



Southern Oregon
REGION 5 RCMP
FY 2014-2015

MAY 14 2014 (CS HILL)

Objectives

A. INDUSTRY OUTREACH, STRATEGIC PLANNING, PRODUCT RESEARCH

Increase understanding of region's hospitality and tourism suppliers via face-to-face meetings; invest in industry outreach and planning to develop industry action plan, secure support, identify opportunities, and engage in "listening" sessions. Research products, identify needs.

B. DEVELOP DIGITAL ASSETS & ENGAGEMENT

Develop digital assets including flagship fully-responsive website, campaign websites, digital magazine. Boost reach and engagement through content development, platform integration, and social media.

C. CONSUMER MARKETING

Increase brand awareness and drive sales to suppliers through marketing campaigns, targeted dynamic online advertising, and trade shows.

D. TRAVEL TRADE/PRODUCT DEVELOPMENT

Grow FIT and group business in Southern Oregon, both domestic and International, through FAMs, direct sales efforts (e.g. shows), and itinerary development.

E. MEDIA RELATIONS AND STORY DEVELOPMENT

Develop content, invest in relationship management, and coordinate research trips for Travel Oregon PR initiatives.

Objective

A. INDUSTRY OUTREACH, STRATEGIC PLANNING, PRODUCT RESEARCH

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TACTICS/STRATEGIES	RATIONALE/EXPECTED OUTCOME
<p>#1. Industry meetings & product research</p> <ul style="list-style-type: none">• Schedule series of listening meetings and product research trips throughout Region 5 (five-county area), beginning summer 2014.• Engage board members to invite local tourism & hospitality businesses to attend these informal coffees/lunches.• Identify the top product development, marketing, and industry needs, opportunities, challenges.• Identify new stakeholders and begin building relationships. Revisit and secure relationships with those who have been involved in the past.• Develop questions that will be asked consistently in all listening meetings, to provide useful trend analysis and comparisons among destinations/sub-regions.• Incorporate into these questions the key ideas within Travel Oregon's industry action plan to provide alignment.• Research tourism products in the region – hotels, attractions, outdoor recreation – and prepare notes for content development, media relations efforts, et al.	<p>Rationale:</p> <ul style="list-style-type: none">• Field research and industry engagement is a critical investment which improves our ability to serve as the RDMO for Travel Oregon.• We must increase representation on our board of directors and identify leaders, suppliers, products, and trends throughout the region.• We have a very large region (five counties) with a diverse set of products and people. It is absolutely necessary – for many reasons – that we make an investment this year in re-learning our region, strengthening relationships, and identifying opportunities and challenges. <p>Outcome:</p> <ul style="list-style-type: none">• Increase participation on board of directors (thereby increasing participation in Travel Oregon related endeavors, the RCMP/Marketing Committee, et al).• Gain familiarity with new products and develop content to support them.• Identify product development opportunities and challenges, and create corresponding strategies.• Increase organizational vitality.

B. DEVELOP DIGITAL ASSETS & ENGAGEMENT

Develop digital assets including flagship fully-responsive website, campaign websites, digital magazine. Boost reach and engagement through content development, platform integration, and social media.

TACTICS/STRATEGIES	RATIONALE/EXPECTED OUTCOME
<p>#2. Content development & engagement</p> <ul style="list-style-type: none">• Create rich content to support entire digital platform, to leverage specific campaigns, and to extend the Southern Oregon brand.• Invest in photography assets.• Create videos (as we have done with special campaigns, including Southern Oregon Wonders, dropping May 2014) to load onto newly resurrected YouTube Channel. Gather and use other video assets as possible from partners.• Other digital assets include quarterly digital magazine, Travel Southern Oregon Wordpress blog, Facebook, Twitter.• Primary audience is consumer/leisure market, but content is a valuable asset for attracting the interest of travel trade, writers, and others.	<p>Rationale:</p> <ul style="list-style-type: none">• Content is planned to support themes and branding by Southern Oregon regional campaigns and Travel Oregon digital and consumer marketing campaigns.• Quality content is the best way to engage consumers, drive traffic to our digital platform, and from there to our suppliers and partners. <p>Outcome:</p> <ul style="list-style-type: none">• Quarterly digital magazine (incr. subscribers by 10%).• Maintain positive search engine results due to abundance of authentic, original content built around our chief marketing propositions/silos.• Add minimum six new blog posts/stories to Travel Southern Oregon Wordpress; add minimum six new videos to YouTube channel.• Continue to develop and support ad networks across our digital platform, giving partners a sales and marketing opportunity.• Increase unique visitors to site by 10%.• Increase Facebook and Twitter followers by 5%.

C. CONSUMER MARKETING

Increase brand awareness and drive sales to suppliers through marketing campaigns, targeted online advertising, and trade shows.

TACTICS/STRATEGIES	RATIONALE/EXPECTED OUTCOME
<p>#3. Targeted online ad campaigns</p> <ul style="list-style-type: none">• Reach millions of potential visitors on top websites, wherever they aggregate online, with dynamic banner and display advertising.• Utilizing RTB (real time bidding) across major public and private ad exchanges and Facebook, profile and bid on ad impressions that fit campaign and target goals.• Build on the experience and success of two large campaigns – in 2013 and 2014 – we have implemented.	<p>Rationale:</p> <p>This is the leading-edge of digital marketing because it features custom message delivery via display in banner, video and text, and delivers specific conversion and revenue (for suppliers) tracking.</p> <p>Outcome:</p> <ul style="list-style-type: none">• Drive traffic to landing page (flagship site) to increase exposure for suppliers and partners and click-thru to their websites, for special offers, newsletter subscriptions or any other defined measurement.• Increase traffic, page views, and digital magazine subscriptions for Travel Southern Oregon.• Give lift to leaderboard banner advertisers on the flagship site.

Objective

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TACTICS/STRATEGIES	RATIONALE/EXPECTED OUTCOME
<p>#4. Trade shows</p> <ul style="list-style-type: none">• Coordinate regional presence by developing buy-in opportunities with partners for Sunset Celebration Weekend in June 2015.• Seek opportunities in conjunction with other regions, DMOs, Travel Oregon, and other partners.• Target Northern California, high-end consumer.• Invest in booth and display materials, giveaways, promotional items.• Leverage trade show opportunities presented via partnership with Crater Lake National Park Trust (exhibits at the park for Car-Free Weekend, other events); and via the Southern Oregon Winery Association (Great American Wine Festival, other opportunities).	<p>Rationale:</p> <p>A regional (or statewide) footprint creates a larger, more cohesive presence, competes more effectively with other destinations outside Oregon, and makes a positive difference in generating leads and building destination awareness.</p> <p>Outcome:</p> <ul style="list-style-type: none">• Generate quality leads in an ideal demographic match for suppliers and attractions in Southern Oregon.• Increase awareness of opportunities for regional travel by introducing the area to visitors at the National Park, or at wine trade and consumer events.

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TACTICS/STRATEGIES	RATIONALE/EXPECTED OUTCOME
<p>#5. Opportunities</p> <p>Dedicate resource to be used for consumer marketing opportunities, including:</p> <ul style="list-style-type: none">• Travel Oregon Wonders campaign• Southern Oregon Wonders campaign	<p>Rationale:</p> <ul style="list-style-type: none">• Leveraging the consumer marketing campaigns of Travel Oregon is a sound investment, particularly for the Wonders campaign, if it continues in 14-15.• The Southern Oregon Wonders campaign which drops May 2014 combines print in Northern California, online advertising, and more. This campaign is an ideal way to leverage the state's campaign and it has been extremely popular with partners.• Strategic marketing programs, via partnerships with Crater Lake National Park Trust and the Southern Oregon Winery Association, are other areas where opportunity funds can be leveraged. <p>Outcome:</p> <ul style="list-style-type: none">• In marketing terms, this is dependent on the specific campaign – but generally, to increase tourism to the region.• In partnership terms, the outcome is a stronger regional message and an effective leverage of Travel Oregon's work.

Objective

D. TRAVEL TRADE/PRODUCT DEVELOPMENT

Grow FIT/Group business in Southern Oregon, both domestic and International, through FAMs, direct sales efforts (e.g. shows), and itinerary development.

STRATEGIES/TACTICS

#6. Itinerary development, supplier training & liaison

- Continue to refine itineraries to attract travel trade contacts and to sell at shows.
- Growing the partnership with Northern California suppliers, DMOs, and tourism associations continues to be a priority.
- Destination or city specific itineraries can be developed at a reasonable cost by using our designer and template. This is a win-win, since the destination incurs a modest cost for a great product, and we can add another branded, quality itinerary to the product collection.
- Having now produced 24 itineraries, we will turn our attention to refining and revising as needed.
- Develop translations of selected itineraries.
- Serve as liaison with suppliers and offer support, training and research to aid their efforts.

RATIONALE/EXPECTED OUTCOME

Rationale:

- Product development is a vital endeavor and contributes to the long term success of the industry by driving sales and creating positive and widespread economic, social and cultural impacts.
- International business has increased in Southern Oregon. Each area reports growth in this area and acknowledges the benefits of the itineraries and partnerships.

Outcome:

- Increases number of foreign-language itineraries.
- Increases business to suppliers and destinations.
- Increases ability of suppliers to understand the market.
- Increases catalog placements.
- Encourages partners to cross-sell the region.

Objective

D. TRAVEL TRADE/PRODUCT DEVELOPMENT

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STRATEGIES/TACTICS

#7. Research trips

- Development and execution of research FAMs brought to us from Travel Oregon.
- Create and coordinate amazing experiences for key travel trade contacts.
- Facilitate contacts with suppliers, DMOs. Set up partner participation, especially DMO, to strengthen their relationships with potential receptive operators.
- Develop itineraries and follow up on requests. Form long-term relationships to build the market.
- Create equity in coverage and opportunities by tracking featured destinations and attractions, and the exposure they have received through our efforts. Pursue opportunities to bring attention to lesser-covered areas or attractions.
- Match FAMs to requests but explore creative additions and suggest/advocate for additional time or experiences.

RATIONALE/EXPECTED OUTCOME

Rationale:

- Research trips are a critical part of driving sales and increasing economic impact to the region.
- Numerous high-quality opportunities are presented by Travel Oregon, and capitalizing on those is an extremely effective use of resources.
- Rather than budgeting for a set number of trips, we look at the budget holistically, and leverage partner investments (comps, discounts) where possible (and necessary) to accommodate every opportunity from Travel Oregon. A minimum of five per year, however, is a useful benchmark.

Outcome:

- Increase demand through effective, entertaining, unique, and well-executed FAMs.
- Increase number of product catalog placements, and ultimately, contracts with suppliers.
- Facilitate relationships between destinations and travel trade reps, and help industry knowledge.

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STRATEGIES/TACTICS

#8. Shows/sales missions

- Participate with Travel Oregon in travel trade shows and sales missions.
- Create partnership opportunities for DMOs, tour & receptive operators, and suppliers.
- Domestic/International, FIT/Group.
- Supplier outreach & training.

Planned:

- Go West, February 2015
- IPW, May 2015

RATIONALE/EXPECTED OUTCOME

Rationale:

- Strive to continue building relationships with feeder routes from SFO, and to align with Travel Oregon global sales initiatives to increase our presence with travel trade and to generate leads from tour operators.
- Steady increases in International FIT and group business and PR prove that our efforts are driving sales and increasing positive economic impacts.

Outcome:

- Increase the number and quality of leads.
- Continue relationship-building with travel trade reps.
- Increase number of product placement opportunities, leading to more contracts with Southern Oregon suppliers, and increased revenue through bookings.
- Increase suppliers in region who enter the International and/or domestic group market.

E. MEDIA RELATIONS AND STORY DEVELOPMENT

Develop content, invest in relationship management, and coordinate research trips for Travel Oregon PR initiatives.

STRATEGIES/TACTICS	RATIONALE/EXPECTED OUTCOME
<p>#9. Travel Oregon research trips/opportunities</p> <ul style="list-style-type: none">• Extend the work of Travel Oregon and Lane PR through content development, relationship management, industry relations, coordination, and itinerary planning and implementation.• Both domestic and International opportunities, leisure and travel trade.• Create, coordinate, host, and otherwise engage fully in travel writer trips, FAMs, receptions, and other activities.• Acquire investment by our partners to leverage these endeavors.• Create equity in coverage and opportunities by tracking featured destinations and attractions, and the exposure they have received through our efforts.• Pursue opportunities to bring attention to lesser-covered areas or attractions.	<p>Rationale:</p> <ul style="list-style-type: none">• Travel Oregon has the best resources to identify and qualify PR opportunities, bring them to fruition, and track the results.• Partnering with Travel Oregon to respond to opportunities they create remains the central focus of our strategy around PR, and is a sound investment of resources. <p>Outcome:</p> <ul style="list-style-type: none">• Integrate PR efforts into the overall content matrix for our region to reveal match-up opportunities where our assets are better leveraged.• Increase number of stories and placements and better track activity and 'conversation' in the digital space to maximize opportunities and advocate for the regional brand.• Pursue opportunities to introduce new products (attractions, tours, trails, cycling routes) and story ideas.

E. MEDIA RELATIONS AND STORY DEVELOPMENT

Develop content, invest in relationship management, and coordinate research trips for Travel Oregon PR initiatives.

STRATEGIES/TACTICS

#10. Story development and media relations

- Produce stories and track placements, chiefly via work with Travel Oregon on strategic focus and recommendations and with the writers referred by them.
- Pursue opportunities to leverage PR efforts by partners, and by associations such as the Southern Oregon Winery Association.

RATIONALE/EXPECTED OUTCOME

Rationale:

- We can no longer rely on paid media placements or advertising linked to editorial to drive stories.
- Content development – story development – is a key goal to drive traffic to our digital platform and increase awareness of Southern Oregon as a vacation destination.
- There can be little doubt that a well-placed, quality story, with rich content, will have a greater impact than many forms of costly advertising.
- Content can be repurposed across multiple delivery points: flagship website, digital magazine, blog, social media channels, and apps.

Outcome:

- Produce at least six stories with targeted pitch to identified placements and follow-up on placement.
- Develop and maintain annual “what’s new” updates for Travel Oregon/Lane PR.

RCMP Budget Summary Chart (updated May 14 2014)										
Region: 5										
FY 2014/2015										
			FY'13/'14 (budget, not actual)			FY'14/'15				
Objective	Leverage\$	RCMP \$	Total \$	Leverage\$	RCMP \$	Total \$	(Total) % Change	(RCMP) % Change	Notes	
A	INDUSTRY OUTEACH, STRATEGIC PLANNING, PRODUCT RESEARCH									
#1. Industry meetings and product research	\$0	\$0	\$0	\$500	\$7,000	\$7,500	100.0%			
Subtotal	\$0	\$0	\$0	\$500	\$7,000	\$7,500	100.0%	100.0%	this is a new strategy	
B	DEVELOP DIGITAL ASSETS & ENGAGEMENT									
#2. Content development and engagement	\$10,000	\$23,500	\$33,500	\$12,500	\$25,000	\$37,500	11.9%		includes blogs & video	
Facebook (Spring campaign)	\$2,000	\$8,000	\$8,000	0	0	0	-100.0%			
Subtotal	\$12,000	\$29,500	\$41,500	\$12,500	\$25,000	\$37,500	-9.8%	-15.4%		
C	CONSUMER MARKETING									
#3. Targeted online ad campaigns	\$15,500	\$7,500	\$23,000	\$15,500	\$7,500	\$23,000	0.0%			
#4. Trade shows	\$9,100	\$26,170	\$35,270	\$3,000	\$19,170	\$22,170	-37.1%			
#5. Opportunities		\$0	\$0	\$5,000	\$20,000	\$25,000	100.0%		Travel Oregon Wonders and Southern Oregon Wonders campaigns	
Print advertising (Travel Oregon magazine)	\$7,140	\$3,600	\$10,740	\$0	\$0	\$0	-100.0%			
Discover America BRAND USA	\$0	\$7,000	\$7,000	\$0	\$0	\$0	-100.0%			
Subtotal	\$31,740	\$44,270	\$76,010	\$23,500	\$46,670	\$70,170	-7.7%	5.4%		
D	TRAVEL TRADE/PRODUCT DEVELOPMENT									
#6. Itinerary development, supplier train & liaison	\$500	\$1,000	\$1,500	\$0	\$4,640	\$4,640	209.3%			
#7. Research trips	\$500	\$12,000	\$12,500	\$500	\$4,640	\$5,140	-58.9%			
#8. Shows/sales missions	\$5,000	\$23,000	\$28,000	\$5,000	\$17,540	\$22,540	-19.5%			
Subtotal	\$6,000	\$36,000	\$42,000	\$5,500	\$26,820	\$32,320	-23.0%	-23.7%	Canada, China	
E	MEDIA RELATIONS/STORY DEVELOPMENT									
#9. Travel Oregon research trips/opportunities	\$0	\$6,500	\$6,500	\$0	\$8,210	\$8,210	26.3%			
#10. Story development & tracking, media relations	\$2,000	\$6,000	\$8,000	\$2,000	\$8,210	\$10,210	27.6%			
Subtotal	\$2,000	\$12,500	\$14,500	\$2,000	\$16,420	\$18,420	27.0%	36.8%		
ADMINISTRATIVE COSTS										
#1. Fulfillment	\$0	\$2,000	\$2,000	\$0	\$8,000	\$8,000	300.0%			
#2. Human Resources/Other Overhead	\$0	\$7,900	\$7,900	\$0	\$9,900	\$9,900	25.3%			
Subtotal	\$0	\$9,900	\$9,900	\$0	\$17,900	\$17,900	80.8%	25.3%		
Total RCMP Spend:										
	\$51,740	\$132,230	\$183,970	\$44,000	\$139,810	\$183,810	-0.1%	5.7%		

RCMP DEVELOPMENT PROCESS

- Region 5 includes the following counties: Douglas (except coastal portion); Josephine; Jackson; Klamath; and Lake.
- The committee consists of the following representatives from the SOVA board of directors. Both the committee and the full board met in March 2014 to discuss the RCMP for the 14-15 year.

Committee members

- Chair – Bob Hackett, Oregon Shakespeare Festival
- Brad Niva (Rogue Wilderness) – also current Board president of SOVA
- Jim Chadderdon (Discover Klamath)
- Katharine Flanagan (Ashland Chamber/VCB)
- Teri Phillips (Roseburg VCB)
- Dani Raines (Seven Feathers)
- Kerrie Walters (Grants Pass Tourism)
- Annie Jenkins (Travel Medford & Rogue Valley)