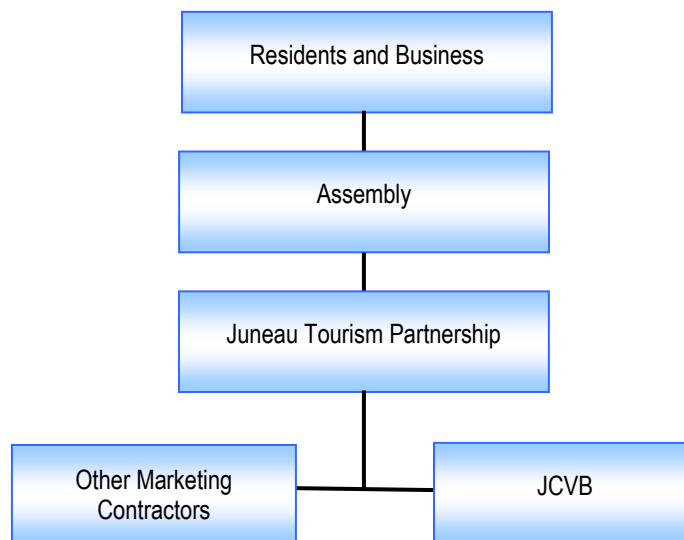


8. Programs: Marketing

Juneau needs a comprehensive marketing program, complete with a plan, a budget, mechanisms to perpetuate that budget, mechanisms to update the plan, defined procedures to carry out the marketing, mechanisms to track Juneau’s performance in the marketplace, and mechanisms to measure marketing performance. The system needs lines of responsibility that track back to residents, businesses, and revenue sources. This plan includes a transition strategy.

The Juneau Tourism Partnership will take responsibility for marketing. It will, within the first six months of operation, contract and complete a Juneau tourism marketing plan. It will, based on that marketing plan, carry out and/or contract specific marketing measures. The JTP will receive marketing monies from the Assembly and will be accountable to the Assembly for the expenditure of those funds and the performance of marketing measures.

Lines of Responsibility



The Juneau Tourism Partnership will assemble a tourism marketing advisory group of recognized local tourism business people to coach and oversee marketing efforts, especially for the first year before the independent marketing plan has not been completed.

The Juneau Tourism Partnership will contract with the Juneau Convention and Visitors Bureau to carry out marketing. The initial contract will run from July 1, 2002 through September 30, 2003. The second marketing year will run from September 30, 2003 to October 15, 2004. Renewal will be based on demonstrated performance, and performance measured in comparison to targets and against how the industry is performing in comparable markets. Contracting will be evaluated annually after the first two years. The first year contract will include web marketing, convention marketing, visitor information services, and production and distribution of fulfillment materials. Thereafter, marketing contracts will begin October 16 and end October 15.

The Juneau Tourism Partnership will focus on the results of its contracted marketing planning project as a part of the fall community tourism forum. It will, by the end of 2002, have a strategy in place for the coming year. In future years, the next year's marketing strategy and contracts will be in place by and showcased at the fall community tourism forum.

The marketing plan, to be accomplished by contracted services, will look at short and long term strategies to target and market to patrons that are the best match for Juneau's destination and convention services. The plan will look at mechanisms to convert cruise visitors to future destination visitors. It will look at geographic and niche markets that can be successfully attracted, noting the nature, scale, and location of Juneau's tourism products. The plan will outline marketing mechanisms, suggest budgets, prioritize actions, prescribe appropriate marketing travel, and outline marketing partnerships. The plan will detail steps for evaluating success, learning from results, and evolving the strategy as trends and world events dictate. The plan will set out formal criteria for evaluation of contracted marketing services.

Juneau needs to know how its tourism marketing investments are paying back. The Juneau Tourism Partnership will require contractors to demonstrate performance, by providing statistics that compare results with investment. Arriving non-cruise and non-business visitors need to be surveyed annually, to understand the impacts of Juneau's tourism marketing program. The JTP needs to receive a full report on the economic impacts of convention marketing, both in terms of convention operations and in terms of lodging, dining, and other spending. Those reports will be forwarded to the Assembly and shared with the public.

In order to be efficient and successful, Juneau will need to solidify a number of marketing (and product) relationships. The Juneau Tourism Partnership will need to formally establish new relationships with Alaska's State Tourism Office (a function of the Department of Community and Economic Development) and the Alaska Tourism Industry Association. The JTP will also need to reconfirm relationships within Southeast Alaska, with peer cruise destinations, with SEATrails, and with neighboring communities. The JTP will need to establish

new relationships among the professional travel community, including wholesalers, outbound operators, travel media, and various national and regional associations.

Tracking Marketing Performance

In order to ensure more effective and focused destination marketing, a system of tracking and monitoring marketing effort against targets needs to be put in place. Illustrations of the types of data that need to be collected are shown in the series of tables below. For each visit type (e.g. vacation, visiting friends and relatives, business, convention) information on demographics, spending, types of lodging and related variables will be ideally collected and monitored against targets for the segments. The data may indeed be more detailed as the marketing effort becomes more sophisticated, targeting specific segments, (e.g. Nature Tourists, etc.). The challenge is in capturing the data.

Juneau has a surprising lack of data demonstrating tourism performance. Hence year one will establish a base line. Prior to subsequent seasons, targets will be established. Resulting season end data, when used in these trackers, can measure performance in comparison to goals.

Illustration Performance Data

Visit Type	Visitors Current Cycle	Visitors Past Cycle	Net Growth	Target Growth	Performance

Visitor Origins	Visitors Current Cycle	Visitors Past Cycle	Net Growth	Target Growth	Performance
Alaska					
Washington Oregon					
California					

Visit Type	Visitor Spending Current Cycle	Visitor Spending Past Cycle	Net Growth	Target Growth	Performance

Type of Lodging	Occupancy Current Cycle	Occupancy Past Cycle	Net Growth	Target Growth	Performance

Type of Meeting/ Convention	Nights of Lodging Current Cycle	Nights of Lodging Past Cycle	Net Growth	Target Growth	Performance

In addition to tracking performance in terms of results, it is also important to assess marketing effectiveness by marketing channel. This involves the development of a specific business plan for marketing in which each segment is identified, a marketing channel, (or channels) defined (a plan for each channel), and targets for visitors set. An illustration of how this might be structured is shown in the table below.

Market Segment	Sample Marketing Channel	Target Visitors	Actual Visitors	Assessment of Results
Nature Tourists	1. trade			
	2. ads in selected city neighborhoods			
	3. internet			
	4. selected corporate incentive targets			

For each market segment, a results assessment would be done as part of normal business practice to determine the degree to which the channel and the marketing campaign was effective and what might be done to improve effectiveness. Sample considerations are shown in the table below.

Market Segment - Nature Tourists - Results Assessment

Month Quarter, or Annual	Target Visitors	Actual Visitors	Conversion Study results (or other measures)	Economic Conditions in target destination	Effectiveness of partners if any in the marketing	Anecdotal feedback from trade, experts	Conclusions & Recommendations