



**RSCVA**  
**Marketing and Sales Plan**  
**2004-2005**

*Reno-Tahoe*  
AMERICA'S ADVENTURE PLACE  
[VisitRenoTahoe.com](http://VisitRenoTahoe.com)

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## **RSCVA Mission Statement**

Increase Overnight Visitation

## **RSCVA Vision Statement**

Achieve regional/national recognition as THE gaming destination of choice for leisure and convention travelers who prefer – in whole or in part – four seasons of natural beauty, unparalleled outdoor recreation and adventure, and top-name entertainment among a foundation of amenities and services.

## **RSCVA Strategic Objectives**

- Continue to increase RSCVA Sales & Marketing budget
- Promote the RSCVA meetings/conventions/tradeshows destination identity through 04-05 by increasing bookings in the RSCC, REC, RSLEC, and increasing in-hotel meeting and convention bookings
- Continue the RSCVA vision to change the positioning of Reno-Tahoe from a “Gaming Plus” destination in 04-05 to an “Adventure Plus” destination by 05-06 with gaming being positioned as an adventure
- Execute marketing programs in core markets (i.e. San Francisco, Sacramento, and Central Valley)
- Maintain financial support to cooperative partnerships that leverage marketing dollars such as Regional Marketing Committee, Golf the High Sierra and Sierra Ski Marketing Council
- Develop and maintain special events that support our brand position and generate citywide room night impact
- Capitalize on attracting sports & recreational special events, which are a natural fit to our brand positioning and citywide infrastructure
- Support continued efforts to revitalize Downtown Reno
- Work with Nevada Resort Association, the Federal Congressional Delegation and Nevada Department of Transportation to continue I-80 West refurbishment and expansion
- Work in conjunction with Nevada Commission on Tourism to support the Truckee River Whitewater Recreation Park project
- Increase business at the National Bowling Stadium
- Improve the operating performance of both golf operations (Wildcreek and Northgate) and continue analysis to determine future direction
- Determine next steps pertaining to RSLEC renovation and expansion
- Expand and develop relationships with stakeholders for input on direction

- Look for ways to track/measure marketing programs

## **Reno-Sparks/Lake Tahoe SWOT Analysis**

### **Strengths:**

- Reno-Sparks/Lake Tahoe has close proximity to non-gaming attractions such as skiing, golf, action adventure sports activities, Lake Tahoe, Virginia City, and Carson City
- Wide variety of casino action located in relatively close geographical area
- Increased regional air service of direct non-stop service and one-stop connection to most U.S. markets
- Good quality and variety of dining options
- Vibrant arts and cultural offerings
- Reno-Sparks Convention Center, Reno-Sparks Livestock Events Center, National Bowling Stadium
- Added meeting and event space at the Reno Events Center
- Variety of established visitor-generating special events held year round
- Region continuing to diversify economic base through non-gaming corporate relocation and expansion
- Truckee River Whitewater Park at Wingfield opened
- Continued progress of Truckee River Whitewater Park project
- Redevelopment of downtown Reno is progressing
- Reno/Sparks/Lake Tahoe continues to be a value destination for all visitors

### **Weaknesses:**

- Reno/Sparks/Lake Tahoe is a mature gaming market facing significant competition from Northern California, Oregon and Washington
- Downtown Reno is in need of continued refurbishment and more redevelopment
- Casino service levels need expansion and augmentation
- Casino operators must work together to accept a changed direction
- Limited non-stop or direct air service to the Midwest, Upper Midwest, South and East regions of the US
- Interstate 80 continually needs refurbishment and expansion, especially in California
- Regional visitor industry infrastructure needs refurbishment and further development (i.e. fulfillment opportunities, signage, visitor centers, collateral)
- Lack of destination shopping opportunities
- Limited RSCVA marketing budget

### **Opportunities:**

- Attract more high profile sports events that produce higher average daily rates and regional/national exposure
- Reno/Sparks/Tahoe can continue to develop its America's Adventure Place brand positioning by embracing the promotional strategy of "gaming plus"
- Leisure marketing campaigns can be targeted to increase hotel rates
- Downtown Reno can be enhanced and expanded
- Meeting, convention, tradeshow, sport and recreational special events customers can replace lost gaming customers providing for higher average daily rate and better Revpar performance
- Increased demand from the meeting, convention, tradeshow, and recreational special events segments will generate added air service

- Truckee River redevelopment can produce new events which will bring in new hotel customers

**Threats:**

- Tribal gaming in Northern California, Washington and Oregon will divert a percentage of our traditional casino customers from Reno/Sparks/LakeTahoe
- Aggressive response from competitive cities to sell to special events, meetings, conventions and tradeshow
- A slowing of air service expansion could hamper meeting, convention and tradeshow sales efforts
- Re-investment capital for downtown Reno is very difficult to obtain

## Executive Summary

The RSCVA mission is to increase overnight visitation. World events in recent years have presented many challenges such as terrorism, the downturn of the economy, and most recently the War in Iraq. Short-term business forecasts predicted that the destination was in trouble both from gaming and visitation standpoints. Our community reached consensus that it was crucial to develop a long-term plan that would continue to attract tourism.

Over two years ago, RSCVA launched "Reno-Tahoe, America's Adventure Place." This re-branding campaign was designed to change the destination's perception in the eyes of visitors and expand its identity as a destination that offers diverse sporting and recreational opportunities, combined with new strengths such as being a meeting, convention, special event and tradeshow venue all with the added-value of Nevada-style gaming.

Reno-Tahoe, America's Adventure Place is sometimes misinterpreted as an effort devised to attract the extreme, outdoor recreational enthusiast only. In actuality, the new brand gives the destination a personality, an opportunity for new visitors to emotionally connect with the region. The brand is strategically designed to capture the interest of visitors who possess a "young at heart" mentality and who are willing to live life deliberately.

In addition to traditional marketing and advertising tactics, the launch of the campaign had some unique components. Gaming proliferation and specifically the opening of Thunder Valley directed attention towards Reno and its ability to overcome the new challenges. This interest from the news media provided RSCVA the opportunity to editorially launch the new branding campaign nationwide.

Another key media outlet used to introduce the destination brand was the ESPN Great Outdoor Games, which afforded this destination over 20 million dollars in national and world-wide marketing exposure, and portrayed the Reno-Tahoe region as more than just a gambling town.

The initial phase of Reno-Tahoe, America's Adventure Place fulfilled the brand promise if, and only if, the potential visitor ventured up to Tahoe for the "adventure" experience. The challenge was to educate our target market about the expanded definition of the word *adventure* -- where *adventure* is the holistic experience of all the things to do in the region. Expanding the definition of adventure helped Reno fulfill on the brand promise, but Reno was still falling short on delivering a true outdoor recreation experience.

Visitors come to a destination seeking experiences that help them get away from their daily lives. Not just any experience satisfies that need; we all go through life with hundreds of different experiences a day, many of which don't make any significant impact. Only experiences that are meaningful fulfill the promise of a great vacation. In our evaluation of the destination brand campaign we felt Reno could be falling short providing these meaningful experiences.

However, in November 2003 the community celebrated the opening of the Truckee River Whitewater Park and the grand opening Reno River Festival in May 2004. This project and event

delivered on the promise of the America's Adventure Place tagline: a unique outdoor recreation experience right in the heart of downtown Reno. The feeling of community has returned to the downtown corridor and allows locals and visitors alike to experience an emotional connection to the destination.

The Truckee River Whitewater Park has also been a sustaining public relations effort for the region. It has afforded the destination worldwide interest from the news media, which has been instrumental in keeping the momentum of the brand alive in the minds of potential new visitors.

The result of these efforts is that the destination brand is established. The net impression created over a time period of consistent messaging in the marketplace and leveraging opportunities that lend indirect credibility to the new positioning, has been an integral part in making Reno-Tahoe, America's Adventure Place.

RSCVA believes the increased air passenger counts, air service, and occupancy and room revenues in first quarter 2004 present a strong platform of validation for the current direction. Based on that, the RSCVA marketing and sales direction for FY 04-05 will be to "stay the course" and find opportunities to grow the destination brand and grow new visitation.

The following sales and marketing plan will discuss in detail the direction for next fiscal year. In addition to staying the course other initiatives include destination brand fulfillment; meeting, convention, and tradeshow sales; special events; positioning the gaming competitive advantages; continuing to extend the destination brand; and air service retention and growth.

FY 04-05 is about taking Reno-Tahoe, America's Adventure Place re-branding campaign to the next level: the fulfillment level, where the marketing makes the phone ring and the experience keeps visitors coming back. Branding is much more than consumer marketing. It takes both the community and the hospitality industry to be engaged in it and, more importantly, to deliver on its promise. Every person in this community has an impact on the way our destination brand is perceived. Customer fulfillment frontline services will be evaluated and tactics will be developed to ensure that a visitor is able to experience America's Adventure Place, thus fulfill on our destination brand promise.

RSCVA has supported special events for many years. However, in recent years we have realized that strategic events aligned with the re-branding campaign brought America's Adventure Place to life. New events have also helped fill our shoulder seasons where visitation is typically low, giving new visitors a compelling reason to experience our destination during our off-times. Commitment to special events will continue next year with a concerted focus on attracting turn-key events that generate room nights and have significant marketing exposure opportunities.

There is an opportunity to grow the gaming market by capitalizing on the proliferation of Indian gaming in California. The Northern Nevada gaming product competitive advantages include lack of gaming regulations at Indian casinos, tribal laws, winning potential, and the variety of Nevada-style gaming amenities. In FY 04-05 the core market advertising positioning will emphasize Reno-Tahoe's gaming competitive advantages.

The opening of the Reno-Sparks Convention Center created a buzz among meeting planners that Reno is a value destination for attracting meetings, conventions, tradeshow and special events. The Reno Events Center opening in January 2005 presents another opportunity to build on that momentum.

The importance of air service continues to be stressed, and supported, by the community and the hospitality industry. The Regional Marketing Committee, comprised of various organizations in the community, is committed to following the lead of the Airport Authority of Washoe County to attract additional air service, sustain existing service and promote the destination brand.

In conclusion, this plan continues and strengthens the RSCVA vision to re-position our destination brand "Reno-Tahoe, America's Adventure Place." The brand campaign is a common factor in all components of the destinations identity and continues to support our mission.

# **Marketing, Special Events, Communications & Visitor Services Department Plan**

## **Background**

In the last three years, the marketing department has transitioned to an in-house advertising agency, which has proven to be cost-effective and time-efficient for the organization. The staff is small, but able to respond to change and integrate it throughout all marketing components quickly, strategically and efficiently. This works for RSCVA as there are many diverse marketing needs -- ranging from corporate public perception, to destination marketing, to supporting all sales efforts, to executing facility marketing programs.

## **Staff**

Six full-time positions and one part-time position including an Executive Director of Marketing, Advertising Manager, Internet Marketing Manager, Special Events Manager, Marketing Coordinator, and an Administrative Assistant. Positions to be added this year are a Public Relations Manager and a Special Events Coordinator.

## **Mission**

To develop and implement a strategic marketing effort promoting the Reno-Tahoe regional destination brand identity locally, regionally, and nationally, with the ultimate goal of driving overnight visitation and increasing room tax revenue.

## **Objectives**

- A. Promote destination as Reno-Tahoe, America's Adventure Place
- B. Position RSCVA as the leader in enacting change in the community and hospitality industry
- C. Support meetings, conventions, tradeshow & special events sales and travel industry sales efforts
- D. Develop and implement facility marketing programs (i.e. RSCC, RSLEC, REC, NBS, Wildcreek, and Northgate Golf Courses)

## **Goals**

- 1. Decrease Phone Volume
- 2. Increase Visitor Planner Distribution
- 3. Increase VisitRenoTahoe.com Unique Visits
- 4. Increase VisitRenoTahoe.com Page Views
- 5. Increase VisitRenoTahoe.com Database Collection
- 6. Increase Bay Area Brand Awareness
- 7. Lower Median Age of Visitor

## **Bay Area Brand Awareness**

A Bay area brand awareness phone survey will be executed at the beginning of the first quarter. The results will be used as a benchmark for establishing the change in Bay area perception of Reno-Tahoe and to evaluate the performance of the core marketing efforts.

**Lower average median age of visitor  
(Calendar Year Statistics)**

<b>Year</b>	<b>Median Age</b>
1997	54
1998	55
1999	54
<i>Hiatus in Visitor Profile Study</i>	
2002	53
2003	56

**Target Markets**

**1. Location**

**A. RSCVA Efforts**

- Bay Area
- West of the Mississippi

**B. RMC Efforts**

- Atlanta
- San Diego
- Southern California
- New York City

**2. Demographics**

- Men and women
- 25 – 54

**3. Psychographic**

- Active lifestyle
- Young at heart

**Marketing Strategies**

1. Research
2. Reno-Tahoe, America's Adventure Place Creative Campaign
3. Bay Area Consumer Marketing Programs
4. Public Relations
5. Cooperative Marketing Programs
6. Website Development
7. Visitor Services
8. Special Events
9. Facility Marketing
10. Media Buys

## 11. Support Sales Efforts

### **Marketing Tactics**

#### **1. Research**

##### **A. Advertising Perception – Focus Group Report (May 5 & 6)**

The four focus groups (two in Sacramento and two in Concord, CA) evaluated the perception of the print and television America's Adventure Place creative campaign by potential visitors in the core markets. The objectives included to establish:

- Perception of Reno-Tahoe as a regional destination
- Perception of the "360 Degrees of Adventure" print ads
- Recognition and awareness of "America's Adventure Place"
- Perception of television spot
- Effect advertising has on perception of Reno-Tahoe as a regional destination
- Perception of Indian Gaming
- Awareness of Visitor Planner
- Manner in which information is gathered on destinations

The results of this report encouraged RSCVA to not concentrate on the Sacramento market as they did not believe that Reno-Tahoe was America's Adventure Place. However, the Bay area results signified a high propensity to visit. This report in conjunction with input from our region's marketing directors were the main reasons for focusing marketing programs on the Bay area in FY 04-05.

***See Focus Group Report tab for actual findings/report.***

##### **B. Visitor Profile**

The Visitor Profile Study demographically examines our in-market visitor over the course of a year. Based on the results compiled from the 2003 Visitor Profile, we know that first-time visitation was up 22 %, the highest level recorded in the past ten study periods. This was driven by more diversification in visitor origins, particularly visitors from distant states, and/or increases in convention attendance and bowler visitation. First time visitors were much more likely to travel by air and to visit Lake Tahoe.

California visitation decreased 15% year over last to 44%. Respondents visiting from California, particularly from Northern California tended to be frequent, loyal Reno visitors. They were less likely to be first-time visitors and reported a high likelihood of returning and expressed minimal impact on future Reno visitation as a result of Indian gaming.

15% of respondents reported they were attending a convention, a 2 point increase from 2002. Convention attendees were nearly twice as likely to be from outside the regional area and/or travel by air, had longer trip lengths, were less likely to gamble, less likely to definitely return to Reno within two years and had lower daily spending and gaming budgets.

The website and toll free number were widely recognized and utilized by respondents. One-third of Internet users had visited [www.RenoLakeTahoe.com](http://www.RenoLakeTahoe.com). Nearly 23% were aware of the toll free number and 38% reported using the toll free number.

Getaway/vacation, although still the most common primary reason, by far, for visiting the destination, declined, offset by higher visitation primarily for convention, business and bowling.

Although the average daily spending, both gaming and non-gaming, was down slightly, respondents reported spending more per trip than in previous years. The increase in visitors from distant markets, including conventioners, drove the average length of stay up by 25%, and therefore, overall trip spending also increased.

***A full visitor profile study is available at [VisitRenoTahoe.com](http://VisitRenoTahoe.com).***

### **C. Marketing Report**

The Marketing Report is a collaboration of all tourism statistics. (I.e. transportation, gaming, and air service statistics etc.) This report provides historical data and helps us recognize trends from tourism indicators.

### **D. Brand Awareness Phone Survey in Bay Area**

### **E. Special Event Economic Impact Studies (x5)**

### **F. On-line Survey**

### **G. Identify an on-line research panel**

## **2. Creative Campaign**

Reno-Tahoe, America's Adventure Place has been in the marketplace for two years, however the campaign execution will change per suggestions from the region's marketing directors and per core market research results.

### **A. Current Campaign Creative Strategy**

**Positioning Statement:** Reno-Tahoe, America's Adventure Place

**Unique Selling Proposition:** Reno-Tahoe is a destination offering Gaming Plus.

Support to Positioning: (Silver bullets, which are the key differentiating points that we use to sell the gaming plus platform).

1. Gaming
  - Variety
  - Odds of winning
  - Personal service
2. Outdoor Adventure
  - Golf
  - Ski
  - Outdoor recreation
3. Special Events & Entertainment
  - Big name entertainers
  - Showroom headliners
  - Area special events
4. Arts & Culture
  - Nevada Museum of Art
  - Truckee River Arts District

- ArTown
- Nevada Opera
- Reno Philharmonic
- Reno Chamber Orchestra
- Broadway Show Series
- Lake Tahoe Shakespeare Festival at Sand Harbor

## **B. Current Campaign Strengths**

- Showcases the natural features of our region
- Appeals to a broader audience than the traditional gaming visitor
- Pays-off the America's Adventure Place positioning statement
- Appeals to a target audience that is younger than the traditional Reno visitor

## **C. Current Campaign Weaknesses**

- Adventure activities featured may be too extreme for the mainstream visitor
- Trying to sell to many activities in one ad
- Golf ad needs to be more "traditional" to relate to the target audience

## **D. Revised Campaign Strategy**

Fulfill the America's Adventure Place positioning by focusing on our primary unique differentiators as a destination but target the message to the individual with an overall payoff of the gaming plus strategy.

## **E. Advertising Goal**

To increase the general level of awareness of the region as a vacation destination, growing the tourism market with first-time visitors.

## **F. Segment Goals**

- **Golf:** Position Reno-Tahoe in the minds of golfers as one of the top five destinations in the Western United States by showcasing variety of golf course terrain and quality, course access, scenic quality and weather.
- **Ski:** Position Reno-Tahoe in the minds of skiers and snowboarders as the top destination for winter sports in the U.S. by showcasing the number of ski resorts within an hours drive (18), world-class resort options (Alpine, Heavenly, Squaw Valley), quality of snow and locals favorite resorts in our backyard.
- **Outdoor:** Showcase all there is to do year-round in the area when you are not gaming. Some ads will focus on paddle sports (kayak, rafting and canoeing), mountain biking, and hiking.

### **G. Advertising Tone**

- Inviting and hip
- Not exclusive or intimidating
- Very accessible and friendly

### **H. Who is our competition?**

- **Golf:** Las Vegas, Palm Springs, Monterey, Bend and Phoenix
- **Ski:** Colorado, Salt Lake, Mammoth, and Whistler
- **Outdoor:** Northern California, various regions in Colorado, Phoenix and Idaho

### **I. Unique Selling Propositions (USP's)**

- Gaming Plus Ski, Golf or Outdoor recreation
- Value
- Accessibility by car or by air

***See America's Adventure Place creative campaign tab.***

### **3. Bay Area Consumer Marketing Programs**

#### **A. Fall Golf**

#### **B. Winter Adventure**

#### **C. Spring Special Events, Golf & Art**

Following the 2002 direction of targeting California, consumer marketing programs in FY 04-05 will follow the same model. However, this year the programs will concentrate on the Bay area. The justification for this transition is based on the creative focus group research executed in Sacramento and San Francisco last year. The participating respondents indicated an overall poor perception of the destination and propensity to visit was low. While Sacramento is still an avid core market for our destination, RSCVA in conjunction with regional hotel marketing directors agreed that the hotels would concentrate on sustaining visitation from the Sacramento area and RSCVA would take the lead on building the destination brand out of the Bay Area. Each \$120,000 retail program will include magazine media buy, radio, extensive internet, television, and a promotion. Direct mail will not be a component this year in the consumer Bay area marketing programs as the dollars will be spent to extend the television buy.

### **4. Public relations**

Initiatives include a Bay area focused program, FAMs, creating a plan to leverage Regional Marketing Committee efforts, a program to position RSCVA within the region, continuing to pitch media and leverage incoming media requests for information.

A public relations manager will be hired this fiscal year to help with the public relations associated with leveraging traditional media buys and promotions. The contractual services of RKPR Inc. will also be utilized on an as-needed basis.

**See RSCVA Public Relations Plan and Press Release Calendar at PR Plan tab.**

## **5. Cooperative Marketing Opportunities**

### **A. Regional Marketing Committee**

The committee is made up of regional stakeholders, convention and visitor bureaus, and marketing organizations. The Regional Marketing Committee cooperatively combined promotional regional dollars with the primary objective of positioning the destination to increase air service. The increases of direct, non-stop flights, as well as passenger counts are positive signs that the strategies behind the efforts of the committee are working.

**See Regional Marketing Committee Results & Activities tab.**

### **B. Sierra Ski Marketing Council**

Sierra Ski Marketing Council is a consortium of area CVBs and the Ski Lake Tahoe group. The dollars for RSCVA involvement directly benefit the media buy as we receive insertions in Ski Magazine and Skiing magazine at a discounted rate. We also have prominent presence on the Ski Lake Tahoe website which acts as a portal to the partners. Because Reno is not considered a ski destination, this strategic partnership is designed to capitalize on the Ski Tahoe brand and leverage it to sell both North Lake Tahoe and/or Reno as places to stay.

### **C. Golf the High Sierra**

As with the ski cooperative marketing effort, RSCVA recognizes the benefits in working with Golf the High Sierra (collaboration of 18 area golf courses). RSCVA will maintain its partnership in marketing the region as a premier golf destination.

**See RSCVA/Golf the High Sierra tab.**

### **D. University of Nevada**

There are many opportunities to encourage an extended visit from University-related travel. (i.e. sporting events, commencement services, Homecoming etc.) A marketing and fulfillment program will be developed to make it easy for a visitor to extend their stay.

In addition, there are many opportunities to promote consistent messaging and leverage both marketing programs. University of Nevada marketing efforts will begin to include the America's Adventure Place destination brand positioning. In return, RSCVA will include the University of Nevada where applicable within our marketing programs (i.e. sales video, visitor planner, etc.)

Finally, the road to the NCAA tournament provided an opportunity to position the destination brand on a national level. Any similar circumstances that have marketing exposure opportunities will be capitalized on in the future.

## **6. Visit RenoTahoe.com Website**

Travel trends continue to indicate that the internet is the way people are researching and planning their travel. VisitRenoTahoe.com, the regions' destination website, offers an infrastructure to provide a potential visitor with total destination information. The more educated the traveler is, the more likely they are to book a visit.

The existing RenoLakeTahoe.com URL will still be live; however to better pay off the Reno-Tahoe brand the URL used in all future marketing materials will be VisitRenoTahoe.com. The visit URL is an industry standard among most CVBs in the country.

Internet strategies for next year will focus on improving website infrastructure and design; as well as continue to develop and execute internet marketing/promotional programs, which are tied to expected results and tracked accordingly.

**See Web Marketing Plan tab.**

## **Website Development Highlights**

### **A. Online Research**

- Database redesign
- Upgrade Metrics tool
- Outbound e-mail surveys
- On-site surveys

### **B. Usability**

- Launch site redesign
- Activity Tickets

### **C. Encourage Repeat Visitation**

- Games on site
- Online promotions

### **D. Public Relations**

- Photos Site
- Media Center

### **E. Control Panel**

- Give RSCVA Complete Control over all content on site
- Make it easier for properties to post and manage their information

## **7. Visitor Services**

### **A. Visitor Call Center**

In an effort to improve the service level of 1-800-FOR-RENO, the RSCVA selected Answerwest to take over the call center for Visitor Services. Answerwest, located in Reno, is an outsourcing solution providing a full-service help contact.

Answerwest utilizes the RSCVA website to answer many visitor questions. Operators work off of a web-based operator script that is updated frequently to include the latest shows and events. Operators were initially trained during a two-day familiarization tour (FAM) of

the hotel/casinos. Continual training occurs monthly, where hotel/casino representatives make a short presentation about their property to the operators. The hotel/casinos also provide bi-monthly incentives for operators, which are awarded based on the total number of hotel referrals each two month period.

The RSCVA's strategy is to push visitor inquiries to VisitRenoTahoe.com rather than to 1-800-FOR-RENO, and subsequently it is anticipated that call volume will continue to decrease year over year.

In FY 04-05, the RSCVA will improve communication with the Answerwest operators for special events. This will ensure that the operators will always have complete information available on the important events in our area. Additionally, the RSCVA will explore using Answerwest as an outbound research resource in an effort to measure conversion.

**B. America's Adventure Place Visitor Services Fulfillment**

Every person in this community has an impact on the way our destination brand is perceived. Customer fulfillment frontline services will be evaluated and tactics will be developed to ensure that a visitor is able to experience America's Adventure Place, thus fulfill on our destination brand promise.

**8. Identify and support key special events.**

The Board of Directors Special Events Board Task Force evaluates all special event financial requests and allocates funding/budget for each event. The FY 04-05 committee recommended allocations are listed below. The requests are categorized into special events, broadcast special events, and RSCVA special events.

**A. Broadcast Special Event Sponsorship  
(Turn-key events tied to significant television/marketing exposure)**

<b>Acct: 15060-0680</b>	<b>Task Force Funding</b>
a. Breeder's Invitational (OLN)	\$25,000
b. Lazy E- Bullnanza (OLN)*	\$15,000
c. Reno Rodeo (OLN)	\$7,500
d. PBA (ESPN)	\$35,000
e. Tour de Nez (OLN)	\$20,000
f. X-Cart Hot August Nights (Speed)	\$15,000
g. Super Moto	\$ 30,000
h. Mastercraft Pro Wake Board Tour	<u>\$ 25,000</u>
	Total \$172,500

**B. Special Event Sponsorship  
(Reno-Tahoe special events that extend the AAP brand positioning)**

<b>Acct: 15060-0730</b>	<b>Task Force Funding</b>
i. National Championship Air Races	\$25,000
j. Great Reno Balloon Race	\$10,000

k. Reno Tahoe Open	\$250,000
l. Hot August Nights*	\$13,000
m. Lake Tahoe Shakespeare Festival	\$5,000
n. Nugget Amateur Challenge (\$10,000 for FY 2005/6)	\$20,000
o. Artown	\$15,000
p. Freestyle Moto	\$5,000
q. Half-Pipe Demo	\$5,000
r. Big Easy	\$5,000
s. Incline Village Jazz Festival	\$15,000
t. Reno Adventure 300	\$25,000
u. Reno-Tahoe 200 Relay	<u>\$20,000</u>
Total	\$413,000

**C. RSCVA Special Events**

(Special events logistically run by RSCVA. Events created to generate room nights during shoulder season or to create interest from a potential new market and features marketing exposure opportunities to extend the AAP brand positioning)

<b>Acct: 15060-0731</b>	<b>Task Force Funding</b>
v. Sled Fest	\$100,000
w. Nevada Museum of Art	\$ 85,000
x. Reno River Festival	\$ 50,000
y. WAC Basketball Tournament	\$ 30,000
z. Contingency Fund	<u>\$ 50,000</u>
Total	\$315,000

**Grand Total Special Event Funding FY 2004/5** **\$900,500**

**9. Support RSCVA facilities' marketing needs and programs**

**A. Reno Events Center Pre-opening/Grand Opening Marketing Plan**

*Reno Events Center Marketing Plan available at the Facility P&L tab*

**B. RSCC local events**

**C. Golf Courses Marketing**

**D. RSLEC Renovation & Expansion Next Steps**

**E. National Bowling Stadium**

- PBA – Reno Open
- Storm's National Mixed Tournament
- Extension of WIBC contract
- Bowling Proprietor Association of America Tournament

**10. Implement Media Buys**

**A. Meeting, Convention, & Tradeshow Media**

- B. Reno Events Center Arena Media
- C. Travel Industry Sales Media
- D. Consumer Media -

**11. Support All Sales Efforts**

- A. Meeting, Convention & Tradeshow Sales
- B. Travel Industry Sales

## **RSCVA PR PLAN 2004-05**

**Goals:**

1. To continue to promote and leverage the Reno-Tahoe, America's Adventure Place, brand to target audiences to generate media interest and coverage focusing the gaming plus strategy.
2. To support the marketing initiatives and advertising programs for the next fiscal year focusing on added value and leveraged opportunities to "stretch" marketing's investment.

**Target Regions:**

1. Primary Target Regions:
  - Bay Area (San Francisco, San Jose, Oakland, Santa Rosa, Monterey, etc.)
  - Sacramento Valley (Sacramento, Stockton, Fresno, Modesto, Grass Valley, Auburn, Roseville, etc.)
2. Secondary Target Regions
  - Current and potential fly-in Markets leveraging efforts of the Reno-Tahoe Regional Marketing Committee (RMC)

**Target Audiences: Frequent Independent Travelers (FIT)**

1. Gamers
2. Outdoor recreation and adventure seekers (through magazines, publications, travel guides, broadcast programming, special sections, etc.)
3. Special event and festival attendees
4. Niche markets (Kayakers, arts and cultural heritage travelers, Asian, Hispanic, Gay and Lesbian, etc.)
5. Media on a local, regional and national level (print, broadcast, Internet and targeted publications reaching target audiences)

**Target Audiences: Convention and Meeting Planners**

1. Current and potential clients
2. Local community (elected and appointed officials, community leaders, members of organizations for "Bring Your Meeting Home")
3. Media (local print and broadcast media and specific trade publications)

**Objectives:**

1. Develop public relations initiatives to support marketing objectives throughout the FY 04-05 that reach the target audience and continue to build awareness of the brand.

2. Generate and increase coverage of Reno-Tahoe, America's Adventure Place, in print and broadcast coverage, focusing on the "silver bullets" and the destination getaway experience

**Strategies:**

1. Develop Bay Area public relations initiatives to complement marketing efforts
2. Continue with northern California public relations efforts
3. Develop a program to leverage the RMC's efforts and position Reno-Tahoe
4. Develop a local program to "tell the story" of RSCVA's success and to promote the America's Adventure Place brand to the local audiences
5. Generate ongoing media relations initiatives resulting in increased in-person visits by RSCVA to media, media visits to Reno-Tahoe and media tours (FAM's)
6. Develop a niche public relations program to target specific demographics, as indicated above

**Tactics:**

**1. Public Relations Strategy**

- A. Implement a comprehensive public relations program to include local, regional, national, niche and meeting and conventions initiatives
  - Integrate a public relations component into marketing department functions, as well as internally working with Travel Industry Sales and Meetings, Conventions and Tradeshow Sales
  - Identify and develop Bay Area media, retail and athletic promotional opportunities (print, broadcast and events) to leverage the brand and increase awareness of regional offerings
    - Target sports organizations, radio stations, Southwest Airlines, etc.
    - Develop contests with grand prize trips to Reno-Tahoe and activity incentives (ski, golf, kayak lessons, arts passes, special events, etc.)

**2. Media relations**

- A. Develop and coordinate two media tours for the next fiscal year
  - Winter Media Adventure: January 2005 (dates TBD)
  - Summer Arts and Culture Adventure: July 21-24, 2004
- B. Hold a media tour in Sacramento and San Francisco in conjunction with the properties (target September/October)
  - Invite media to attend the program, hosted by the RSCVA, positioning it as the "one place to get it all" for winter and summer story features and topics
  - Provide an opportunity for RSCVA and hotel/casinos to meet one-on-one with target media
- C. Hold a New York media tour (target October)
  - Coordinate desk side visits with key national media
  - Develop a CD with releases for distribution along with a topic pitch list to secure future coverage and possible attendance to the Winter Media Adventure or for a customized one-on-one media tour
- D. Develop a media relations program to compliment the efforts of the RMC

- Utilizing the success of the RMC, specifically target and pitch the Reno-Tahoe message to media in the current and developing airline markets to generate coverage
- E. Coordinate media visits and leverage for additional features
  - Respond to requests from media to tour Reno-Tahoe by coordinating schedule and logistics
  - Proactively promote Reno-Tahoe as a “must-see” destination to targeted media as indicated above to secure visits throughout the year
- F. Proactively seek out opportunities to generate awareness for Reno-Tahoe through media communication, research and attendance at national conferences

### **3. Publicity**

- A. Develop an annual PR calendar
  - Distribute calendar to hotel/casino properties
  - Outline 3-6 press release topics per month
  - Incorporate editorial calendar opportunities
  - Outline media pitch opportunities
  - Include specific niche marketing opportunities
- B. Continue with customized media pitches and press releases
  - Research, develop and distribute customized e-mail pitches focusing on key messages
- C. Continue to communicate with properties about publicity efforts
  - Continue with the hotel/casino PR Committee
  - Provide regular updates to members of the committee including highlights of successes
- D. Maintain and develop press materials for media on a seasonal (winter and summer) and activity basis (kayak, arts and culture, etc.) and for Meetings, Conventions and Tradeshow requests
- E. Revise and update the press room on [www.VisitRenoTahoe.com](http://www.VisitRenoTahoe.com) including media requests for information, photography, releases and resources by FIT and Meeting, Convention and Tradeshow media
  - In conjunction with the site redesign, revamp the press room and incorporate new media features to address media requests

### **4. Community Relations**

- A. Develop a community relations program targeted toward residents to continue to leverage and build the Reno-Tahoe, America’s Adventure Place, brand
  - Based on the marketing direction, develop a public relations component to compliment the programs and/or activities the RSCVA is involved in locally, e.g., University Athletics
  - Continue to inform key community agency’s (Airport Authority, Chamber of Commerce, EDAWN) of RSCVA activities through regular communication
  - Meet regularly with the local media to promote RSCVA successes and determine media needs and upcoming opportunities
  - Target events and opportunities to leverage and promote the brand in conjunction with marketing strategies

### **Evaluation**

Enhance the current evaluation program including securing new methods of media evaluation and analysis

- A. RSCVA will continue to utilize a media service for press clipping monitoring and has added an online method to capture information and generate reports
- B. Incorporate the clips within an evaluation formula and expand to include:
  - Advertising equivalency
  - Key Words
  - Ranking
  
- C. Maintain a spread sheet record of public relations initiatives (provide to the RSCVA Board on a monthly basis) to include:
  - Press releases and press kit
  - Media pitches
  - Media visits
  - Media FAMs
  - Media requests
  - Advertorial/Editorial copy provided
  - Community relations activities
  - Promotions and value received

**RSCVA Reno-Tahoe, America's Adventure Place**  
**Press Release Calendar**  
**July 2004 – June 2005**

**July**

*Press Releases:*

- Reno-Tahoe Fall Adventure Activities (fall foliage)
- Historic Reno-Tahoe
- Plan a weekend getaway to Reno-Tahoe
- Arts and Culture Highlight

*Media Pitches:*

- It's not too late to celebrate summer in Reno-Tahoe
- Plan a weekend getaway before Back to School
- August and September special event highlights

**August**

*Press Releases:*

- Kayak Park Activities for Fall
- Fall Golf in Reno-Tahoe
- Fall Entertainment and Special Events Highlights

*Media Pitches:*

- Fall golf package
- Labor Day packages
- Fall foliage getaways

**September**

*Press Releases:*

- Reno-Tahoe Ski Packages "Stay and Ski"
- Plan a Winter Retreat to Reno-Tahoe
- New this Winter (highlights on ski resort improvements, new activities, etc.)

*Media Pitches:*

- New play and ski highlights

**October**

*Press Releases:*

- Reno-Tahoe Après Ski
- Ski Resort highlights and winter packages
- Reno-Tahoe New Year's Highlights and Best Rates

- America's Adventure Place for Winter Fun (alternative ski activities including snowshoeing, sledding, ice skating, snowmobiling, snow tubing, cross-country skiing, etc.)

*Media Pitches:*

- Ski packages and resorts opening
- New Year's Eve

## **November**

### *Press Releases:*

- Extreme Reno-Tahoe (winter sports and activities)
- Ski by Day and Play by Night
- Winter Entertainment and Special Events Highlights

### *Media Pitches:*

- Reno-Tahoe Special Holiday packages
- Highlight on ski resorts opening and new winter packages

## **December**

### *Press Releases:*

- New Year's in Reno-Tahoe (gaming and entertainment focus)
- Ski resorts special events and activities (stay and ski and Best Rates)
- Reno-Tahoe 2005 Calendar of Events

### *Media Pitches:*

- Watch it Where You Bet – Reno-Tahoe Super Bowl Parties
- 2004 Calendar of Events

## **January**

### *Press Releases:*

- 2005 in Reno-Tahoe PR (new attractions, new events, new renovations, etc.)
- Reno-Tahoe entertainment packages and property highlights
- Reno-Tahoe's Kayak Park (Reno River Festival)
- Reno-Tahoe Arts and Culture

### *Media Pitches:*

- Ski and winter recreation update
- Reno River Festival
- Martin Luther King Weekend stay and ski activities
- Valentine's Day Specials and Events

## **February**

### *Press Releases:*

- Ice Tee Reno-Tahoe Style
- Amazing Adventure Awaits in Reno-Tahoe
- Reno-Tahoe Stay and Golf Packages (Best Rates)
- Reno-Tahoe's Kayak Park (Reno River Festival)
- Spring Entertainment and Special Events Highlights

### *Media Pitches:*

- Spring skiing
- Reno River Festival
- Truckee River Whitewater Park

## **March**

### *Press Releases:*

- Reno-Tahoe's Hot Summer Events
- Reno-Tahoe Nightlife
- Reno-Tahoe A Sure Bet (gaming focused release and Best Rates)
- Reno-Tahoe's Kayak Park (Reno River Festival)
- Reno-Tahoe Arts and Culture
- *Media Pitches:*
- Easter in Reno-Tahoe
- Reno River Festival
- Summer events and activities

## **April**

### *Press Releases:*

- Reno-Tahoe PGA Players' Courses
- Family Friendly Reno-Tahoe
- Reno-Tahoe's Kayak Park (Reno River Festival)
- Kayak packages
- Weddings in Reno-Tahoe

### *Media Pitches:*

- Memorial Day Weekend
- Reno River Festival

## **May**

### *Press Releases:*

- Reno-Tahoe stay and golf packages (Best Rates)
- Fascinating Summer Day Trips
- Summer Recreation Nirvana
- Summer Entertainment and Special Events Highlights

### *Media Pitches:*

- Golf pitch
- Father's Day in Reno-Tahoe
- Reno River Festival
- Summer events

## **June**

### *Press Releases:*

- Golf by Day and Play By Night
- Summers Arts and Culture Events
- Historical Reno-Sparks/Lake Tahoe (downtown Reno historic buildings, Virginia City, etc.)

### *Media Pitches:*

- Fourth of July in Reno-Tahoe
- Reno Arts and Culture
- Truckee River Whitewater Park

## **WEB MARKETING PLAN FY 04-05**

### **Background**

RenoLakeTahoe.com was launched in September 2001, and site traffic has increased over 469% since the initial launch. According to the 2003 Visitor Profile study, 75% of respondents reported having Internet access, and 25% reported visiting RenoLakeTahoe.com. The Travel Industry Association of America (TIA) estimates that nine out of ten travelers use the Internet to shop for travel. Although not all online travelers purchased their accommodations online, online information influenced their decision on where they were going to travel. Hence, RenoLakeTahoe.com is a key resource for reaching potential visitors.

In June 2003, the RSCVA created the Best Rates program, with the dual objective of encouraging visitors to book directly with the hotels and to ensure that the hotels offer the lowest online hotel rates on their hotel website. The program was designed by the Internet Marketing Sub-Committee, made up of representatives from local properties. The sub-committee decided that the RSCVA should not do a specific online advertising campaign for the Best Rates program, as it would compete with their initiatives. It was decided that the RSCVA would incorporate the Best Rates program on the website and in any direct mail or promotional materials.

The RSCVA's internal auditor does regular audits to ensure that the lowest rates online are truly on the hotel's own websites. According to the 2003 Visitor Profile Study, of those who used the Internet to make reservations, nearly one-quarter (24%) made reservations directly through their hotel's website. This, along with increasingly positive audit results, proves that the Best Rates program has had a positive effect on hotels managing their online margins.

The RSCVA also launched a quarterly promotion strategy in FY 03-04, which included direct mail and online buys. These promotions have resulted in a 121% increase in the RSCVA e-mail database, which is a key component in developing an ongoing relationship with our visitors. The goal during the FY 03-04 was to increase the RSCVA customer database. In FY 04-05, we plan to strategically utilize that database to communicate with and understand our customers.

This year, the RSCVA began the process of redesigning the website with the goal of increasing site usability. The design has been passed by numerous committees, and is currently live on a development site. After a thorough testing process, the re-design will be launched early in the FY 04-05.

When the site redesign is launched, the RSCVA will be changing the URL (address) for the website from RenoLakeTahoe.com to VisitRenoTahoe.com. This change is being made to align the website better with our brand of Reno-Tahoe, America's Adventure Place.

#### **Other improvements during FY 03-04 include:**

- **CVB Map:** An interactive map of the Reno-Tahoe area with icons that show all of the outdoor adventure, hotels/motels/casinos, arts & culture available.
- **Netrics Search:** This is an on-site search that replaced the two free search tools we had on the site. Previously, a user needed to use the correct search tool to find the information they were looking for. One search was for the Datebook, while the other one was for the rest of the site content. This Search feature is updated nightly, and also provides the ability to push users to a specific page when they type in a certain keyword (for example, if a user types in River Festival, we'll push them to the Reno River Festival portion of the site.)
- **Online booking of hotel packages:** According to the Travel Industry Association (TIA), fifty six percent of travelers said they use the Internet to research a vacation package. That is why the RSCVA has been working with package provider, Silver Voyages, who launched an online booking engine in February 2004. Our package provider, Silver Voyages, launched an online booking engine in February 2004. This booking engine replaced the static forms that were previously used. With the online booking system, users can now book their packages in real-time.
- **Online visitor planner:** Because more and more travelers are using the Internet, the RSCVA decided to provide the 2003-2004 visitor planner online. This provides immediate fulfillment for the customer, plus it lowers shipping and printing costs for the RSCVA.

VisitRenoTahoe.com has become the number one marketing tool for the RSCVA, as it provides details on all of the adventure activities in the area, as well as information on local hotel/casino properties, meetings, conventions & tradeshow, entertainment, and gaming. The website address, or URL, is included on all collateral, including print ads, the visitor planner, and the conventions & meeting planner. We rely on the website to tell the 'whole story' about Reno-Tahoe, America's Adventure Place, in a way that none of our other mediums can.

#### **Objectives**

1. Continue to improve site usability, both to consumers and to the properties that post to the site
2. Increase website traffic
3. Develop an interactive relationship with our customer database

#### **Goal**

1. Increase Unique Visitors 70%
2. Increase Page Views by 20%
3. Increase Referrals by 10%
4. Grow e-mail database by 60%

#### **Tactics**

1. **Continue Quarterly Promotions** – In an effort to continue the database growth that was driven by the quarterly promotions last fiscal year, this program has been extended through the 04-05 fiscal year.
2. **Continue Outbound E-mail Campaigns** – During FY 03-04, the RSCVA contacted the members of the database 1-2 times per month. Because it is important to stay in contact with the database, the RSCVA will plan two monthly e-mail blasts to our database in FY 04-05.

3. **Online research** – The RSCVA will utilize a tool called Survey Monkey to perform online and e-mail surveys to the RSCVA database about the site (usability, content, etc.) and visitor intentions.
4. **Launch the redesign that was completed in FY 03-04** – The redesign offers streamlined navigation and will serve to increase hotel referrals.
5. **Cpanel Redesign** – Cpanel is the tool that is used to update the website. There are currently 125 users of this tool, including representatives from: hotel/casinos, Arts & Culture venues, outdoor adventure providers and RSCVA employees. Redesigning this tool will make it easier for these users to update VisitRenoTahoe.com and will encourage them to update more frequently. It will also improve the effectiveness of RSCVA employees that manage site content and functionality.
6. **Database Redesign** – The current RSCVA database for VisitRenoTahoe.com has not been completely accessible due to problems with how it was originally set up in Cpanel (see above). Additionally, for each quarterly promotion, the database has been growing, but the RSCVA has not had the ability to merge all of the files into one master database. The tactic for this redesign is to create one master database that is easily managed and to have the software available to analyze the information contained in this database so that we can make inferences about our database and our visitors.
7. **New Photos site** – The RSCVA has been using <http://photos.renolaketahoe.com> for several years to provide free photos to the media and to convention and meeting planners. The photos have also been available for sale to anyone that falls outside of those two categories. Although this has proved to be an effective way of distributing our photos, the site technology is outdated and is not user-friendly. Launching a new Photos site will streamline the process for media, meeting planners, and any other potential customers.
8. **Improved Media Section** – The Media section was refreshed in FY 03-04 to improve the posting and archiving of press releases. This section will continue to be improved and revamped to provide a better service to the Media, resulting in more coverage for Reno-Tahoe, America's Adventure Place.
9. **Activity Tickets** – The RSCVA will be initiating a formal partnership with ActivityTickets.com, which will provide fulfillment for all of the activities that are represented on VisitRenoTahoe.com. The Activity Tickets functionality will be framed by the RSCVA site so that site visitors stay on our site before, during, and after they book the activities for their trip.
10. **Site Interactivity** – The RSCVA plans to research the possibility of having interactive games or tools on the site to help facilitate repeat visitation to the website.
11. **Upgrade Site Metrics Tool** – The RSCVA has been using a free tool to analyze site traffic ever since the site launched in September of 1999. Now that the site has grown and marketing efforts drive traffic to the website, we need an upgraded metrics tool to analyze site traffic patterns. An upgraded metrics tool will enable us to identify top entry pages, top exit pages, top paths through the site, areas where visitors may be having problems, and areas that have potential to attract more traffic.

**RENO-TAHOE REGIONAL MARKETING COMMITTEE**  
**2003-TO CURRENT: SUMMARY OF RESULTS AND ACTIVITIES**  
**RMC AND SOUTHWEST AIRLINES WINTER 2003 PROMOTION**

**Dates:** January to March 2003

**Objectives:** The following were objectives established by the RMC during this first regional partnership with an airline in establishing a baseline:

1. Develop an ongoing partnership with Southwest Airlines for future opportunities
2. Increase awareness of Reno-Tahoe as a top ski destination
3. Establish a benchmark for future promotions with airlines promoting our region to include:
  - Number of contest entries
  - Number of opt-ins
  - Visitor planner requests
  - Website hits and page views
  - Positively impact the load factors with partner airline

**Promotional Target Markets:** The following were the promotional target markets for the campaign: Boise, Las Vegas, Los Angeles, Oakland, Ontario, Phoenix, Portland, San Diego, San Jose, Seattle and Spokane.

**Results:** The following is a summary of results of the promotion

1. **Entrants:** 34,507 entries were received for the promotion
2. **Survey:** Contest entry included a survey asking three questions about travel and the destination
3. **Database opt-ins:** 7,449 names were added to the existing database of approximately 2,000 names
4. **Visitor Planner Requests:** 7,470 people requested visitor planners

**Additionally, the promotion included:**

- **Radio Promotions:** With no budget allocation, the RMC was able to leverage to \$350,000 in promotional value and Southwest provided 68 round-trip tickets
- **Southwest Airlines Employee Promotion:** RMC provided 10 packages to Southwest to hold an internal contest—it garnered more than 2,000 entrants and was the largest response Southwest has ever received from employees for an online internal promotion.

**RMC AND SOUTHWEST AIRLINES SUMMER 2003 PROMOTION**

**Dates:** June to August 2003

**Goal:** To protect and develop air travel to Reno-Tahoe through comprehensive marketing efforts designed to increase awareness of the Reno-Tahoe region.

**Objectives:**

1. Promote Southwest Airlines service to Reno-Tahoe and fill seats
2. Get people to participate in the promotion and grow Reno-Tahoe's presence as a summer vacation destination
3. Increase database
4. Secure entrants into the promotional contest
5. Increase opt-in database
6. Generate visits to [www.flyrenotahoe.com](http://www.flyrenotahoe.com) Website and increase page views
7. Generate calls to the 800#
8. Direct traffic to participating properties and attractions

**Promotional Target Markets:** The following were the promotional target markets for the campaign: Boise, Las Vegas, Los Angeles, Oakland, Ontario, Phoenix, Portland, Salt Lake City, San Diego, San Jose, Seattle and Spokane.

**Results:** The following is a summary of results of the promotion:

1. **Entrants:** 26,544 individuals entered the promotion with approximately 25,611 referral e-mails sent through our system.
2. **Survey responses:** 24,772 surveys were completed totaling a 93 percent return rate
3. **Database opt-in:** 12,186 additional names were added to our opt-in database
4. **Visitor planner requests:** 13,572 people, or just more than half of the people who entered the promotion, requested a visitor planner
5. **Website unique visitors and page views:** During the months of the promotion (June and July), the number of unique visitors ranged from approximately 30,000 to 33,000, but the page views were quite impressive with visitors viewing on average 14 pages. This indicates that visitors were spending more time online and going several pages deep into the site.

### **RMC AND ALASKA AIRLINES**

**Dates:** September to November 2003

**Goal:** To assist Alaska Airlines in developing its air service from LAX to Reno-Tahoe by developing a targeted direct marketing program.

#### **Objectives**

1. Promote Alaska Airlines service to Reno-Tahoe and fill seats
2. Get people to participate in the promotion and grow Reno-Tahoe's presence as a fall getaway destination
3. Increase database
4. Secure entrants into the promotional contest
5. Increase opt-in database
6. Generate visits to [www.flyrenotahoe.com](http://www.flyrenotahoe.com) Website and increase page views
7. Generate calls to the 800#
8. Direct traffic to participating properties and attractions

#### **Promotional Target Market**

Southern California

**Results:** The following is a summary of results of the promotion:

1. Bookings were up by 135% online on alaskaair.com
2. Alaska Airlines previously planned flight was added during second month of promotion and Alaska contributes the success of the addition directly to the program
3. Hotel/casino fulfillment on direct mail ranged from 9% to 15%, depending on individual offer and quantity mailed

## **RMC AND SOUTHWEST AIRLINES WINTER 2004 PROMOTION**

**Dates:** January to March 2004

**Goal:** To protect and develop air travel to Reno-Tahoe through comprehensive marketing efforts designed to increase awareness of the Reno-Tahoe region.

### **Objectives:**

1. Continue to build upon successful program developed with Southwest Airlines
2. Increase awareness of Reno-Tahoe as a top ski destination
3. Establish a benchmark for future promotions with airlines promoting our region to include:
  - Promote Southwest Airlines service to Reno-Tahoe and fill seats
  - Get people to participate in the promotion and grow Reno-Tahoe's presence as a winter vacation destination
  - Increase database
  - Secure entrants into the promotional contest
  - Increase opt-in database
  - Generate visits to [www.flyrenotahoe.com](http://www.flyrenotahoe.com) Website and increase page views
  - Generate calls to the 800#
  - Direct traffic to participating properties and attractions

### **Promotional Target Markets**

The following were the promotional target markets for the campaign: Boise, Las Vegas, Los Angeles, Oakland, Ontario, Phoenix, Portland, San Diego, San Jose, Seattle and Spokane.

**Results:** The following is a summary of results of the promotion

1. **Entrants:** 10,059 entries were received for the promotion
2. **Survey:** Contest entry included a survey asking three questions about travel and the destination
3. **Database opt-ins:** 3,565 names were added to the existing database of approximately
4. **Visitor Planner Requests:** 4,152 people requested visitor planners

### **Additionally, the promotion included:**

- **Radio Promotions:** With no budget allocation, the RMC received more than \$90,000 in promotional value and 8 round-trip tickets from Southwest Airlines by partnering on radio promotions
- **Southwest Airlines Employee Promotion:** RMC provided 10 packages to Southwest to hold an internal contest—it garnered more than 4,000 entrants and was one of the largest response giveaways Southwest has ever received from employees

## **MARKETING PROGRAMS IN DEVELOPMENT**

1. **Frontier:** Rate driven program to reach East Coast travelers
2. **Aloha:** Program to reach Hawaiian and Orange County customer
3. **Continental:** Rate driven winter promotional program focusing on ski
4. **Southwest:** Winter promotion program focusing on ski
5. **Delta:** Initial program in anticipation of December 2004 daily flight addition; presentation made to Delta Airlines February 2004

# RSCVA/Golf The High Sierra

## Cooperative Marketing Plan

### **Background**

In the past, RSCVA has capitalized on our golf “product” as one of the primary differentiators in selling Reno-Tahoe as a premier outdoor recreation destination. The marketing plan consisted of brand awareness advertising in golf publications. The call to action has been golf packages that the consumer could get info on RenoLakeTahoe.com but had to CALL a hotel to actually book the package. This procedure has not allowed RSCVA to be able to track the effectiveness of golf marketing programs.

In an effort to leverage golf marketing and to become more consistent in messaging, booking, tracking (etc.) RSCVA and Golf the High Sierra recognized the opportunity to combine marketing dollars and develop one strategic marketing plan promoting our destination as a golfer’s haven, and most importantly position the ease of booking a golf tee time and hotel package as a primary competitive advantage.

January 2004 cooperative efforts will begin.

### **Overall Positioning Goals**

1. Position Reno-Tahoe in the minds of golfers as one of the top 5 destinations in the Western United States.
2. Increase visitation to the greater Reno-Tahoe Region by taking advantage of the areas unique combination of golf and gaming/recreational activities. Golf PLUS!

### **Quantifiable Goals Over Next 3 Years**

1. Increase 100,000 rounds of golf over the next 3 years
2. Increase database
3. Increase hotel/golf package
4. Increase group bookings
5. Distribute 100,000 golf planners

### **Advertising Goals**

1. To increase the general level of awareness for the golf destination and to position the region as a leading golf destination in the Western United States.
2. To motivate the consumer market to visit the area thus generating green fees, rooms, F&B and casino revenues to the participating partners.
3. To better position *Golf the High Sierra*, its member courses' and partners by highlighting the destination's attributes and corresponding consumer benefits.

## **Objectives**

1. To increase awareness of the developed golf brand within target markets
2. To effectively position *Reno-Tahoe* against the competition
  - Pebble Beach, Central Coast, Bend Oregon, Palm Springs, Phoenix, San Diego
  - Differentiate from Las Vegas
  - Value, weather, tee time, variety
3. To develop brand/purchase preference for the member courses
  - Refer to all courses in region – but note member courses
4. To effectively communicate key points of differentiation (for example the overall vacation experience, the quantity and quality of golf in the area and the benefit of choice amongst the member courses)
5. To utilize a combination of magazine or newsprint and internet ad opportunities as our primary advertising vehicles
6. To further leverage advertising efforts with corresponding promotions (supported by in-kind contributions)
7. To drive traffic to the GTHS or partner website or reservation system through a call to action
8. Silver Voyages booking mechanism

## **Unique Selling Propositions (USP's)**

The following is a list of key points of differentiation for Golf the High Sierra followed by a list of supporting elements. These “selling propositions” will be used in all of our communications and should be based on strengths not easily duplicated by other competitors.

1. Scenic Quality
  - High Sierra
  - Lake Tahoe
  - Alpine – mountain “environment”
  - Clean/pristine
2. Course Quality/Strengths
  - Signature courses
  - Ratings
  - Reputation
3. Activities
  - Gaming
  - Entertainment
  - Outdoor recreation
4. Weather
  - Average temperatures (summer)
  - % of sunny days
  - Thin air – balls fly farther
5. Variety/Choice
  - Variety of layouts (mountain, desert, links, etc)
  - 18 high quality member courses
  - 40-plus courses within region

6. Access
  - Both access to and within the destination (air and ground)
7. Value
  - Focus on the overall value of the vacation experience (lodging, air, golf, etc)

### Target

1. Sustain older market (55 plus)
2. Grow younger market (34-55)
3. Men primary, woman secondary

### Tactics

1. **Creative Campaign** – Revamp current golf brand advertising creative campaign utilizing the above positioning. Establish regional golf brand, Golf the High Sierra brand, and a strong call to action to BOOK.
2. **Advertising Media Buy** –
  - A. **RSCVA** –
    - Golf Magazine – Feb, March, April, June (1/2 page spread/full color)
    - Golfer's Guide - Winter issue, Spring issue
  - B. **Golf The High Sierra** –
    - TBD January
3. **Golf Planner** – Golf The High Sierra will take the lead in producing and developing a distribution plan with the support of RSCVA and its distribution outlets.
4. **Reno Tahoe Open** – RSCVA and Golf the High Sierra to work closely with RTO to develop a marketing program that will leverage the established Reno-Tahoe golf brand and overall help the RTO event. Establish credible golf destination through use of PGA logo in creative campaign. Develop a RTO promotion to create hype and awareness of event.
5. **Nevada Museum of Art** – RSCVA has a partnership with NMA this spring to promote an Impressionist Exhibit. Research has shown that golfers are affluent art –seekers. We believe there is an opportunity to package NMA exhibit tickets as an added-value to our spring golf packages.
6. **Retail marketing effort in drive markets** – (March/April – NMA tie in and July/August – RTO tie in)
  - A. 7x7 – SF Magazine
  - B. Sacramento Magazine – March issue golf focus
  - C. TV
  - D. Radio promos
  - E. On-Line promotion
  - F. On-Line media buy
7. **Consumer shows** – RSCVA & GTHS travel to many golf consumer shows. Cooperatively we will now promote golf packages and the on-line promotion at the shows.
8. **Website** – Link to GTHS. Fine tune package booking procedures for easy customer usage.
9. **On-line Promotion** – Use giveaway promotions on website to leverage all marketing efforts.
10. **Group Sales** - GTHS

**11. Database management**

**12. Booking fulfillment procedures** – Packages will be fulfilled via Silver Voyages.

**13. Tracking** – Website and booking procedures will provide opportunity to track success of marketing efforts. Silver Voyages to work with RSCVA to develop tracking reports.

# Travel Industry Sales Department Plan

## **Background**

The Travel Industry Sales Department promotes Washoe County (Reno, Sparks and North Lake Tahoe) as a tourist destination to travel agents, wholesalers, tour operators, motor coach operators, airlines, and consumers. The department facilitates sales, marketing and promotional activities with the Reno-Tahoe hospitality community to attract individual leisure travelers and groups to our area. Travel Industry Sales is committed to the success of promoting the region year-round as America's Adventure Place.

## **Staff**

The Travel Industry Sales Department has seven full-time positions – Executive Director, three Sales Managers, an event coordinator and two administrative assistants. The sales managers are responsible for outdoor adventure, tour operators/wholesale distribution channels, arts and culture, motor coach, ski, golf and the travel agency segments.

## **Mission Statement**

The mission of the Travel Industry Sales department is to develop new and enhance existing leisure group and individual visitation to the Reno-Tahoe destination promoting all aspects of America's Adventure Place while serving as the primary sales catalyst and resource for both the local hospitality community and the domestic and international travel industry marketplaces.

## **Objectives**

1. Continue to educate the tour and travel industry as well as direct consumers, resulting in an increased awareness of our area's diverse adventure opportunities
2. Support existing customer base and create new market segments for Reno-Tahoe
3. Produce an electronic quarterly newsletter to communicate with and update our existing clients and reach out to those who don't currently feature a Reno product
4. Continue to promote Reno-Tahoe at industry trade shows, airlines and wholesalers' product launches and adventure, ski, golf consumer shows and RSCVA sponsored special events
5. Create and coordinate domestic and international familiarization tours for wholesalers, adventure tour operators, airlines and travel agencies
6. Increase leisure room night production through improved market penetration and market share
7. Maintain and develop relationships with all key wholesalers/tour operators/airlines and travel agencies
8. Continue to promote the arts & culture segment as a vital component to the visitors' experience while in Reno-Tahoe. Capitalize on the long term Heritage Corridor Initiative and the major Maxfield Parrish exhibit at the Nevada Museum of Art
9. Continue to promote Reno-Tahoe in the international market place to ensure we receive our share of the important inbound segment

## **Tactics and Individual Marketing Action Plans**

### **A. Outdoor Adventure and Recreation**

#### **Situation Analysis**

Reno-Tahoe is a haven for the adventurous traveler. We position well with other outdoor destinations with our location and activities and even gain a competitive advantage when one considers gaming and value. The outdoor adventure and recreation market segment continues to climb with the convenience and creative packaging available via the Internet. Travel Industry Sales will maintain the Outdoor Adventure Steering Committee to bring all local destination adventure stakeholders into the loop to discuss relevant issues related to adventure and to have the opportunity to network and benefit from the destination organizations promoting Outdoor Adventure.

#### **Action Plan**

- Showcase adventure activities via our website, newsletter, sales blitzes, travel partners and affiliate organizations (i.e.: Sierra Front Recreation Coalition, Open Spaces and Greenways, Tahoe-Pyramid Bikeways and Outdoor Adventure Steering Committee)
- Leverage co-op opportunities with NCOT and other travel industry affiliates to target new market development, while maintaining existing successful campaigns
- Encourage product development with our outdoor adventure partners for packaging opportunities
- Maintain existing traditional market travel agent relationships while cultivating new travel agent business
- Create two annual travel agent familiarization events focusing on established known producers
- Analyze travel trade show participation and affiliate organization memberships
- Creation and implementation of quarterly newsletter via email distribution
- Creation and implementation of adventure-oriented product launches with existing and new dedicated air service

#### **Resources: What is required to provide the service?**

- Creation of packages that are trackable via hotels and ultimately the RSCVA
- Consumer education via America Outdoors/partnerships with quality adventure websites
- Regional consistent and informative collateral
- Consumer trade outdoor/recreation specific shows
- Approach agencies directly through exclusive wholesale co-ops and known top Reno Producers
- Website/links to packages specifically directed toward consumers

## **Special Projects to compliment America's Adventure Place message**

### **1. Tahoe Pyramid Bike Path**

The development of the entire 116 mile bikeway from Lake Tahoe to Pyramid Lake will be a multiyear effort. By focusing on a select stretch of the Truckee River, we hope to open a route extending 20 miles upstream and 20 miles downstream of Reno by the end of 2004.

With our efforts to piggyback on the 2004 Tour De Nez (sanctioned bike race) and the 1st Annual Reno Bicycle Festival scheduled for June 25-27, 2004, it only enhances our marketing message by including the Tahoe-Pyramid ride in our future marketing plans and promotional efforts.

### **2. Sierra Front Recreation Coalition "Beyond the Rim" Map Featuring 101 Recreational Opportunities**

The Sierra Front Recreation Coalition is a collaborative partnership of public agencies (federal, state, and local), private groups (trails organizations, community groups, businesses), and individuals, committed to expanding and enriching recreational opportunities and resource stewardship while supporting economic growth that protects the natural assets of the Sierra in both Nevada and California. The first priority of the Coalition is to develop an area-wide network of trail and outdoor recreational opportunities with seamless regional connections that link our natural, cultural and historic resources.

With our participation and shared partner efforts, we have created the "Lake Tahoe & Beyond the Rim Map" which features 101 Recreational Opportunities over a 12,000 acre region surrounding Lake Tahoe. This current map highlights concise trail descriptions for recreation points, multiple user information for parking, picnic areas, restrooms, hiking, biking, equestrian, motorcycle, travel, environmental respect, education, camping and emergency facts. This map is intended to be a guide to begin adventure on public lands. The map was designed and produced by the Sierra Front Recreation Coalition and shows the locations of some of the most accessible recreation in the region.

Distribution of the map has begun and we see opportunity to include other partners for future participation and involvement both locally and regionally. There is an opportunity for the RSCVA to play a larger role in the future of this map and utilizing it as another one of the Reno-Tahoe, America's Adventure Place marketing tools to help guide our message.

### **3. Downtown Corridor Adventure/Directional Signage**

This proposed signage would allow our tourists unobtrusive instructions/directions for a walking/biking, river tour, ranch tour, UNR tour, arts & culture tour and historic building tours.

### **4. Direct Outdoor/Recreation Events that Promote "America's Adventure Place"**

Overview: The RSCVA will enhance the marketing reach to the targeted Bay Area and Adventure market by organizing a "Team Reno-Tahoe" consisting of adventure-minded persons in the local hospitality community to participate with visitors in competitive events such as running, cycling, triathlon and adventure racing. We can utilize local experience to reach the target demographic and potential customer/visitor through execution of the program designed to:

- Directly meet and talk to the consumer
- Build visibility and branding in the target market
- Build valuable databases (without buying lists)
- Build strong personal relationships with the potential visitor
- Get branding and promotions into our target demographics' hands
- "Walk the walk" of "America's Adventure Place"

## **B. Motor Coach**

### **Situation Analysis**

The motor coach market continues to be viewed as a lower-end customer for our marketplace, but vital to the casino sales strategy. Motor coach business increases hotel levels of occupancy by providing a base (especially during distressed dates) with low room rates and produces incremental gaming and facility revenues.

Citywide competition includes area properties, as well as Las Vegas (other gaming destinations) and Indian Gaming establishments in our own backyard. All local properties target the same motor coach companies which are primarily from the Pacific Northwest and West Coast and they offer these customers competitive packages with commission incentives for the casino stops (turn-arounds) and overnight programs.

### **Action Plan**

- Continue to maintain existing tour operator relationships while cultivating new tour operators
- Create special events which are enticing to this market segment
- Target different markets within this segment
- Participate in co-op advertising
- Analyze tradeshow participation and affiliate organization memberships
- Schedule consistent tour operator/escort/driver FAMS
- Create and implement quarterly newsletter via direct and email distribution
- Create and implement new and creative product launches
- Continue to provide leads to hotels

### **Resources: What is required to provide the service?**

- Motor Coach market segment education
- Regional consistent and informative collateral
- Support from the RSCVA and the properties
- Actual property monthly utilization (ongoing)

### **Goals**

- Establish citywide goals for room utilization increasing motor coach room revenues
- Exceed goals of both room utilization and revenues by 3%
- Create departmental incentives based on achievement/tracking

## **C. Ski**

### **Situation Analysis**

Reno and North Lake Tahoe offer a variety of ski destination experiences. Most visitors fly into the Reno-Tahoe International Airport so Reno hotels often get the benefit of pre and/or post nights depending on arrival or departure times. Reno is also a value-oriented destination because the actual ski resorts are approximately a 20-minute drive. North Lake Tahoe features ski resorts within 2 – 3 minutes of a hotel, offering a traditional ski in/out experience. Both provide a variety of exciting nightlife choices for après' ski.

### **Action Plan**

- Maintain existing strong alliance with major ski resorts
- Continue co-op opportunities with Silver Voyages, ski wholesalers, website linking and innovation and distribution of creative packages with participating hotels
- Analyze ski show past participation; evaluate their effectiveness for future participation

### **Resources: What is required to provide the service?**

- Establish website tracking of ski packages
- Establish past ski production/room night utilization (ongoing)
- Maintain consistent and informative collateral
- Ski Fams with ski councils'/ski clubs' decision makers
- Ski trade shows and exhibits
- Include travel agents and consumer directly in Twelve Horses and other electronic email distribution opportunities
- Create and implement new and creative product launches
- Continue partnership with Sierra Ski Marketing Council

### **Goals**

- Establish citywide goals for ski production/room night utilization/packages
- Exceed goals by 4%
- Create Travel Industry incentives based on achievement

### **D. Travel Agents**

#### **Situation Analysis**

The travel agency market segment continues to decline with the convenience and creative packaging available via the Internet. Statistics from TIA indicate that more travel agencies are booking land-only packages, which are commissionable and clearly agents are booking airfare separately online. The travel agent market is in the top two of fastest changing leisure segments for all destinations. Travel is being booked directly by the consumer every day, which decreases travel agency sales. The airlines' decrease in commissions has also impacted agency sales. In addition, the major travel consortiums (i.e. Carlson Wagon-lit, Rosenbluth, etc.) are negotiating NET rates. This creates a huge tracking challenge for the hotels. These agencies may still be sending hotels business, but the business will not show up under traditional commissionable reports.

#### **Action Plan**

- Maintain existing traditional market travel agent relationships while cultivating new travel agent business
- Create two annual Travel Agent FAMs focusing on established known producers
- Participate in co-op advertising with NCOT and travel industry affiliates
- Analyze travel tradeshow participation and affiliate organization memberships
- Schedule ongoing FAMs
- Create and implement quarterly newsletter via email distribution (Twelve Horses)
- Create and implement new and creative product launches with new dedicated air service via GDS tracking systems and/or wholesale contributions

**Resources: What is required to provide the service?**

- Creation of Packages that are trackable via hotels and ultimately the RSCVA
- Travel Agency market segment education (internally/externally)
- Regional consistent and informative collateral
- Travel Agency Sales Calls
- Establish tracking with Sabre and Apollo via programs similar to “Virtually There” which targets booked airline passengers that do not have hotel confirmed reservations
- Or utilize Travel CLICK competitive intelligence reports
- Approach agencies directly through exclusive wholesale co-ops and known Top Reno Producers
- Website/links to packages specifically designed for travel agents

**Goals**

- Establish citywide goals for travel agency room utilization/packages
- Exceed annual goals established
- Create Travel Industry incentives based on achievement

**E. Wholesale & Internet Operators****Situation Analysis**

The wholesaler environment has changed drastically and the traditional wholesalers have had to play catch up to the electronic distribution channel in regards to technology. The past six months have shown a dramatic increase in production by the traditional wholesalers. Travel Industry Sales tracks monthly leisure room night production from seven traditional operators and three on line companies.

**Wholesale Action Plan**

- Maintain positive working relationships with all key wholesalers, Internet, and tour operators
- Promote Reno-Tahoe via our two major FAM events, BLC and Ski Reno-Tahoe
- Partner with area hotels with destination presentations at key wholesale reservation centers including Southwest Airlines Vacations, American Airlines Vacations, America West Vacations, MLT, Certified Vacations (Continental Vacations) and Alaska Airlines Vacations
- Implement incentive promotions at key wholesaler and Internet reservation centers (These cooperative incentives, ranging from cash and gift certificates to getaways including airfare, should help bookings during need periods.)
- Develop strategic marketing promotions/campaigns with key wholesaler and Internet companies
- Obtain additional exposure for Reno-Tahoe on wholesalers' website home pages
- Encourage wholesaler reservation agents to participate in FAM opportunities to experience our destination
- Participate in product launches for wholesalers and Internet companies. Be aggressive to secure sponsorship to showcase Reno-Tahoe from other destinations

### **Internet Action Plan**

- Partner with hotels and participate in tour desk presentations at the major Internet booking companies
- Develop marketing opportunities with major Internet companies selling Reno packages (air & land)
- Pursue advertising and promoting "America's Adventure Place" on Internet home pages
- Pursue Expedia's "Travel Shop" idea with other Internet companies. We can feature arts & culture, golf, ski as well as outdoor adventure
- Maintain and develop relationships with Internet company key personnel

### **Wholesale Goals**

The outlook (10 months actual and 2 months projected) show that the top 10 producers will account for 424,446 leisure room nights for fiscal year 2003-2004. Even though we will have no bowlers (an estimated 170,000 rooms), Travel Industry Sales has several marketing campaigns with our wholesalers in place to offset the loss of the bowlers and we expect to finish fiscal year 2004-2005 with a slight 3% increase (437,179 leisure room nights) year over year.

### **F. International Market**

#### **Situation Analysis**

The inbound segment is rebounding. We met with representative from many countries at the 2004 Pow Wow in Los Angeles and the positive message of Reno-Tahoe, America's Adventure Place is being received well from potential international visitors. We planted the seed this year by attending trade functions in Canada, Mexico and China.

We plan to work in conjunction with NCOT, attending international shows like World Travel Mart in London and China International Trade Mart in Beijing this year. This is an opportunity to be visible to this important market on a cooperative effort rather than individual funding. Nevada was among only three states to increase overseas tourism in an Office of Travel & Tourism Industries (OTTI) survey of 34 states and U.S. territories.

#### **Goals**

- Work closely with NCOT to identify opportunities to attract inbound visitors to Reno-Tahoe
- Work closely with local as well as international receptive operators
- Develop a generic collateral piece in several languages

### **G. Golf**

#### **Situation Analysis**

Reno-Tahoe is attractive to the beginner as well as the more advanced golfer offering over 40 golf courses within a 90-minute drive from the Reno Tahoe Airport.

#### **Action Plan**

- Support RSCVA's marketing promotion with Golf the High Sierra
- Promote our golf courses cooperatively with Golf the High Sierra in advertising, email and direct mail
- Represent our destination at golf shows and expos in conjunction with GTHS and hotel partners

- Pursue the concept of a “live” booking capability at golf shows we plan to attend in 2005
- Continue to use Twelve Horses to market to the golfer
- Encourage and support new golf tournaments in the area
- Support the development of the Reno-Tahoe Open

## **H. Arts and Culture**

### **Overview**

This business strategy and marketing plan builds on the existing 2002 five-year action plan in the advancement of cultural and heritage tourism. The task ahead includes refining the focus in three core areas.

1. Product/Infrastructure Development
2. Marketing & Promotion/Collective Audience Development
3. Advocacy and Outreach

### **Overall Goal**

Cultural and heritage tourism grows as a key product line for the RSCVA as demonstrated by:

- 20% increase in the number of packages offering cultural and heritage experiences
- 20% of RSCVA tourism marketing will feature culture and heritage products

### **Objectives**

- Continue to relay the importance of cultural and heritage tourism as a key product line in the minds of consumers, the tourism industry, cultural organizations and the media.

### **Strategic Directions:**

To achieve these goals and objectives, this plan outlines actions in the following key areas:

- Product/Infrastructure Development
- Marketing & Promotion/Collective Audience Development
- Advocacy and Outreach

### **Strategy 1 – Product/Infrastructure Development**

#### **Issue:**

Northern Nevada has existing market-ready cultural and heritage products that need to be associated in a meaningful way to tourists. The RSCVA will provide leadership in fostering collaborative relationships among arts and cultural organizations with public and private sectors and tourism entities. This strategy nurtures and expands the quality of cultural events that bring prosperity, vitality and tourism to our community. By proactively growing and leveraging our heritage and cultural assets, we expand the offerings of valid, authentic tourism activities.

#### **Objective:**

Support quality, market-ready cultural and heritage products that will meet the needs and expectations of the tourist market.

#### **Strategies/Programs:**

1. Foster the emergence of valid, new cultural attractions
  - Heritage Corridor Project
  - Court of Antiquities Interpretive Center/Visitor Center
  - Wild Horse Interpretive Center

2. Foster the continuing development of the Truckee River Arts District
  - Re-print of Truckee River Arts District pocket map in partnership with the City of Reno and area merchants
  - Arts District special projects
3. Foster the development of events that promote culture in Northern Nevada
  - Reno Film Festival
  - Lake Tahoe Shakespeare Festival
  - Sierra Arts Business & The Arts Luncheon
  - ArTown
4. Enhancement of current RSCVA Visitor Center Operations
  - 10 North Virginia Plaza

## **Strategy 2 – Marketing & Promotion/Collective Audience Development**

### **Issues:**

Cultural and heritage tourism must continue to be marketed effectively and consistently to become a vital part of the America's Adventure Place experience. The RSCVA will continue to establish the importance of cultural & heritage tourism as a key product line in the minds of consumers, the tourism industry, cultural organizations and the media. By integrating this message into the RSCVA's day-to-day planning, marketing and operations we will expand the brand image for our destination.

### **Objective:**

The RSCVA will continue to communicate the extent and variety of arts in our region, thereby increasing awareness of all cultural and heritage offerings in our destination.

### **Strategies/Programs:**

1. Foster the packaging of existing market-ready products
  - Maxfield Parrish 2005 Museum Travel Planner
  - ArTown 2005 promotion
2. Nothing To It Culinary Center Spring 2005 Promotion
3. Nevada Ballet Theatre Spring 2005 Promotion
4. Communicate cultural offerings by supporting marketing pieces and/or organizations that meet our objectives (*Reno Gallery Guide*, *Magical History Tour*, HRPS Brochures, etc.)
5. Enhancement of [www.visitrenotahoe.com](http://www.visitrenotahoe.com).

## **Strategy 3 – Advocacy & Outreach**

The RSCVA provides key public sector leadership in establishing broad community understanding of the critical economic development role of Cultural & Heritage Tourism to assure that arts and culture will help drive destination development. It is vital to maintaining strong visibility and presence in the following community outreach activities.

1. City of Reno Arts Commission
2. City of Reno Arts District Committee
3. Reno Redevelopment
4. River Walk Merchants Association
5. Reno Gallery Association
6. Downtown Improvement Association
7. Sparks Cultural Advisory Committee
8. Arts Consortium
9. Sierra Arts Foundation and the Riverside Artist Lofts

10. National Cultural & Heritage Tourism Alliance
11. Reno Tahoe Territory
12. North Tahoe Arts
13. University of Nevada – Reno Department of Arts
14. I-80 NDOT Technical Review Committee
15. State of Nevada
  - Nevada Arts Council
  - Nevada Humanities Committee
  - State Dept. of Museums, Libraries and Arts
  - State Historic Preservation Office
  - State Department of Cultural Affairs

## **MEETINGS, CONVENTIONS & TRADESHOWS SALES DEPARTMENT**

### **Background**

The Sales Department serves as the meeting, convention and tradeshow lead-generation team for the Reno-Sparks/Lake Tahoe casino/hotel industry. In addition, there will be a continued effort towards building destination awareness and maintaining key relationships with prospective clients.

The Sales Department builds a foundation for future long-term business, by focusing sales efforts on tradeshow, special events, corporate, convention and association city-wide business utilizing the Reno-Sparks Convention Center (RSCC), the Reno Events Center (REC), the Reno-Sparks Livestock Events Center (RSLEC), and the National Bowling Stadium (NBS) as well as destination properties. Building a foundation for the future by booking larger groups will create a room night base, supplemented by the continued meetings bookings realized in a more traditional short term window.

Based on the major indicators that the national economy will continue to show a positive upswing, a sales effort targeted at corporate meetings and regional association business will be the foundation of our short-term plan. Increasing short-term bookings will in turn increase hotel demand resulting in displacement thus allowing hotels to aggressively yield manage a higher ADR.

Although air service continues to be a challenge facing our sales team, it is important for the region to continue to support the continued growth of air service. Adequate air service is a major part of the decision-making processes that meeting planners evaluate upon choosing a destination. Booking more meetings and citywide conventions will increase air service demand, which in turn will create the need for additional air service. RSCVA will continue to work closely with the Airport Authority of Washoe County taking the destination in a positive growth direction.

The Sales Team promotes the "Bring Your Meeting Home" program. The campaign encourages local residents who are members of clubs, associations and organizations to bring those groups to Reno-Sparks/Lake Tahoe for their meetings or conventions. The campaign simplifies the convention booking process for local members of national organizations or associations that might be interested in holding their meeting here in Reno-Sparks/Lake Tahoe. It also encourages local pride and enables every local resident to be a part of the sales team selling the destination. This program has yielded outstanding results for bookings and room nights, in addition to instilling community involvement with sales managers. This process creates a team atmosphere with the focus on generating and closing new business. EDAWN, UNR and TMCC are integral partners in this process.

**FY 2004-2005  
ROOM NIGHT GOALS**

<b>Reno-Sparks Convention Center</b>	
2004-2005	15,000
2005-2006	40,000
2006-beyond	175,000
<b>TOTAL</b>	<b>230,000</b>

<b>Hotels/Convention</b>	
2004-2005	50,000
2005-2006	75,000
2006-beyond	55,500
<b>TOTAL</b>	<b>180,500</b>

<b>Reno Events Center</b>	
2004-2005	25,500
2005-2006	15,500
2006-beyond	5,500
<b>TOTAL</b>	<b>46,500</b>

<b>Reno Sparks Livestock Events Center</b>	
2004-2005	49,200
2005-2006	4,000
2006-beyond	4,000
<b>TOTAL</b>	<b>57,200</b>

<b>National Bowling Stadium</b>	
2004-2005	3,000
2005-2006	10,500
2006-beyond	225,000
<b>TOTAL</b>	<b>238,500</b>

<b>Grand Totals</b>	
2004-2005	142,700
2005-2006	145,000
2006-beyond	465,000
<b>TOTAL</b>	<b>752,700</b>

## **Staff**

The Meeting, Convention and Tradeshow sales department has 16 full-time positions including an Executive Director of Sales, ten sales managers with sales responsibilities as follows:

- Three citywide Sales Managers
- Four hotel meeting and convention sales managers
- Two small meetings sales managers
- One field sales manager based in Washington, D.C. area
- Four sales administrative support staff
- One Convention Services Manager
- One Sales Coordinator

All managers are responsible for selling the Reno-Sparks Convention Center, Reno Events Center, Reno Sparks Livestock Event Center, the National Bowling Stadium and destination hotel convention space when prospecting potential business.

## **Mission Statement**

The Meeting, Convention & Tradeshow Sales department's objective is to increase meeting, convention and tradeshow room nights in to the Reno-Sparks/Lake Tahoe region, while serving as the primary sales catalyst and resource for the destination properties and RSCVA owned facilities.

## **Objectives**

1. Promote and position Reno-Sparks/Lake Tahoe as a premier meeting, convention & tradeshow destination.
2. Increase tradeshow, convention, sports and recreation, special event and meeting room nights.

## **Positioning**

Reno-Sparks/Lake Tahoe Sales Team is focused on increasing our customer base by positioning Reno-Sparks/Lake Tahoe as a meeting, convention, special event and tradeshow destination. The Reno-Sparks Convention Center (RSCC), the Reno Events Center (REC), the National Bowling Stadium (NBS) as well as the Reno-Sparks Livestock Events Center (RSLEC) and hotel convention facilities, will provide the destination with a variety of facilities to complete for future business.

## **Unique Selling Proposition**

Reno-Sparks/Lake Tahoe and its' facilities offer excellent value and customer service and an abundance of added destination amenities in a concentrated area -- "America's Adventure Place."

### **Support to Positioning**

The five “silver bullets” positioned in all meetings, conventions & tradeshow sales advertising and collateral elements are listed below:

1. Excellent Value
2. Facilities
  - Reno-Sparks Convention Center
  - Reno Events Center / National Bowling Stadium
  - Reno-Sparks Livestock Events Center
  - Hotel Convention Facilities
  - Reno/Sparks/Lake Tahoe Sports and Recreation Facilities
3. Accommodations
  - 20,000 guest rooms available within 15 minutes of the RSCC, REC, RSLEC, and NBS
4. Air Service
  - Non-stop and one-stop service from anywhere in the world
5. Abundance of Added Amenities

### **Sales Strategies**

1. Generate large base of conventions and meetings business, which in turn will allow the hotel community to build occupancy and yield manage hotel room rates to raise the Average Daily Rate (ADR).
2. Create awareness among the meeting and special event planning community that the Reno-Sparks/Lake Tahoe area is a top meeting and special event destination.
3. Continue community awareness program through the “Bring Your Meeting Home” (BYMH) campaign.
4. Increase definite bookings for RSCC, RSLEC and REC by dedicating sales efforts focusing on market segments that utilize specialty facilities.
5. Increase participation from destination properties for direct sales at tradeshow, FAMs and sales missions.
6. Identify and target geographic locations and industry segments that complement our destination profile, facilities, and regional business opportunities.
7. Continue to develop third party booking sources to create strategic alliances.
8. Increase number of citywide, association and for-profit tradeshow events and special events utilizing Reno-Sparks Convention Center and Reno Events Center.
9. Attract regional events and segments of existing national tradeshow that could become new events.
10. Target special events, many in the sports and recreational industries.

## **Tactics to Support Strategies**

1. Goal of 1,092 sales leads distributed within the fiscal year will be accomplished by making a goal of 15,840 prospecting calls.
2. RSCVA facilities provide a flexible move-in/move-out work environment for exhibiting groups.
3. Encourage repeat meetings and convention business while continuing to uncover all business potential within a new or existing client, company or association.
4. Increase room night production through market penetration and market share to association and corporate client base.
5. Work with the local hospitality community to capitalize on the tradeshow and association market potential.
6. Motivate the association/corporate community to use the destination for regional, national meetings and events.
7. Sales collateral (convention planner, brochures, multimedia, website and Email).
8. Direct sales calls targeting feeder cities.
9. Trade association participation/networking/membership.
10. Increase face-to-face sales efforts through direct sales calls nationwide.
11. Continue to generate qualified leads, assist to close short-term business, building a foundation of long-term business, and an accurate database.
12. New Business Development – Continue to create an in-house database from tradeshows, management companies and associations. Communicate with these potential customers electronically to attract them to our destination.
13. Continue to aggressively focus on the Washington D.C. association market.
14. Lead Generation/Reporting – communicate the reporting process to the local hospitality industry for tradeshow reports and sales leads.
15. Develop knowledge of all existing destination business in order to insure business stays in our destination. (History Data)
16. Sales Promotions – Take a proactive and unique approach in the creation and coordination of various sales promotions. Working with the hotel community, we will coordinate FAMiliarization tours, sales missions, and industry events.
17. Under the leadership of the Airport Authority of Washoe County and the Regional Marketing Committee cooperative marketing programs with airline companies have resulted in increased direct and non-stop air service. The cooperative partnership between the Airport Authority and the RSCVA developed strategies that are overcoming past air service challenges as relates to selling the destination. As a result, the RSCVA sales team is able to secure new group business for the Reno-Sparks/Lake Tahoe region.
18. Programs that will be developed and implemented include:
  - A. Hot Date Incentive
    - Corporate & Regional Association Meeting Incentive focused on increasing short term meeting business March – June in an effort to offset the absence of bowling room nights.
      - Meetings booked and conducted within the designated time frame receive added related incentives.
      - Incentive will be promoted primarily via e-mail to qualified list of potential planners.
      - Incentive will also be promoted throughout the year during industry-related events.

# Convention Services Plan

## **Background**

The Convention Services Department features a staff of individuals who provide services in a variety of areas including but not limited to airport/hotel greeters, registration staff, and data entry operators to meeting, convention and tradeshow planners for the benefit of their attendees to the Reno-Sparks/Lake Tahoe area. The Convention Services Department is responsible for the quality and profitable operation of a registration assistance program.

Convention Services provides the extra step for convention and meeting planners in making their event a success. This is accomplished through informational brochures, resource guide, one-on-one appointments with planners, and a 28-person staff of registration personnel comprised of retired professionals with unlimited knowledge and experience of the Reno-Sparks/Lake Tahoe area.

## **Objectives**

As a vital part of the sales team, Convention Services enhances client relationships by providing a professional registration staff and information services through communication and follow-up.

Success of Convention Services is measured through the efforts of the sales team and the registration staff, with repeat requests for this service.

1. Contact clients booked through our sales team in advance of their convention/meeting through electronic methods to ensure a feeling of trust, confidence and concern that their event is most successful.
2. Develop community awareness of the services provided by registration staff for local usage through mail campaign and hopeful one-on-one appointments.
3. Increase ads in Convention Services and Resource Guide to continue to promote local vendors to convention and meeting planners.
4. Work with sales team to develop an easy-to-comprehend introduction to clients for the use of a housing program.

## **Tracking Mechanism**

Staff provides monthly progress reports of the number of convention/meetings held, the wages paid out to registration staff and amount invoiced to the client.

Daily review of the sales team group accounts and reporting of those accounts to the International Association of Convention and Visitor Bureaus (IACVB) and into the CV Breeze program continues to be a tracking mechanism for fulfillment of convention services.

Convention Services works directly with all hotels in requesting and inputting all room history of groups that have met in the area, reporting this information into CV Breeze and IACVB (MINT) programs.

### **Strategies**

1. Educate and work directly with sales team to make the convention/meeting planner aware of services available.
2. Provide potential sales leads through contact from callers requesting collateral or registration assistance for conventions and meetings.
3. Develop a comprehensive overview of the housing program potential for large meeting groups that convention sales and convention center sales teams can use when meeting with potential clients.
4. Keep the lines of communication open by maintain a working relationship with all area hotels.

### **Tactics Supporting Strategies**

1. Communicate with sales team and their respective clients to discuss services provided by Convention Services Department.
2. Soft-sell callers who are planning conventions/meetings in the area and are requesting informational collateral.
3. Conduct each quarter a presentation to assist sales managers in developing a comfortable relationship with the IACVB (Mint) Program.