



Estes Park Local Marketing District 2010 Strategic Marketing Plan

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Estes Park Local Marketing District

2010 Strategic Marketing Plan

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I. Goals, Objectives and Performance Monitoring

A. Goals

Goals are broad, general statements of what is to be accomplished. They are difficult to measure or validate, and typically are of indefinite duration. Nevertheless, they are important to define, track and consistently pursue. The primary goals for the Local Marketing District’s marketing team in 2010 are as follows:

Goals
Increase Leisure and Group visitors to Estes Park
Strengthen Estes Park as a year-round leisure and Group destination
Position Estes Park as a premier mountain resort community
Increase group business, primarily from the drive market
Expand the understanding of visitors to Estes Park and their buying behavior
Clarify and enhance the brand identity
Continue to strengthen the relationship with, and support from, Stakeholders

B. Objectives

Objectives are often thought of as sub-goals, and are narrower, more concrete and measurable than goals. As such, objectives are quantitative statements of what is to be achieved and, if the objectives are achieved, progress toward meeting the longer-term goals is made.

The key objectives for the Local Marketing District’s marketing team are defined below, but without the quantitative components that will be defined in late 2009 or early 2010. In contrast to the Performance Indicators presented below, achieving these objectives is largely controllable by the marketing team, which will be held accountable for meeting these objectives. These objectives should be negotiated with the LMD Board.

2010 Objectives
Increase Visitors Guide requests (both electronic and paper) by (TBD)% to (TBD)#
Achieve a conversion percentage of Visitor Guide Inquirers into visitors of (TBD)%
Generate an Advertising Equivalency Value from publicity of \$TBD
Increase the number of Group Leads by (TBD)% to (TBD)#
Increase Stakeholder revenues by (TBD)% to (TBD)#

C. Performance Monitoring

Consistent with the LMD’s core values of accountability and transparency, the performance of the District and the marketing team will be tracked and reported. In addition to the Objectives, this includes the Performance Indicators, Activity Measures, Performance Measures and Performance Metrics. These are defined and detailed on the following pages.

C. Performance Monitoring (cont.)

1. **Performance Indicators:** Performance indicators are numbers that illustrate the performance of the travel and tourism industry in Estes Park. Several of these are included in the Objectives defined above in I.B.
 - Hotel occupancies (Rocky Mountain Lodging Reports)
 - Hotel ADR's (Rocky Mountain Lodging Reports)
 - District Lodging tax collections
 - Town of Estes Park Lodging tax collections
 - Town of Estes Park Restaurant tax collections (town)
 - Special Event attendance (estimated)
 - Number of visitors to Visitors Center
 - RMNP visitations (East side and total)
 - Number of weddings (Wedding Association)
 - 120-Day Lodging Forecast

2. **Activity Measures:** Activity Measures are measurements of the physical actions taken that support the LMD's mission of attracting visitors to Estes Park.
 - Number of web pages of content developed
 - Number of photographs posted on website
 - Number of travel writers hosted in Group or Individual tours
 - Number of communications sent to Stakeholders
 - Number of media familiarization tours
 - Number of police & business in partnership communications sent to Stakeholders
 - Number of Group Sales prospecting calls
 - Number of Group familiarization tours
 - Number of Trade Shows attended
 - Number of new Stakeholder services introduced

3. **Performance Measures:** Performance Measures are measurements that help define and quantify the results of the LMD's activity.
 - Call Center call volume
 - Number of Visitors Guide requests
 - Number of requests for lodging information
 - Number of specific webpage view counts
 - Number of unique users of website
 - Number of website click-throughs to member/sponsor sites from website ads and links
 - Average length of website user session
 - Website "bounce" rate
 - Percent of website traffic attributable to search engine referrals
 - Number of additions to email list
 - PR Advertising Equivalency
 - PR impressions (circulation)
 - E-newsletter unique open rate
 - E-newsletter unique click-through rate
 - Number of media inquiries handled

3. Performance Measures (cont.):

- Number of Group leads from trade shows
- Total number of hotel leads for Groups
- \$ value of hotel leads for Groups
- Number of non-hotel leads for Groups
- \$ value of non-hotel leads for Groups
- Stakeholder sales of brochure rack services
- Stakeholder sales of website listings
- Stakeholder sales of Book Now website listings
- Stakeholder sales of Group listings sold
- Stakeholder sales of Group leads
- Stakeholder sales of Visitors Guide leads
- CVB membership sales to out-of-town members
- Number of Stakeholders advertising in Visitors Guide
- Number of Stakeholders advertising on standard CVB service (website, brochure, leads, etc.)
- Number of Stakeholders purchasing one or more services
- Number of Stakeholders supported
- Number of Stakeholder website listings supported

4. Productivity Metrics. Productivity metrics are measurements that illustrate the relationship between the LMD's performance and its resources. These metrics are typically expressed as a ratio.

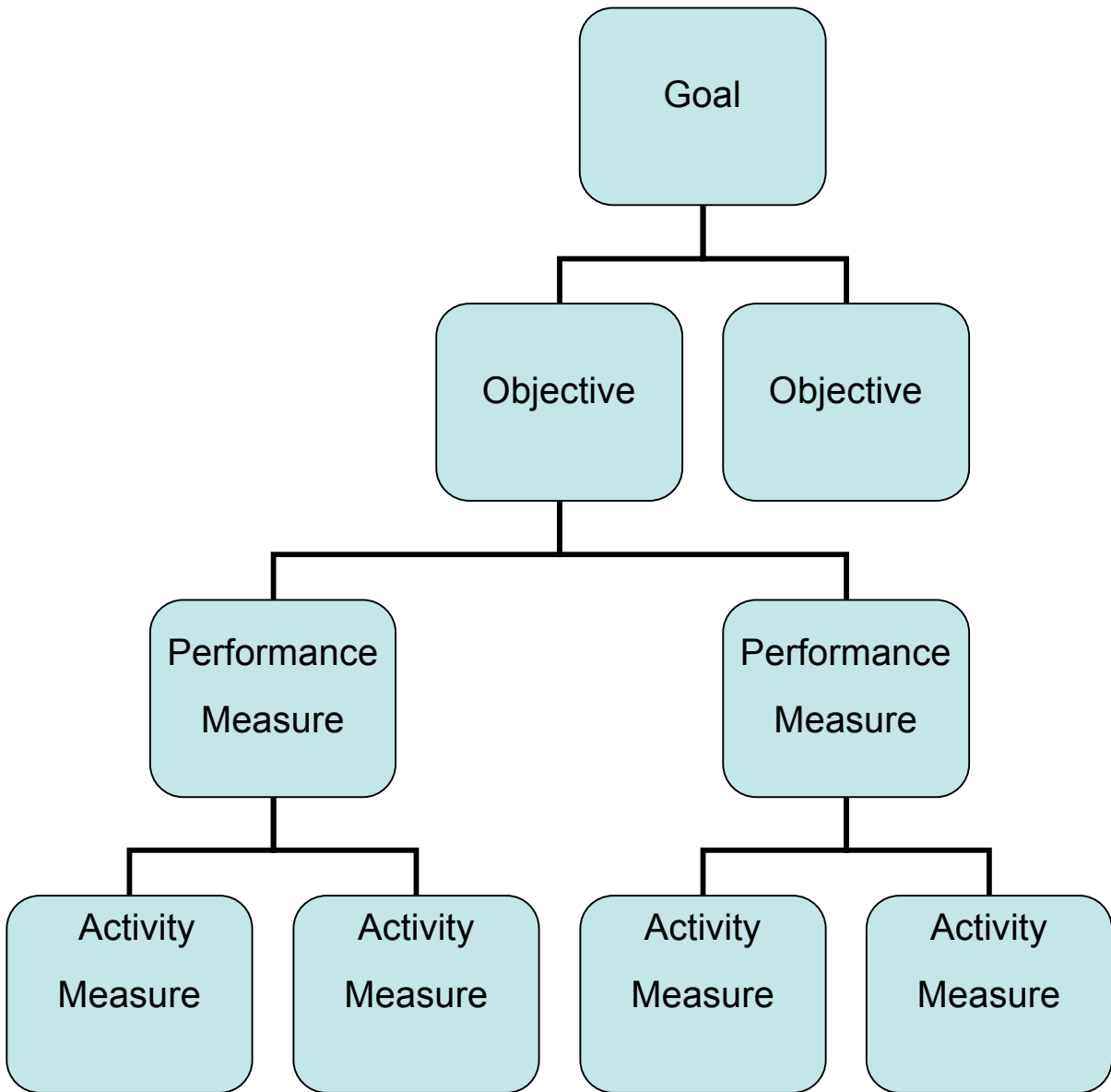
- Conversion percentage of non-committed inquirers
- Cost per lead from trade shows
- Number of leads per trade show
- Number of Group leads per day of sales calls
- Advertising equivalency per PR \$ spent
- Stakeholder revenues per stakeholder
- Percentage of Stakeholders buying one or more services
- Year-over-year Stakeholder Standard CVB Services revenue change
- Year-over-year Stakeholder Visitors Guide revenue change

Note: Source: Definitions from the Destination Marketing Association International's *Standard CVB Performance Reporting, A Handbook for CVBs*, updated August 2005.

D. Integration of Goals, Objectives and Performance Measures

The Goals, Objectives, Performance Measures and Activity Measures can be organized by marketing function or by goal to illustrate the tiering of these measures. The Performance Monitoring Model on the next page suggests how this should be done. The Productivity Metrics can be added if desired, while the Performance Indicators should not be integrated into the model, because they are not controlled by the marketing staff.

Performance Monitoring Model



II. Executive Summary

2010 will be a transition year in the marketing of Estes Park. Not only will the direction and oversight be transferred to the LMD, but the groundwork will be laid for protecting and enhancing Estes Park's position as a leader in Colorado tourism for years to come.

Consistent with the conclusions and recommendations contained in the *Brand and Marketing Assessment* conducted last fall, the changes in the 2010 budget allocations will be gradual and based on marketing research. Increased emphasis in 2010 will be given to: (1) attracting significantly greater (non-Conference Center) Group business to the District; (2) allocating funds geographically to more accurately reflect the tourism revenues; and (3) enhanced internet marketing. Tourism revenues will be considered more important than tourist visits.

A more comprehensive, yearlong Visitors Study will be completed during the fall of 2010, and information from this study will be used to both strengthen Estes Park's branding and determine budget allocations in 2011. The enhanced branding will be applied in 2011 to a new website, the 2012 Visitors Guide and to all other marketing communication. This, in turn, should increase the effectiveness of the LMD's marketing.

Strategy	Strategy Description
1	Grow CVB (non-Conference Center) lodging Group business by doubling the Director of Group Sales' selling time and offloading her Conference Center sales and servicing duties.
2	Retain an outside PR firm to publicize Estes Park in the regional and national markets in both traditional and new media.
3	Conduct a year-round Visitors Study and a competitive analysis to support the rebranding and repositioning of Estes Park.
4	Continue to focus geographically on the Midwest drive market, Colorado and Texas.
5	Reallocate media from the Front Range and Day Visitors to regional markets and Overnight Visitors.
6	Retain a branding/creative firm to rebrand Estes Park, and apply the branding to a new website, a new Visitors Guide design and to all advertising.
7	Retain a Search Marketing firm to enhance Search Engine Optimization, Paid Search Marketing (Pay-per-click), Online Media Management (display ads), Social Media Marketing, Online Reputation Management and email marketing programs, and assist in the design of the new website.
8	Design a new, more interactive website that reflects the branding development.
9	Search engine optimize the website for "Colorado" and reallocate a portion of the pay-per-click spending from key phrases with "Estes Park" to key phrases with "Colorado".
10	Selectively increase banner advertising, initially in Colorado.com.
11	Aggressively expand the email database and increase over time the amount of email marketing, replacing a portion of the Front Range print media used to attract event-goers.
12	Continue to grow Stakeholder sales through the introduction of new services.

III. 2010 Budget

Advertising	Budget
Media – Traditional	\$545,244
Media -- Online	\$116,751
Production	\$97,000
Website Upgrades (interim, prior to new site development)	\$9,200
Search Marketing Firm	\$25,000
Total Advertising	\$793,195
Public Relations/Media Relations	
In-State (CVB staff expenses)	\$3,750
PR Firm for Out-of-State (fees + expenses)	\$44,000
Film Commission	\$1,200
Total Public Relations/Media Relations	\$48,950
Research	
Conversion Study	\$9,320
Visitors Study	\$23,000
120-Day Lodging Forecast	\$4,500
Total Research	\$36,820
Brochure Distribution	
Real Rocky	\$8,300
Visitors Guide (excluding postage)	\$20,000
Events brochure	\$4,000
Total Brochure Distribution	\$32,300
Group Sales (transferred Education & Memberships to separate category)	\$38,955
Visitors Guide (off-set by advertising)	\$ - 0 -
Stakeholder Sales & Services (off-set by Stakeholder revenues)	\$ - 0 -
Re-branding *	\$30,000
New Website (@50%)	\$22,500
Memberships and Education	
Memberships	\$6,630
Education/Conferences	\$7,650
Total Memberships and Education	\$14,280
Pre-paid Expense	
Election expenses	\$24,000
Consultant	\$22,000
120-Day Lodging Forecast	\$4,500
Miscellaneous	\$500
Total Pre-paid Expenses	\$51,000
Unallocated Reserve	\$32,000
Total	\$1,100,000

Note: * Application of branding development to Visitors Guide, new website and new advertising assumed to begin in Jan. 2011.

IV. Strategies and Tactics

A. Target Audience

Effective destination marketing requires finding a fit between what the destination has to offer and those who value it; the latter is typically referred to as “Target Audience”. The CVB has in recent years defined its target audience primarily on the basis of demographic factors, collected in summer Visitor Studies.

Based on the 2006 Summer Visitor Study, Estes Park’s primary and secondary target audiences are as follows:

1. Primary Market: 45-54; married with no children at home or left children at home; \$50,000-\$100,000 income; college graduate; and Colorado, Texas and Midwest (Illinois, Missouri, Nebraska and Kansas).
2. Secondary Market: 35-44 or 54-64; travel with children; \$75,000+ income; college graduate; and Iowa, California, Minnesota, Florida, Wisconsin and Arizona.
3. A third target audience – the Colorado Market – has been defined using Scarborough 2005 data as follows: 25-44; married, no children; \$77,800 income; and college graduate.

Less focus has been given to Day and Destination or Overnight visitors and to Event-goers. For Estes Park, these are critical segments that need to be more fully recognized, quantified and marketed to separately. This information will be collected in the Visitors Study discussed below in Section V. F. and will then drive the allocation of media allocations and creative strategies.

Since this research data, however, will not be available until the third quarter of 2010 and media allocation decisions have to be made for 2010, the available information from previous Visitor Studies will be utilized. The 2006 Visitors Study reports a per capita daily expenditure for Day visitors of \$33.83, compared to \$113.52 for Overnight visitors; for every \$1.00 the Day visitor spends, the Overnight visitor spends \$3.35. In addition, the Overnight visitor stays on average 3.9 nights in Estes Park (2006 Conversion Study). Factoring this in, the Day visitors spends \$33.83, compared to \$442.73 for the Overnight visitor. Colorado visitors contribute only an estimated 18% of total revenues for Estes Park, despite the fact that more than 50% of the CVB’s media is allocated to Colorado.

Accordingly, the mix of spending will be adjusted for 2010 so that approximately 60% of the budget is allocated to attracting Overnight visitors. Nearly one-half of this increase will result from the addition of a national Public Relations effort designed to attract Overnight visitors. Once the new Visitors Study is completed, it is anticipated that the percentage allocated to attracting Overnight visitors will again be increased.

B. Advertising

The primary media employed to attract Overnight visitors in 2010 will again be magazine advertising, the website and search marketing, plus a new national Public Relations effort. The 40% spent against Colorado residents will be divided equally between in-state event marketing and in-state, non-event marketing.

B. Advertising (cont.)

The magazines utilized will mirror those used in 2009 and include Better Homes & Gardens, History Channel magazine, Gourmet, Home & Away AAA, AAA Journeys, AAA Living, Midwest Living, Midwest Traveler AAA, Oprah magazine, Reader's Digest, Southern Living, Sunset, National Geographic Traveler and USA Weekend.

The creative will be similar to that used in 2009, and is expected to be modified in early 2011 following the completion of the branding work.

C. Internet Marketing

Internet marketing of Estes Park consists of Search Engine Optimization, Search Engine Marketing, Email Marketing and the Website. The first three are discussed here, while the Website is discussed in the following section.

Based on a recently released National Travel MONITOR study conducted by Ypartnership and Yankelovich, Inc., when prospective visitors go online to select a destination, searches of Google, Yahoo, MSN and the other search engines are the most relied upon source:

Visit First When Selecting A Destination

Online Source	Percent
Search engine	34%
Website of national tourist office/CVB	23%
Online travel agency (e.g., Expedia)	22%
Website of hotel chain	8%
Website of individual hotel or resort	7%
Web Blog	1%

To strengthen the business generated through the internet, the following initiatives will be taken:

1. The Search Engine Optimization of the website will be strengthened so that the site's rankings are enhanced for searches including "Estes Park", "Colorado" and "Rocky Mountain National Park". Doing the latter two will strengthen the site relative to competing Colorado destinations and also help capture business from international markets.
2. A portion of the pay-per-click dollars will be shifted from "Estes Park" key phrases to those including "Colorado". This also will enable Estes Park to compete better against other Colorado destinations for travelers who have not selected their destination.
3. Increasing the size of the email database will be a priority to support expanded email marketing. Names and email addresses collected in the Visitors Center should be added, and the collection process there (both in the call center and at the counters) should be modified in order to collect more names. Toward this end, suggestions will

C. Internet Marketing (cont.)

be solicited from its website/SEO vendors, an annual objective will be established and the results will be tracked and reported.

4. Because of the growing importance of internet marketing, including Search Engine Optimization, Paid Search and Online Media Management, and the continued transition from traditional to online media, an outside internet marketing company will be retained (or the duties of its current SEO vendor expanded). Internet marketing is too complex, too important and too fast changing to expect the marketing staff to obtain and retain the necessary proficiency. Ideally, this resource will provide input to the design of the new website.

A list of companies that will receive the RFP will be developed. Companies that have been identified thus far include Engineworks, RighNow Communications (the current vendor) and Website Internet Marketing (the company that conducted the assessment of the current website).

5. Display advertising – beginning with Colorado.com – will be increased to attract more Overnight visitors, and be offset by spending reductions in Denver media’s online sites that are utilized to support special events.

D. Public/Media Relations and Social Media

The Public Relations/Media Relations efforts will be significantly expanded in 2010 to: (1) publicize Estes Park outside of the Front Range in regional and national markets; and (2) promote it as an overnight destination. An outside PR firm will be hired to focus on these new priorities, while the Front Range publicity will continue to be handled by the LMD’s communications staff.

Currently, most of the publicity efforts support special events along the Front Range that attract primarily Day visitors. While Day visitors are important to Estes Park, Overnight visitors spend an estimated 13 times as much as the Day visitor, in addition to contributing to the LMD’s lodging tax revenue, which the Day visitors do not.

The outside PR firm will be selected following issuance of a Request for Proposal, interviews and check of references. The firm selected will have extensive tourism/hospitality experience; a demonstrated ability to generate significant, favorable editorial support; an ROI orientation; and, ideally, considerable experience in Colorado tourism. Among the firms identified thus far to receive the RFP are the following, in alphabetical order:

1. Adventure Travel Media Source, Wellington
2. Ground Floor Media, Denver
3. JohnstonWells, Denver
4. Kruzic Communications, Denver

It is expected that the PR firm selected will assume responsibility for both the electronic distribution of press releases and for managing the Social Media. When this firm is retained, a Social Media strategy should be developed along with the Search Marketing firm retained.

D. Public/Media Relations and Social Media (cont.)

Whereas the new PR firm will be responsible for regional and national media, including the Social Media, the LMD's communications staff will, among other things, be responsible for helping to create a greater awareness among Front Range business organizations of Estes Park as a mountain meeting destination.

E. Group Sales and Marketing

One of the more significant growth opportunities for Estes Park is to attract more Group business to the area's lodging members and other establishments. This will require a significant refocusing of the Group Sales effort from selling and servicing the Conference Center to selling the individual member properties on a proactive, rather than reactive basis. This transition needs to begin as soon as possible.

To accelerate this transition, a number of process changes will be made to increase the Group Sales manager's selling time and increase accountability for generating Group business, including:

1. Summer walk-ins that inquire about weddings and reunions will be handled by a summer intern. Small Groups (less than 10 people) will be handled by an intern during summer and by the Call Center staff during the balance of the year.
2. The Group section of the website will be upgraded to attract greater interest from Groups, particularly meeting Groups.
3. Activity reports tracking the number of prospecting calls and sales calls made each week and month will be created.
4. The number and revenue value of Group leads and referrals will be tracked and reported on monthly.
5. The Group database that now is on paper only will be transferred to ACT, a contact management software, or Outlook.

Group segment priorities for outbound selling will include the following:

1. Educational meetings, including universities and continuing education
2. Corporate meetings and retreats
3. Government meetings
4. Bus tours, especially overnight
5. Association Board of Directors meetings
6. Student Groups

Weddings and reunions are typically call-in business or a result of an interaction at a trade show.

F. Research

Notwithstanding the Visitor Studies and Conversion Studies the CVB has conducted over the years, there are important knowledge gaps that reduce the effectiveness of Estes Park's marketing efforts. To capture this information, a yearlong Visitors Study will commence in September 2009. The Research is detailed below:

1. **Visitors Research Objectives:** The objectives of this Visitors Study are as follows:

- a. Determine who visits Estes Park, why and when (Visitor Profile)
- b. Determine how visitors decide to visit (Buying Process)
- c. Determine what an actual visit looks like – what is experienced and how satisfied the visitors are with each experience (Visit Experience)
- d. Determine the pre-arrival level of awareness of Estes Park and (first-time) visitors' perceptions of Estes Park (Attitudes & Awareness)
- e. Evaluate alternative positioning slogans by visitor segment (Positioning)

2. **Uses of Information:** This information will be used for the following:

- a. Determine how much of the media should be allocated to attracting Overnight visitors vs. Day visitors. The CVB has been spending 50% of its media against each audience, despite the fact that the available research data suggest that 80% of (summer) visitor expenditures are from Destination visitors. If the Visitors Study validates this information, a reallocation of media more consistent with the revenues would produce higher revenues and sales tax collections for the Town and District. Seasonal and segment variations also need to be identified.
- b. Determine how much of the media should be allocated to promoting special events. The CVB spends 20% of its media in state to promote special events, a significantly higher percentage than is contributed by event-goers. A media reallocation that spends less against event-goers will likely increase revenues and sales tax collections.
- c. Determine what attracts visitors by season, by segment. Previous studies have focused only on summer and have not identified the demand generators by segment. The importance of Rocky Mountain National Park, the mountain community, "watchable wildlife", etc. all need to be quantified.
- d. Determine how to brand/rebrand and position Estes Park. The identity of Estes Park and what the Estes Park brand stands for is not clear. A more persuasive, differentiating brand identity is needed to attract more visitors. Critical to the rebranding is an identification of the key demand generators by segment, by season. This learning needs to be reflected in all marketing communication.
- e. Develop a positioning slogan or slogans that capture the new branding objectives. Currently, Estes Park employs "Real Rocky. Real Good Times" as its positioning slogan. Since no communications testing of this slogan has been done to confirm its meaning, relevance and persuasiveness in attracting first-time visitors, this needs to be done, and a determination of whether this is the optimal

F. Research (cont.)

positioning slogan for Estes Park needs to be made. Variations by segment, by season need to be understood.

- f. Determine how and when first-time visitors decide to visit Estes Park. This needs to be evaluated by season, by segment. This information can affect when media dollars are spent, where they are spent, the importance of the Visitors Guide, etc.
- g. Determine how much each segment spends in the Town's downtown area and how this might be increased.
- h. Determine the demographics of visitors, by season, by segment. This information can be used to select media that best fit Estes Park's visitor profile and increase the effectiveness of the media spending.
- i. Determine the satisfaction level of visitors, by season, by segment, and how satisfaction can be increased.

The estimated timetable for this year long Visitors Study is as follows:

Timing	Activity
September 2009	Commence Visitors Study
October 1, 2010	Retain services of a Branding/Creative firm
October 15, 2010	Visitors Study results available to Branding firm and Stakeholders
December 31, 2010	Branding development completed
Jan/Feb 2011	Begin applying branding to new website, 2012 Visitors Guide and advertising

In addition to this Visitors Study, an annual Conversion Study will be conducted in 2010, measuring the conversion of those who request a Visitors Guides (largely as a result of seeing an Estes Park advertisement in a magazine or online) into visitors. Since the majority of those who request Visitors Guides are Overnight visitors, this research is important to destination marketing efforts.

G. Branding and Positioning

"A successful branding program is based on the concept of singularity. It creates in the mind of the prospect the perception that there is no product on the market quite like your product." Al and Laura Reis

As concluded in the Brand and Marketing Assessment Report, the Estes Park brand needs to be clarified and strengthened, and all communication needs to reflect this branding. Determining how RMNP should be integrated into this branding is critical, since it is the dominant demand generation for the destination.

G. Branding and Positioning (cont.)

Toward this end, an outside firm will be retained to rebrand and reposition Estes Park. This work will be based on the 12 months of visitor information collected in the Visitors Study, as well as competitive analysis conducted by the LMD's marketing staff.

A critical component of a brand is its personality. Based on the TV commercials, in particular, Estes Park's personality appears to be natural, real and down-to-earth. This needs to be confirmed or otherwise defined and integrated throughout the marketing communication. This personality definition is dependent, in part, on whom Estes Park is to be positioned against.

Based on the frequent and prominent use of "Real Rocky" in the CVB's communications, it is important to use Visitor Research to determine how prospects – particularly those outside of Colorado—interpret the slogan and whether it is persuasive.

Estes Park must have a stronger identity as a conference and meetings destination, particularly along the Front Range and secondarily within the region. This will need to be done through increased direct sales, publicity, email and direct mail.

Given the importance of weddings, Estes Park's identity as a wedding destination needs to be further strengthened.

H. Estes Park Website

Once the branding work is completed by the third-party branding company, the branding will then be applied to the website, Visitors Guide and advertising. This creative application will be done by either the same company that develops the branding, or by a separate creative advertising resource.

In preparation for the development of the new website, only limited changes that directly impact business will be made in the existing site. "Nice-to-make" cosmetic changes will not be made in 2010.

To facilitate search engine optimization, the search marketing firm should be included in the design process.

With the completion of the new website, the URL will be changed to VisitEstesPark.com. This is more appropriate, given the establishment of the Local Marketing District. The SEO work (meta tags, links, etc.) should be copied over and retained, and the current site redirected to the new site.

I. Visitors Guide

The major redesign of the Visitors Guide will not begin until 2011. At that time, the rebranding and repositioning work will have been completed (in early 2011) and can be applied to the 2012 Visitors Guide.

165,000 copies will again be printed, and the cost of the design, production and printing as well as the postage required to mail the guide will be paid for by advertiser fees. All advertising in the printed version is included in the downloadable version with a click-through link to the advertiser's website.

J. Stakeholder Services

As the official visitor information source, the CVB has a responsibility to ensure visitors receive rich and relevant information regarding the Estes Park experience and planning an Estes Park vacation or Group event. It follows that the CVB also has a responsibility to ensure that Stakeholders have the opportunity to promote their businesses through this process. As such, Stakeholder Sales & Services goal is to develop strong partnerships with area businesses, develop new Stakeholder advertising products, sell marketing and advertising products, encourage and respond to Stakeholder feedback and provide Stakeholders with excellent service.

1. **New Stakeholder Advertising Products:** When launched in October 2004, the CVB offered Stakeholders an advertising product suite that included free and fee-based products including referrals, web listings, Group and Visitors Guide leads, and Visitor Center brochure rack display space. In subsequent years, other free and fee-based advertising products have been added, such as Official Visitors Guide ads, interior shuttle bus ads, Visitor Center menu display space, and web features such as Book Now link (Lodging), Menu link (Dining), and Vacation Values listings.

As the official visitor information source, the LMD will have the responsibility to ensure potential visitors receive rich and relevant information regarding the Estes Park experience and planning an Estes Park vacation. It follows that the LMD has a responsibility to ensure that Stakeholders have the opportunity to promote their businesses through this process.

In order to ensure Stakeholders have the best possible methods of promoting their businesses, the LMD must periodically introduce new, fresh and relevant advertising products. New Stakeholder advertising opportunities that are being considered include the following website products:

- a. Stakeholder display ads
- b. Interactive downtown and regional maps including Stakeholder business information, photos, links, etc.
- c. Vacation packages offering a mix of Stakeholder options, customizable by the user
- d. Itinerary building feature to include Stakeholder business options
- e. Targeted leads, i.e., Lodging requests meeting specific criteria; interest in Activities, Dining, Heritage, Art, etc.
- f. On-line Lodging booking engine

Other revenue-generating new product ideas that will be carefully evaluated include:

- a. Stakeholder display ads in the eNewsletter emailed to visitors
- b. Detailed full color printed maps with stakeholder points and ads - available for distribution around town and at the Visitor Center
- c. Visitor Center large flat screen TV with still ads and/or video ads
- d. Shuttle map advertising

J. Stakeholder Services (cont.)

2. **Strengthening Stakeholder Relations:** Over the last four years, the CVB has been successful in engaging Stakeholders from all tourism-related business sectors. Nearly all lodging Stakeholders, for example, purchase at least one advertising service. Other business sectors purchase services at varying levels. Opportunities do exist to better engage Stakeholders involved with the Activities, Dining, and Shopping sectors.

Ongoing personal relationships and communication along with excellent service has proven very effective in communicating program benefits and advertising options. Continuously informing Stakeholders and encouraging feedback regarding the LMD's marketing will be critical to further strengthening relationships with, and support from the Stakeholders. Success will only be achieved if key partners and Stakeholders are motivated, totally understand the brand, know how to use it, and genuinely want to support it (Source: *Destination Branding for Small Cities: The Essentials for Successful Place Branding*, Bill Baker, 2007.)

Other methods of effective Stakeholder communications that will be employed include:

- a. Plan and host fun, relevant and interesting meeting events for Stakeholders
- b. Launch a professional and informative eNewsletter for stakeholders
- c. Create and distribute a Stakeholder survey, analyze results, communicate results, and where appropriate, make changes based on feedback
- d. Directly involve key stakeholders in relevant activities, especially as it relates to the destination branding process
- e. Create an informative, interactive and user-friendly member page