hard to duplicate. Best of all, it's very affordable!

5. Ambience

Eugene/Springfield's friendly, warm atmosphere belies the fact that it is the second largest metro area in Oregon and a center of culture and education. These days many groups are looking for these qualities after experiencing just the contrary in larger cities. This combination of large city facilities/amenities and smaller town atmosphere and friendliness is one of the stronger aspects of our appeal. Green, clean, safe, friendly and affordable.

E. Market Weakness/Challenges

1. Air Service

One of our major challenges with relation to attracting regional and national meetings is the lack of air service (frequency, connections, etc.) to major hubs and the generally higher air fares in and out of our community as compared to Portland.

Presently, we have one major trunkline carrier, United Airlines, a regional carrier, Skywest Airlines and two feeder carriers, Horizon and United Express. Total flights in and out of the Eugene Airport average 40-45 per day. We have two hub cities east, Salt Lake City and Denver. Service to San Francisco is non-stop but service to Los Angeles is one stop through San Francisco.

Portland has 16 carriers and approximately 500 flights daily; Spokane has United, Northwest, Southwest and Horizon offering 200 flights daily; Boise has United, Delta, Southwest and Horizon offering 170 flights per day.

2. Facility Size

Many regional and small national meeting planners frequently choose other cities over Eugene/Springfield because they want their meeting "all under one roof". Currently, we have no hotel which will provide more than 250 rooms. Therefore, several facilities must be used which usually necessitates some form of transportation between properties. This complicates the process. Also, the lack of a hotel immediately adjacent to the Lane County Convention Center is a handicap. For example, Spokane offers approximately 900 rooms and over 110,000 square feet of meeting space in their downtown area between major hotels and their convention center.

3. Image/Awareness

The lack of a well defined image or awareness nationally and even regionally is a definite hurdle to overcome. However, Portland and Seattle's success in the convention/meetings market will benefit our area and create a higher level of awareness among meeting planners. Also, the Northwest's recent rise in popularity as a visitor destination and as a place to live will definitely improve the level of awareness and general knowledge of our area.

4. Community Awareness

As mentioned earlier, a major challenge is the raising of community awareness of CVALCO's role in the development of our area's economy and its positive effect in enhancing the quality of life in our area.

A critical factor in attracting large conventions is the support offered by local organization members. Too often, their attitude is one of "why would they want to come here?", rather than "what can I do to help this happen?" Ignorance of the quality and scope of our facilities, the resources available to help attract groups and create a positive experience and the benefit to the community are obstacles we must eliminate with information and contact by our organization and personnel.

5. Seasonal Business

Our convention business is seasonal. Peak months are September, October and early November, March, April and May. There has been some increase in convention business in June and August but we need to pursue that more aggressively, as well as January and February business.

III. Marketing Objectives

The Convention Sales Department will:

- A. Our 1994 future booking goal was:
- | | |
|------------------|----------------|
| Delegates: | 57,500 |
| Room Nights: | 33,000 |
| Estimated Value: | \$ 8.9 Million |

Actual year-end figures were:

Delegates:	65,145
Room Nights:	32,071
Estimated Value:	\$13.6 Million*

The 1994 goal for sales lead production was 105 qualified leads. Actual production was 115.

The 1995 future bookings goal is:

Delegates:	66,500
Room Nights:	33,200
Estimated Value:	\$ 14.8 Million*

The 1995 goal for sales lead production is 125.

*The substantial increase in this figure 1994 over 1993 in part is due to the increase of the estimated daily attendee expenditures from \$90.00 to \$110.00.

- B. We will work in cooperation with the hotel/motel community to review occupancy information identifying demand periods in the short and long term. This will allow CVALCO's convention sales staff and the hotel to cooperatively create strategies to increase business when it is most needed and to assist in measuring our efforts at creating higher levels of overall occupancy.
1. We will develop a sales activity plan for each sales person dealing with local production, site tours, sales calls, proposals, etc. and a projected level of activity.
 2. We will pursue all categories of business, especially new business.
 - (a) A special effort will be made to develop new business at the University of Oregon via direct mail and personal calls.
 - (b) At least two telesales campaigns using IACVB Leads will be conducted by the entire sales staff, targeting regional business. Each blitz should result in contacting 300-400 potential accounts.
 3. We will concentrate on Northwest and Western regional groups with emphasis on those with special affinity to our area, e.g. lumber-related, educational, medical, sports, school administration, religious, software, agricultural and fraternal.
 4. Emphasis will be placed on personal and telephone contacts followed by appropriate correspondence.
 5. We will work all files in our systems (State, Regional, and National accounts) to re-qualify and book business.
 6. We will strive to make at least five calls on established accounts and five calls to qualify or follow up on pre-qualified prospects per day.
 7. We will work with area convention hotel/properties to develop a cooperative marketing/sales action plan that will allow all parties to compliment efforts and benefit from the strength of joint efforts when possible.
 8. We will work closely with the hotel support staff (sales secretaries, conference coordinators, etc.) in developing a personal rapport and educating them on the functions of the convention & visitors association.

- C. We will intensify our effort to find local contacts connected to specific associations and societies. This is the most economical and effective use of our time and resources.
1. University of Oregon -- We will make personal contacts in all departments and with administrative staff.
 2. We will continue to work with the staff at Sacred Heart Hospital to attempt to develop group/convention business for the community.
 3. We will contact McKenzie-Willamette Hospital with the aim of developing group business.
 4. Contacts will be made at Lane Community College in an attempt to develop a method to reach faculty as in #1.
 5. We will continue to work with all other organizations and potential sources of association contact.
 6. Amateur Sports Groups -- we will work closely with the Metropolitan Sports Commission to assist in the development of tournaments and sport-related events which generate room nights for Eugene/Springfield.
- D. We will strive to re-book as much group business as possible. The best business is known, previous customers (hopefully satisfied customers).
1. We will talk to all convention groups in the sales process in terms of returning to Eugene/Springfield on a regular basis.
 2. The sales staff will work with the convention services department to stay in close contact with meeting planners during the planning process and during the convention to do all possible to assure "satisfied customers".
 3. Sales staff and convention services staff will work as closely as possible with hotel/facilities staff to assure good communication of customer needs and service.
- E. We will strive to increase local awareness of the benefits of the convention industry to the community.
1. We will attempt to take advantage of all opportunities to share our story with local groups and organizations whenever possible. This can motivate members to help bring their meetings here.
 2. We will further develop the positive relationships we have had with local media and inform them of topical or unique groups meeting in our area.

- F. There is no better way to sell our area than to bring association directors/meeting planners here for a first-hand familiarization of our facilities and attractions. We will host at least one familiarization tour a year in cooperation with local facilities and suppliers.
- G. We will be especially aware of opportunities to book groups who have potential to meet in generally slow meeting periods...July, August, December, January and February. Of course, this business is limited in volume and highly sought after. Examples of segments which have potential in this area are the religious markets and amateur sporting groups.
- H. To achieve a high level of industry visibility and create new business leads, we will maintain our membership and involvement in such organizations as:
1. Professional Conference Management Association and participate in its annual conference.
 2. Oregon Society of Association Executives--participate in meetings, annual convention and social events.
 3. Western Association of Convention and Visitors Bureaus--participation in annual conference and education programs.
 4. Society for Government Meeting Planners--Oregon Chapter.
 5. The National Coalition of Black Meeting Planners--participate in conference and trade show.
 6. Meeting Planners International--participate in annual Oregon conference.
 7. Religious Conference Management Association--participation in annual trade show.
 8. Affordable Meeting Convention/Trade show
 9. Destination Showcase--(One trade show in Washington, D.C.)
- I. We will promote the unique cultural amenities and natural attractions as potential leisure activities and special programs for conventions.

- J. We will fairly and impartially represent all member facilities and maintain close working relationships with hotel/facility sales personnel.
 - 1. We will schedule a hotel/facility meeting once a quarter to discuss upcoming events, association activities, issues of interest, suggestions, etc.
 - 2. We will schedule a quarterly non-convention motel marketing meeting to address the special issues and challenges facing our smaller properties.
 - 3. Determine interest and feasibility of biennial events to bring industry people together on social basis to develop closer ties, etc...e.g. golf tournament, McKenzie rafting and barbecue, football tailgater and game outing.
 - 4. Continue to hold regularly scheduled Director of Sales meetings.
 - 5. We will create an airline relations committee made up of interested hotel representatives, CVALCO staff and airport administration staff to develop better lines of communication with our carriers and airport administration and to assist in any way possible to improve air transportation product.

- K. We will attend numerous industry meetings which offer excellent opportunities to meet with our customers and potential customers. Our tentative schedule is:

	<u>Est. Cost</u>
1. RCMA - annual trade show and convention/Winter.....	\$2,300
2. PCMA - annual convention/Winter.....	\$2,600
3. OSAE - annual convention/Fall.....	\$2,100
4. SGMP - annual convention/Summer.....	\$ 500
5. Affordable Meetings/trade show and convention/Fall..	\$1,700
6. Destination Showcase-trade show/Winter.....	\$2,500
7. National Coalition of Black Meeting Planners - trade show and convention/Fall.....	\$3,000

L. Market Research

- 1. Maintain a rejection file on "lost business" to document why we don't get business to aid in remedying those things that can be improved.
- 2. Continue to use the proposal shell and divider format for state, regional and national convention proposals.
- 3. Continue subscribing to *International Association of Convention & Visitors Bureaus CINET Lead Service*.....\$ 800

M. Advertising/Media

Est. Cost

- 1. In the past, CVALCO has not had sufficient funding to effectively advertise in industry publications. The expense of full color, full page ads necessary to be competitive are prohibitive. It seems that presently a better use of our limited funds is to limit advertising to publications that better support our regional efforts and trade show participation, e.g. the *Religious Conference Management Association's Directory* and *Religious Manager Magazine*, etc.....\$19,200

We expect some benefit from tourism advertising done through our contract with Lane County. Also, Portland's marketing effort to sell itself and the Oregon Convention Center as a venue for larger national and international conventions and trade shows will certainly increase the "top of the head" awareness of Oregon in the meetings industry. This will benefit us to some degree in a general sense. However, if we were able to "hitch-hike" on their advertising by being present in selected publications when their ads appear, the benefits would be greater.

- 2. We will be producing at least two direct mail pieces to be sent to meeting planners in Oregon, regionally and nationally. These mailers will be used to continue our contact with qualified prospects. They will also assist us in building a list of potential Familiarization tour attendees.....\$ 9,500

ADDENDUM

DRAFT

"BUSINESS OPPORTUNITY FUND"

The Purpose of this fund, using room tax revenue, is to assist convention/meeting/tradeshaw clients with a portion of costs associated with meetings related expenses incurred in our local community, e.g. convention/tradeshaw/meeting facility rental costs, local shuttle transportation required between multiple lodging facilities and meeting facilities, etc., which make the cost of our product non-competitive.

Criteria to be applied to groups (any combination of these criteria):

1. There must be a minimum return on investment on room tax funds of 2.5 times. That is for every dollar of "Business Opportunity Funds" invested, the group must generate \$2.50 in room tax revenue during their stay in our community.
2. There must be a minimum of 1,000 room nights generated. For example, a "city-wide" convention which uses multiple lodging facilities (large and small properties benefit).
3. Minimum number of delegates: 800.
4. Highest priority to be given to new and/or existing repeat business (those who will sign multiple year contracts) and to low demand or shoulder season business.

These funds must be spent on expenses related to local group transportation shuttle necessitated by the use of multiple lodging facilities and non-connected meeting/tradeshaw space, rental of meeting/tradeshaw facilities, etc. These funds, in other words, are to be used to pay expenses related to the production of the event to local purveyors. These funds are not to be used by the association outside of our community or for internal association expenses.

LANE COUNTY TOURISM

--MARKETING PLAN--

1995/1996

Presented to the

LANE COUNTY BOARD OF COMMISSIONERS

Presented by the

*CONVENTION AND VISITORS ASSOCIATION
OF LANE COUNTY, OREGON*

May, 1995

THE MISSION OF THE CVALCO TOURISM DEPARTMENT

The mission of the CVALCO Tourism Department is to foster and support the growth and diversification of the Lane County economy through the visitor industry. Specifically, the Tourism Department seeks to enhance the employment opportunities and the quality of life for Lane County residents by promoting leisure travel to Lane County.

In support of this mission, The Tourism Department endeavors to position Lane County, its image and visitor products, in the most favorable and competitive light possible to the leisure market. To this end, the following basic marketing purposes are set forth:

1. To identify, support, and market the image and products of Lane County to the appropriate visitors and markets.
2. To aggressively pursue tourism sales opportunities in the markets with the most potential to impact the Lane County visitor industry.
3. To encourage the cross-selling of Lane County's assets and visitor products, and to promote partnerships with and between other marketing organizations.
4. To support efforts of Lane County organizations, rural and urban communities, and other marketing entities to reach their potential markets.
5. To identify and support competitive leisure travel niche markets for Lane County on a regional and national basis.

INDUSTRY ASSESSMENT

This analysis is designed to give an overall view of the leisure travel portion of the tourism industry, as well as Lane County's position in that industry. Information for this analysis has been gathered from many sources: research conducted by the CVALCO Tourism Department, National Tour Association/International Association of Convention and Visitor Bureaus Survey results, the American Bus Association survey results, the Travel Industry Association of America, the Oregon Tourism Division, the World Travel and Tourism Council, the United States Travel and Tourism Administration, and the United States Travel Data Center.

A. THE GLOBAL INDUSTRY

Tourism is a global industry, and Lane County is a part this global picture. Travel and Tourism is, in fact, the largest industry in the world. In the global economy, 1 of every 9 workers are employed in the industry, and the industry creates a new job every 2.5 seconds. It is an industry that accounts for 10.9% of all consumer expenditures in the world. And, beyond being the world's largest industry and greatest generator of jobs currently, it is rapidly expanding its impact as new markets and opportunities are opening for more of the world's peoples.

Travel and Tourism is the United State's second largest employer, and it generated a 121% payroll growth during the decade of the 1980's. America enjoys a 58% travel surplus (the difference between what international visitors spend in the U.S. and what Americans spend outside the U.S.), and international visitors accounted for over \$17 billion in expenditures in 1991.

In Oregon, according to the 1993 Dean Runyon Economic Impact Study, the industry employs over 54,000 people with a payroll of \$642.3 million. In 1993, 24.7 million visitors traveled to and within Oregon, and these visitors generated expenditures of \$3.4 billion. In addition to the \$37.8 million in transient lodging tax (room tax) collected in 1993, \$98.5 million of state tax revenue in the form of gasoline, corporate income and personal income taxes were realized as a result of visitor spending.

Travel expenditures in Lane County in 1993 totalled over \$276 million, ranking Lane County second of Oregon's counties behind Multnomah County, in visitor spending. The industry supports over 4,800 Lane County jobs with a payroll of \$49,754,000. Visitor requests topped 32,000 at CVALCO offices in 1994, the second year in a row this figure has been reached. That figure represents an 11% increase over 1992, and an almost 200% increase since 1987.

B. CONSUMER TRENDS

The CVALCO tourism marketing effort exists in a worldwide travel environment that has undergone significant changes in recent years. The Tourism Department seeks to stay current with these trends in order to most effectively compete in the changing market. Examples of such efforts include participation in national and state conferences, access to local and statewide surveys of visitors and potential visitors, and the constant seeking of input from various local and national tourism professionals.

Niche Marketing

Consumers continue to respond to targeted niche marketing. A majority of consumers, and a majority of tour operator clients, are making travel choices based on very specific tourism products. These products could include an activity (hiking, cycling, scuba diving, gambling, whale watching), an educational opportunity (historical and cultural trips), an event (the Bach Festival, Mardi Gras, the Shakespeare Festival), or any number of specific products that gives more self-identity to the consumer than a general destination traveler.

This marketing does not exist to the exclusion of general destination marketing. It merely reflects a continuing trend of consumers to make decisions based on individual preferences. One example of this change is reflected in the 7% loss of market experienced by Disney destinations in America in 1994. Part of the loss is attributable to the loss of that market that traditionally sought a destination that had "everything under one roof."

Today, destination marketers must clearly understand their product and its appeal strength (local, regional, national), identify their market within the population, and tailor their message and sales effort accordingly. There should also be support for that product as the quality of that product, be it an activity, museum, festival or attraction, will determine its success in the marketplace.

Shorter Trips/Closer to Home

The trend for leisure travelers to take shorter trips and trips closer to their home base, seems to have flattened out. For the first time in several years, the length of trip measurement has seen a very small increase. That holds true for distance as well since these functions are closely related.

Perhaps it has been because of the improved economy, or perhaps because of the pent-up demand for increased travel that a modest increase in travel time is forecasted. More likely, however, is that length of travel time and frequency of trips really couldn't have gotten much lower. Leisure trips still average less than 4 days in length, and, therefore, more resemble long weekends than the traditional 2-week family vacation.

Other continuing travel trends

1. Travel consumers want to feel like "a better person" for having invested time and money in a destination. Simple relaxation does not fulfill travel expectations as well as the opportunity to have an excellent experience based on a favorite activity (i.e. cycling, rafting, fishing, exploring etc.), or to learn something of a new area or culture.

2. Travel safety has become a factor for today's consumer. Destinations that are perceived as not safe must spend considerable resources reversing that perception or suffer lower visitor numbers.

3. The "Greening of Leisure Travel" refers both to the specific eco-tourism travel motivations, and to the more general desire that consumers wish to be responsible travelers.

C. LANE COUNTY'S IMAGE AND IDENTITY

IMAGE

The Lane County image continues to be primarily one of a destination with abundant natural resources and great scenic beauty. It is also seen as a very diverse destination - diverse in its natural settings from the Oregon Coast, to the Willamette Valley, to the Cascade Range, and diverse in its cultural offerings and recreational opportunities.

Lane County's image continues to be a positive factor with first time visitors. At least 9 of 10 (93%) first time visitors plan a future visit to Lane County. Moreover, the Lane County image seems to meet the three most important criteria to visitors when planning a vacation: 1) Finding new experience/activities, 2) Exploring the outdoors, 3) Going to an uncrowded area.

IDENTITY

The positive image of Lane County is supported by the fifth edition of the Official Visitors Guide, to be published in April, 1995, and by the Lane County Driving Guide, published in September, 1994, and due to be reprinted in FY '95/96. Both publications highlight the diversity of experience available in Lane County, and both help the visitor access all aspects of the visitor industry in Lane County.

The appeal of Lane County to the leisure market and the success of ad campaigns supporting travel to the county has resulted in record demand for information about our destination. Both the Visitors Guide and Driving Guide have been used to answer that demand for information as well as reinforce the positive identity of the county as a quality destination.

D. VISITOR PERCEPTIONS

Visitor perceptions of a destination are critical to the success of any effort to garner a share of the travel market. And, while visitors to Lane County generally carry away positive impressions with them, it should be recognized that the perception of Oregon itself to potential visitors will have an effect on visitations to Lane County. The following are some general perceptions of Oregon that have an impact on efforts to bring visitors to Lane County:

- * People go to Oregon for its natural beauty. Other scenic descriptions include "unpolluted," "green," and "unspoiled".
- * Oregon is known for its friendly, "laid-back" people.
- * Oregon is perceived as a place for active people. It attracts people who are looking for outdoor adventures and a variety of activities while on vacation.
- * Awareness of advertising for Oregon boosts the following images: 1) safety and security, 2) great place to get away, 3) good museums/galleries 4) local festivals/crafts, 5) night life/entertainment, 5) great golf courses

These perceptions of the state are echoed in findings about Lane County from several sources. As Lane County is a microcosm of what Oregon has to offer, so too, it shares in the state's general perceptions.

E. THE LANE COUNTY VISITOR PRODUCT

Many of the key components to the Lane County visitor product continue to focus on the natural beauty and outdoor recreation opportunities offered to the visitor. In light of the marketing trend toward consumer niches, however, it is important to consider whether visitor products have local, regional, or national and/or international potential to attract visitors to Lane County. The following list reflects both traditional and emerging visitor products important to the future of the industry in Lane County:

- * An emerging national reputation for all types of competitive and recreational cycling
- * A growing regional awareness of diverse, accessible and affordable golf courses
- * Diverse natural attractions and scenery

- * A regionally recognized performing arts program including the internationally respected Oregon Bach Festival
- * A continued reputation for premier Track and Field events and PAC-10 sports
- * An emerging rural tourism product development program
- * Excellent lodging and meeting facilities both in the rural and metro areas
- * Outdoor recreation opportunities including hunting, fishing, rafting, skiing, hiking, water sports and nature viewing
- * Access to local history through attractions such as Dorris Ranch, Westward Ho! Sternwheeler, city and county museums, and the new Old West attraction of Saragosa
- * Access to local culture and people through numerous fairs and festivals including the well-established Saturday Market, Oregon Country Faire, the Scandinavian Festival, the Rhododendron Festival, the Eugene Celebration, and many other community events.
- * Emerging celebrations and festivals that highlight the diversity of Lane County people
- * A variety of shopping facilities and experiences

F. STRENGTHS/OPPORTUNITIES/CHALLENGES

STRENGTHS

Some of the strengths of Lane County are fundamental to its location. The Northwest is generally seen to be a desirable region to visit. Lane County benefits by having two major conduits of travel, the I-5 freeway and Highway 101, bringing visitors to and through the county. In addition, Highway 58 and Highway 126 do a good job connecting the county with other important areas of the state and the Northwest. Finally, as Lane County begins to fully participate in the tour and travel industry on an international level, its location on the Pacific Rim bodes well for development of Asian consumer and tour markets.

The diversity of opportunities for visitors in Lane County is also a major strength. The appeal of the county is not based on one product, and visitors generally are pleased to find more to do and see than they expected when visiting Lane County.

OPPORTUNITIES

Lane County's greatest opportunity lies in maximizing the existing visitor product, and in determining and supporting products that can compete with other destinations on a regional and national basis. Progress has been slow in bringing the proposed Oregon Rivers Museum project to fruition, and no one new major visitor product is expected to be created in Lane County during this next year.

There are, however, ongoing marketing strategies and product developments that do present important opportunities for the growth of tourism in Lane County.

1. Rural tourism development is maturing in Lane County. Cities such as Oakridge, Cottage Grove, Florence, Junction City and Mapleton are working hard to make tourism a part of their economic base, and are well on the way to attracting new visitors.

2. The growth of niche marketing presents Lane County with opportunities as well. Cycling is emerging as a Lane County activity that can compete with any other destination in the United States. Other nationally competitive markets should continue to be identified and supported to gain a larger market share of dedicated visitors.

3. Partnerships and cross-selling are becoming a part of the Lane County landscape. It positions the county well in the state as other marketing organizations are just beginning to explore this area.

CHALLENGES

In the Tourism Marketing Plan submitted for 1994/1995, the commitment of Lane County to fund and support an effective marketing effort was seen as a major strength for Lane County in this most competitive industry. And, while Lane County continues to fund the core marketing program, the lack of funds today available for rural tourism development and industry product development does not bode well for the future. The challenge will be to continue development in these areas without the level of support previously shown by Lane County.

GOALS AND OBJECTIVES

1. To continue to identify and support visitor products and activities that will enhance the competitive stature of Lane County as a general destination.
2. To increase room tax revenues throughout the county by expanding the appeal of Lane County to a wider audience and by supporting the growth of the traditional travel season to Lane County.
3. To maintain Lane County presence and strength as a destination within Oregon, and to its potential consumers in the important nearby markets of Northern California, Washington, and British Columbia.
4. To maximize marketing efforts through partnerships with other Lane County agencies and marketing organizations.
5. To increase the length of stay of visitors to Lane County.
6. To increase group tour/motorcoach business to Lane County.
7. To expand the shoulder season through an aggressive 12-month advertising plan.
8. To continue to identify and support regional and national markets for the Lane County visitor product.
9. To continue working with the Willamette Valley Visitors Association and the State Department of Tourism in promoting travel to the state and the Valley.
10. To encourage and support cross-selling of the county's visitor products between the various regions and cities of Lane County.
11. To maintain a database of all general visitor requests and a database of requests for specific activities and attractions in Lane County. To work these databases to convert requests to first time and repeat visits to Lane County.

MARKETING STRATEGIES AND ACTION PLAN

This section of the plan is designed to identify marketing strategies that directly support the goals and objectives of the CVALCO Tourism effort. It will also serve as a plan of action for 1994/1995 in striving to fulfill tourism goals.

MEDIA ADVERTISING

Media exposure for the Lane County visitor product is critical for its continued success. It serves the dual purpose of highlighting the county's attributes, as well as locating and defining Lane County as a Northwest destination. Awareness of Lane County as a destination has grown over the past several years of media promotion, and general destination advertising should be continued in our primary markets of Oregon, Northern California, Washington and British Columbia.

In addition to general destination promotion, the Lane County media campaign has begun to support important niche markets. Cycling and golf are two potentially important attractors to the county, and an ad campaign in support of those niches should yield a more dedicated visitor response. It is expected other niche markets in which Lane County competes regionally or nationally, will be identified in the future.

The following are consumer publications in which Lane County ads will appear during 1995/96. They support both general and niche marketing efforts.

Sunset Magazine (NW Edition)	Motorland (AAA)
Golf West	Oregon Cycling
Oregon Coast Magazine	VeloNews
Travel Choices (AAA)	The Bicycle Paper
Group Tour Magazine	Tandem Magazine
Outside Magazine	Dirt Rag
(A Gardening Magazine TBD)	

Ads appearing in the cycling, golf and gardening publications will support existing and emerging niche markets in which Lane County has shown it is competitive on a regional and national level. The new ad campaign in Group Tour Magazine will help establish an increased awareness of the county with group tour operators. The remaining ads support our primary market areas of Oregon, Washington, and Northern California, as well as appealing to the 87% of our visitors who drive to our destination.

DIRECT MAIL CAMPAIGN

Direct mail campaigns will target both the tour operator and consumer markets. The campaigns will utilize databases of companies and individuals who have previously shown interest in the Lane County product. These markets will be continually 'worked' through direct mail with an aim to convert them to visitors to Lane County.

Two campaigns now underway concentrate on the tour operator market and the cycling consumer. The Tourism Department will stay in regular contact with consumers and tour operators through direct mail in 1995/96.

INDUSTRY TRADE SHOWS

Trade shows are excellent opportunities to reach specific target markets. We will continue to participate in trade shows that have been important in carrying our marketing efforts in the past, and add trade show opportunities that will increase Lane County awareness in new and important market segments.

1. Group Tour/Motorcoach Industry

Participation in the Fall NTA Exchanges will continue to bring motorcoach leads and business to Lane County. In addition, through a renewed membership with the American Bus Association, another opportunity will exist to market to the important group tour industry. The ABA National Convention takes place in Portland, Oregon, in 1996, and we will play a considerable role leading up to this national meeting.

2. International Group and FIT Travel

In partnership with the State Department of Tourism, we will attend POW WOW, the world's largest international travel exchange. International marketing is a long-term commitment, and it is anticipated that Lane County Tourism will participate in POW WOW for several years to come.

3. Niche Markets

Trade Shows supporting the cycling market in Lane County were added in 1994/1995. The shows were instrumental in reinforcing the county as an excellent destination for this activity. Other shows to support this and other identified niche markets will continue to be pursued.

4. Consumer Market

We have participated in the Sacramento Travel Fair for several years, and will continue to do so. One other consumer show will be target in '95/96 based on the potential for maximum potential for destination travel to Lane County by those consumers. With direct air travel between Lane County and Salt Lake City, Utah now established, that city will be looked at as the potential locations of the next consumer show to add to itinerary.

FAMILIARIZATION TRIPS (FAMS)/TRAVEL WRITERS/TOUR OPERATORS

Direct exposure to the Lane County product is perhaps the single most effective method in converting consumer and tour clients to do business here. We will continue to convert high-quality contacts by inviting them to Lane County, and by hosting them here as they enjoy our many attributes. These FAMS will concentrate on receptive tour operators and travel writers in our niche markets. The largest Group Tour FAM to be held in Oregon, the Group Tour Task Force SuperFAM, will conclude in Eugene/Springfield in October, 1995.

REGIONAL/NATIONAL/EDUCATIONAL OPPORTUNITIES

Participation with organizations such as the Travel Industry Association of American and the Western Association of Convention and Visitors Bureaus are vital in keeping abreast of current industry information and trends. The Tourism Department will continue to take advantage of educational seminars offered during the Oregon Governor's Conference, National Tour Association Exchanges, and American Bus Association Marketplace.

GROUP TOUR/MOTORCOACH INDUSTRY SALES

The Tourism Department will continue to produce group tour leads and business for Lane County. Participation with the National Tour Association and the American Bus Association, and attendance at the Exchanges and POW WOW are critical to working the market for leads and cementing existing relationships with important contacts. The following are sales goals for this segment of the industry for 1995/1996.

- a. Annual goal of 60 new contacts/leads developed
- b. Annual goal of 120 active leads being worked for future commitments
- c. 20 new files created each month based on daily calls operators that constitute new business.

Sales trips to cities and regions where we have the best opportunity to convert leads to bookings will be undertaken in 1995/96.

LANE COUNTY VISITOR INDUSTRY SUMMIT

The first summit was conducted during January, 1994, in Florence. Survey results show a strong desire by summit delegates to plan to make the Summit an annual event. The second Summit is scheduled to be conducted in Eugene/Springfield in April, 1995. Cross-selling continues to be an important tool that is sharpened at these Summits. The focus of the 1995 Summit will be hospitality training. It is expected that future Summits be sponsored by other county-wide organizations (the Lane County Chambers Association in 1996) with support from and input from CVALCO.

PERSONAL MARKETING/SALES BLITZES

Personal marketing, whether as a Lane County initiative or in conjunction with a marketing partner, emphasizes one-on-one selling of Lane County to valuable travel contacts. Individual participation, whether with the State Group Tour Task Force, the Governor's Tourism Conference, or the Willamette Valley Visitors Association, leads to increased opportunities for Lane County.

REGIONAL PRODUCT MARKETING

We will continue the successful affiliation with the Willamette Valley Visitors Association. Coop efforts have included publication of the Willamette Bicycle Brochure (its reprinting is currently being finalized), AAA travel consultants FAMs, consumer ads for this special area of Oregon. In addition, much valuable tourism information and trends are shared between this group.

LANE COUNTY INFORMATION DISTRIBUTION

The Teens 'N Travellers Program has long been a part of the Lane County effort to intercept visitors at the rest stops just north and south of the Eugene/Springfield metro area. Over the last two years, the program has been evaluated for its effectiveness and cost against its measurable impact on the county visitor industry. In these terms, it has been a limited success. However, with the decrease of official tourism funding to the rural areas of Lane County, it has been decided to support a new concept of information distribution - the mobile visitor kiosk.

The concept of creating what is virtually a moveable visitor kiosk to intercept visitors throughout the county has been explored over a two year period. Efforts at this time center on what initial and yearly operational costs would be associated with this novel project. A calendar of supported events, fairs and festivals will be produced if plans move forward from this point.

Another new program currently under consideration is the creation of Lane County's "Home Page" with destination information appearing on the World Wide Web. A group of University of Oregon students are working on this project, and it is anticipated that they will present a final mock-up of a Lane County product at the end of the Spring Term, 1995. Decisions will then go forward to determine the final form and service vendor to place Lane County "on-line".

The marketing and information distribution potential could be impressive with the addition of these two new vehicles, the mobile visitor kiosk and the World Wide Web Home Page.

Official Visitors Guides and Lane County Driving Guides are also supplied in quantity to important visitor centers throughout Oregon. All nine state Welcome Centers are also supplied with these publications.

FILM AND VIDEO

1995 saw the first major film and video activity in Lane County in over 3 years. A Disney Cable Channel production and another independent production following on its heels produced about 2.5M in economic activity for the county. In addition, several leads from the State Film and Video Department have been pursued by the Tourism Department, and Lane County continues to garner interest as a film and video location.

Under the heading of Film and Video, the Tourism Department will continue to add quality and quantity to the slide file maintained by CVALCO.

PUBLICITY AND PUBLIC RELATIONS

Plans have been made to update the Lane County Press Kit during 1994/1995. It will be used to secure editorials about Lane County by travel writers in strategic Lane County markets. Activity specific information and sample itineraries will be featured in the new Press Kit, and these elements will be aggressively marketed to the appropriate travel writers.

HOSPITALITY TRAINING

In absence of a state-sponsored hospitality training program, it falls to individual marketing organizations to initiate their own training programs. This need was brought out during the 1994 Lane County Visitor Industry Summit and at other such tourism meetings. It is hoped that a county-wide program can be created that will educate front line employees about Lane County, and will make front line employees sensitive to the relationship between service skills and meeting visitor expectations.

1. The Lane County Official Visitors Guide

The Guide continues to be the most used fulfillment piece in response to visitor inquires to Lane County. The fifth edition is expected to be published in April, 1995. The 150,000 copies of the new Guide will represent the diversity of activities available to visitors to all parts of Lane County, and remains a valuable tool for visitors in reaching their travel decisions.

2. The Lane County Driving Guide

The Lane County Driving Guide is a rack brochure intended to highlight driving tour possibilities throughout the county. It was produced in-house at considerable savings, and has been uniformly well received by both leisure visitors and convention delegates.

3. The Lane County Group Tour Manual

The Group Tour Manual will be upgraded during 1995/96. It is expected that many more GTMs will be mailed to prospective tour operators and travel agents in response to increased sales effort to these market segments.

4. Lane County Cross-selling Guide

This guide to the images and visitors products of Lane County, fostered by ideas arising from the first Lane County Visitor Industry Summit, will soon make its appearance in Lane County. The aim of the Guide will be to quickly and simply make front line employees aware of the images and visitor products of the various regions of the county. It is hoped this will lead to more effective cross-selling, longer stays in the county, and greater visitor satisfaction.

5. Group Tour Welcome Package

This is a new product for Lane County Tourism Sales. It will be a collaboration between tourism staff and Lane County accommodations that work with tours and tour operators. The packet will be a tool to help do a number of things: to make tour clients and operators feel welcomed and acknowledged in Lane County; to encourage tour operators and their clients to make Lane County more of a destination than a pass through; to bring attention to Lane County attractions that aren't well known to tour operators; to encourage extended stays over one night stays; to foster cooperation and sharing of information among Lane County accommodations in this area.