



Fiscal Year 2005 Destination Management Plan (January 2005-December 2005)

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I. EXECUTIVE SUMMARY

The Lawrence Convention & Visitors Bureau's (LCVB) primary mission is to improve the local economy by attracting visitors, meetings, conventions and events to the city. This mission is undertaken through a variety of marketing and development strategies designed to promote Lawrence as a destination to defined markets.

The LCVB is organized as a division of the Lawrence Chamber of Commerce and is funded through the collection of a 5% transient guest tax by a state statute and city ordinance on local hotel rooms. Budgeting of these funds is done through the city budget process. The LCVB also works with a city commission-appointed Advisory Board.

Tourism as an industry is estimated at more than **\$554.5 billion** annually in the United States. In 2004 tourism is estimated to have generated more than **\$41.43 million** in direct expenditures in Lawrence, including more than **\$31.0 million** in direct expenditures by overnight guests alone. Additionally, visitors to Lawrence are estimated to have generated more than **\$828,725 in local sales tax** revenue.

LCVB 2004 highlights include a record **184,259** individual users to the www.visitlawrence.com Web site, more than **11,869 visitors** to the Lawrence Visitor Information Center, **121 meetings and conventions** were reported to the LCVB with a total attendance of **27,890 delegates** and **47 sporting events** drew more than **37,145 participants** during the year. In 2004 the LCVB also responded to local, regional and national media leads and distributed information about Lawrence that generated editorial coverage about the city with an advertising equivalent in excess of **\$502,407**. In 2005 the LCVB will build on these successes through a carefully drafted set of Goals.

Tourism trends, the results of a SWOT analysis completed by the LCVB staff and past successes culminated into the development of specific Goals and Objectives for the LCVB in 2005. The objectives for the year are organized by Marketing, Services and Development with strategies and tactics to detail planned activities and methods.

The 2005 LCVB Destination Management Plan is designed as an Integrated Marketing Communications plan. Integrated Marketing Communications is defined by the Medill School of Journalism at Northwestern University as "the management of all organizational communications to build positive relationships with customers and other stakeholders." This method stresses marketing to the individual by understanding needs, motivations, attitudes and behaviors. The LCVB's goals and objectives are designed with this end in mind. By using various methods of communication with consistent messages, the LCVB is able to develop relationships with specific audiences and build a strong database of potential visitors that further refines the profile of the Lawrence visitor and provides more efficient and effective use of resources.

A working calendar and 2005 fiscal year budget are included in this plan to provide basic project timing and finance information.

II. SITUATION ANALYSIS

A. Bureau Overview

LCVB Mission Statement

The mission of the Lawrence Convention and Visitors Bureau (LCVB) is to:

- Improve the local economy by attracting visitors, meetings, conventions and events to the city;
- Encourage economic growth by providing quality services to our visitors;
- Responsibly manage transient guest tax funds in its charge;
- Maintain productive working relationships with our partners in the business community.

LCVB Vision Statement

The Lawrence Convention and Visitors bureau will be an organization with high visibility, accountability and significance in the community. It will influence the development of the visitor industry in Douglas County and be an innovative leader in the tourism industry.

Tourism Industry Defined

(TOURISTS) Temporary movement of people to destinations outside of their normal place of work and residence,

(TOURISM), the activities undertaken en route to and during their stay at these destinations and the facilities/services created to cater to their needs which leads to

(TOURISM INDUSTRY) economic impacts generated by these activities.

II. SITUATION ANALYSIS

A. Bureau Overview

LCVB Organizational Overview

The City of Lawrence contracts with the Lawrence Chamber of Commerce to operate a Convention and Visitors Bureau (CVB). The CVB operates as a division of the Chamber with the Director reporting directly to the Chamber President. The CVB is funded through transient guest tax collected by the state on local hotel rooms. Budgeting of these funds is done through the city budget process. The CVB receives no funds from the Chamber of Commerce.

The City Commission appoints an Advisory Board to work with the Bureau. The Chair of the Advisory Board serves a one-year appointment on the Chamber of Commerce Board of Directors. According to Charter Ordinance #22, six members of the board must be representatives from the hotel/motel industry. Charter Ordinance #29 in 1993 increased the size of the board to 13 members, making non-hotel membership seven.

Charter Ordinance #30 created a transient guest tax reserve fund to be used for promotion, enhancement, maintenance or improvement of the tourism, visitor or convention industry of the city. The ordinance allows for CVB Advisory Board input on the use of this fund. Charter Ordinance #36 increased the transient guest tax from 4 to 5%, beginning January 1, 2004.

LCVB Advisory Board, as of 1/4/05

MEMBER

Karen Christilles
Ron Desch
Derek Felch
Doug Holiday
Dave Horstman
Stephen Horton
Richard Johnson
Don Johnston
Kate Kelly
Brad Kemp
David Longhurst
Maria Martin, Chair
Constance Wolfe

BUSINESS

Lied Center of Kansas
Holiday Inn Express and Suites
Hampton Inn
Biggs Bar & Grill
SpringHill Suites by Marriott
Holiday Inn/Holidome
University of Kansas
INTRUST Bank
Best Western
KU Museum of Natural History
Joel Fritzel Construction
Downtown Lawrence Inc.
Halcyon House Bed & Breakfast

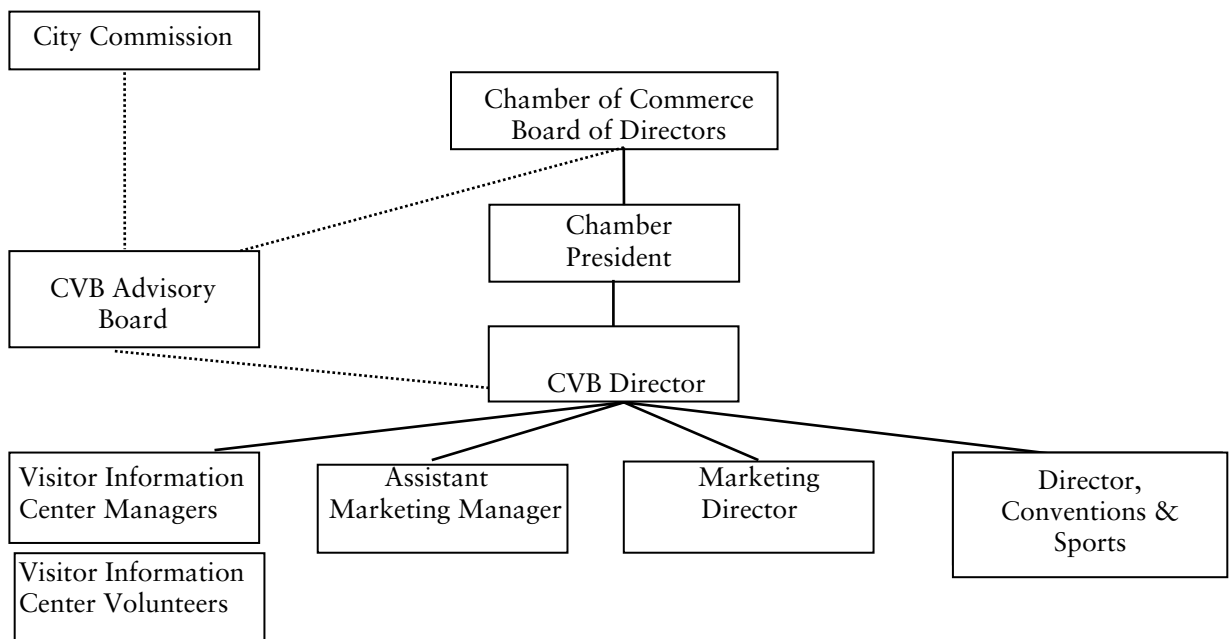
II. SITUATION ANALYSIS

A. Bureau Overview

LCVB Staff and Titles

Judy Billings, Director
Brandy Ernzen, Assistant Marketing Manager
Susan Henderson, Marketing Director
Bob Sanner, Director, Conventions & Sports
Debbie White and Sonia Reetz, Visitor Information Center Managers

LCVB Organizational Chart



II. SITUATION ANALYSIS

A. Bureau Overview

LCVB Branding Update

The LCVB and Lawrence Chamber contracted the development of a new logo for the Lawrence Chamber of Commerce organization and all of its departments in late 2003. The goal was to create a more consistent, branded identity for the entire Chamber of Commerce and then ensure that all marketing/communications materials reflect that image and positively represent the organization as a whole. A Graphics Standard was compiled by the design team as a tool to help staff utilize the new logo appropriately and to maintain consistency.

Since that time, the new logo has been incorporated into all LCVB identity materials including business cards, letterhead, envelopes and labels as well as into all newly created LCVB print marketing materials. These include brochures, the 2004-05 Visitor Guide, print advertising and direct mail pieces. Additionally, the logo and graphics standard were the cornerstones for redesigning the LCVB website, visitlawrence.com, and the Chamber website, lawrencechamber.com, during 2004. Having the branding style in place allowed the staff and web designers to key the graphic elements of the site around the colors and styles dictated by the logo and graphics standards. The result is an online portal that reflects the renewed effort to market the Chamber and LCVB as one organization with multiple departments.

The newest version of the logo is working effectively for the LCVB and is the first step in branding the organization and its work. The next step is to create a more cohesive look across the different communications vehicles used in our marketing plan. During 2005 LCVB staff will work with a designer/s to develop a graphic style and message that clearly tells a potential visitor what Lawrence has to offer – and does it consistently across print and electronic communications. The goal of this Integrated Marketing approach is to nurture an image of Lawrence in the eye of a visitor that is distinct and compelling, and is one that becomes easily recognizable to that visitor, thus creating a brand.

Several members of the LCVB Advisory Board have agreed to serve on a Marketing Committee that will work with staff to review the marketing plan and Integrated Marketing strategy moving forward. Their input will lend a third-party perspective that is crucial in understanding what motivates visitors to take action.

The LCVB continues to use “The Art of a City” as a tagline. Future plans will address how to expand the tag’s efficacy and how to use it as a platform for branding.

II. SITUATION ANALYSIS

B. Market Overview

National Tourism Industry Overview

Travel and tourism is the nation's second-largest service export industry, third-largest retail sales industry and one of America's largest employers.

In 2003, the U.S. travel industry received more than \$554.5 billion, excluding international passenger fares, from domestic and international travelers. These travel expenditures, in turn, generated 7.2 million jobs for Americans, with over \$158 billion in payroll income. Approximately one out of every eight people in the U.S. civilian labor force was employed due to direct or indirect travel spending in the U.S. during 2002.

Travel Industry Association of America

2004 Lawrence Visitor Economic Impact

Lawrence Market Analysis - Competition

Lawrence continues to face increasing competition for visitor spending from surrounding communities and from an increase in leisure opportunities in general. This competition impacts both leisure travel and convention/meetings/sporting event attraction.

In Junction City and Overland Park more spacious and modern meeting facilities create competition for regional group business. Topeka and other Johnson County communities boast recently updated sports venues including aquatic facilities and softball/baseball diamonds. These newer facilities offer more amenities than many Lawrence venues and often force Lawrence to compete in service-related ways to compensate for less suitable facilities in meetings and sports business.

Leisure travelers are also faced with an astonishing array of options in how to spend their time and money. For example, growth of spectator sports venues, shopping, dining and destination accommodations in Kansas City, Kan., is competition for Lawrence in attracting drive market visitors. Recently the LCVB has begun incorporating these leisure and entertainment options in its marketing materials. The competition is very real, and in an effort to leverage that in Lawrence's favor it is necessary to position Lawrence as an ideal overnight destination from which visitors can daytrip into "competitive" communities such as the Kansas City metropolitan area and Topeka.

II. SITUATION ANALYSIS

B. Market Overview

The tourism industry is and will continue to be an important source of income and employment for Lawrence and Douglas County. The tourism industry makes the following important contributions to the Lawrence community:

- Imports new dollars through visitor spending
- Creates jobs
- Provides economic diversification
- Expands the tax base
- Creates identity and image
- Creates additional local amenities (i.e. hotels, restaurants, etc.)
- Builds audiences for local events

*Conclusion from Nichols, Gilstrap, Inc.
State of the Industry Report*

2004 Lawrence Visitor Direct Economic Impact

	Overnight Visitors	Per Person per Night	Day-Trip Visitors	Per Person per Day	TOTAL
Lodging	\$13.65	\$33.59	--	--	\$13.65m
Food/Bev.	\$7.75m	\$19.08	\$4.65m	\$14.57	\$12.40m
Retail	\$4.96m	\$12.21	\$2.98m	\$9.33	\$7.94m
All other	\$4.65m	\$11.45	\$2.79m	\$8.74	\$7.44m
DIRECT Expenditures	\$31.01m	\$76.33	\$10.42m	\$32.64	\$41.43m
TOTAL Local Sales Tax Generated					\$828,725

II. SITUATION ANALYSIS

B. Market Overview

2004 LCVB Highlights

CONVENTIONS & MEETINGS	2001	2002	2003	2004
Conventions reported to LCVB	128	120	116	121
Total convention delegates attending	23,287	19,282	24,954	27,890
Conventions/Meetings receiving services from LCVB	71	94	86	67
Total value of services provided by LCVB	N/A	\$29,096	\$19,681	\$9,143
Total bid proposals generated by LCVB	25	20	25	34
Total confirmed from LCVB proposals	10	16	12	14
Total room bookings generated by LCVB proposals	1,322	2,719	2,907	3,090
Estimated economic impact of conventions	\$179,313	\$366,022	\$1,965,925	\$2,224,598
Total online inquires	56	23	32	41
Total confirmed online inquires	8	3	2	5
Estimated room nights generated	269	140	115	420
Estimated economic impact of online inquires	\$36,213	\$27,055	\$32,309	\$53,250

SPORTS	2001	2002	2003	2004
Sporting events held*	51	57	52	47
Total sporting event participants*	15,515	15,732	36,754	37,145
*excludes KU events				
Sporting events attracted/coordinated by LSC	2	2	2	4
Sporting events services by LSC	9	11	6	5

DIRECT MAIL, PUBLIC RELATIONS & ADVERTISING	2001	2002	2003	2004
Total media leads responded to	45	33	35	21
Total news releases sent	18	23	27	28
Total value of editorial coverage generated by LCVB efforts	\$226,880	\$425,912	\$761,535	\$502,407
Total direct mail pieces sent to database registrants	4	5	1	5
Total households reached with monthly email communications*	2,000	3,802	1,126	708
Total requests for information generated by advertising	3,286	7,558	3,658	5,887

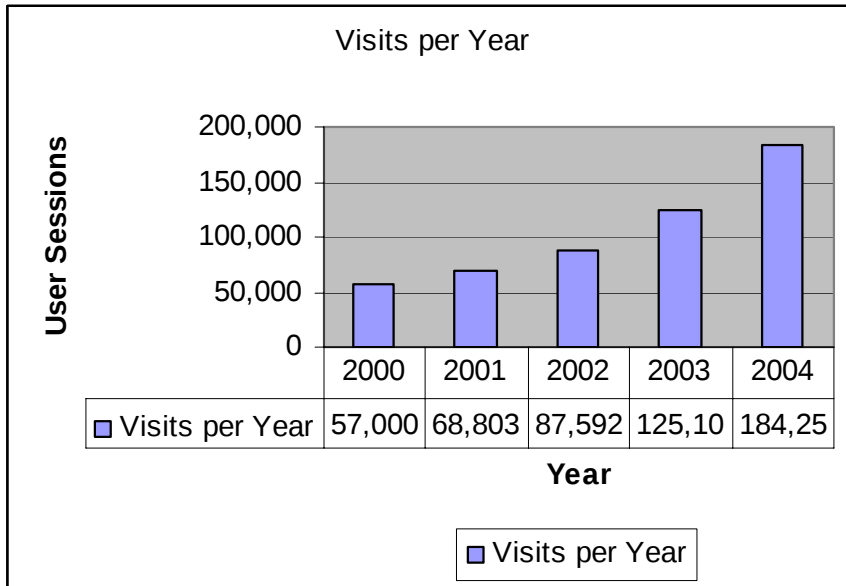
*Monthly email communications began in March 2004 and ended in May 2004 due to the Web site redesign. The CVB is working to develop a new email template to coincide with its new integrated marketing campaign. As soon as the template is completed, monthly email communications will resume.

II. SITUATION ANALYSIS

B. Market Overview

WEB SITE

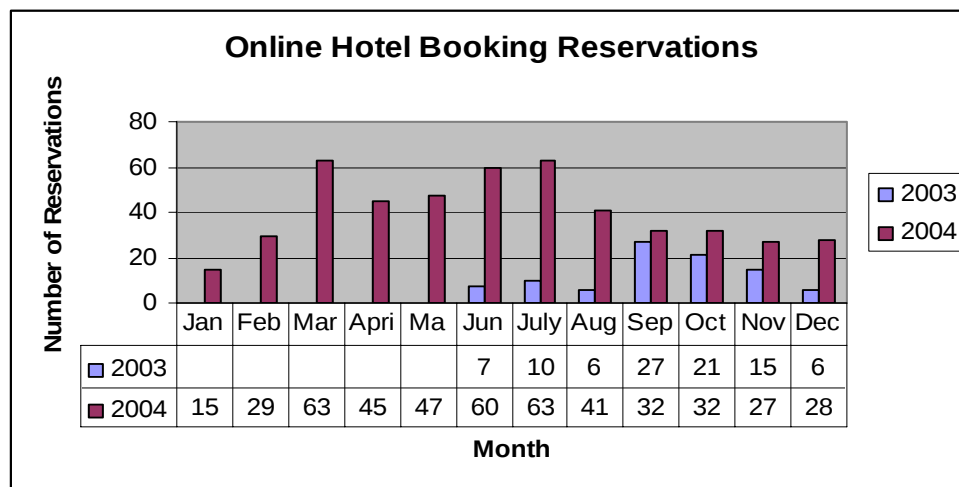
- www.visitlawrence.com user sessions* 184,259
- User sessions percentage increase over 2003 67.9%



* User sessions are defined as individual visits and are used as the measurement tool for tracking Web site trends and successes

ONLINE HOTEL BOOKING*

- Total bookings through visitlawrence.com in 2004 482
 - Total bookings through visitlawrence.com in 2003* 92
- *Online hotel booking was brought in-house in August 2003.

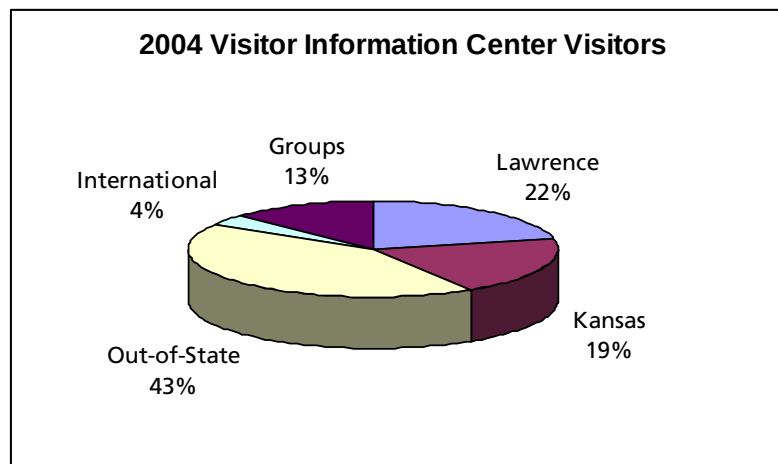
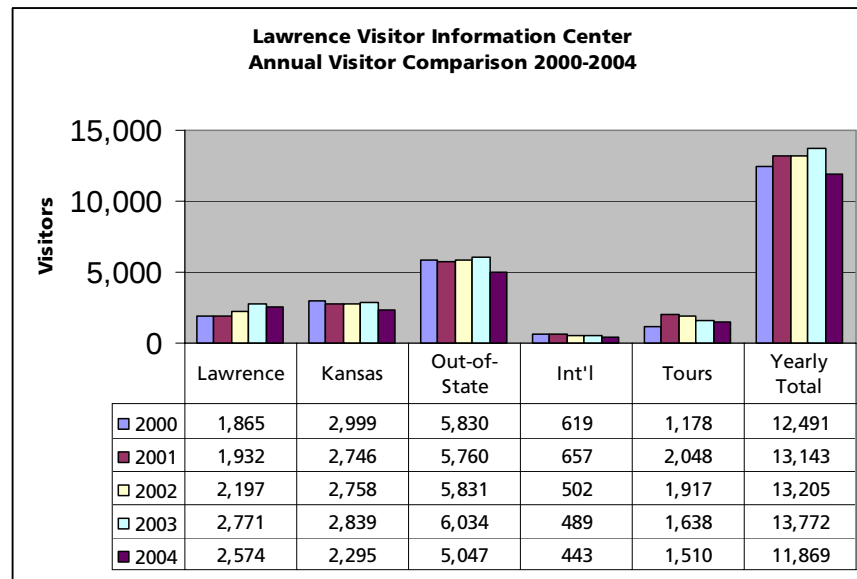


II. SITUATION ANALYSIS

B. Market Overview

LAWRENCE VISITOR INFORMATION CENTER (LVIC)	2002	2003	2004
Total Visitor Guide requests thru LVIC	1,194	1,010	1,299
Total email requests thru LVIC	746	635	825
Total phone requests thru LVIC	443	381	474
Total phone calls received by LVIC	3,621	3,166	2,770
Total visitors to LVIC*	13,205	13,772	11,869
Total Lawrence	2,197	2,772	2,574
Total Kansas	2,758	2,839	2,295
Total Out-of-State	5,831	6,034	5,047
Total International	502	489	443
Groups	1,917	1,638	1,510
Total hotel referrals made by LVIC	3,621	2,310	2,286

* Represents only those visitors who signed the registry



II. SITUATION ANALYSIS

B. Market Overview

Profile of 2003 U.S. Domestic Traveler Households

- Household head average age: 47 years
- Annual household Income: \$68,500 mean
- Marital status: 62% married, 22% single, 16% divorced, widowed
- Children: 34% have children at home
- Education: 58% have a college degree, 20% with graduate work started or completed
- Professional status: 81% of household heads employed full or part time
14% retired
- Housing: 76% own their home

*Source: Domestic Travel Market Report, 2004 Edition;
Travel Industry Association of America*

Profile of 2003 Kansas Visitor

- Average age of visitor: 72% are 45 years and older; 26% are 65+
- Annual Household Income: 48% earn more than \$40,000 per year
- Children: 26% have children at home
- Education: 69% have some college education or a degree

Source: Kansas Department of Commerce and Housing, Travel and Tourism Division

Profile of 2004 Lawrence Visitor*

- Average age of Visitor: 34% are 45-54 years, 23% are 55-64 years,
23% are 65 years or older
- Annual Household Income: 63% earn more than \$50,000 per year, with
25% making more than \$100,000 per year
- Marital status: 78% married, 8% single, 11% divorced, widowed,
separated
- Children: 75% do not have children at home
- Education: 70% have a college degree, with 35% of respondents
having graduate work started or completed

Source: LCVB Database

** Assumptions are made for marketing purposes that the correlation between an older average age of visitor and lower household income seen with Lawrence visitors than with the U.S. traveler indicates many LCVB respondents are of retirement age.*

II. SITUATION ANALYSIS

C. Trends Overview

Travel and Tourism Industry General Trends and Statistics

*Based on 2002-2003 research compiled by the Travel Industry Association of America (TIA)
www.tia.org*

- **Total U.S. domestic travel volume** is up almost 10% from 2002 at 1,140.0 million person-trips. Person-trips count both multiple trips and multiple people on each.
- **Total Economic Impact** of travel expenditures in the U.S. during 2002 is estimated at \$554.5 billion. This includes spending by all travelers in the U.S. on travel related expenses including transportation, lodging, meals and entertainment.
- **Travel generated employment** in 2003 totaled 7.2 million jobs with more than \$158 billion in payroll income.
- **Trip Frequency:** On average, each month, 31% of U.S. households take at least one trip of 50 miles or more, one-way, away from home or include at least one overnight stay on their trip.
- **Average household travel party size** remains at 2.0 people.
- **Most popular travel seasons:** Summer (33%), followed by fall (24%), spring (23%) and winter (20%).
- **Trip duration:** Including day trips, more than half (58 %) of all travel in the U.S. is for two nights or less.
- **Leisure travel**, including visits to friends and relatives as well as outdoor recreation, entertainment, and travel for personal reasons, accounts for 82% of all U.S. domestic travel, up 5% from 2002.
- **General business purpose travel** to attend a convention or seminar accounts for 12% of all person-trips in 2003, falling 2% from 2001. More than 210.5 million U.S. adults took a business trip that was at least 50 miles away from home in the past year.
- **Business combined with pleasure** travel accounts for 6% of all U.S. domestic person-trips in 2003, down 2% from 2002.
- **Auto travel** accounts for 78% of travel in the U.S., up 3% from 2002. Auto travel, including travel by truck and recreational vehicle, continues to be the most popular means of transportation for both business/convention/seminar and leisure travel.
- **Air travel** accounts for 16% of travel in the U.S., and remains flat from 2002.
- **Day trips and weekend trips** appear to be more popular today than trips lasting about one week or longer. In fact, 40% of weekend travelers report they are taking more day trips and/or weekend trips (38%) today than five years ago. Almost 30% of Americans have taken five or more weekend trips in the past year. 30% of weekend travelers say they took advantage of discounts, coupons or special offers while planning or while on their most recent weekend trip. Visiting cities (33%) and small towns (26%) are favored destinations for weekend travelers.

II. SITUATION ANALYSIS

C. Trends Overview

- **Rental car travel** accounts for only 3% of all travel in the U.S.
- **Children:** 26% of all U.S. domestic trips include children, up 2% since 2002. 32% of leisure trips and 10% of business/convention trips include children.
- **Hotel stays:** Over half (58%) of all overnight trips in 2003 included a hotel, motel or bed & breakfast stay, the same as 2001. These household trips are also twice as likely as average household trips to be taken by air (32% vs. 20%). The average duration of a hotel/motel/B&B trip is 3.9 nights. One in five (21%) hotel/motel/B&B trips include children.
- **Baby Boomers** households generated the highest travel volume in the U.S. in 2003 (registering more than 268.9 million trips, more than any other age group). Baby Boomer households (age 35-54) are more likely to stay in a hotel or motel on overnight trips (59%) and to travel for business (32%). They spend more on their trips than other age groups, averaging \$491 per household trip, excluding transportation to their destination.
- **Travel activities:** The most popular trip activity is shopping, included on almost one-third (30%) of all person-trips. Shopping is followed by attending a social/family event (21%), outdoor activities (11%), city/urban sightseeing (10%), rural sightseeing (10%) and beaches (10%). Nearly 50% of Americans reported taking an adventure trip (whitewater rafting, scuba diving, mountain biking, etc.) within the last five years. Adventure travelers are more likely to be young, single and employed compared to all U.S. adults.
- **Package Travel:** One quarter (23%) of past-year travelers (33.3 million adults) say they bought a travel package within the past three years. The average age of a package traveler is 43 years and the gender breakout is almost even (47% men, 53% women). A majority (68%) of these travelers are married; 24% are single, never married. Half (51%) have children in their household. Four in ten (43%) have a college degree or more education. The average annual household income of a package traveler is \$72,400.
- **Geotourism:** A study examined the travel habits and attitudes of the 55 million Americans now classified as sustainable or "geotourists," as well as the nearly 100 million traveling Americans moving in that direction. Geotourism is defined as tourism that sustains or enhances the geographical character of the place being visited – its environment, culture, aesthetics, heritage and the well-being of its residents. The Geotourism Study identified eight traveler segments from the 154 million Americans who have taken at least one trip in the past three years. For example, Geo-Savvys and Urban Sophisticates – dominated by Baby Boomers – show a distinct preference for culturally and socially related travel.
- **Travel Media Usage:** Half of all U.S. adults (101.9 million) say that they use the travel media – everything from newspaper travel sections and television travel shows to online newsletters – to plan their vacations. 28% say they used newspaper travel sections to plan their travel in the past year, 21% used an Internet site for their travel planning and 21% used television travel shows such as CNN Travel Guide. However, when travelers who use more than one travel medium were asked which travel medium is most useful to them, 24% say that they find Internet sites most useful, followed by newspaper travel sections and television travel shows. Half of travel media users (50%) say they read, watch or listen to travel media at least once a month or once a week. About one third (31%) of travelers

have decided to visit a travel destination because of information that they saw or read in the travel media.

II. SITUATION ANALYSIS

C. Trends Overview

- **Technology habits:** In 2000, 90% of traveling households own a VCR. 69% subscribe to cable television. 72% own a personal computer, up 4% from 1999. 54% of travelers own a cellular phone, up 5% from 1999. The share of travelers owning an RV (13%) remains unchanged since 1999.
- **Online Travel Trends:** Online travel booking continues to skyrocket. 64 million Americans researched and planned travel online in 2004. More than 44.6 million travelers booked travel online in 2004, a 6% leap over 2003. The number of online bookers doing all of their travel booking online continues to grow, with 40% now doing so, versus 29% in 2003.
- **Online travelers** have an annual household income of \$70,100 in 2002, significantly higher than all U.S. traveler households. Online travelers are also more likely than all U.S. traveler households to be college-educated and are younger (44% ages 18-34).
- **Online travel purchase trends:** 59% of recent trips planned online include an online reservation or purchase related to the trip. Among these trips, 67% include overnight lodging reservations, up 23% from 2003. Those who book leisure travel on the Internet spend an average of \$2,146 per year online for travel products and services.
- **General trends:** Compared to all U.S. households, traveling households are more likely to be married and somewhat younger. Travelers also tend to be more highly educated and are more apt to be employed full-time. Consequently, traveling households tend to have higher annual incomes. Home ownership is also higher for households who travel compared to overall households. Households that travel are much more computer-savvy than all households.

LCVB Planning Assumptions and Considerations

- The planning and activities of the LCVB continue to be subject to the amount of funds available through transient guest tax. As of January 1, 2004, the transient guest tax was increased from 4% to 5 %. Increasingly, there will be a greater need to identify additional funding sources to expand the Bureau's budget.
- Marketing opportunities through the Internet and online services will continue to be a strong focus of the Lawrence CVB. With 44.6 million travelers booking travel online (up 6% from 2003, the opportunity for Lawrence hotels to offer online booking is increasingly important. Additionally, the CVB will continue to make ongoing enhancements to the Web site, distribute electronic newsletters to those in the CVB database, provide news releases electronically, respond to online travel writer requests, etc.
- The state of Kansas will continue to be a primary source of convention and meeting business for the LCVB. Lawrence residents are key contacts in bringing the business home, thus a key focus of further educating the community about Lawrence during National Tourism Week.
- Visitor interest in cultural and heritage tourism continues. This traveling population seeks high-quality, educational experiences. Heritage activities such as the Bleeding Kansas National

Heritage Area, Civil War on the Western Frontier and places like the Dole Institute are of great interest to these visitors. Cultural events like the annual Indian Arts Fair and potential Sunflower Film Festival are also ideally suited for this market.

II. SITUATION ANALYSIS

C. Trends Overview

LCVB Planning Assumptions and Considerations (continued)

- A 2001 Americans for the Arts survey revealed that the nonprofit arts industry generates \$134 billion in economic activity each year. \$80.8 billion of that is event-related spending by arts audiences. In Lawrence, that survey revealed that event-related spending by arts audiences totaled \$16.5 million annually, not including the cost of admission. The same survey revealed that 195,718 non-residents attend arts events each year in the community. This highlights the importance of cooperatively marketing Lawrence and the arts.
- Popularity of romantic vacations continues to be strong. In 2003, 20% of all U.S. adults reported taking a romantic getaway in the past 12 months. The LCVB will continue to develop getaway packages for lodging, dining and entertainment – especially during the winter months – to market to this group.
- Mature travelers over 55 average the longest stays away from home. Many indicate an interest in traveling for educational purposes and adventure and generally have more flexibility determining when to travel. Promoting and partnering with KU Continuing Education for the new Osher Learning Institute is a way to reach these audiences.
- Dining, shopping, museums and tours are top activities for travelers. The availability of all such opportunities in Lawrence is a benefit and will continue to be a strong emphasis in marketing efforts including the Visitors Guide, regional advertising and Web site promotions.
- Organized sports events have attracted more than 75.3 million U.S. adult travelers in the past five years. The most popular events include baseball, softball, football, basketball and auto racing – all of which are offered in Lawrence or the surrounding area. Using the Kansas Speedway as an example, marketing activities will occur to attract interest from these potential visitors.

II. SITUATION ANALYSIS

D. Target Audience Overview

LCVB Target Audiences Defined

Conventions and Meetings

Convention and meeting opportunities based upon businesses, associations, military, social groups, visiting family and relatives, weddings, reunions and other local, state, regional or national organizations that can be adequately accommodated by Lawrence hotel properties.

Sports

Selected sporting events and sport organization rights holders, including National Governing Bodies, multi-sports organizations/associations, college and university conferences, and other organizations who own events that are available to Lawrence through a bid selection process by the Lawrence Sports Corporation or in conjunction with local sport organizations and associations with similar goals.

Tourism

Any visitor traveling to Lawrence outside of an organized convention or meeting with interest in Lawrence's attractions, history, culture and accommodations.

Subsets of this audience include: Group Tours, Film Production

Partner Overview

Partners are defined by the LCVB as any business that advertises in the Lawrence Visitor Guide and any community organization that benefits from the visitor industry.

Local Partners and Affiliations

Visitor Guide Advertisers: All Lawrence Visitor Guide advertisers are considered partners to the LCVB and receive the benefits of partnership including additional advertising and promotion opportunities.

KU Athletic Corporation (KUAC): The LCVB partners with the KUAC to promote KU sporting events and activities to prospective visitors and to provide accommodation and activities information to sports attendees.

Kansas University Continuing Education (KUCE): The LCVB collaborates with KUCE in providing Lawrence information and meeting accommodations for KUCE events.

KU Visitors Center: The LCVB works hand in hand with the KU Visitors Center to enrich the visitors experience while in Lawrence. The KU center promotes the university to potential students and assists visitors explore all aspects of the campus.

Haskell Indian Nations University (HINU): The LCVB provides assistance and information to HINU meetings and events and promotes Lawrence to prospective meeting delegates, visitors and students.

Lawrence Hotel General Managers: The LCVB provides marketing support to the hotel general managers in an effort to collectively market Lawrence as an overnight destination.

II. SITUATION ANALYSIS

D. Target Audience Overview

Roundtable for the Arts and Culture: This organization includes members from many community groups and is organized by the Lawrence Arts Center. The group has developed a Cultural Tourism Plan for Lawrence and comes together to promote the arts as a whole. The organization continues to enhance Lawrence's arts and cultural amenities to attract more visitors as well as developing new arts and cultural attractions for Lawrence.

Black Jack Battlefield Trust: A 501(c)3 group of local residents organized with the goal to provide for the preservation of property associated with the battle of Black Jack, which occurred on June 2, 1856, when the anti-slavery forces under John Brown defeated proslavery forces under Henry Clay Pate, and the education of people about the significance of that battle in the Bleeding Kansas era and in the history of the United States.

In addition to these affiliations, staff members serve on boards of organizations related to our industry such as the Spencer Museum Friends Advisory Board, the Lawrence Arts Center Board and the Lied Center Board.

State/Regional Partners and Affiliations

State Travel and Tourism Division, Kansas Department of Commerce and Housing (KDOCH): The LCVB works closely with KDOCH staff on marketing, convention and group tour activities and participates in cooperative promotional opportunities offered.

Travel Industry Association of Kansas (TIAK): A statewide membership organization that provides educational, networking and cooperative advertising opportunities for its members. TIAK also monitors and lobbies legislative activities affecting the tourism industry in Kansas. Henderson serves on the executive committee.

I-70 Association: This 12-city organization exists to cooperatively promote travel along I-70 and to encourage travelers to stop in those cities. Membership is limited to the 12 cities on the path and affiliate membership is open to any business within them.

Meet Kansas: A coalition of CVBs and Chambers of Commerce from across the state that cooperatively markets Kansas as a meeting destination. Through exhibits and a Web site, the Meet Kansas marketing campaign highlights the benefits of planning a meeting in the member cities and showcases Kansas. Sanner represents the LCVB in coalition meetings. Meet Kansas trade show efforts have been directed toward the Christian Meetings and Conferences market. During the 2004 TIAK Conference, Meet Kansas members met and decided since each community had little success in the Christian market, Meet Kansas would redirect its 2005 trade show efforts in yet-to-be-determined markets.

Kansas Society of Association Executives (KSAE): A membership organization that is a primary source of convention and meeting business. KSAE is made up of professional meeting planners in Kansas and their suppliers. Sanner plans to attend KSAE's annual convention in Topeka in December 2005.

Kansas City Society of Association Executives (KCSAE): An allied society of the American Society of Association Executives (ASAE) that is a primary source of convention and meeting business in the Kansas City area. KCSAE is dedicated to raising the profile of Kansas City associations through public awareness and educating public officials, while advancing the professionalism of association management. Plan to attend KCSAE's annual convention held in Kansas City, Mo., in December 2005.

II. SITUATION ANALYSIS

D. Target Audience Overview

Kansas Humanities Council (KHC): A statewide council that sponsors humanities projects in communities throughout Kansas. The KHC promotes understanding of the history and ideas that shape our lives and build community. Billings serves on the Board of Directors.

Kansas Arts Alliance: This is a “niche” alliance identified by the state tourism division. Arts groups and CVBs throughout the state work together to promote the arts in Kansas. The Lawrence CVB has been instrumental in developing a Web site for the group and participates in this partnership when possible. Henderson will attend meetings.

Motorcoach Marketing Alliance: Participation in Kansas as a tourism destination to the group tour market with Kansas Travel & Tourism Department. Alliance focuses on the domestic tour operators' needs for specific types of travel products, and educating operators on the diverse range of Kansas destinations and attractions.

Kansas Sampler Festival: This festival brings communities and attractions from all over the state together to make it easy for the public to discover day-trip possibilities. The primary purpose of the festival is to provide the public a sample of what there is to see and do in Kansas. First weekend in May.

Kansas City Convention & Visitors Bureau (KCCVB): A membership organization that allows the LCVB to receive all convention/meeting and group tour leads that come through the KCCVB office. Membership also allows cooperative advertising opportunities as well as promotional benefits.

Kaw Valley Heritage Alliance (KVHA): KVHA is a partnership of various agencies and organizations with mutual interest in the cultural and natural resources of the Kansas River. Billings and/or another designated staff member represents the Lawrence CVB at KVHA Steering Committee meetings and the annual conference.

Territorial Kansas Heritage Alliance (TKHA): TKHA is a partnership of historians and tourism agencies from 10 counties in eastern Kansas working with the Kansas State Historical Society to preserve, promote and interpret Territorial Kansas history for the citizens of Kansas and travelers to the state. Billings serves as secretary for the group.

National Heritage Area (NHA): Heritage Partnership Programs (National Heritage Areas) have been created by Congress to promote the conservation of natural, historic, scenic and cultural resources. The areas are managed by private nonprofit groups or by states and not by the National Park Service. The Lawrence CVB has taken the lead to create a federally recognized heritage area in eastern Kansas by working with representatives from 24 counties to publish a required feasibility/suitability study to accompany enabling legislation for Congressional approval. Work continues on this designation.

Big XII Conference CVBs: CVBs in cities of the Big XII meet bi-annually to discuss mutually beneficial opportunities. The group cooperatively attends conventions and trade shows to make contact with potential sport event planners. A cooperative travel information brochure and video PSA featuring all 12 cities have been produced. Sanner participates in these events.

National/International Affiliations

II. SITUATION ANALYSIS

D. Target Audience Overview

International Association of Convention & Visitors Bureaus (IACVB): A professional membership organization providing education and national networking opportunities to CVBs. IACVB works to raise the level of professionalism of CVBs. Director attends annual meetings and staff attends educational meetings as seminar topics match with job definition and budget permits.

National Park Service: The Midwest Regional Office of the National Park Service (NPS) offers guidance and assistance in the effort to create a federally recognized Bleeding Kansas National Heritage Area. NPS representatives in Kansas will take a leadership role in facilitating the effort. In addition, the Underground Railroad Network to Freedom project of NPS provides support and resources to projects. Upon federal designation of Bleeding Kansas National Heritage Area, there will be a more formal relationship with NPS.

National Association of Sports Commissions (NASC): Membership provides a network of cities interested in the sports market and a database of sports events to be hosted. This membership is held through the Lawrence Sports Corporation (LSC), but staffed by the CVB. Sanner plans to attend the NASC annual convention in Portland, Ore., in April 2005 and the Travel, Events, Management in Sports convention in Fort Lauderdale, Fla., in November 2005.

Religious Conference Management Association (RCMA): A membership organization that provides access to national, state and regional religious conference meeting planners. LCVB markets at the RCMA Annual Convention to attract religious groups who notably bring their conventions and meetings to affordable cities.

Divisions

Lawrence Sports Corporation (LSC): This organization was incorporated by the CVB in 1989 with the profit earned from hosting the AAU National Junior Olympics. LSC operates as a non-profit with a Board of Directors. Its goals include bringing more sports activities to the city and supporting the local sport organizations that host these events. Sanner serves as Executive Director.

Lawrence Visitor Information Center (LVIC): The LVIC serves as a community resource for Lawrence residents and visitors on Lawrence activities, attractions, dining and accommodations. The LVIC is located in the historic Union Pacific Depot that is owned by the City of Lawrence. The LCVB staffs the center seven days a week with one full-time and one part-time paid staff member who supervise 45+ volunteers who greet and provide services for visitors as well as assist the CVB with marketing projects and direct-mail campaigns.

II. SITUATION ANALYSIS

E. SWOT Analysis

	POSITIVE	NEGATIVE
INTERNAL	STRENGTHS ** Staff teamwork – helps us see opportunities ** Technology savvy ** Strong relationships with community leaders ** Lawrence Visitor Information Center ** Proactive marketing strategy in place ** Strong database of qualified prospects ** Conduct good market research ** Working to use the right media mix to reach specific audiences	WEAKNESSES ** Integrated marketing presence not complete ** Community consensus building and teamwork on tourism-related issues ** Unclear communication of tourism's role and impact on the community and low emphasis placed on tourism ** Provincial thinking vs. collective thinking
EXTERNAL	OPPORTUNITIES ** Downtown Lawrence ** University of Kansas ** Haskell Indian Nations University ** Lawrence Visitor Information Center ** Active arts community ** Clinton Lake ** KU/Haskell alumni pride ** Close proximity to KCI, KC, Topeka, I-70 ** Dole Institute for Politics ** Close proximity to KCI, KC, Topeka, I-70 ** KU Continuing Education ** KU Sports Hall of Fame ** Pre-Civil War History (BKNHA) ** Visitors looking for authenticity that Lawrence offers ** Current trend that travelers will travel within 3 hours of home in coming years ** NASCAR/Kansas City, KS tourism region ** Packaging with Lied Center and other arts events	THREATS ** Shortage of large meeting facilities ** CVB success somewhat dependent upon external organizations' success ** Provincial thinking vs. collective thinking ** No strong destination driver for the city ** Frequent hotel management turnover ** Location on eastern border of state is perceived as not central enough to draw statewide conventions ** Lack of experiential travel opportunities ** Increased competition for visitors' time and money ** Low community emphasis on tourism industry and its economic impact on community ** KU museums closing and/or moving collections off campus/out of Lawrence ** Access to sports facilities to be competitive with surrounding area

III. MARKETING GOALS AND OBJECTIVES

A. Measurement Statement

The LCVB Destination Management Plan is written each year by the LCVB staff. The Plan summarizes the previous year's results, serves as a guideline and planning tool for the current year and as an educational tool for the LCVB advisory board and other publics. The plan focuses on three goals: marketing, service and development. Under these three goals are objectives and strategies that further define the goal and relate it to each of the LCVB's audiences. Tactics fall under each strategy and explain what tasks and efforts will be undertaken to accomplish the goals and objectives. A working calendar further defines details and timing of those tactics.

Where possible, the defined tactics have a measurement component attached to them. In some instances it is possible to quantitatively measure the outcome of an activity. In those cases the method of measurement is noted. For instance, Web site usage, the number of online hotel reservations and sporting event registrations and number of advertising leads responded to can be easily quantified.

Because the LCVB works cooperatively with various community partners, there are many activities in which measurement of the outcome cannot be accomplished internally. Additionally, many agreed upon tactics are qualitative in nature. These activities do not have any outcome that can be measured in numbers. The LCVB continues to focus on activities that create a positive economic impact for the Lawrence community, both qualitative and quantitative in nature.

IV. MARKETING STRATEGIES

I. Marketing Goal

Marketing Goal: Attract visitors, meetings, conventions and events to Lawrence to help improve the local economy and quality of life.

Objective A: Conduct research to expand knowledge of visitor needs and desires to maximize marketing effectiveness.

Strategy 1: Continue identifying psychographics and demographics of current and potential visitors and segment the database into niche markets.

Tactics:

- a. Conduct surveys based upon method of initial contact with visitor.
- b. Identify niches based on strengths of the Lawrence visitor industry through database responses.
- c. Maintain and enhance database to market to strengths.
- d. Create reports to easily profile current and potential visitors through database responses.
- e. Survey Web site visitors and online bookers about their interests and demographic information.
- f. Compare demographics of online bookers with those of all requestors.
- g. Collaborate with State Travel & Tourism office to gather demographics and statistics.

Strategy 2: Determine level of satisfaction with the CVB visitor offerings.

Tactics:

- a. Survey convention and sports events planners and sports planners at the completion of all Lawrence conventions by e-mail or mail.
- b. Survey online booking customers about their Lawrence experience by e-mail.
- c. Survey motor coach group tours about their Lawrence experience by mail or e-mail.
- d. Send Visitor Guide advertisers postcards listing recent referrals or visits by visitors.

Strategy 3: Monitor success of CVB objectives and activities.

Tactics:

- a. Monitor Web site statistics monthly and track trends to identify increases in Web traffic that might result from advertising and direct mail activities, and report to Advisory Board.
- b. Track the number of requests for visitor guides generated by advertising to determine which advertisements and publications create most demand.
- c. Monitor results of public relations efforts and measure results by calculating advertising equivalence.
- d. Monitor and report results of follow-up surveys sent to visitors.
- e. Measure online booking and report statistics to CVB Advisory Board.

IV. MARKETING STRATEGIES

I. Marketing Goal

Objective B: Utilize a clear, simple, memorable brand image specific to Lawrence and Douglas County.

Strategy 1: Incorporate graphics and tagline into all LCVB marketing efforts.

Tactics:

- a. Consistently use logo and tagline as identifying element across all Web site changes, e-pushes, direct mail efforts, print materials and collateral materials.
- b. Utilize the graphics standard consistently.

Strategy 2: Develop and implement an Integrated Marketing Campaign for 2005.

Tactics:

- a. Present a consistent look and feel across all media.
- b. Present a consistent look and feel across all markets.

Objective C: Work with hotels and others in the community to increase number of meetings, conferences and events-related spending in Lawrence particularly during off-peak time periods.

Strategy 1: Increase number of state and regional conventions.

Tactics:

- a. Identify regional associations with the potential to bring meetings/conventions to Lawrence by working with partners and using the Web site, and make bids on those events.
- b. Attend and exhibit at Kansas Society of Association Executive (KSAE) events to identify regional meeting leads.
- c. Conduct quarterly sales trips with hotel management to agreed upon locations to recruit and attract groups to plan meetings in Lawrence.
- d. Participate in cooperative efforts with the Big XII cities and Meet Kansas coalition to generate convention leads at tradeshow.
- e. Generate interest by local citizens who participate in civic and professional organizations to bring their meeting to Lawrence.
 1. Use the local media to publicize economic impact of bringing meetings to Lawrence.
 2. Monitor local media to identify local residents in leadership position of civic and professional organizations and contact them to remind them of positive economic impact of meeting to Lawrence.
 3. Speak at civic club meetings about available facilities and economic impact of bringing meetings to Lawrence.
- f. Maintain and utilize the Meetings & Conventions database.
- g. Begin working toward online booking for groups and conventions.
- h. Create new meeting planner's guide with updated facilities information, and provide PDF version for download on the LCVB Web site.
- i. Create meeting planner's e-mail blast template for electronic marketing to meeting planners.

IV. MARKETING STRATEGIES

I. Marketing Goal

Strategy 2: Develop University-related conference business.

Tactics:

- a. Continue to develop a closer working relationship and better communications with KU Continuing Education staff responsible for conferences.
 - 1. Monthly contact with program managers to identify upcoming meetings and how the LCVB can assist.
- b. Continue a working relationship with Haskell staff responsible for conferences.

Strategy 3: Explore ways for the Lawrence Sports Corporation (LSC) to attract more events to Lawrence and to work more closely with partners.

Tactics:

- a. Generate media interest in LSC by publicizing current and ongoing projects.
- b. Educate partners and local sports organizations about opportunities to sponsor events.
- c. Develop sponsorship opportunities for area business to support sports events and the LSC.
- d. Meet with local sports organizations to make them aware of the loan/investment program offered by LSC to bring amateur sports events to Lawrence.
- e. Maintain partnership with the KU Athletic Department to develop and market activities that promote overnight hotel stays during home football weekends.
- f. Encourage sport event participants to extend stays in Lawrence through education about other Lawrence events, attractions and activities.
- g. Continue distribution of quarterly LSC newsletter distributed to partners and media and put newsletter online.
- h. Offer online booking capability for sports groups.
- i. Create new sporting events planner guide and PDF for Web site.

Strategy 4: Explore additional opportunities to market Lawrence as a special event destination.

Tactics:

- a. Explore ways to increase school and family reunion market in Lawrence such as working with LHS to get alumni database names.
- b. Communicate the unique characteristics of Lawrence suitable for events such as weddings and anniversaries by establishing Web content on the visitlawrence.com site.

IV. MARKETING STRATEGIES

I. Marketing Goal

- c. Direct special event inquiries to Web site.
- d. Provide media relations and e-marketing assistance to groups with potential to bring overnight visitors to Lawrence.
- e. Develop packaging opportunities on the Web site that cater to these markets.

Objective D: Motivate prospects to take action and visit Lawrence.

Strategy 1: Develop and distribute collateral materials to stimulate visitor interest and serve as a resource for information.

Tactics:

- a. Produce official Lawrence Visitor Guide annually. (Planning calendar in Appendix)
- b. Develop and produce other print materials as appropriate and as funds permit.
- c. Distribute Visitor Guides and other materials locally, regionally and statewide. (Appendix A)

Strategy 2: Further establish the CVB Web site as a resource for online services.

Tactics:

- a. Continue to work with local hotels to present more online booking options to visitors. (Appendix H)
- b. Identify the site in all marketing communications to increase traffic.
- c. Develop and market packages that offer a savings and convenience over traditional booking to attract visitors with special interests to Lawrence.
- d. Add group booking for conventions and sporting events to Web site.
- e. Establish new and maintain existing crosslinks between www.visitlawrence.com and other relevant sites.

Strategy 3: Use niche market database information on current and potential visitors to target direct mailings and e-mail.

Tactics:

- a. Continue to survey respondents about their specific interests.
- b. Customize e-pushes to target specific categories of interest. (Appendix G)
- c. Customize direct mail pieces to target specific categories of interest and monitor responses. (Appendix F)
- d. Use respondent information captured in database to customize advertising to specific publications that best capture the interest of target audiences. (Appendix D, I)
- e. Use database information to establish 1:1 relationship with online hotel booking users.

IV. MARKETING STRATEGIES

I. Marketing Goal

Strategy 4: Generate positive potential customer awareness.

Tactics:

- a. Advertise in travel publications determined by proven record of generating response or readership closely resembling LCVB target audience or coop opportunities. (Appendix D)
- b. Develop and place advertising in drive markets designed to promote Lawrence as a destination for visitors.
- c. Establish working relationships with media to promote editorial coverage about Lawrence and calculate advertising equivalence of generated coverage.
 - 1. Continue to update media contact lists.
 - 2. Provide monthly calendars of events to editors.
 - 3. Communicate proactively by distributing general media kit about Lawrence.
 - 4. Send media releases about special events.
- d. Post current news releases and story ideas on Web site for use by media.

IV. MARKETING STRATEGIES

II. Services Goal

Services Goal: Encourage economic growth by providing quality services for visitors, conventions, meetings, sports events and the community.

Objective A: Provide user-friendly and comprehensive visitor information and resources to visitors and the community.

Strategy 1: Distribute travel literature.

Tactics:

- a. Enhance and maintain Web site to serve as a comprehensive visitor planning resource.
- b. Respond to inquiries received via telephone, Web site and advertising within one week by sending Visitor Guides and other requested information as well as by directing to Web site.
- c. Supply visitor guides to tourism partners throughout the region. (Appendix A)

Strategy 2: Operate a high-quality Visitor Information Center.

Tactics:

- a. Serve as a resource for promotional materials for visitors and residents.
- b. Distribute visitor guides and other promotional print materials to accommodations, attractions, advertisers and partners.
- c. Replenish supply of visitor guides and other print materials at local hotels on a regular schedule using LVIC volunteers.
- d. Continue to foster a good working relationship with the KU Visitor Information Center through mutual referrals, Web site crosslinks and utilization of databases.
- e. Continue to explore additional retail merchandise opportunities at LVIC.
- f. Continue to improve relationship with front desk personnel of local accommodations by communicating on a monthly basis.
- g. Develop quarterly hospitality program with local accommodations for front desk staff.
- h. Organize educational events for volunteers, including new attractions, exhibits and points of interest to visitors.
- i. Update outdoor maps in front of LVIC.
- j. Foster relationship with Haskell University/Cultural Center through mutual referrals.
- k. Work with the Museum Studies students at KU to change and update LVIC exhibits.

Objective B: Provide information about Lawrence attractions and accommodations to event planners delivering overnight business.

Strategy 1: Provide service and information to convention/meeting planners.

Tactics:

- a. Utilize the eight-step convention services process. (Appendix B)
- b. Provide sponsorship assistance to scheduled groups based on number of rooms occupied, season of meeting and potential for repeat business.

IV. MARKETING STRATEGIES

II. Services Goal

- c. Continue to enhance Web site listing of Lawrence resources to better inform travel planners and assist with meeting arrangements.
- d. Provide a Lawrence coupon book to visiting groups encouraging attendees to shop in the community.
- e. Track number and value of services provided to conventions.

Strategy 2: Provide service and information to motorcoach travel planners.

Tactics:

- a. Continue to offer and organize welcome receptions at the Visitor Information Center.
- b. Offer city tours.
- c. Develop hub-n-spoke itineraries for groups and make them available online.
- d. Maintain Lawrence itineraries on Web site.

Objective C: Assist our partners in increasing their business volume by providing marketing resources and opportunities.

Strategy 1: Serve as a resource for community partners in need of marketing assistance.

Tactics:

- a. Share marketing expertise, ideas, recommendations and services such as convention leads and motorcoach contacts and media releases.
- b. Coordinate hotel package logistics between properties and area partners.
- c. Provide opportunity for partners to participate in marketing opportunities such as advertising in the Visitor Guide, Web site and e-marketing initiatives.

IV. MARKETING STRATEGIES

III. Development Goal

Development Goal: Develop relationships, partnerships and attractions to increase opportunities for bringing visitors to Lawrence.

Objective A: Serve as an innovative leader in the tourism industry by supporting development of additional tourism products and services to enhance the visitor experience.

Strategy 1: Enhance relationships with community partners for promotional opportunities.

Tactics:

- a. Act as a catalyst to form partnerships with hotels for specific promotions including packaging.
- b. Make supplemental advertising opportunities available to Visitor Guide advertisers.
- c. Participate in community activities and partner organization activities when appropriate.
- d. Assist organizations in the development of their activities and events such as Downtown Lawrence, Roundtable for the Arts and Culture, Civil War on the Western Frontier, Lawrence Cowboy Winter Gathering.
- e. Increase community awareness of the importance of the CVB's work through activities such as National Tourism Week and communication with area leaders.

Objective B: Increase opportunities for bringing overnight guests to Lawrence and for generating media interest in Lawrence.

Strategy 1: Work with partners to provide visitors with a quality lodging experience and meeting products.

Tactics:

- a. Work with management staff of area lodging and convention facilities to develop packages to be sold on the CVB website.
- b. Encourage development of high-quality lodging/meeting products that strengthen Lawrence's position in the tourism industry.
- c. Work with Economic Development department where appropriate to facilitate development of hotel properties.

Strategy 2: Participate in, and take the lead as appropriate, the organization of activities that bring visitors to Lawrence.

Tactics:

- a. Continue to support existing sports events that have been successful such as the American Fastpitch Association national tournament and revival of the Midwest Mayhem Triathlon formerly known as the LMH Triathlon.
- b. Work with the Kansas Film Commission on film production opportunities.
 1. Respond in timely manner to requests for location information.
 2. Provide services for on-location filming.
 3. Work with producer to develop a Sunflower Independent Film Festival
- c. Continue to produce the Lawrence Indian Art Show.

IV. MARKETING STRATEGIES

III. Development Goal

Strategy 3: Be a catalyst for the development of destination drivers in Douglas County.

Tactics:

- a. Continue to provide leadership in the process toward Federal designation of a National Heritage area.
 1. Work with the Congressional staff to promote the enacting legislation to a successful designation.
 2. Work with the planning committee to determine governance, staffing and budget. Begin development of a management plan for the area and brand identity.
 3. Build partnerships with other cities, counties and organizations to identify and invite participants that are appropriate to the themes of the area and define the boundary.
 4. Take the lead in discussion of potential future development of heritage offerings in Douglas County.
- b. Work with the KDOC Agri-Tourism Advisory Committee, Douglas County Extension office and county farmers and ranchers to further develop the Douglas County tourism product.
 1. Make visitors aware of agri-tourism experiences in marketing materials
 2. Participate in Farmers Market Task Force
 3. Work with Douglas County committee to develop a comprehensive Farm Tour.

Appendix A: Visitor Guide Distribution Summary

Official Lawrence Visitor Guide Distribution Summary

- Lawrence Visitor Information Center
- 34 Visitor Information Centers throughout Kansas
- All Lawrence hotels/motels/b&bs in rooms
- KU Summer Orientation/parents
- KU Admissions prospective student packets (1,500 per semester)
- University Relations - distributes to all departments for use with guests and new faculty recruitment
- Haskell Indian Nations University events/meetings & orientation
- Convention delegates
- KU Continuing Education conference delegates
- Direct mail to out-of-town football & basketball season ticket holders (5,000+)
- Motorcoach tours
- Requests for Lawrence visitor information as a result of advertising by CVB such as ads in *Midwest Living*, *AAA Home & Away*, Kansas state travel guide)
- Extensive mail list used by CVB to direct mail new information to those who have requested Lawrence information in past two years
- Ft. Riley & Ft. Leavenworth public information offices
- Requests for information through Lawrence CVB membership in Kansas City CVB
- Attractions (all museums) in Lawrence
- All Visitor Guide advertisers
- Museum of History in Topeka
- Relocation packets sent out by Chamber & other reasons for requests for information through Chamber
- Lawrence Public Schools - recruitment of new teachers, orientation for new families
- Lawrence realtors for use with new homebuyers
- Baldwin City attractions
- Lecompton attractions
- AAA Travel Agencies throughout the U.S.
- Library requests throughout the U.S.
- Lawrence Welcome Wagon

Appendix B: Lawrence Sports Corporation Goals, Loan/Investment Policy

Lawrence Sports Corporation Loan Fund Criteria

The Lawrence Sports Corporation (LSC) will consider loaning seed money for one-time events or start-up funding for ongoing athletic events within the Lawrence area.

1. Application must be completed and submitted to:

Lawrence Sports Corporation
734 Vermont, Ste 101 P.O. Box 586
Lawrence, Kansas 66044-0586
Phone: (785) 865-4490 Fax: (785) 865-4400
Email: sports@visitlawrence.com

Additional information or personal presentation may be requested by the LSC as needed.

2. The funds must be used for events that will directly promote amateur athletic events in the Lawrence area involving one or more of the following:
 - a. The funds are primarily intended to draw people from outside the community and are not to be used to promote activities that primarily serve the existing population.
 - b. A direct or indirect economic benefit must be demonstrated.
 - c. The funds are intended to be used for events that create and attract state, regional or national amateur sports-related activities.
 - d. More consideration will be given to those projects that benefit a large portion of the community as opposed to a limited segment.
 - e. More consideration will be given to those projects that are potentially of an ongoing nature.
 - f. The funds are to be used primarily to fund new events although funding requests for existing events may be considered.
3. Applicant must submit a proposed budget of expense, projected revenues and their sources and plan for payback of the loan prior to approval. If the loan application is approved, a detailed report and budget must be submitted within 30 days after the event. Depending on amount of loan and scope of event, an administrative fee and/or matching money may be charged.
4. Please provide two references documenting your involvement relating to similar past activities. Proven success in organizing and hosting events will be taken into consideration.

A decision will be based on the LSC Board's perception of return on investment and the amount of recognition given to the Lawrence Sports Corporation as sponsor. All efforts will be made to make a decision in a timely manner.

Appendix B: Lawrence Sports Corporation Goals, Loan/Investment Policy

Lawrence Sports Corporation Loan Fund Application

Please review the LSC Loan Fund criteria before preparing an application. Answers to the following questions should be thoroughly answered on a separate page or pages if necessary.

1. Please provide date, time, location and name of event.
Please explain in detail the complete event for which you are seeking funding
2. How many participants/spectators do you anticipate this event will bring to Lawrence and from where?
3. Will there be overnight stays?
4. Is this an ongoing event? If so, how often will it be held?
5. How will it directly increase visitor revenue for Lawrence?
6. Has the event occurred previously? If so, when, and what was the direct economic benefit it had on Lawrence.
7. Why do you feel this event is appropriate for this type of funding?
8. How will it be promoted and in what market area?
9. Amount you are requesting from the Lawrence Sports Corporation Loan Fund? Why is there a need for this loan?
10. Please supply a complete budget for the project.
11. What other sources of funding are you seeking and for what purposes?
12. Who will be responsible for administering the funds?
13. Who is sponsoring the project?
14. Why is this event important to those organizing it?

Appendix C: Convention/Meeting Lead Process

Step	Description
1. Initiate Lead	Lead is initiated through personal contact, sales call, tradeshow, local public involvement, request by facilitating organization or request from state tourism office.
2. Collect Information	Convention Director will request and organize the following information: Organization, meeting name, contact person, contact information, meeting dates, total room nights, room flow, largest meal, largest meeting, number of attendees, decision date, competitive sites (other than Lawrence), history of event, attendee profile, and any additional program or notes.
3. Send Lead	The above information is then organized into a one-sheet Convention/Meeting Lead that is faxed to <u>each</u> hotel property located within the Lawrence city limits. Except under specific conditions each property will receive the lead regardless of amenities requested or needed to host the event.
4. Follow Up	The Lawrence Convention and Visitors Bureau requests notification on each property's availability to host the event and to be copied on all correspondence with the potential client. Upon learning the client's decision, the Convention Director will notify those properties that submitted an official bid and inform them on which hotel property was awarded the event. The Convention Director will track those hotels that respond and which hotels are awarded each specific event.
5. LCVB Services	Upon notification of a winning bid placed by a Lawrence hotel property, the Convention Director will contact the client to offer additional services available through the Lawrence Convention and Visitors Bureau, i.e. welcome packets, volunteer assistance, coordination of off-site activities and other specific needs requested for a successful event.

Appendix D: Eight Steps for Convention Service

These eight steps are designed to be a guide to the process taken with conference groups. Every group has different needs and time frames to work with so this process should be modified to fit each group's needs.

Step	Time to do	Description
1 Thanks	Immediate	Convention Director sends a thank you note to conference planner for choosing Lawrence.
2 Personal Call	Call one week after sending Step 1 Thank you	A personal call from the sales staff introducing them and thanking the planner for choosing Lawrence.
3 Information Packet	12 to 14 months prior to conference	Letter, meeting planners guide, visitors guide, lure brochure and other relevant information sent to let them know the Lawrence resources available to them.
4 CVB Services	6 to 11 months prior	Follow up call to discuss info sent and to discuss CVB services.
5 Confirm Services	2 to 3 months prior	Send a written confirmation of services including dates, costs, etc.
6 Double Check Services	2 weeks prior	Double-check all services for conference. Finalize nametags, speakers, entertainment, transportation and any special needs.
7 Thank You	1 week after conference	Send thank you and post-conference survey. Schedule call on ACT! to see about next conference.
8 Follow Up	1 month after	Call to follow up on any problems that may have occurred and check the possibility of holding the event in Lawrence again.

Appendix E: 2005 Projected Convention & Tradeshow Attendance

Conventions/Meetings

1. Kansas City Society of Association Executives (KCSAE)
 - December 2005, TBA, Kansas City, Mo.
2. Kansas Society of Association Executives (KSAE)
 - December 2005, Manor Conference Center, Topeka, Kan.
3. Missouri Meetings & Events (Meet Kansas Co-Op)
 - October 2005, TBA

Sporting Events

1. National Association of Sports Commissions (NASC)
 - April 2005, Portland, Ore.
2. Travel, Events, Management in Sports (TEAMS)
 - November 2005, Fort Lauderdale, Fla.
3. USA Track & Field Annual Meeting (USATF)
 - December 2005, Jacksonville, Fla.

Appendix F: 2005 Projected Advertising Schedule

MONTH	MEDIA	PUBLICATION	CIRCULATION	EST. COST	NOTES
January	Newspaper	KC Star, Wichita Eagle, Omaha World-Herald, Des Moines Register, Tulsa World, various KS	4,000,000+	15,000	"Stay the Night"
February	Newspaper	KC Star, Wichita Eagle, Omaha World-Herald, Des Moines Register, Tulsa World, various KS	4,000,000+	15,000	"Stay the Night"
March	Magazine	Midwest Living AAA Home & Away	850,000	5,000 3,000	
April	Direct Mail	Kansas Speedway Fan Guide	100,000	5,500	mailed to Speedway ticket holders
	Magazine	Best of the Midwest	850,000	1,000	
	Newspaper	Various	200,000	3,000	golf packages
May	Magazine	Midwest Living	850,000	5,500 6,000	
June	Souvenir Newspaper	Midland Railway	15,000	200	calendar listing
July	Magazine	Preservation or Historic Traveler	600,000	4,000	CWWF, Heritage
August	Magazine	Home & Away	1,000,000+	3,000	
September	Magazine	Midwest Living		5,500	
October					
November	Newspaper	Kansas City Star	200,000	5,000	Holiday tabloid
December	Visitor Guide	Kansas Getaway Guide	500,000	6,000	Listings, display ad
CREATIVE	Design	Various		6,000	
				89,200	

Appendix G: 2005 Projected Direct Mail Schedule

Theme	Target	#	Medium	Designer	Begin Design	Print	Mail Date	Cost	Measure
Spring Events in Lawrence	All survey respondents who prefer direct mail	2,000	postcard	Doug Stremel	03/15/04	03/22/04	04/01/04	\$595	web visits, online bookings, packages sold
Lawrence's History/CWWF	History niche	1,000	letter w/ CWWF brochure	Brandy	05/15/04	06/01/04	06/15/04		web visits, online bookings, packages sold
VG	Active DB KU Parents KU Season Ticket Holders	30,000	VG	NA	NA	NA	8/15/2004	\$8,000	web visits, packages purchased, online bookings returned surveys
Fall Events in Lawrence	All survey respondents who prefer direct mail	2,000	postcard	Doug Stremel	9/1/2004	9/12/2004	9/25/2004	\$595	web visits, online bookings, packages sold
Holiday Events in Lawrence	All survey respondents who prefer direct mail	2,000	postcard	Doug Stremel	10/15/2004	10/30/2004	11/15/2004	\$595	web visits, online bookings, packages sold
Winter Events in Lawrence/Winter Getaways	All survey respondents who prefer direct mail	2,000	postcard	Doug Stremel	11/30/2004	12/5/2004	12/20/2004	\$595	web visits, online bookings, packages purchased

Appendix H: 2005 Projected E-Newsletter Schedule

Theme	Number*	Begin Design	Send	Measure
April Events	450	3/1/2004	3//2004	clickthroughs packages booked web traffic
May Events		4/1/2004	4/14/2004	packages booked clickthroughs web traffic bookings
June Events		5/1/2004	5/12/2004	packages booked clickthroughs bookings web traffic
July Events		6/1/2004	6/16/2004	packages booked clickthroughs bookings web traffic
August Events		7/1/2004	7/14/2004	packages booked clickthorughs bookings web traffic
September Events		8/1/2004	8/11/2004	clickthroughs bookings web traffic packages booked
October Events		9/1/2004	9/15/2004	packages booked clickthroughs bookings web traffic
November Events		10/1/2004	10/13/2004	packages booked clickthroughs bookings web traffic
December / Holiday Events		11/1/2004	11/17/2004	packages booked clickthroughs bookings web traffic
January Events		12/1/2004	12/15/2004	packages booked clickthroughs bookings web traffic

*More email recipients are expected to be added through the “Sign up for email updates” page on visitlawrence.com and as Visitor Guide surveys are returned.

Appendix I: Step-by-Step Guide to Online Booking Procedures

Individual Hotel Nights

1. A room is reserved on www.visitlawrence.com
2. A confirmation email containing an automatically assigned reservation number is sent to the customer, hotel and LCVB administrator. The reservation is also automatically noted in the hotel's profile and may be viewed by the hotel on its individual administration page or by the LCVB administrator at secure.visitlawrence.com/hotels username: lcvb; password: lcvbadmin. Confirmation may also be faxed to the hotel if they have requested this service.
3. The hotel is now responsible for making sure that the reservation is placed in its main reservation system.
4. Included on the confirmation email to the hotel is the customer's credit card information. The hotel is now responsible for this information and they may bill the customer immediately or hold on to the number as a guarantee for the room per the individual hotel's payment policy posted online and agreed to by the customer.
5. If a customer changes or cancels a reservation, it is the hotel's responsibility to note the change/cancellation in its reservation profile online.

Billing

1. Hotels pay 10% commission to the LCVB for each individual room booked through the www.visitlawrence.com Web site. Account information and activity may be viewed online at any time by each hotel on its individual administration page as well as by the LCVB on the main administration page.
2. Invoices for the 10% commission are to be printed from the administration page and mailed to each hotel on the 15th of the month.
3. Payments from the hotels should be received by the 1st of the month and noted on their online account information.
4. If payment is not received by the 5th of the month a second invoice will be mailed on the 6th.
5. Any hotel with an outstanding balance of 60 days or more will be removed from the online booking program.

Package Bookings

1. A package is booked on www.visitlawrence.com
2. Email confirmation containing an automatically assigned reservation number is sent to the customer, hotel and LCVB administrator. This transaction is automatically noted in the hotel's profile for viewing on the administration page. Confirmation may also be faxed to the hotel if it has requested this service.
3. Credit card payment information is included in the email to the LCVB administrator. This information must be entered manually into the ViaKlix online transaction system within 48 hours.
4. Print a copy of the receipt with the authorization code and a copy of the confirmation email and place in the 'Online Packaging' folder.
5. Email the customer within 48 hours of the booking with the credit card authorization number and a reminder of the cancellation policy. This email will already be set-up in Outlook. Only the customer name, reservation number and authorization code need to be input.
6. Each component of the package must now be obtained by the LCVB. Some components may already be in the LCVB's possession and others must be purchased. Please refer to the Packages spreadsheet for details.
7. All package components are placed in an LCVB bag along with a Visitors Guide, downtown brochure plus any other relevant brochures and goodies. The bag is to be delivered to the hotel 24 hours prior to the customer's arrival along with a check to the hotel for the amount of the package room rate minus the 10% LCVB commission.

** Funds from the credit card transactions for packaging will automatically go to the LCVB online booking account minus the credit card company's 3% transaction fee. Checks for packaging components and hotel rates are written from this account.

Appendix J: LCVB Visitor Database Flowchart

