ARIZONA TOURISM UNIVERSITY REFERENCE GUIDE

TABLE OF CONTENTS

I. TOURISM EDUCATION AND DEVELOPMENT 3

Writing a Marketing Plan Worksheet.....3

Grant Programs offered by AOT 6

Product Development.....8

Arizona Council for Enhancing Recreation and Tourism (ACERT) 9

II. VISITOR SERVICES 15

The Need for Hospitality.....16

Communication 21

Customer Service 22

Etiquette on Tribal Lands.....25

III. TRAVEL INDUSTRY MARKETING.....27

Understanding the Industry Distribution System 29

Preparing your Product.....33

Researching the Market.....34

Contacting Prospects.....35

Group Tours 37

Sample Itinerary 40

IV. TOURISM RESEARCH.....47

Consumer Marketing Research 47

Strategic Target Marketing Research.....49

Visitor Surveys.....53

Database Management 54

Advertising Effectiveness Research 56

V. MEDIA RELATIONS 69

The Media Relations Basics 69

The Media Relations Plan 70

The Media Relations Tools 71

Putting It All Together 88

Press Release Samples 90

VI. ADVERTISING & FUFILLMENT 97

Arizona Office of Tourism (AOT) Advertising Initiatives 101

Fulfillment 110

Relationship Marketing Opportunities through the Arizona Office of Tourism 112

Interactive Consumer and Business Web sites 119

VII. REFERENCES 125

Arizona Office of Tourism Staff 125

Arizona Council for Enhancing Recreation & Tourism (ACERT) 127

Research Resource Listing 129

Arizona Tourism Related Associations 137

Arizona Destination Marketing Organizations 142

Designated Local Visitor Information Centers 152

Arizona Office of Tourism - Tribal Tourism Advisory Committee 159

Glossary of Travel & Tourism Terms 161

I. Tourism Education and Development

What is Tourism Education and Development?

The Tourism Education and Development (TED) Division provides education on AOT's grant programs; assists rural communities in the development, enhancement, and marketing of their destinations; facilitates federal and state interagency cooperation for rural and tribal communities; improves existing tourism product and the development of new product through niche association development; administers the operation of Arizona's Welcome Centers; and assists communities in providing quality customer service through educational workshops, signage assistance and collateral exchange.

In this section, you will learn the basics of writing a marketing plan as well as practical strategies to define your target markets and your objectives to make your marketing dollars as efficient and cost effective as possible. It all begins with the development of a marketing plan. The importance of a marketing plan is that it enables organizations to see the ultimate goal with clarity and helps communicate the vision to stakeholders, tourism partners, and visitors.

Writing a Marketing Plan Worksheet

The purpose of a marketing plan is to provide direction for your marketing activities. Marketing plans do not need to be long or expensive to put together. The main goal is to think about what you want to accomplish with your marketing strategy and how you are going to meet your objectives. The following worksheet provides a step-by-step process for developing a marketing plan. A good marketing plan should contain the following: objectives, situation analysis, target markets, strategies, and evaluation.

Objectives

As with any strategic initiative, a marketing plan should start with objectives. Your marketing objectives will guide your entire marketing effort and will be used for evaluating the success of your marketing programs. Without objectives, you may get off track and will not know when you have reached your ultimate goal. Your objectives should focus on your specific target market(s). Objectives must be measurable in quantitative terms, such as number of visitors, and sales volume. By having quantitative objectives, you will have a clear target to strive toward and will know when the objective has been achieved. Objectives should also be framed within a specific time period. Finally, objectives should be outcome based. In other words, what is the end result you are looking for?

Examples of measurable objectives: Increase gross sales revenues by 10 percent
Increase the total number of visitors by 2000+
Develop specialized itineraries for shoulder season to enhance revenue potential
Increase hotel occupancy by 10 percent. Increase visitor inquiries by 15 percent

Situation Analysis

A situation analysis details the context for your marketing efforts. In this section, you take a close look at the internal and external factors that will influence your marketing strategy. First, this section considers the *rationale* for your marketing efforts, the *resources available* within your organization, and how these might facilitate or inhibit your marketing strategies. A situation analysis should also contain a review of your *past marketing efforts*, with a focus on what efforts were successful and what efforts were not. This will help you make decisions regarding your current efforts. Second, this section may contain demographic, social, and economic trends and recent changes, nationally and regionally, that might influence your marketing strategy. Third, this section should include a competition analysis that analyzes who your primary competitors are, who their target markets are, and what they are offering their visitors. Most importantly, a competition analysis should show how you are different from your competitors. Differentiation can be based on numerous factors such as price, product, quality of service, and location. In this section you also want to identify your partners and allies, and how you can work with them to achieve your marketing objectives. An example of situation analysis may include*:*

Tourism is a key economic factor in our community – one in five jobs is dependent on tourism.
We have limited resources to effectively promote our destination; we need to work together with our tourism and hospitality partners in a cooperative manner instead of independently or in competition with each other.

Another example of situation analysis may include:

We have seen a dramatic decrease in the number of visitors during the fall and winter season from the Midwest.
Is it possible our message is outdated and ineffective?

Target Markets

Determining a target market is one of the most basic, and most important, aspects of a marketing plan. There is no such thing as the "general public" and it is unrealistic to think that you can attract everyone. Defining your target market helps you decide where to commit resources and what kinds of promotional methods and messages to use. The first step is to define your target market specifically in terms of demographics (age, income, ethnicity, etc.). Next, determine their geographical residence, social group (young families, couples without children, girls getaway, etc.), preferred activities (sightseeing, visiting friends and family, cultural/historical activities, outdoor recreational activities, etc.), motives or benefits (what are people trying to get out of their trip), and whether you are targeting repeat or first-time visitors. The last step is determining your target market's planning frame. Specifically, are people in your market planning their trips one week or one month in advance, or are they spontaneous? Remember to focus on the target market that will most likely respond to your destination or attraction and will offer the greatest benefit for your community or business. Example of target market:

Arizona's winter visitors provide a promising market for our community and region. The average winter visitor arrives in October and departs in April. The typical winter visitor is 72 years old, however we are seeing

a trend that identifies a younger age cohort,
married, with a median income of $43,300 and predominantly comes from the Midwest.
An estimated 5,500 of winter visitors live in a mobile home or RV, and have been coming
to Arizona for over 10 years. Their average monthly spending is $1,300, which
contributes $1 billion to Arizona's economy each year.

Strategies

In this section, you address the manner in which you will achieve your objectives. This section should incorporate your target markets, especially those that are primary, and take into consideration the "18 Ps," for marketing your tourism product. The **"18 Ps"** are as follows:

- **Product**: the commodity or service offered to the consumer
- **Patrons**: those who will purchase or use the product; the consumers or customers
- **Perception**: how the customer responds to the product
- **Position**: the niche occupied by the product, what makes it distinct from other products
- **Proof of need**: research or other analytical information that offers evidence that the product is needed or wanted
- **ComPetition**: others who offer this product or one very similar, where and at what price
- **ExPloration**: a "SWOT" analysis that examines the Strengths, Weaknesses, Opportunities and Threats associated with the product
- **Probe**: efforts to develop and market this or a similar product and the results or outcome
- **Place**: the specific location where the product will be offered, or the general area served
- **Performance**: the stages of the life of the product: introduction, growth, maturity, and decline
- **Price**: the importance of "correct" pricing
- **Politics**: events, people or situations that might influence the success of the product
- **Promotion and Packaging**: strategies and tactics for building awareness and creating sales of the product; includes packaging, or how the product appears to the consumer
- **Preferred Methods**: testing and evaluation to determine preferred promotion strategies
- **Public**: non-customers, but indirectly affected or influenced by the product
- **SuPerior Service**: customer service and long-term relationship building
- **APpraisal**: evaluation of customer satisfaction and marketing efforts

An example of promotion: Our main target markets are reached through the following
promotional efforts: direct marketing campaign via regular and E-mail addressed to qualified
listing that meet our core target market profile; Web advertising through banner ads or
links that promote ecotourism and adventure travel, as well as sites that promote AZ tourism;
FAM tours directed to regional and national travel writers; attendance at national travel shows;
customer relationship marketing campaign directed at attracting repeat customers.

Evaluation

This final section addresses the manner in which you will measure your success and in what ways your objectives have been met. Although often overlooked, this section is vitally important as it helps determine the success of your marketing efforts. Methods for evaluating marketing efforts are different for each type of marketing project. For print placement, you can measure the number of leads generated by a magazine or newspaper ad. For a Web site, the number of page

views or the number of Web-based requests for products or services can be measured. Public relations efforts can be measured by the number of articles written about your community or business in newspapers and magazines. The success of trade show attendance can be measured by the number of consumers who requested information from your booth, or the number of tour operators or travel agents who requested specific information on your destination or business. Additional evaluation techniques include attendance at an event from year-to-year, or a visitor research study to determine who is visiting and how they found out about you.

An example of evaluation may include the following: Leads generated through our marketing program – direct marketing efforts, Internet leads, number of inquiries as a result of advertising efforts, travel shows/Fam tours. Number of visitors, hotel occupancy rates, or hotel sales tax revenues. The most important question should be asked: Did we reach our goal? Was the marketing campaign successful?

Grant Programs offered by AOT

From your marketing plan, you have probably determined that an appropriate amount of funding is needed to carry out your strategy. Grants are an excellent resource to help destination marketing organizations (DMOs), non-profit tourism organizations, state wide associations, and tribal entities stretch marketing dollars. The Arizona Office of Tourism offers several different grant programs to assist tourism entities throughout the state: Teamwork for Effective Arizona Marketing (TEAM), the Rural Tourism Development Grant (RTDG), and Information Center Enhancement Grant Program (ICE). At the end of the Tourism Education and Development section is a list of additional grants available from state and federal agencies that may help you meet your tourism needs.

Teamwork for Effective Arizona Marketing (TEAM)

Teamwork for Effective Arizona Marketing (TEAM) is a matching grant program offered to statewide destination marketing organizations, statewide tourism based associations, and tribal entities.

This program provides participants with opportunities and guidelines designed to assist with the development of innovative and effective tourism promotion projects at the local and regional level. These local tourism promotion activities, in cooperation with the national and regional advertising efforts of AOT, are intended to maintain a strong tourism industry throughout Arizona.

Matching funds from AOT can be used for advertising, Internet Web site development, printed material, media communications and public relations, strategic planning and research, product development and other tourism-related marketing activities within the program guidelines.

Funding is also available through the grant's "EZ Advertising" program, which provides funding for 50 percent of all print advertising placements in selected publications. Both in state, nationwide, and international publications are available. An online advertising component is also available.

Funds are available annually based on AOT's fiscal year appropriation. New guidelines are available in early February, mandatory certification workshops are held in February, applications are due in April, and awards are announced by the end of June.

To receive certification, one representative from each community or organization applying for a grant must attend a TEAM workshop held by AOT. The workshops are held free of charge throughout the state beginning in February 2007.

SAVE THE DATE!
TEAM FY 2007 Certification Workshop Schedule:

February 13, 2007 – Phoenix
February 15, 2007 – Sierra Vista
February 20, 2007 – Kingman
February 22, 2007 – Flagstaff
February 27, 2007 – Show Low

Specific venue locations will be announced at a later date. Please contact our office for a listing or visit our business to business web site, www.azot.gov for more information.

Rural Tourism Development Grant Program (RTDG)

The Rural Tourism Development Grant (RTDG) program is a matching grant program to provide coordinated funding for rural economic development through tourism to strengthen the regional and local economies and expand tourism in rural communities throughout Arizona. Funding is available for infrastructure and tourism development projects only.

Grant funds are intended to stimulate economic development through tourism within the State of Arizona. The primary function of the project must be tourism development and the project must be designed to initiate economic growth and enhance future tourism development. Eligible rural communities are those that exist outside Maricopa and Pima Counties, with the exception of Gila Bend, Tonopah, Ajo, Green Valley, Queen Creek, Buckeye, and Wickenburg, and tribal governments in both Maricopa and Pima counties. To receive a copy of the Rural Tourism Development Grant guidelines, please visit our business-to-business Web site, www.azot.gov.

Information Center Enhancement (ICE) Program

The Information Center Enhancement Program (ICE) has been created to help the designated local visitor information centers (LVIC) enhance their services. Visitor Centers serve as a point of pride for the community in which it is located and assist with marketing and promoting the area's attractions, recreational opportunities, and hospitality amenities. Visitors often utilize information centers as their first stop in a community. Therefore, it is vitally important that visitor centers give a positive and lasting first impression of the community and Arizona.

Product Development

While statewide product development tracking is important, local product databases can be of equal value. Destination marketing organizations may find it helpful to have a list of all the tourism-related products that are available in your community. A list of tourism products is important from a promotional perspective and can also help a community identify gaps or overloads in local tourism offerings.

An easy way to track local tourism products is to divide the products into sections using a spreadsheet or matrix format. Separating your product into categories is a good first step. Typical categories include attractions (festivals and events, shopping areas, museums, theaters, recreational areas, parks, etc.), services (accommodations, restaurants, guided tours, visitor information, etc.), and transportation (private vehicle, vans, motor coach, roads, airlines, jeep tours, trains, taxis, etc.). These categories can then be further segmented into private, public, and non-profit tourism product.

Tourism Works for America

The Tourism Works for America Council is an advocate for the economic, social, and cultural contributions that the travel and tourism industry provide for the nation. They support the grassroots campaign for the promotion and expansion of tourism. Tourism, while supported at the state and national levels, is built on small community efforts to attract travelers and improve the local quality of life. Most communities, however, lack the money required to promote their products through extensive media advertising. This is why the Tourism Works For America Council encourages grassroots networking. The grassroots network is a chain involving staffers from state tourism offices, city convention and visitors' bureaus, chambers of commerce, tribal entities and other agencies that promote specific destinations. For more tourism-related news and events or to find out how to take part in National Tourism Week, go to www.tia.org

Forming your grassroots network

- **Identify every potential member of the coalition in your region.** Make a complete list, including the decision-maker within each company or agency that should be targeted.

- **Identify the role that each member would play in your group.** For example, do you need local retail stores to display tourism awareness posters, to donate prizes for a raffle, or to supply funds for cooperative advertising campaigns? You must define what each member will be asked to do before you can make the initial approach.

- **Develop a case to persuade those members to join your coalition.** You must find compelling reasons to persuade a business or community organization to invest time, money, and energy in your case. Often, the goal of increasing travel awareness is not enough. Will volunteering in your coalition enhance the reputation of the business, for example, or draw more customers into the store? Can the members of the civic club earn greater publicity for their organization by volunteering to help you?

- **Approach potential members and secure the commitment to work in your campaign.** You should be prepared to present your case to the decision maker, a committee, or the entire membership (in the case of civic clubs) to "close the sale." Also, take into account the possibility that it may take several contacts and meetings before that business or organization decides to support your program.

Source: The Tourism Awareness Resource Handbook
Travel Industry Association of America

Arizona Council for Enhancing Recreation and Tourism (ACERT)

The Arizona Council for Enhancing Recreation and Tourism (ACERT) is an organization of representatives from key federal and state agencies who have responsibilities in community economic development, tourism, recreation, and resource management. The mission of ACERT is to enhance recreation and tourism within Arizona and to foster increased cooperation and coordination among federal and state agencies, Native American nations, and private industries. The Arizona Office of Tourism currently chairs this organization. Members include representation from the following agencies and organizations:

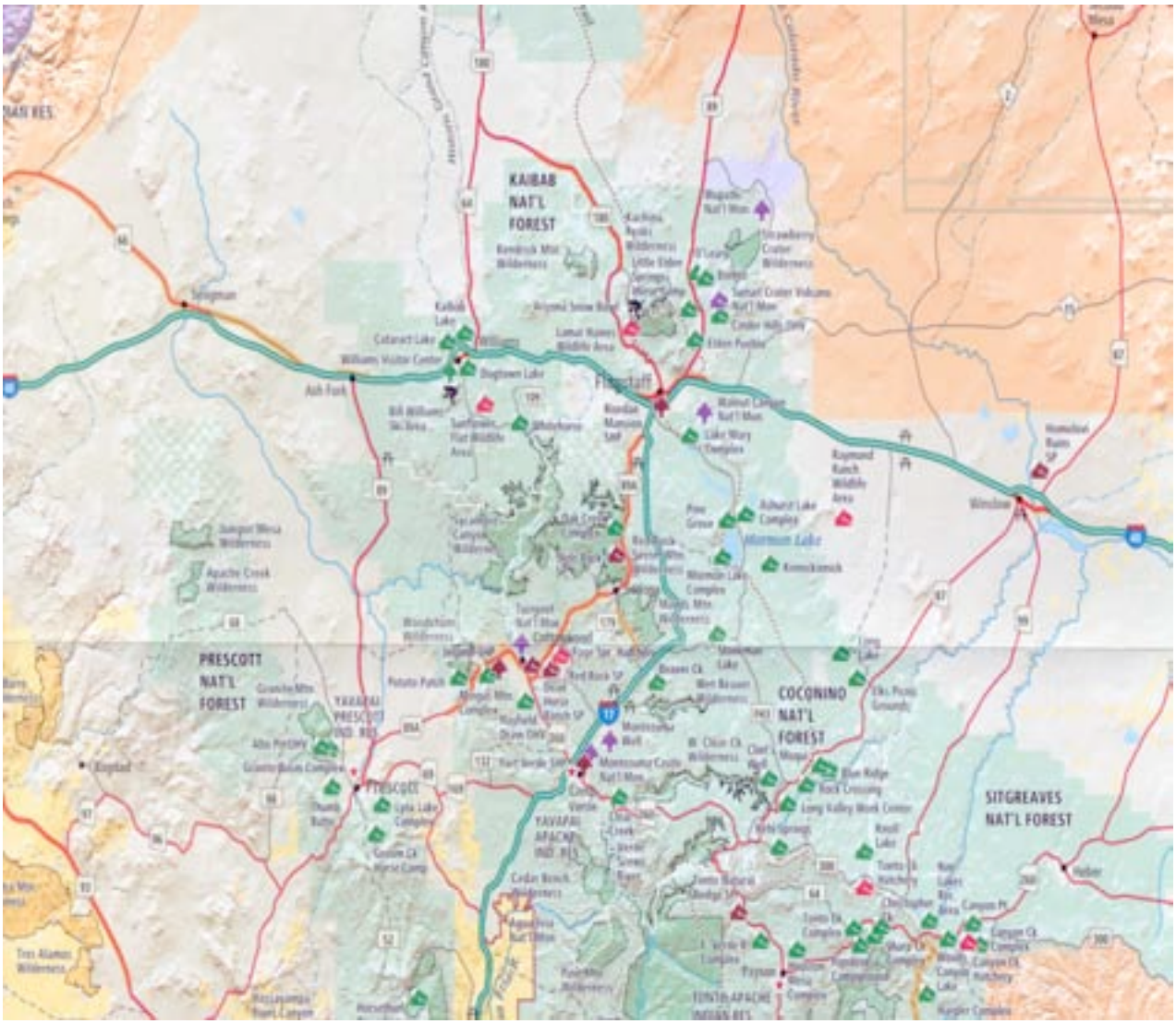
- Arizona Commission on the Arts
- Arizona Department of Commerce
- Arizona Department of Education
- Arizona Department of Transportation
- Arizona Humanities Council
- Arizona Office of Tourism
- Arizona State Parks
- Arizona State University
- Audubon Arizona
- Arizona Game and Fish
- Bureau of Land Management
- Museum Association of Arizona
- National Park Service
- Northern Arizona University
- Public Lands Information Center
- University of Arizona Cooperative Extension
- U.S. Department of Commerce
- U.S. Fish and Wildlife
- U.S. Forest Service

ACERT Recreation and Historic Site Map

The following is ACERT's state map highlighting public recreation on federal and state land. The detailed map of the state includes:

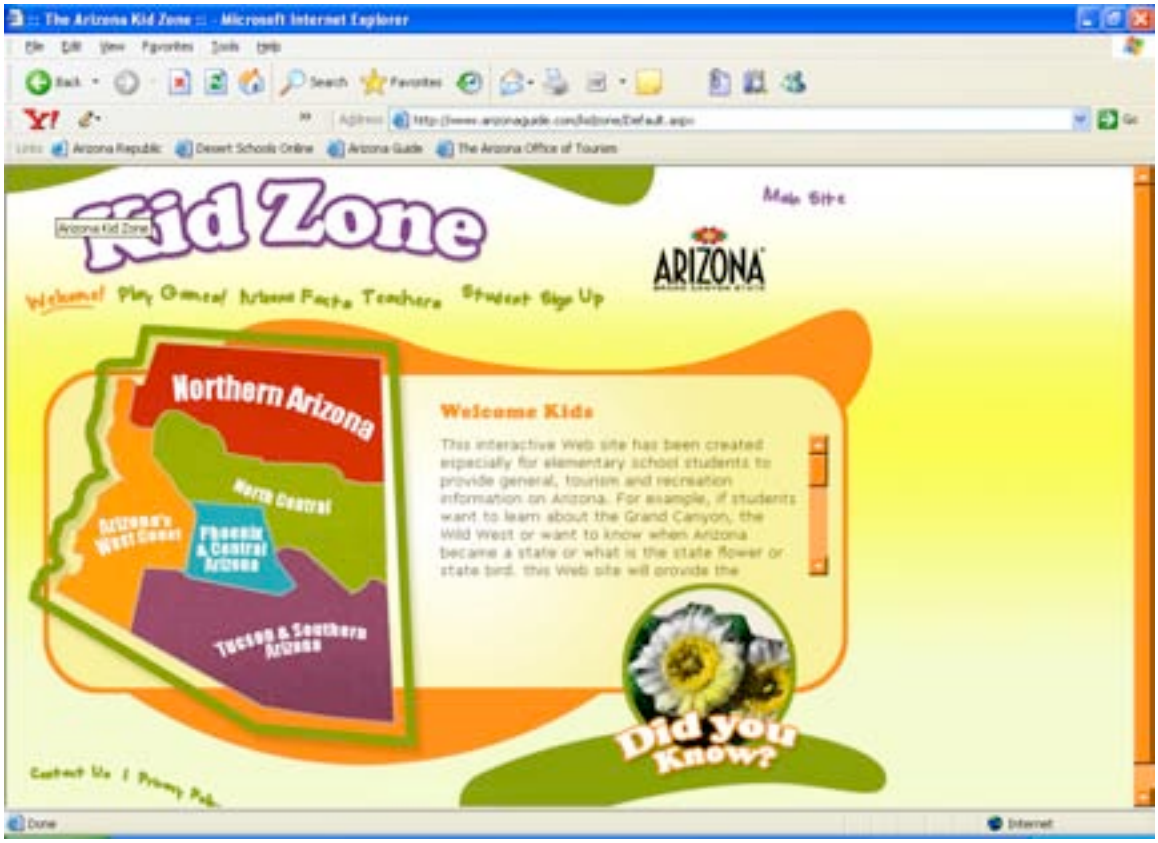
- Division of land area between the U.S.D.A. Forest Service, Bureau of Land Management, National Park Service, Indian Reservations, and U.S. Fish and Wildlife Service with markers indicating recreation/natural and historical/archaeological sites for each agency.
- A list of facilities, recreation opportunities, and camping accommodations and amenities for each wildlife area, wildlife refuge, state park, national park, national monument, tribe and other recreation/historical site.

Below is an excerpt from the map:



WWW.ARIZONAGUIDE.COM/KIDZONE

KidZone is an educational Web site for school-age children based on virtual tours of Arizona's public lands, historic sites, and cultural attractions. This Web site is featured on www.arizonaguide.com and is promoted on all postcards sent to school-age children who have requested information from the Arizona Office of Tourism for school reports and projects. KidZone educates students on state history and geography while it promotes communities statewide.



ACERT Rural Community Assessment Program (ARCAP)

ACERT will continue providing rural community assessments. Communities apply for participation in the program, which is designed to provide short and long-term goals to enhance and promote local recreation and tourism. Each year, one to two communities will be selected for assistance from a field of applicants.

In addition, ACERT has a list of grants for a variety of tourism- and recreation-based projects. This list below describes some of the programs and how to obtain additional information, as well as some helpful grant-oriented Web sites.

Agency	**Description/Purpose of Grant**	**Phone and Web site**
Arizona State Parks	To support water-based recreation and open space projects	602-542-6997 http://www.pr.state.az.us/partnerships/grants/slif.html
Arizona State Parks	To support non-motorized trail acquisition, construction and improvement for trails on the State Trail System	602-542-7130 http://www.pr.state.az.us/partnerships/grants/trails_hf.html
Arizona State Parks	To support historic preservation efforts consistent with the Secretary of the Interior's Standards	(602)542-6997 http://www.pr.state.az.us/partnerships/grants/histpres.html
Arizona State Parks	To support motorized trail development, mitigation, acquisition and education for off-highway vehicle recreation	602-542-7130 http://www.pr.state.az.us/partnerships/grants/rtp.html
Arizona State Parks	To support boating related facilities and access on waters where boating is permitted throughout Arizona	602-542-6997 http://www.pr.state.az.us/partnerships/grants/lebs.html
Arizona State Parks	To support land acquisition and facility development for parks, outdoor recreation and open space preservation	602-542-7129 http://www.pr.state.az.us/partnerships/grants/lrsp_lwcf.html
Arizona Humanities Council	To support community-initiated projects that help Arizonans understand and appreciate the humanities	602-257-0335 X26 http://www.azhumanities.org/ggrants1.html
Arizona Department of Commerce	To support REDI (Rural Economic Development Initiative) accredited communities with development programs.	http://www.azcommerce.com/rural/redi.asp
Arizona Department of Commerce	To assist certified Main Street communities in achieving marketing, training, and design initiatives in revitalizing the central business district.	http://www.azcommerce.com/MainStreet/default02.asp

United States Department of Agriculture	To assist rural communities dependent on natural resources to develop strategies and implement projects that result in community capacity building and long-term social, environmental and economic sustainability.	http://www.rurdev.usda.gov/rd/nofas/index.html
National Endowment for the Arts	Provides national recognition and support to significant projects of artistic excellence, thus preserving and enhancing our nation's diverse cultural heritage	http://www.nea.gov/about/index.html
Federal Domestic Assistance	A comprehensive database of approximately 1,500 federal assistance programs, including a special section for rural tourism	http://www.cfda.gov
Arizona Commission on the Arts	Planning and development grants designed to bring a group of people together to plan a new project or explore an opportunity.	602-255-5882 http:www.azarts.gov/artists/opportunities.htm
General Grant Information (National)	The Internet site for global research and development funding opportunities with abilities to customize a weekly funding alert	http://www.cos.com/
General Grant Information (Arizona)	Your one-stop source for news, tools, and resources for and about Arizona's grants community	www.azgrants.com

II. VISITOR SERVICES

What is Visitor Services?

Visitor Services is an important component of tourism marketing and can be one of the most important aspects of promoting your organization or community. Word-of-mouth is one of the primary vehicles through which consumers hear about your destination. Even if you have a great marketing campaign, visitors who do not receive good customer service when they visit your community may not come back, and they may tell their friends and family about the poor service that they experienced. Conversely, good customer service promotes repeat visitation and positive word-of-mouth promotion.

The Arizona Office of Tourism operates two state welcome centers and assists with the development of new state welcome centers. In addition, AOT offers several programs designed to assist local visitor centers statewide with customer service training, standardized operating procedures for visitor centers, collateral exchange programs, and highway signage. Below is a list of ways in which your community can benefit from AOT's Visitor Services program.

Welcome Center Program

AOT's Painted Cliffs Welcome Center is located on Interstate 40 westbound near the Arizona/New Mexico border. It can be reached at (928) 688-2448. The Grand Canyon State Welcome Center is located at AOT's office at 1110 W. Washington, Suite 155, Phoenix. Phone: (602) 364-3700. More than 100,000 annual visitors have access to a variety of brochures, maps, and additional information about Arizona. Because both welcome centers can distribute your brochure and help promote special events or festivals, non-profit, city, county, state, and tribal government agencies are encouraged to distribute their tourism-related materials through this Welcome Center brochure distribution program. The Center is expected to open in fiscal year 2009.

Note: The Arizona Office of Tourism is working in cooperation with the Arizona Department of Transportation to design and build a new state welcome center and rest area approximately two miles east of the Arizona/California state line on Interstate 40. The Welcome Center is currently being designed for cars, trucks, and RVs and will have a "Route 66" theme. The Center is expected to open in fiscal year 2009.

Local Visitor Information Center Program

AOT works in cooperation with the Arizona Department of Transportation to provide the blue and white "Arizona Tourist Info" highway signs throughout Arizona. This highway signage is responsible for directing thousands of visitors to Local Visitor Information Centers across the state. Communities and tribes are required to meet statewide Local Visitor Information Center standards to obtain highway signage (see reference section of this workbook). New requests for signage for Local Visitor Information Centers are reviewed annually in the spring by AOT's Visitor Services Committee. Tribal tourism

offices who meet the standard requirements are encouraged to participate in this program. Information regarding locations, dates, and venues will be sent electronically.

As part of the Local Visitor Information Center program, The Tourism Education & Development Division administers a Visitor Center Evaluation Program with the goal of maintaining the established standards for Local Visitor Information Centers statewide. The inspection program assists Local Visitor Information Centers by providing recognition for outstanding service and suggestions for improvement when necessary. The program is supported by the Visitor Services Advisory Committee, which consists of representatives from regions throughout the state. The Visitor Services Advisory Committee meets twice a year to review the results of visitor center evaluations, review applications for ADOT visitor center signage, and provide comments and suggestions for the upcoming year's program.

Grand Impressions Customer Service Workshops

In an effort to continually offer the best in visitor services to the traveling public, AOT conducts a complimentary certification program for Arizona's visitor center staff and front-line hospitality employees. The Grand Impressions program is designed to enhance customer service skills, present a unified message to visitors, and to increase knowledge of the state and its attractions. Front line employees within the tourism industry and individuals in city, county, state, and tribal government agencies that deal directly with visitors are strongly encouraged to attend these workshops. Workshops are complimentary and open to the public. They are held annually in late spring at locations throughout the state.

The Need for Hospitality

The tourism industry is unique in that hospitality is one of its most important marketing elements. It is also an important component of the "product" itself.

Repeat customers are vital to the success of Arizona tourism. Tourists who are satisfied will return to your region to experience the same or different events and seasons over many years. Regardless of when or why people return, they are motivated in part by past encounters with courteous, considerate and friendly hosts, residents, attractions, staff, retail clerks, hospitality and food and beverage service representatives.

Hospitality skills influence who returns and who does not return. It also affects what visitors will tell others about their visit. The effect of one visitor telling others about an experience can impact whether several dozen or several hundred people would want to visit your area or not.

The success of any business or community as a tourist destination depends on the attitudes of all individuals who come in contact with the visitor. Retail sales clerks and food and beverage staff are as important as the visitor information center receptionist and service station attendant. Tourism hospitality is not the responsibility of a few isolated businesses, but of the entire community.

• Tourists travel to your region for many reasons and seek a wide variety of activities, so make sure you know what the region has to offer.

• Different opportunities will appeal to different tourists. You are of great service to tourists when you understand and help them find what they seek.

• Make it your responsibility to know about the opportunities in your area and inform the tourists. Be polite, attentive and helpful, but don't force information on them. If you don't know the answer to a question, refer them to someone who does.

• You are the symbol for your community to a visitor. A visitor will respect your destination only as much as you appear to respect it. Any time you denigrate it, you discredit yourself.

An Overview of the Hospitality Industry

The hospitality industry is one of the largest industries in the world. Components include hotels, restaurants, attractions, travel agencies and transportation companies.

I. Tourist destinations
Government promotion offices
Regional promotion offices (chambers of commerce, convention and visitors bureaus)
Resort areas, convention centers

II. Transportation

A. Airlines
International
Domestic
Regional
Nonscheduled/charter

B. Ground transportation
Rental Car
Motorcoach (city transit)
Motorcoach (sightseeing)
Railroad
Private car

III. Accommodations
Hotel/Motels
Resorts
Bed and Breakfasts
Guest/Dude Ranches

IV. FoodService
Full Service
Specialty/themed
Institutional
Fast Food

V. Attractions
Museums
Attractions (natural or cultural)
Theme Parks
Casinos
Festivals, events, recreational activities

VI. Travel brokers
Travel Agents
Travel Wholesalers
Tour and Charter Operators
Ground Operators
Travel Incentive companies

VII. Travel-related services
Financial (credit cards, traveler's checks, travel insurance)
Travel publications, guide books
Educational/training services

Tourist Hospitality Skills

Greet people with enthusiasm and a smile. Courtesy is contagious.

Your greeting should be natural and easy for you to say with courtesy and sincerity. How you say something is often more important than what you say.

Asking questions of interest to a tourist or making a cheerful comment adds to the friendly atmosphere during an interaction. Learning someone's name and using it in a natural manner will help you recognize the tourist and establish a more personal basis for interaction. When speaking with tourists, establish eye contact and to let them know that you acknowledge their presence.

A pleasant voice and manner combined with a well-groomed appearance suggests a professional atmosphere that visitors respond to in a positive manner. The ability to be diplomatic and show concern for a tourist when you have disappointing information is less difficult in such an atmosphere. Be courteous, helpful and optimistic, especially when dealing with angry or dissatisfied customers. Be cheerful, pleasant, and helpful. Remember, you are a representative of your community.

What is Hospitality?

- Hospitality is customer service delivered on the behalf of the entire community.
- Hospitality is something everyone has the ability to extend.
- Hospitality is an attitude.
- Hospitality can determine more than any other factor whether the visitor will return to your community
- Hospitality is the development of an intangible host/guest relationship that extends beyond the service provider to the pride, knowledge and politeness of the individual citizen and the appearance of your city.
- Hospitality is a commitment to making a visitor's stay as pleasant and enjoyable as that of an invited guest in your home.
- Hospitality is a team effort.

Hospitality is a team effort because all components of the tourism industry are interrelated. While operators of hotels, restaurants, and recreational establishments may appear to work independently of each other, visitors combine and sum them up as one industry, one product, one experience, and one memory. The visitor's memory of the trip is what concerns the travel industry most. So, if one business has a poor performance, it will affect the tourism industry of the entire region.

Effective Hospitality Habits

1. Make a Good First Impression

- Make the most of the first six seconds.
- Start with the right attitude and ask yourself: "How can I be of help to the visitor?"
- Greet visitors promptly within one minute of their arrival.
- Smile sincerely, not with a false, pasted smile.
- Act naturally, but professionally. Avoid being a "robot."
- Be courteous and friendly.
- Maintain eye contact. You will come across as confident, honest and knowledgeable.
- Smile with your voice. The tone of your voice or how you say something makes more of an impression than the words you use.
- Put visitors at ease and establish good rapport with them.
- Always try to look your best; be well-groomed.

2. Know Your Job

- Know the full name and correct spelling of your employer's business.
- Know the correct address, telephone number, E-mail address or Web site,
- location and directions for finding the business.
- Know what products and services you have available.
- Be able to use all the equipment properly.
- Know the guest/customer relations' policies and practices.

3. Know Your Region

- Know how to get around the community and how to give correct and easy-to-follow directions to other places.
- Be able to describe the main attractions in your region.
- Keep informed of main events, special and seasonal activities, when they occur, and who to contact.
- Be able to use the visitor information resources.
- Know about other businesses in the community, what they offer, and their locations.

4. Communicate Clearly

- Listen carefully for clues as to what visitors want.
- Recognize customers' feelings and concerns.
- Ask questions. Find out what visitors are really looking for. Continue asking questions until you are sure of their needs and wants.
- Answer visitors' questions or concerns by providing clear information, explanations and/or directions. Avoid using slang or technical terms that might be confusing. Take action to meet visitors' needs.
- Be reliable. Do what you say you are going to do. Do it when you say you are going to do it. Do it right the first time. Get it done on time.
- Ask visitors if all questions were answered clearly and completely.

5. Handle Problems Effectively

- Listen carefully to customers in order to identify problems.
- Use common sense to identify possible solutions.
- If you cannot solve a problem, connect visitors with someone who can. Provide his/her name, title and phone number, when possible, introduce visitors personally.
- Be responsive; show concern for visitors' problems and act quickly.
- Cooperate with others to solve customer problems.
- Go the extra mile. Deliver more than you promised to make sure visitors have been completely satisfied.

6. Make a Good Last Impression

- Ask how everything was.
- Ask if the visitors were taken care of and if they received everything they needed.
- Make them feel good about their choice to do business with you.
- Thank them for coming and invite them to come back.

Quality of Service

Service is the most important part of the hospitality industry. Guests base their overall experiences on the service they received while visiting an area.

<u>Elements of Quality</u>

- Tangibles
  Those physical aspects of the service that we can see and with which we interact: physical appearance of facilities, the equipment used, appearance of uniforms, signs, brochures, etc.

- Reliability
  Refers to the ability of service personnel to perform the promised service accurately and consistently.

- Responsiveness
  Involves employees' willingness to help customers and their promptness in providing service.

- Assurance
  This is a catchall quality dimension that involves the faith we have in the service personnel. Are they well-trained? Knowledgeable? Do they seem trustworthy?

- Empathy
  This is the warm, fuzzy piece of service quality. It shows that service personnel care about you and understand your needs. It involves setting operating hours for the convenience of guests, not management or employees. It involves caring about waiting times and fairness in waiting line systems.

Guest Expectations and Satisfaction

Guest expectations include cleanliness, courtesy, responsiveness, reliability, and friendliness. Guest expectations are formed through a variety of ways. They include word-of-mouth, personal desires, past experiences, and marketing communication. Many guests hear about a business from another person and base their expectations on what the other person tells them. Other visitors set their expectations on what service they received in the past; they have visited the business before and expect the same service they had last time. Others base their expectations on what they want. Still others base their expectations on what they read in brochures or see on television.

Satisfaction may be described in the following ways:

When actual Services are less than the visitor's expectations, you will have a dissatisfied visitor.
When actual Services are equal to the visitor's expectations, you will have a satisfied visitor.
When actual Services are greater than the visitor's expectations, you will have a delighted visitor.

The goal of a service-oriented business is to delight visitors. When visitors are delighted, they are more likely to become repeat visitors and to tell others about their experience.

Communication

Communication plays a major role in the service encounter. It is the messages and thoughts being sent from the employees to the guests or vice versa. If the sender's idea is the same as what the receiver understands, then effective communication has taken place. If the ideas are different, then the message was not properly translated and problems could occur. Communication develops a relationship between the employee and the guest, which makes the guest feel more comfortable in an unfamiliar environment.

Some ways that you can communicate to make the guest's experience a happy one are by listening, remembering names, making conversation, and reaching out. When an employee listens and "reaches out," the guest feels that the employee cares and demonstrates empathy for the guest. Remembering names makes the guests feel special, and making conversation shows an interest in the guests.

How Do We Communicate?

Verbal 7 percent
Vocal 38 percent
Non-Verbal 55 percent

Concentrate on Listening

Use attentive body language.
- Maintain eye contact.
- Be aware of your body language.
- Observe the speaker's non-verbal clues.
- Listen with more than your ear.

Think while you listen.
- Keep your mind from wandering.
- Make mental notes.

Become an observer – control your mouth.
- It is impossible to listen and speak at the same time.

Listen with an open mind.
- Avoid the tendency to resist ideas that are of no personal interest to you.
- Don't exercise emotional censorship.
- Don't blank out ideas you would rather not hear.

Don't jump to conclusions.
- Listen all the way through to ensure a complete understanding.

Let the speaker know that you hear and understand.
- Give encouraging responses.
- Paraphrase the speaker's message to share your understanding.
- Reflect the feelings of the speaker, not just the words.

Be an active listener.
- Mirror feelings.
- Let the speaker know you understand.
- Clarify facts.
- Paraphrase.
- Separate the problem from the person.
- Be concerned with "what is right", not "who is right".

Customer Service

Dos and Don'ts of Customer Service

Do:
- Be observant.
- Notice visitors right away.
- Greet visitors right away and cheerfully.
- Use a pleasant tone of voice.
- Anticipate your guest's needs.
- Be available.

- Make the visitor feel important.
- Take pride in your work (service vs. servitude).
- Dress appropriately.
- Be empowered.
- Know as much as you can about your community and area.
- Invite the visitor back.

Don't use the following responses when dealing with guests

- "No."
- "I don't know."
- "I have no idea."
- "That's not my job."
- "I agree, this stinks."
- "That's not my fault."
- "You need to talk to my manager."
- "You want it when?"
- "Calm down!"
- "I'm busy right now."
- "Come back later."

Handling Difficult Guests

Six-Step Process

1. Let the guest vent.
2. Avoid getting trapped in a negative filter.
3. Express empathy to the customer.
4. Begin active problem-solving.
5. Mutually agree on the solution.
6. Follow up.

If these six steps are followed, bad situations can be turned around. The guests often are satisfied with the results of the service recovery. If things are settled to their satisfaction, customers have shown to be very forgiving.

Dos and Taboos of Serving International Visitors

Do:

- Be patient.
- Be observant.
- Be creative.
- Be empowered.
- Be diplomatic (compromise, satisfy, do what is best).
- Care (loyalty, rapport before money).
- Deliver quality/value (independent of price).
- Anticipate unfamiliar situations.
- Recognize the reality that values, customs and expectations will differ.
- Be aware of non-verbal clues and gestures.

Tips:

- Know your community's tourism attractions and be prepared with maps.
- Use multilingual signs and brochures at your establishment.
- Use flags representative of your international guests' countries to make them feel welcome
- Accept and give items (gifts, business cards) with both hands.

Taboo:

- Do not talk about guests' peculiarities to colleagues.
- Do not touch guests.
- Never use first names.
- Do not chew gum.
- Do not walk and eat.
- Be cautious with hand gestures.
- Never pass things over someone's head.
- Stick to safe questions.
- Speak clearly. Do not raise your voice to emphasize.
- Avoid "popular" expressions (slang, idioms, jargon).
- Avoid backing out on promises.

Respect Dietary Preferences

- One fourth of the world does not eat beef or pork.
- No beef for Hindus, no pork for Muslims or Orthodox Jews.
- Consider chicken or fish when hosting internationally.
- Eating Habits
- Arabs do not serve with the left hand.
- Japanese place utensils on the opposite side of the eating area.

Persons with Disabilities

Persons with disabilities have taken a proactive stance in the mainstream of life and are participating regularly in activities previously thought reserved for the "able-bodied" majority.

Some considerations for serving persons with disabilities include:

1. Persons with disabilities should be informed of the accessibility of major tourist attractions and services.
2. Wheelchairs or artificial limbs can break down. Information regarding emergency repair may need to be provided.
3. People who are hearing impaired and rely on sign language for communication purposes may require information regarding interpretation services.
4. Parents with severely disabled children may require an evening or day temporary respite care for their children to enjoy certain attractions, events, and activities.

Mature Travelers
Mature adults, aged 55 or older, average the longest stay away from home (4.9 nights, excluding day trips), with 18 percent staying seven or more nights away. Conversely, this group also has a higher share of day trips (21 percent). Even when including day trips in the average, mature travelers continue to rank first over other age groups, averaging 3.9 nights in trip duration. Half (52 percent) of mature travelers stay in hotels or motels on their trips, and four in ten stay at the homes of friends and relatives (43 percent). Mature travelers are the most likely of all groups to travel alone or with someone from outside their households (49 percent). They are also most likely of all age groups to have household travel party sizes of two members (41 percent). Their growing numbers, coupled with their financial power and availability of time, make them a very attractive market for the U.S. travel industry.

Note: The Arizona Office of Tourism would like to thank Professor Jan H. van Harssel, Ed.D, Niagara University, College of Hospitality and Tourism Management, for providing the information in this section. Special thanks also goes to Texas Hospitality Training, Texas A&M University, "A Hoosier Hospitality Training Seminar," Indianapolis CVB, and the Canadian Tourist Association for allowing usage of its materials.

Etiquette on Tribal Lands

Each Tribal reservation operates under its own unique governmental structure and establishes its own rules for visitors. One should not assume that what applies in one native community is the general rule for all native communities. Please observe all tribal laws and regulations. It is highly recommended that visitors contact the individual tribe(s) prior to their visit to obtain information specific to the particular Tribe. Below are some basic guidelines for visiting Tribal Lands:

- Taking photos, video and audio recordings, as well as sketching are particularly sensitive issues. Permits may be required, and fees and restrictions vary, particularly for professionals. Therefore, it is important to contact each individual Tribe regarding its policies. Do not attempt to engage in any of the mentioned activities without prior authorization. Failure to comply with tribal regulations could result in fines, confiscation of equipment, and expulsion from Tribal lands.

- Dances are sacred ceremonies. Observe them as you would any other religious function by dressing and acting appropriately. Actions such as pushing to the front of a group and blocking others' views are considered inappropriate. Be mindful of where you sit, stand, and walk. For example, at certain Hopi dances men and women sit apart; during pow wows it may not be appropriate to stand beside a drum; and it is inappropriate to walk across the pow wow arena during a dance. Never pick up any object that is dropped during a ceremony. Please refrain from talking to the ceremonial dancers. Applause after ceremonial dances is considered inappropriate.

- Some of the tribal buildings and structures may be several hundred years old and damage easily; do not climb on walls or other structures. Tribal and federal law prohibits the removal and disturbance of animals, plants, rocks, and artifacts including pottery shards.

- Use caution when driving, especially at night. Much of the reservation land is open range, and small herds of sheep, goats, cattle and horses move freely along and across roads.

- Like any community, a reservation is home to those who live and work there and should be respected as such. Although most reservations are open to the public during daylight hours, the homes are private and should be entered only by invitation.

- Alcohol use is only permitted in designated locations, such as a casino. Drug use is not tolerated.

III. TRAVEL INDUSTRY MARKETING

What is Travel Industry Marketing?

AOT's Travel Industry Marketing division strives to increase Arizona's share in the tourism marketplace by assisting tour operators and travel agents in developing new tour and travel programs and/or expanding existing programs. The division also assists Arizona destination marketing organizations and tourism suppliers in their efforts to target the travel trade. Representatives from this division will be available to discuss trade show and sales mission efforts, familiarization tours, collateral fulfillment, product inventories, lead reports, general industry terms (i.e. receptive vs. wholesale operator), partnering and product packaging, and international marketing and representation.

Please Note: A complete FY07 Marketing Plan is posted on www.azot.gov (under Programs, click on Trade Shows and Sales Missions, Travel Industry Marketing). This Marketing Plan lists all scheduled activities and provides details on ways you can partner with the Arizona Office of Tourism to market to domestic and international travel trade.

Tradeshows

Tradeshows are events/marketplaces that allow Destination Marketing Organizations and suppliers to meet with buyers (operators or agents) in a set location to conduct business. Although sometimes expensive, the format, which often includes pre-scheduled appointments, is an efficient way to meet with top buyers in a short time period. Tradeshows can also include other networking opportunities and educational seminars. Partnership and booth share opportunities through AOT are occasionally available.

Sales Missions

Sales Missions are pre-planned events for an Arizona delegation to call on tour operators/travel agents in the region in which they are located. Missions may be simple and cost-effective with the delegation going directly to the office of the buyer with information, or may be more complex and expensive with scheduled meal functions and entertainment.

Familiarization Tours/Site Inspections

Familiarization tours/site inspections encourage top travel trade professionals to experience Arizona, therefore making it easier for them to "sell" it. Hosting familiarization (FAM) tours and site inspections are still considered to be an effective way to educate buyers about a destination. Tour operators often requests FAM tours for their product managers or top-selling travel agents. Partnership opportunities with AOT, airlines, and other destinations are often requested through local CVBs and Chambers.

International In-Market Representation

AOT contracts with in-market representatives in Germany, UK, Japan, Canada, and Mexico. Representatives act on behalf of AOT to assist the local travel trade, conduct many of the activities listed above, provide market updates, and produce product

inventory reports detailing tour operator activity in Arizona. For complete contact information and market updates please visit www.azot.gov (under Programs, click on International Marketing).

Publications & Trade Advertising
The Travel Industry Marketing Division coordinates and/or sponsors select co-op advertising opportunities targeted toward the travel trade and international consumers. Examples of publications include:

- Professional Travel Planner's Guide – the primary fulfillment piece for the Travel Industry Marketing Division, which is produced annually and distributed to travel agents, tour operators, and receptive operators
- Travel Agent annual Arizona Sales Guide–an annual insert targeting U.S. travel agents and typically distributed in the January issue of Travel Agent magazine
- Canadian Traveller annual Arizona Sales Guide – an annual insert targeting Canadian travel agents and typically distributed in the September issue of Canadian Traveller Magazine
- Arizona Reiseplaner – targets German-speaking trade and consumers in Germany, Austria and Switzerland (produced bi-annually)
- Arizona Holiday Guide – targets British trade and consumers (produced bi-annually)
- Guia de Vacances – targets French-speaking trade and consumers in France and Quebec, Canada
- W'est Magazine – targets Japanese trade and consumers (produced annually)
- Visita Arizona – targets Mexican trade and consumers

Additional co-op trade advertisements, which better leverage marketing dollars, are also available through AOT's Teamwork for Effective Arizona Marketing (TEAM) program.

Collateral Fulfillment
Promptly fulfilling collateral requests for tour operators and travel agents is one of the division's top goals. AOT produces the following items to assist members of the travel trade in their marketing efforts:
- All publications listed above including the Professional Travel Planner's Guide
- Maps
- Images on CD-ROM
- Brochure Shells
- Sample Theme Itineraries
- Videos
- Posters

Other Assistance
The Travel Industry Marketing Division of AOT is always available to answer questions and assist travel trade, Arizona destination marketing organizations and tourism suppliers.

Understanding the Industry Distribution System

Marketing to the tour and travel industry can be done through direct or indirect marketing. It is possible to use both methods, but if you do, it is important to understand the differences between them.

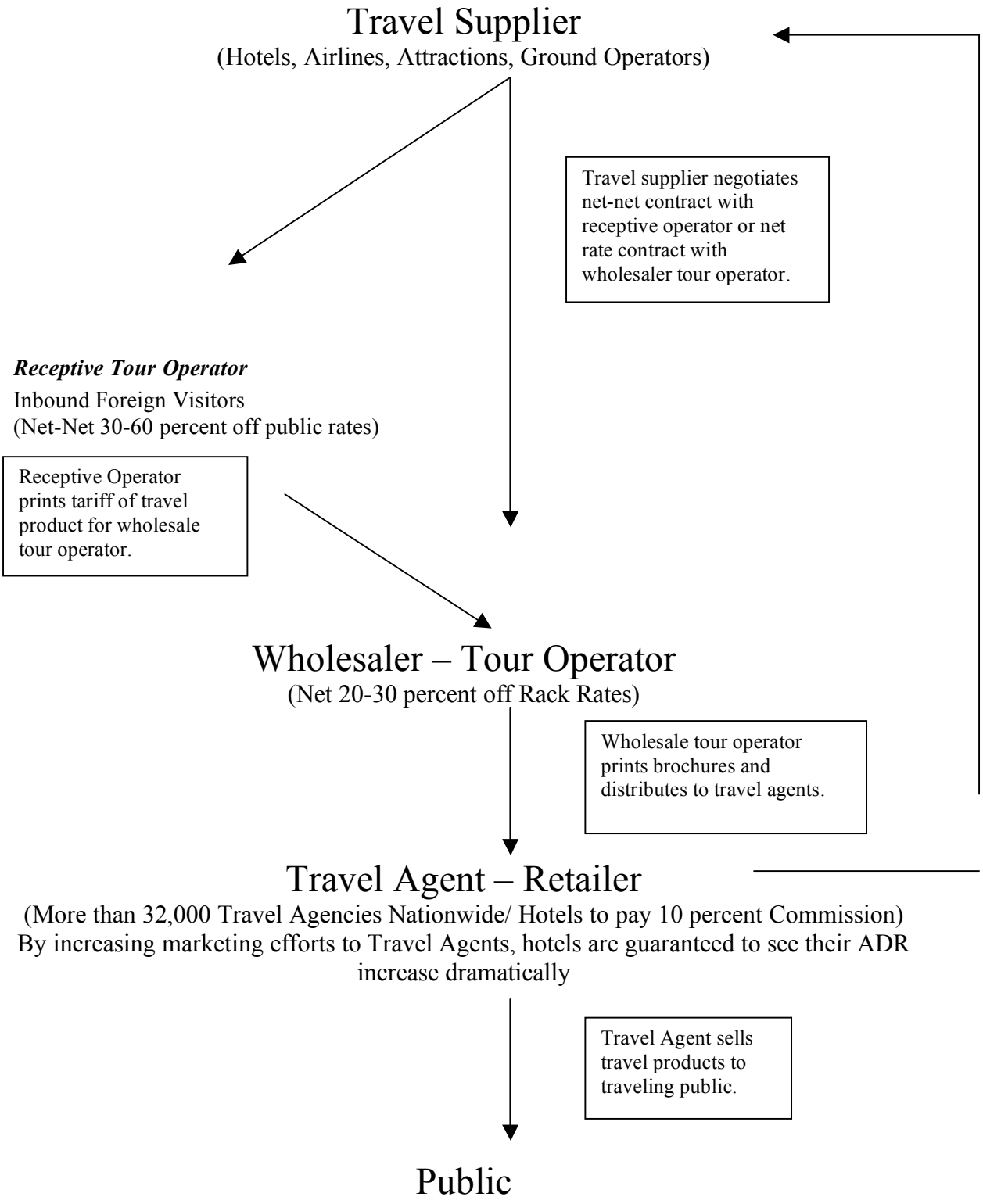
First, understand there are several different levels or tiers of buyers and sellers (distribution system) within the travel industry. At the top are receptive operators who sell inbound tours wholesale to tour operators followed by tour operators or wholesalers who sell tours to travel agents, pre-formed groups and individual consumers. Next are travel agents or retailers who sell tours and other travel components to pre-formed groups and individual consumers, then group leaders who sell tours to their pre-formed groups, and finally individual consumers who can buy tour packages from all of the above. Because profit margins have become so competitive, many lines overlap today, and you will often find both travel agents and tour operators handling the entire package themselves, from creating itineraries to selling the tours directly to the public.

Direct marketing is selling your service "direct" via toll-free numbers, advertising, direct mail, or Internet to individual consumers or pre-formed groups, which are usually comprised of members of associations or social clubs who enjoy traveling together.

Indirect marketing is selling your services through a distributor – a travel agent, tour operator or receptive operator. Your sale is to a "middleman" who must in turn successfully market and sell to the actual travelers in order for you to receive customers. Though seemingly more complex, this may actually be the easier option because it is more likely that you will be dealing with a professional who knows the business.

Understanding the basic characteristics of the various tour operator types and pre-formed groups will help you develop a targeted plan for attracting each.

Travel Product Distribution System



Receptive Operators

Receptive operators are tour operators based in your area who specialize in promoting and packaging your destination to travelers arriving from out of town. Travelers rely on receptive operators to provide a more interesting and unique experience as well as a smoother running itinerary because they are more familiar with the area. Receptives offer a variety of services including multi-day escorted tours, step-on guides, meet and greet services, ground transportation and special event packages. They may sell as a wholesaler only to other tour operators or travel agents, or sell to both the trade and pre-formed groups direct. Either way, the receptive operator is going to operate the tour under the client's name, and their success will depend on your cooperation. Like yourself, a receptive operator works to attract business to your area year-round and to increase the average stay. Both the near and distant domestic markets are solicited, and some receptives serve as the U.S. representative for overseas operators. If you can support your receptive operators' requests for the unique and the exclusive and maintain their anonymity with their clients' tour passengers, you have laid the groundwork for a strong and profitable partnership.

Another type of receptive operator is the international inbound tour operator. International operators bring foreign visitors to the United States. Many offer "Foreign Independent Travel" (F.I.T.) packages, in addition to providing group motorcoach tours. These operators are often headquartered in major U.S. gateway cities like Los Angeles, New York City, Las Vegas and Miami. The international market is really many markets, with each culture having its own needs, interests and motivators. In general, international inbound itineraries are extensive sightseeing tours that cover a broadly defined region, highlighting key attractions and features within each destination they visit. To attract their business, you must show sensitivity to their travelers' needs for hospitality and security. Examples include providing foreign language brochures, signs, menus and multilingual staff. To begin, choose one or two foreign markets that you understand or that interest you.

Tour Operators (Wholesalers)

Tour Operators may be tour and/or bus companies that offer scheduled tours, custom tours (also called pre-formed group tours), individual packages, charters or a combination of these.

Scheduled tour operators (e.g., Mayflower, Tauck, Globus) frequently offer tours with a number of departure dates (also called a series tour); therefore, getting a tour to stop at your establishment often means contracting for several tour dates. Seats are sold to individuals via a brochure or catalog through the company's reservation desk and travel agents or group leaders. Working with scheduled operators allows you to target a specific regional market where their company is based and their tours originate. The larger scheduled tour operators market nationwide, with passengers flying in to gather as a group and begin the tour at the destination area. Scheduled operators plan well in advance and the tours they book with you are speculative. Space requests are based on their projections of sales prepared by assessing past volume and future marketing and

sales plans. Scheduled operators' success is based on the ability to offer quality and value, tour after tour.

Custom/charter operators are likely to be bus or tour companies who design and arrange a specific tour at the request of a group client. Sometimes a flyer or brochure has been assembled with a suggested itinerary, but usually the space for these tours has not been reserved in advance. When a group client expresses interest, the itinerary is discussed, then modified to meet any special interest, and a price is quoted. The operator may be dealing with a loyal, well-known customer or competing with other operators to win on a bid for the trip. You may expect to be asked for immediate response on requests for space availability, rate negotiations or menu details, because the operator is under pressure to meet the decision-making deadline of the group client. Charter/custom tour operators are the companies who are most responsive to entertainment, theme tour packages and special events. Success with this segment requires your ability to be prompt with responses, creative, flexible, spontaneous and willing to personalize your services.

Travel Agents (Retailers)

Travel agents today fulfill many different functions – travel counselor, advisor, trip planner, insurance provider and even tour operator. Agencies vary in size from large corporate agencies to small "mom-and-pop" organizations, but the trend toward large mega-agencies is growing due to the increased services that they can provide. Many suppliers frequently call on agencies because agents have their fingers on the pulse of the consumer travel market and can be very influential in the decision-making process. In recent years, the elimination of airline commissions has encouraged many agents to become more creative in their leisure marketing efforts. Thus, many have begun to sell more cruises and tour packages; some now even develop and market their own tours.

Pre-formed Groups

Pre-formed groups are likely to be composed of members of civic organizations, social clubs, senior communities, churches, or schools. They may take a day trip as often as every month or longer trips at least once a year. Wherever a group exists, there will often be a group leader willing to serve as travel coordinator – accepting reservations, taking payments and forwarding everything to the travel agent, tour operator or supplier(s) with whom the coordinator chooses to work. In recent years, these group leaders have become more aggressive in planning and arranging their own getaways, although many still choose to work through a professional travel agent or tour operator for convenience and liability reasons. Some group leaders are simply seeking recognition of their personal efforts, which may be conveyed by a public announcement or note of thanks, a room upgrade or a small gift. Many group leaders, however, take their positions very seriously and expect various travel discounts, sales incentives, free trips, or even commissions for their efforts.

Individual Consumers

Individual consumers are bombarded with travel information from advertisements in print and news media, written articles, word-of-mouth and the Internet. The opportunity to

travel remains one of the most desired options when receiving a windfall of money or reaching retirement. Many consumers rely on a travel agent's experience and recommendations for booking non-automobile trips, but more have begun to book on their own by calling suppliers directly via toll-free numbers or using the Internet. Factors affecting consumer travel include gasoline prices, airfare prices, interest rates, inflation and the U.S. dollar's exchange rate.

Preparing your Product

Knowing your product is just the beginning – you need to prepare it to attract the attention of the tour and travel industry. Price, quality service, location, uniqueness or newness, and packaging strategies are all-important marketing factors.

Price

If a group is price-conscious, this is sometimes one of the most important factors. In setting your price, you need to consider your own profitability needs, your competition's pricing and your market's needs. If you can offer a slightly better price than a competitor, it can sometimes result in a more successful tour in terms of additional passengers and departure dates, and that means more revenue for you. If you plan to market to receptive operators, tour operators, travel agents, group leaders, and consumers, pricing becomes a critical and more complex issue. The key to success is a strategy often called "tiered pricing."

Tiered pricing needs to reflect several different rates in order for it work properly. The highest rate level **(first or rack tier)** should be targeted to individual consumers who book directly and may only come one time. Travel agents and pre-formed groups should receive the next highest rate level **(second or retail tier),** because they usually sell directly to consumers and may bring you only one or two "custom" groups per year or every few years. If a travel agent or pre-formed group is bringing you direct business on a regular schedule, however, you may want to consider upgrading them to the next tier. Tour operators should receive the next rate level **(third, net or wholesale tier).** Since operators sell to travel agents and groups as well as individuals, you cannot offer them the same price and expect them to make a profit. Your lowest rate level **(fourth, net-net or double wholesale tier)** should be reserved for receptive operators or large volume operators who sell wholesale to other tour operators and often extend their marketing efforts nationally or internationally.

Tier rates could differ by percentages, dollar amounts or other factors depending on what best fits your organization. Pricing should be a strategy that helps profitably achieve your own unique business goals. Remember, there are no set rules.

Quality Service

Quality service is another important marketing factor. If passengers are dissatisfied with any aspect of a tour (for example, a motel in a noisy location, a tasteless meal, or an attraction that does not meet expectations), they will blame the tour organizer. Client opinions on whether they were satisfied or dissatisfied with a tour are greatly valued,

since many customers represent repeat business. If you can offer consistent high quality at a slightly lower price than your competition, or even better quality at about the same price, you stand an excellent chance of getting and keeping leisure business.

Location
A good location – near the highway along which a group will be traveling, near an attraction where the tour will be stopping, or in a spot that offers a good view of a scenic area – can also be a major selling point.

Uniqueness and newness
Being unique or new are also important marketing factors; these are usually the first things that tour operators want to know about a destination. It does not matter what the price is, how good the service is or where something is located if it is not of interest to the group. People like to visit a certain region to experience unique attractions that they cannot experience anywhere else. Examples include the Statue of Liberty in New York, spectacular shows and lights in Las Vegas and the Grand Canyon in Arizona. Nearby suppliers that are not unique or new can also promote themselves by associating themselves with a unique attraction, such as being the closest hotel to Niagara Falls or Kartchner Caverns State Park. In the case of a restaurant, good regional cuisine or themes may add a great deal to the tour experience and may be an advantage. New or newly renovated hotels imply that a guest may be more comfortable and enjoy a good night's rest.

Packaging Strategies
Attracting group tour business requires a somewhat different kind of selling job. Whether your basic sales target is a tour operator, travel agent, or group leader, you should understand how important packaging can be. For example, a hotel may partner with a nearby attraction for a "Stay and Play" program, a restaurant may partner with a hotel for a "Bed and Breakfast" program, or an entertainment venue may partner with a restaurant or transportation company for a "Dinner and Entertainment" package. Unique packages mean value and convenience to a tour planner who is often pressed for time and creativity. Packaging your product can encourage them to try it.

Researching the Market

The first step in marketing your idea or organization is to determine who your prospects are. A good place to start your research is with directories and manuals provided by national tourism associations such as the Travel Industry Association, National Tour Association, American Bus Association, United States Tour Operator Association, American Society of Travel Agents, Association of Retail Travel Agents, and Group Leaders of America. (Please refer to the back of the manual for contact information.) Frequently, these associations will provide directories that highlight specific information on their tour operator members including detailed profiles of members' product lines, customer types, planning deadlines, seasonal operating patterns, and marketing activities.

If you are interested in pursuing international markets, the Arizona Office of Tourism has a "Product Inventory" from each of our five key markets (Mexico, Canada, Germany, UK, and Japan) available at a nominal cost. These Product Inventories include a list of operators doing business in Arizona, scanned brochure pages, listings of hotels utilized, and more.

Once you have identified the target audience most likely to be satisfied by your service, you will want to do a careful analysis of the information to determine if they are a "fit" for you. For example, if a tour operator stays only at luxury resorts, and you operate a budget motel, that operator is probably not a good prospect. On the other hand, a group that goes right past your establishment and stops at a similar one just a few blocks away may be a very good prospect, especially if you can offer something better than your competitor.

Contacting Prospects

Compiling your list of prospects is the starting point, but how do you contact them? There are several methods you may want to consider, and you may use any or all of them depending on your promotional budget.

Printed Collateral
First, you should create some printed collateral like a flyer or brochure about your organization. Ideally, this should be a "lure" piece to create interest in your product. If you are trying to attract international business, it should be written in one or more foreign languages (a certified translator is recommended). Consider including a description of the product, why it is unique or special, featured amenities, rates, location and proximity to major highways or attractions, availability of packages, and other pertinent information.

Direct Mail
Direct mail can be very cost-effective and efficient in reaching your target market, if done correctly. Include a customized cover letter with your brochure or flyer to introduce you and your product. Spelling, grammar and appearance are very important; remember that first impressions are critical. Interesting packaging, such as colored or hand-written envelopes, may draw attention to your piece and prevent it from going unopened into the trash. Sending gifts or promotional items with your brochure and letter, while appreciated, is not necessary.

Telemarketing Follow-up
The best way to add impact to your direct mail campaign is to connect it with a telemarketing follow-up program. To increase your success rate, schedule the call to be made seven to 10 days following the mailing. If you are working alone on this, you may need to arrange to have your direct mail to go out in smaller batches so you can keep the follow-up calls on schedule. Be sure you have written a script or call guide to cover the points you want to make and to record any notes. Tour operators and travel agents tend to be very busy, so keep it brief but pleasant. Send out any requested information or

collateral immediately. A good telemarketing program can be an important step in building a relationship with a prospect.

Tradeshows & Marketplaces
Another good way to build relationships with your prospects is through membership in industry associations whose conventions feature a tradeshow or marketplace. At a tradeshow you will have an opportunity to meet face-to-face with the people who are responsible for putting together tours. If you have done your research about the operator or agent with whom you are meeting, you will be able to explain how your company can meet their needs.

Sales Calls
Finally, you can visit tour planners on their own home turf. Destination Marketing Organizations (DMOs) like the Arizona Office of Tourism and area convention and visitors bureaus often invite suppliers (membership sometimes required) to travel together to a target area for a coordinated sales mission (fee involved) to call on receptive operators, tour operators and travel agents in top markets. These sales missions, or blitzes, often include personal office visits, hosting a reception or meal followed by a tabletop show where you can distribute materials and talk face-to-face with your target market. This can be a good way to open a new market and develop some contacts where you have never before done business.

If you have identified some key prospects who have the potential to bring you significant volume, it may also be worth your time to schedule personal sales calls of your own to introduce yourself and get to know the operator, agent or group leader better. Your local area is a great place to start! Always call ahead to request an appointment; unscheduled calls are generally unwelcome.

Familiarization (FAM) Tours
Another cost-effective way to attract attention to your business is to volunteer to host familiarization (FAM) tours. Let your local DMO know that you want to work with them if they are directing business to your area. FAMs are usually offered to receptive operators, tour operators, travel agents and sometimes group leaders to familiarize them with an area. The idea is that if a tour planner can actually experience and enjoy a prospective region, it will make them more comfortable with the itinerary and encourage them to assemble their own tour. If everything goes well, many operators actually end up contracting with the suppliers that participated. Hotels, restaurants, attractions, shopping malls, transportation companies, and others are encouraged to participate. An example of a FAM itinerary is included at the end of this section.

E-Marketing
E-marketing can be done via the Internet or by E-mail, and may be very cost-effective. Broadcasting unsolicited E-mails (spam) is not appreciated, but lists of appropriate target E-mail addresses can be obtained through some industry associations or other marketing companies, or self-solicited. Directing companies to view your Web site at their convenience can be an effective way for them to investigate your product. Remember

that frequently updated information and pricing are critical to this type of marketing. Make it easy for the recipient to "unsubscribe" should they have accidentally made it onto your list, and make sure that they are removed promptly.

Group Tours

If you are unaccustomed to working with group tours, you need to know something about the simple mechanics. While we can generalize about how the system works, keep in mind that every tour planner has his or her own method of dealing with suppliers.

How They Work

Tour operators tend to plan as much as 18 months to two years in advance, although recent shifts in travel patterns have led to some changes. When a tour operator develops an itinerary, they will typically book hotels first followed by transportation, meals and attractions. Exceptions include any tour component that is likely to sell out early such as jeep tours in Sedona, or is critical to the program, such as guided tour of Grand Canyon. On any given tour there may be many departure dates. On some of those departure dates, there may be more than one busload of passengers. However, other departure dates may be canceled if they do not attract enough bookings.

Typically, as a show of good faith, the tour planner is expected to make a deposit when booking or several months prior to each scheduled departure date. Naturally, however, tour planners prefer not to tie up their money for such a long period of time, and if a planner has developed a strong track record, you may be willing to forego the deposit. The tour planner should be also be contacted at least 30 to 60 days prior to the group's arrival and asked to reconfirm or cancel the group booking. Flexibility is an issue here and you may be asked to extend the cancellation date when the tour planner thinks the tour will go if they can book a few more people. Your response depends on several factors, but you may want to agree to the request if you believe that the tour planner has the potential to come through with their numbers and bring you future business. You may also ask for a rooming list at this point, containing the names of the people booked and special preferences. Obviously, throughout the course of a booking season there should be a lot of contact between the tour planner and the suppliers involved in a tour.

Following Up – Why It's Important

Once groups have been attracted, you must ensure that they receive quality treatment and service that will make them want to return. The most common complaint from group tour passengers is that they felt like they were treated like a "herd of cattle" rather than like a group of individuals who just happened to be traveling together. Your employees should be trained to treat group members just as courteously and efficiently as they would treat any other customer. Hospitality training programs and service tips are available from several local destination marketing organizations if you need help.

FIT – The Independent Traveler

According to the National Tour Association, there are several definitions for the acronym FIT. You may have heard that it stands for Frequent Independent Travelers, Foreign

Independent Travelers, or Fully Independent Travelers. With so many choices, the key is not to restrict yourself to any one definition as it is no longer necessary to give a specific word for each letter. Instead, follow this simple definition: FIT is a custom-designed, prepaid travel package with many individualized arrangements. FITs are unescorted and usually have no formal itinerary.

These packages are designed for the independent traveler, a person who wants more freedom in their travel while participating in a reduced rate package that tour operators achieve through volume purchases. Essentially, FITs aren't really tours at all, but a volume-purchasing program benefiting individual travelers. The choices are many, just like those on a menu at your favorite restaurant. Clients can choose the transportation and lodging portions of a tour from a tour operator's "menu" and then select his or her own dining and entertainment options, which may or may not be a part of the overall FIT package.

Packaged Travel Industry - Research

According to the latest "Packaged Travel" study completed by the National Tour Association (NTA) in November 2002, residents of the United States and Canada purchased a total of nearly 129 million overnight packaged trips during 2001. This accounted for approximately $166 billion in direct economic impact worldwide. Over one-half of this amount, approximately $99 billion, was spent in overnight trips in the United States. Nearly three-fourths ($75 billion) of this amount was spent on packaged trips. Another $24 billion in expenditures was made for additional purchases (i.e., not part of the package cost) while traveling on packaged trips.

The packaged travel industry supported more than one million jobs, both full-time and part-time, in the United States travel industry. These jobs accounted for total earnings (wages, benefits, and proprietor income) of more than $21 billion.

The packaged traveler can be either an independent traveler or part of a group. Independent packages accounted for 56 percent of the total market. Group packages, in which the traveler said that his or her immediate travel party joined and traveled with a larger group, accounted for 44 percent.

Most groups have some sort of affiliation or common interest (30 percent of the 43 percent). The more typical group affiliations were clubs with shared interest, church, work and family connections. Packaged trips were also found to be longer than the typical U.S. trip (6.3 nights vs. 5.0 respectively).

Packaged travelers are somewhat older than the average traveler and have a higher incidence of unemployment among group packaged travelers. This is attributed to a higher number of retirees buying group packages. Men and women each accounted for approximately half of the packaged travel market. However, women were especially important to group packages – 59 percent of group packaged travel was purchased by women.

Summary

We have sought to present a logical, step-by-step approach to attracting tour and travel business. The specifics of your marketing plan will naturally depend on the nature of your business and its location, but the basic elements are these:

1) Understand the market. Research your potential customers then select either the direct marketing route selling to pre-formed groups and individual consumers, or the indirect marketing route selling to receptive operators, tour operators and travel agents.

2) Identify what you have to offer: price, quality service, location, and being unique or new.

3) Decide whether you can sell your product on its own or if you need to package it with others.

4) Develop a qualified list of prospects for each market segment you have identified and wish to attract.

5) Prepare your marketing materials (brochure, flyers, cover letter).

6) Start selling your product by participating in trade shows, sales missions, direct mail, telemarketing, personal sales calls, e-marketing, etc.

7) Ensure that your treatment of leisure travelers will make them want to keep coming back.

NOTE: You are encouraged to contact the tourism representatives at your local DMO or Chamber to find out how they can assist you in your marketing efforts to attract tour and travel business. (A complete listing of Arizona DMOs and Arizona tourism-related associations can be found in the reference section.) Opportunities and services vary by organizations, but may include guidelines on developing a written marketing plan and program of work, destination planning guide or visitors guide listing opportunities, newsletters, marketing seminars, travel terminology booklets, hospitality training programs and opportunities to become involved in familiarization tours and site inspections. Because most DMOs are membership-based, many opportunities and services are available only by becoming a member of the organization. Please contact each organization directly for further information.

Sample Itinerary

Sample 6-day, multi-community FAM Tour Itinerary

Transportation Sponsored by:
Arizona Office of Tourism

Transportation Provided by:

DeTours

Additional FAM Sponsors:

Flagstaff Convention and Visitors Bureau

Greater Phoenix Convention and Visitors Bureau

Scottsdale Convention and Visitors Bureau

Tucson Convention and Visitors Bureau

Day 1

4:15 PM AOT Representative will meet group arriving at Sky Harbor Airport on British Airways flight #289

6:30 PM Check into Pointe Hilton Tapatio Cliffs

Contact: Kim Pfeifer, Sales Manager
11111 N. 7th Street
Phoenix, Arizona 85020
Tel. 602-870-2777
Email: kim_pfeifer@hilton.com

7:30 PM Complimentary dinner at the La Cantina Restaurant located inside the hotel and retire for the evening

Overnight at the **Pointe Tapatio Cliffs**

Day 2

8:15 AM Depart for the Tempe Mission Palms Hotel & Conference Center for breakfast. Located in the heart of downtown Tempe at Fifth Street and Mill, this metropolitan Phoenix hotel combines distinctive style of the Southwest with a casual, yet sophisticated ambience. Tempe Mission Palms is an easy walk to more than 170 unique shops, restaurants and entertainment venues.

Contact: Mandy McKaskle
60 East 5th Street
Tempe, AZ 85281
Tel. 480-317-1514
Email: mmckaskle@destinationhotels.com

10:15 AM Departure for the **Pueblo Grande Museum and Archeological Park** Pueblo Grande Museum is located at a 1,500 year old Hohokam village ruins in modern day Phoenix.

Contact: Ellen Riske
4619East Washington Street
Phoenix, AZ 85034
Tel. 602-495-0901
Email: ellen.riske@phoenix.gov

10:45 AM Tour of the **Pueblo Grande Museum and Archeological Park**

11:45 AM Depart for Donovan's Steak & Chop House

12:15 PM Complimentary lunch at **Donovan's Steak & Chop House**

Contact: Kevin Larkin
3101 E Camelback Road
Phoenix, Arizona 85016
Tel. 602-955-3666

3:30 PM Check into the Carefree Resort & Villas

Contact: Kimberly Freer
37220 Mule Train Road
Carefree, AZ 85377
Tel. 480-595-3710
Email: kfreer@carefree-resort.com

5:30 PM Depart for a complimentary dinner and show at the **Broadway Palm Dinner Theater.** The Broadway Palm Dinner Theater is a 500-seat dinner theater. In the lobby you'll find The Playbill Bar, serving cocktails and other refreshments before and after the show.

Contact: Francie Christopher
5247 E Brown Rd
Mesa, AZ 85205
Tel. 480-325-6700
Email: francie@broadwaypalmwest.com

6:30 -9:00 PM Dinner and Show at the Broadway Palm Dinner Theater

Overnight Carefree Resort & Villas

Day 3

Breakfast on own and check out of Carefree Resort & Villas

8:00 AM Depart for Tucson

11:00 AM Visit **Mission San Xavier Del Bac,** lovingly referred to as the "White Dove of the Desert," located on the Tohono O'Odham Indian Reservation. The church was built between the years of 1783-1797. Authorities have acclaimed San Xavier Mission as the finest example of mission architecture in the United States.

1950 West San Xavier Road
Tucson, AZ 85746
Tel. 520-294-2624

12:00 PM Enjoy a complimentary lunch at **Old Tucson Artisans, La Cocina Restaurant,** located in Tucson's Presidio Historic District. Housed within the 150 year-old restored adobe buildings are seven distinctive shops and galleries featuring contemporary and traditional art and fine crafts from hundreds of local and national artists.

Contact: Mary Lou Focht, Owner
201 N Court Ave
Tucson, Arizona 85701
Tel.520-623-6024, Fax 520-622-0494

1:00 PM Depart for **Old Tucson Studios,** the famous movie location and studio.

Contact: Gilbert LaRoque, Sales Manager
201 S Kinney Road
Tucson, AZ 85746

2:00 PM Depart for the **Arizona-Sonora Desert Museum,** which tells the unique story of the Sonoran Desert region. Over 200 species of live animals and 1,000 species of plants, indigenous to the Sonoran Desert are exhibited in naturalistic habitats.

Contact: Lorie Anderson, Marketing Manager
2021 North Kinney Road
Tucson, AZ 85743
Tel. 520-883-2702

4:00 PM Arrive and check into the
Hilton Tucson El Conquistador Golf & Tennis Resort

Hilton Tucosn El Conquistador Golf & Tennis Resort

Contact: Kim Pfeifer, Sales Manager
10000 N Oracle Rd
Tucson, Arizona 85737
Tel. 602-870-2777

7:00 PM Enjoy a complimentary dinner at
Last Territory at Hilton El Conquistador

Overnight Hilton El Conquistador Resort

<u>Day 4</u>

Breakfast on own

8:00 AM Depart for **Flagstaff**

12:00 PM Complimentary lunch at **Charly's Pub and Grill** in downtown Flagstaff, located at the historic Weatherford Hotel.

Contact: Chris Henry, Events Coordinator
23 North Leroux
Flagstaff, Arizona 86001
Tel. 928-779-1919

1:30 PM Stroll through Flagstaff's Historical Downtown.

2:00 PM Arrive at the **Lowell Observatory**, Lowell Observatory was the first astronomical observatory in Arizona. In 1894, Percival Lowell, a mathematician and amateur astronomer from Massachusetts, was one of several astronomers in search of clearer skies through which to observe the planets and stars.

Contact: Kevin Schindler
1400 W Mars Hill Road
Flagstaff, Arizona 86001
Tel. 928-774-3358

3:00 PM Arrive at **the Riordan Mansion State Historic Park,** Completed in 1904 in the Arts & Crafts style of architecture, the historic mansion is expansive, with over 40 rooms and 13,000 square feet of living space.

Contact: Kathy Farretta
409 Riordan Ranch Road
Flagstaff, Arizona 86001
Tel. 928-774-5395

4:30 PM Check into the Little America Hotel

Contact: Gina Leingang, Sales Manager
2515 East Butler Avenue
Flagstaff, AZ 86001
Tel. 928-779-7920

5:30 PM Complimentary line dancing lessons at the **Museum Club,** This famous roadhouse is listed on the National Register of Historic Places. The Southwest's largest log cabin, it was built in 1931 to house Native American artifacts and a collection unique animal preserved through taxidermy.

Contact: Joe Lange
3404 East Route 66
Flagstaff, Arizona 86001
Tel. 928-526-9434

7:30 PM Enjoy a complimentary dinner at **Black Bart's Steakhouse**

Contact: Gary Weisskopf
2760 East Butler Avenue
Flagstaff, AZ 86004
Tel. 928-774-1912

Overnight **Little America Hotel**

Day 5

Enjoy a complimentary breakfast and site inspection at host hotel

10:00 AM Morning departure to **the Museum of Northern Arizona**, Visit Northern Arizona's premier museum to learn about Native American cultures, tribal life ways, and traditional arts and stories of the surrounding region. Interactive exhibits feature geology, natural history, anthropology, and archaeology of the Colorado Plateau.

Contact: Michelle Mountain
3101 North Fort Valley Road
Flagstaff, AZ 86001
Tel. 928-774-5211
www.musnaz.org

11:30 AM Have a complimentary lunch at the **Galaxy Diner**

Contact: Patricia Black
931 West Highway 66
Flagstaff, AZ 86001

1:00 PM Depart for Scottsdale, AZ

3:30 PM Meet and Greet Kate Cavaliere at **Kierland Commons**, meet at the center plaza fountain near Barnes & Noble for welcome bags.

Contact: Kate Cavaliere
15044 North Scottsdale Road
Scottsdale, AZ 85254
Email: kate.cavaliere@westcor.com

5:30 PM Check into the **Hyatt Regency Scottsdale Resort & Spa at Gainey Ranch**

Contact: Kecia Hoverson
7500 E Doubletree Ranch Road
Scottsdale, AZ 85258
Email: khoverson@hyatt.com

Dinner	On Own
Overnight	**Hyatt Regency Scottsdale Resort & Spa at Gainey Ranch**

Day 6

7:00 -8:30 AM	Complimentary breakfast at the Hyatt Regency Club
9:30 AM	Depart for **Taliesin West**, Taliesin West is the international headquarters for the Frank Lloyd Wright Foundation, the site of the Frank Lloyd Wright Archives, and the winter campus for the Frank Lloyd Wright School of Architecture.
11:30 AM	Afternoon Free Time
4:30 PM	Depart for Phoenix Sky Harbor Airport

IV. TOURISM RESEARCH

What is Research?

AOT conducts a proactive research program to enhance AOT's marketing efforts, to monitor performance of trends in the tourism sectors of the state and national economy, and to measure AOT's performance in reaching its goals and objectives as defined in the strategic plan. The primary functions of the Research Division are to conduct industry research, (i.e., to monitor state, national and international travel trends that affect travel and tourism in Arizona), and act as a clearinghouse and data repository for that information. Representatives from the research and strategic planning division are available to discuss tourism data, consumer and strategic target marketing research, visitor surveys and database management.

Consumer Marketing Research

Whether it's informal or formal information gathering, research is within your reach. The value in research is the ability to provide information that can be used as a tool in decision-making and planning. Typical issues that market research can explore include:

- Identifying and understanding consumers who are the most interested in your product
- Key attributes consumers consider when making travel decisions
- Effectiveness of advertising and brochures
- Customer satisfaction

What Is It That You Want To Know?

Setting objectives is one of the most important steps in ensuring that information produced through market research will be useful in decision-making. Ask yourself: "What is the most important piece of information I need to gain through this research, to help me make a decision?" Then stay focused on that. Trying to explore too many diverse areas at one time will only make the research less effective.

Objectives should be clear, concise, and in writing to ensure that they are well understood (and agreed to) by everyone involved in the project. Having done this, you can decide how to achieve these objectives. For example, suppose that a convention and visitors' bureau or chamber of commerce wants to know how effective its marketing has been in bring travelers to its area. Objectives for a conversion study of this type might include:

- Determining what percentage of people who called or visited your Web site actually took a vacation in your area or plan to do so in the near future;
- Assessing reasons why other callers did not take a vacation in the area (e.g., went somewhere else, or decided not to take any vacation);
- Exploring what else the CVB or chamber could do to encourage people to visit.

As another example, suppose that an attraction is considering the addition of a new feature. This attraction's research objectives might include:

- Exploring what consumers look for in attractions of this type.
- Gauging consumer reactions to new feature concept.
- Identifying characteristics of consumers most likely to visit the new feature (e.g., families with small children, weekend vs. weekday visitors, etc.).

What Methods Can You Consider?

There are two main types of consumer market research, qualitative and quantitative. Each is useful for answering different marketing questions, and there are a variety of techniques used within each category.

Qualitative Techniques. Qualitative research is useful for gaining insights into consumer attitudes, beliefs, motivations and behaviors. Results from qualitative research do not necessarily reflect the opinions of a larger consumer base. They are intended to be exploratory in nature. Qualitative research usually uses a small sample, since the goal is to explore issues in depth. The interview format is generally in-person, and is loosely structured. Analysis of results is interpretive in nature, and often includes exact quotes from participants. Types of qualitative techniques include:

Focus groups. These are group interviews conducted by a moderator with pre-recruited respondents who meet established criteria (e.g., took an Arizona vacation within the last three years and have children under age 18 living at home). These focus group interviews generally last one to two hours, are held in a special facility with viewing and recording capabilities, and use respondents who are paid for their participation. The key reason to select focus groups over other qualitative methods is to obtain interaction among participants; comments made by one participant may spark others to share thoughts they otherwise would not have. The main drawback to focus groups is that participants tend to avoid disagreeing with one another and more dominant group members can inhibit others from expressing their views.

One-on-ones. These are in-person interviews, usually 20 minutes to one hour in length, with individual respondents. Respondents can be pre-recruited or may be recruited at shopping malls, attractions, or other high-traffic places, also using pre-established screening criteria. They are usually paid for their participation. One-on-ones are most appropriate for sensitive subjects that may be difficult to discuss in front of others or for in-depth evaluation of new concepts or promotional materials.

Dyads. In-person interviews with two respondents, usually people who make decisions together, such as a husband and wife.

Quantitative Techniques. Quantitative research measures attitudes, perceptions, awareness levels and behaviors of a large number of consumers. The results of this type of research can be projected to the population at large. Quantitative research is conducted when consumer issues have already been identified (usually through qualitative research) and it is necessary to measure their relative importance. The preferred minimum sample size for quantitative studies is 400 completed interviews. That will give you a minimum statistical precision of +/- 5 percentage points at the 95 percent level of confidence. This means that if you kept doing the same study over and over, drawing new samples each time, 95 times out of 100 the results would fall into a range of +/- 5 percentage points. In addition to sample size, it is also important to consider how the sample is collected. Random sampling means that every person in the population has an equal chance of being selected. This ensures you limit bias and that the sample is representative of the overall population.

As with qualitative research, this type of study should be conducted with respondents who meet your target criteria; for example, golfers who take at least three overnight golf trips in a typical year. Analysis is more structured than in qualitative studies, and results will usually be reported in tables and charts.

Telephone studies. Participants are asked to respond to a short – usually 10-15 minute – interview over the telephone. This type of study is the most common because it is relatively inexpensive and easy to obtain a representative, random sample. Participants are generally not paid.

Mail studies. These studies are very cost-effective but no longer common, since response rates tend to be very low and it takes longer to obtain results. This method is useful if participants need to read detailed descriptions or answer complicated questions that can't be asked over the telephone. Cash or other incentives for completing the questionnaire are often included in the mailing.

Intercept studies. Respondents are recruited in a public place, often at an attraction, visitor center or shopping mall, screened for target criteria and given a highly structured interview. This method is appropriate if the respondent needs to look at products, pictures of new products, or advertising. Intercepts are also appropriate if it is important to interview respondents in the context of something they are doing: for example, an attraction may want to conduct exit interviews with their visitors to get their top-of-mind reactions to their experiences.

Strategic Target Marketing Research

Strategic target marketing means that destination marketing organizations specifically attempt to reach individuals within targeted segments, using traditional and non-traditional marketing approaches. This is called "target marketing," because instead of broadly advertising to everyone, you can pick specific media or approaches for a specific group of potential travelers. Tourism marketers generally find target marketing to be more cost effective and successful than non-targeted advertising or promotion.

Today's competitive environment increasingly suggests the importance of following a preferred customer-identification process by addressing issues of seasonality, geographic targeting, customer segmentation, and desired message in order to identify those customers most likely to travel to and within Arizona.

Seasonality

The first consideration is seasonality of visitors. Not all customer segments are equal and many prefer to travel during specific times of the year. From a research perspective, this is the easiest information for you to assemble, and you probably have a good "gut feeling" for the seasonality of your community without any research at all. However, for the sake of accuracy, you should consider gathering the following information:

- Contact your city or county finance department and ask for the transient occupancy tax collections by month for the past three years;

- Use a spreadsheet program such as Microsoft Excel to record the information and create a bar graph, using the months of the year across the base and the tax dollars collected by year as your vertical axis. You now have a graph of your seasonality, by month. You now have either proof of what you knew all along, or an eye-opening piece of information.

Geographic Segments

It may not come as a surprise to learn that nearly six out of ten Arizona tourists are from Arizona or California. Another 30 percent are from around the United States and about 10 percent are from other countries. Assuming you could not advertise your destination to everyone, upon whom would you concentrate? Your answer will probably be Arizonans or Californians, as it likely should be. Certainly, seeing busloads of Japanese tourists arriving at your destination for a day of shopping, dining and more shopping is the dream of every destination marketing professional. But since the tragic events of September 11, 2001, travel patterns have changed. Visitors are staying closer to home and taking shorter trips. Most travelers use their own vehicles (71 percent) to get where they are going, and generally they like to travel no more than four or five hours to get there. Day visitors (those who do not spend the night) generally come from no more than two hours away. This can give you a remarkably clear picture of where to concentrate your tourism marketing efforts.

You might want to take out a map, and draw a circle with your area at the center, extending the perimeter to the equivalent of a five-hour drive. Of course, mountain destinations with slow, winding roads might have to adjust the circle a bit. Now take a look at major population center(s) within the circle. If there aren't any, then cheat a bit until you get to one. In all likelihood, you have found your primary market.

Below is a brief exercise to determine possible geographic target markets for your area.

What are the nearest population centers within two hours that might generate day visitors:

1. Name of city/area: _____ Population_____
Hours away by car _____ Miles away _____
Ease of driving (i.e. freeway conditions, road conditions, etc.) ____ Excellent ____ Good ____ Poor

2. Name of city/area: _____ Population_____
Hours away by car _____ Miles away _____
Ease of driving (i.e. freeway conditions, road conditions, etc.) ____ Excellent ____ Good ____ Poor

3. Name of city/area: _____ Population_____
Hours away by car _____ Miles away _____
Ease of driving (i.e. freeway conditions, road conditions, etc.) ____ Excellent ____ Good ____ Poor

What are the nearest population centers within five hours that might generate overnight visitors:

1. Name of city/area: _____ Population_____
Hours away by car _____ Miles away _____
Ease of driving (i.e. freeway conditions, road conditions, etc.) ___ Excellent ____ Good ____ Poor

2. Name of city/area: _____ Population_____
Hours away by car _____ Miles away _____
Ease of driving (i.e. freeway conditions, road conditions, etc.) ____ Excellent ____ Good ____ Poor

3. Name of city/area: _____ Population_____
Hours away by car _____ Miles away _____
Ease of driving (i.e. freeway conditions, road conditions, etc.) ____ Excellent ____ Good ____ Poor

Certainly, people living in the cities you listed above are not the only people likely to come to your community; you may now see people coming from all areas of the country, and even international travelers. What you should look for are those population bases most likely to generate new visitors.

Segmenting the Market

The third consideration is what particular customer segments (age, gender, income, lifestyles, activities, and interests) should be targeted. Not everyone who lives in the cities listed above is equally likely to visit. If your area is located in the mountains, then people who like to hike, camp, and fish may be more likely to visit than those who travel

for the opening of the opera season. Nor is it likely that you receive visitors in 12 equal monthly installments throughout the year. If you are located in a cool mountain area, your high season is probably in the summer time. If you are a desert community, chances are that more people seek out the warmth of your winters than the heat of July.

Dividing the market into segments means taking a look at who comes (and if so, when) and who does not (and if so, why not). For example, "campers" are a market segment, as would be "families with young children" or "seniors." The goal is to identify the customer segment in your geographic target which offers the highest potential as a visitor to your area.

Segmentation studies are generally conducted by mail or phone survey of visitors and non-visitors. You can segment your customers based on data from existing visitor surveys or through analyses of an existing customer database (see Visitor Surveys and Database Management sections). The most desired segment would be those groups of people, out of the total number interviewed in the survey, who gave similar answers to specific travel-related questions.

Determining Most Effective Media and Message

Once the desired customer segment has been identified, marketers need to: (1) know the preferences of the people they are talking to; (2) speak to them in a language that motivates them; and (3) speak to them when they are open to receiving the intended message. Market research that can provide this information includes:

Communications survey

This type of survey is used to obtain trip planning characteristics of targeted customers, such as how and when visitors gather information for a trip, and what communication outlets they use for trip planning purposes (for example, magazines, Internet, radio, TV, etc.).

Advertising concept testing

This testing is used to obtain the reactions of target customers to preliminary, rough versions of alternative advertising approaches. The objective is to test the ad with consumers to see if it works with the targeted customer before you spend the money to place the ad. A variety of survey methods can be used, but a qualitative data collection procedure such as a focus group is the norm.

Visitor Surveys

Critical to the success of strategic target marketing is dependable visitor information and expenditure estimates to better understand local tourism trends, focus marketing efforts, measure economic impact, and plan for future growth. Data collected in a well-designed visitor survey may provide significant information that can be used for a variety of research purposes including a number of those mentioned above. Researchers can use a number of approaches to conduct visitor surveys, including asking travelers to fill out a written survey while they are in the area, mailing a survey to their homes after they have left, asking verbal questions of visitors at a popular tourist site, or telephoning them at home. All of these approaches have their advantages and their disadvantages:

1) Distribute Written Questionnaires Onsite – Although this is an inexpensive method and the response rate is high, those choosing to fill them out may not be fully representative of all your visitors (they might be the ones with more time on their hands).

2) Mail-Out Questionnaires – The advantage is relative simplicity. The disadvantage again is that those who respond might not be a fair representation of your visitors. You will get a fairly low percentage of them back, and it is more expensive than distributing them on-site.

3) On-Site Interviews – Here you get a high response rate and get the information quickly, you can ask follow-up "probing" questions, and visitors have excellent recall of their trip because they are still there. On the down side, it can be expensive to hire trained interviewers who will not skew the answers in one direction or another.

4) Telephone Interviews – The advantages are a quick yield of the data and a high response rate. The disadvantages are the expense, the need for trained interviewers, and the difficulty in obtaining the phone numbers.

The University of Arizona has developed "A Guide to Designing and Conducting Visitor Surveys." This can be used by community leaders who are interested in tourism either to design and/or conduct their own surveys, or as a basis for putting together a request for proposals for others to do such a survey. The guide can also be used by private consultants, economic development professionals and others who conduct visitor surveys. Please see the Research section in the Reference pages at the end of this handbook for information on receiving a copy of this guide, which includes survey samples.

Is There a More Informal Visitor Study I Could Conduct?

Let's assume that you don't have the budget to hire a professional research firm to study your visitors. There are many ways to conduct research yourself that will still give you a good idea of what motivates people to visit your area. You will also find local universities and community colleges able and willing partners in this process. Here are some common methods of gathering visitor information that might work well for you:

Survey of Local Providers – These are the experts in your local area, and you will find them to be a wealth of information, although they might be somewhat biased in their perspective. You can use any or all of the methods listed above (written questionnaires in person or by mail, and/or on-site or telephone interviews). These are the people who know, or at least think they know, who comes to your area now, and why. Be careful to include only facts, and not assumptions, in your survey results.

Existing Surveys from Other Communities (Share and Share Alike) – You are not the first one to decide to do a visitor survey, and you won't be the last. Although some communities might be reluctant to share this information with people they might view as competitors, many others will willingly trade information with you. Just remember that every community is different, and that the results of visitor surveys obtained in another community may not be exactly what you need. You should also be prepared to share any information you gather with those who share with you.

Zip Code Surveys – One of the easiest ways to track visitation to your area is to simply ask your local hotels and lodging establishments to write down the zip codes of every guest who checks in, and pass that information along to you once a month. This will tell you where guests are coming from, in what numbers, and during what times of the year. Be careful to watch for unusually large blocks of numbers from one zip code during one time period, as this could suggest a group of visitors traveling together.

License Plate Surveys – Going to the parking lot of a local attraction or hotel and looking at license plates used to be a popular method of surveying where visitors come from. Although you get a general idea of visitor origin by state, it's difficult to pinpoint the city of residence (rental cars can skew your results), and it's a time-consuming way to spend your day. If you do this, make sure you have the permission to enter the private property of any business.

Web site Surveys – If your destination Web site is receiving a lot of attention, you might want to have a contest page for potential visitors to enter to win a trip to your area. Make sure you have a form for them to enter their street address as well as E-mail address. Although this is very inexpensive and easy to tally, it simply shows you geographic areas of interest in your destination, not necessarily actual travelers. Make sure you only allow one entry per person, or your results will be skewed by multiple entries.

Database Management

Developing a database of information on your customers can be useful in a number of ways: it can provide information on customer preferences and trends, it can be the source of names for future research, and it can be the basis for employing a number of customer-relationship marketing techniques.

What Questions Should I Ask When Customers Call In?

1. Begin with the basics:
- Name (make certain spelling is correct)
- Home address (zip code + four) and shipping address, if different
- Phone number and E-mail address
- Date called
- How they got your number

2. Then move on to information which may be helpful for operations and marketing:
- If they have visited your area before; number of times in the last two years
- What is their typical travel group make-up (parents and children, including age of children; couples; groups of friends)
- What month they plan to visit
- What their primary activities of interest are (examples might be golf, attending a festival, water sports – three is a good number)
- If they plan to visit other attractions (could be useful for partnering with other businesses)
- Type of lodging they will be using
- Do they have any special service or product requirements during their visit (diet, lodging, indoor vs. outdoor activities)

3. And if time permits, ask other questions depending on your business, such as:
- Trip purpose – business, leisure, combination of both, motorcoach tour
- What publications they have received on your area
- What other areas in Arizona they plan to visit

How Do I Use What I've Entered in my Database?

The goal is to develop one-to-one relationships with your customers, building long-term brand loyalty in the process. Here are some suggestions on applying what you've learned about your customers:

- Stay in touch with your most frequent visitors via a newsletter, new brochure or frequent visitor discount program.
- If you use advertising, add special extension codes to each ad. When you ask how they heard of you or got your number, prompt them for an ad code. This will help determine the type of ad to which your customers are most likely to respond.
- Knowing the time of year they generally vacation, send them information in advance, reminding them that it is time to plan their trip to your location.
- If many of your customers mention the same three things they like to do, make it easy for them to plan by partnering with other tourism businesses in your area or even other destinations.
- Develop a profile of your "best customer" – the one with the highest annual or lifetime value to your business – and consider buying qualified direct mail lists of similar people to generate new business. If you have a lot of business travelers, perhaps there is an opportunity to invite them to spend an extra day in the area as leisure travelers.

Don’t Compromise Customer Privacy for Profit

With each contact, it is critical that you ask whether customers are willing to have their information shared with other tourism businesses in the area. It can be positioned as a service if you know, for example, that they want to have golf reservations or attend an event – you can provide their name to a partner business to make that happen. If they prefer not to have their names shared, offer the phone number or E-mail address of the attraction or association that could further help them with their planning. Finally, don’t sell or trade database information without your customer’s knowledge. It will lead to a level of mistrust among your valued customers.

Database as Source of Names for Research

If you want to learn more about customer satisfaction, how effective your publications are in convincing your target market to come, or trends in customer preferences, then look to your database as a rich source of people to interview. Whether it’s recruiting for a focus group or conducting a phone survey, your database will now allow you to pick and choose customers depending on what information you want to gather. You can select names in one of two ways:

- If you want a representative sample of customers, be sure to include a variety of people who stay with you or patronize your business. For example, you might design a sample that includes couples on a romantic getaway, families with young children, and older adults.

- You can limit your sample to only one group or market segment, knowing that the information you gather is not an indication of how other market segments might react. You can come to conclusions or recommend future actions for this group only. For example, people who enjoy birding/wildlife watching may have different preferences than people who come to your area to visit cultural attractions.

Advertising Effectiveness Research

Advertising effectiveness means different things to the groups responsible for its effects. To the writer or artist, effective advertising is that which communicates the desired message. To the media buyer, effective advertising is that which reaches prospective buyers a sufficient number of times. To the advertising or marketing manager, effective advertising is that which, together with other marketing forces, sells a brand or product. To the general manager, effective advertising produces a return on the firm's expenditure. In fact, effective advertising must achieve all four goals.

Advertising effectiveness research includes procedures and techniques which may be employed to provide knowledge about the effect of advertising – knowledge that can be used by managers to make better decisions. In tourism research, two types of research can help determine marketing effectiveness: conversion studies and advertising tracking studies.

Conversion Studies. The purpose of conducting conversion research studies is to learn whether or not advertising and marketing campaigns generate visitors and profits greater than what would have occurred without using them. Conversion studies are used for direct-response advertising, wherein the intent is to stimulate prospects to request travel information by returning a coupon, calling an 800 number, or visiting a Web site. The studies determine if consumers are converted to visitors as a result of the direct-response campaign. These studies are generally conducted by mail or telephone, using names captured from those requesting information.

Advertising Tracking Studies. Generally, the main goal of advertising is to generate awareness of the destination as a place to visit, and also to create a more positive image of the destination relative to the competition in order to motivate consumers to travel to that destination. Advertising tracking studies are used to determine if consumers are converted to visit your destination by advertising solely on the basis of awareness and image-building impacts. The studies typically include a 'pre-wave', consisting of phone interviews with a representative sample of respondents in the target group just prior to the launch of a campaign, followed by a 'post-wave' consisting of the same questionnaire administered to a representative sample drawn from the same target group.

Monitoring the Economic Benefits of Tourism to Your Community

Tourism plays a critical role as a provider of jobs and income in many communities. Measurement of the economic benefits and costs of travel and tourism may help meet a variety of objectives for both marketers and planners. Economic impact studies can:

- Inform public officials and business managers about the benefits of investing in travel promotion or tourism and recreation facilities
- Help tourism marketers evaluate the effectiveness of marketing efforts
- Educate tourism employees about their role in economic and business development and about how their services contribute to the economic health of their communities
- Help citizens understand the importance of tourism to their quality of life

The following strategies are intended to provide ideas for tracking local tourism activity and using the information to make strategic planning decisions. Determining the importance of tourism to your community requires dependable visitor information and expenditure estimates to help you better understand local tourism trends, focus marketing efforts, measure economic impact, and plan for future growth. The ideal circumstance for collecting information about the importance of tourism to your community is to conduct regular visitor surveys. Data collected in a well-designed visitor survey can provide significant information which can be used for a variety of research purposes, including a number of those mentioned above.

Assessing Tourism Data Already Available

If you do not have the resources to conduct regular visitor surveys, there are several existing sources of data that are available to help track tourism in your community. This data can help you estimate both the number of visitors to the community and tourist expenditures. The data may also reveal visitor characteristics and trends in tourism.

Bed Tax Revenues

The most objective source of data for monitoring tourism in the local economy is bed tax revenue data. This data is often available at the city, county, and state level. If you know the tax rate and have bed tax revenue data, you can estimate total expenditures at lodging places very effectively. You are also able to identify this data out seasonally.

Before you do so, talk to the fiscal officer who keeps this information to find out if he or she is reporting the total collected for each month or the total amount due. If it is the total collected, it could represent taxes due in previous months, not just the current month. The total collected per month may vary in ways unrelated to the total amount due each month. Typically, this month's tax receipts were actually collected by hotels in the previous month. It may not be possible to compare this data on a month-to-month basis. However, it may still be possible to compare for the winter and summer season and for the year.

Ask your local fiscal officer about exemptions to the tax. For example, it is common to waive the bed tax for visitors who stay for 30 days or more. If there are a lot of these types of visitors to your community who stay in commercial lodging, estimates of lodging expenditures based on bed taxes will underestimate the actual amount spent on accommodations. Likewise, state employees are exempt from paying bed tax in some states. Their lodging expenditures will not be reflected in estimates based on bed taxes.

Example 1. ***Estimating Lodging and Total Expenditures using City Bed Tax Collections***

Let's say that the city bed tax is 4 percent. The annual total of bed taxes collected is $50,000. This means that the amount spent on lodging in the city was $50,000/.04 = $1,250,000. *Recent surveys conducted for the Arizona Office of Tourism show that on average about 20 percent of total visitor expenditures were on lodging.*
If we were trying to estimate total visitor expenditures, we might estimate that $6,250,000 ($1,250,000/.20) was spent by visitors in the community.

Some hotels and motels may not be within city limits and will not be included in your lodging expenditure estimates. You may need to collect data directly from them on their average room rates and occupancy rates by month to estimate their contribution to total lodging expenditures. Likewise, your city may have just annexed an existing hotel. This will cause the city lodging taxes to increase even though total lodging expenditures in the area have not really increased. Also, have average room rates increased over the previous year? Are the increases in bed tax collections the result of increased visitations or higher room rates?

In addition to bed taxes imposed by cities and counties, the State of Arizona charges a 5.5 percent bed tax. It records this data by county and by month. This data is available through the Office of Tourism, which is another source for estimating total visitor expenditures on lodging and on total expenditures at the county level.

The examples provided show how you can use tax figures to estimate total visitor expenditures. It is important, however, to know that the share of visitor expenditures in lodging can vary significantly among communities and can change over time.

Example 2. ***Estimating Lodging Expenditures at the County Level***

Let's say that you want an estimate of total lodging expenditures at the county level. State bed tax receipts for the county are $660,000, so total lodging expenditures are $660,000/.055 = $12,000,000. The Arizona Department of Revenue report provides the hotel/motel sales on a collection basis (i.e., sales reported in one month are actually from the month before). Let's say that there is one large community and a number of smaller communities in the county. The large community has a bed tax, but the smaller ones do not. It would be possible to estimate what part of the lodging expenditures are occurring in the large community versus the rest of the county by using both the city and state bed tax information. Say the city bed tax rate is 2 percent and $150,000 was collected in the last fiscal year. This means that $150,000/.02 = $7,500,000 of lodging expenditures occurred in the large community and $12,000,000 - $7,500,000 = $4,500,000 occurred in the rest of the county.

Hotel Room Inventory and Occupancy Rates

At the very least, you should maintain in your database an inventory of the number of hotels, motels, bed and breakfasts, dude ranches, outfitters, RV parks, and campgrounds in the area, the number of rooms or spaces that they offer, rates, and the name of the current manager. In addition, you may be able to get local hoteliers to cooperate in providing you with their monthly occupancy rates throughout the year. Knowing the size of each facility and the occupancy rate gives you a basis for estimating room-nights spent in the community. Note: Confidentiality is essential in gathering such information. Data on a specific firm should generally not be shared publicly. Instead, share only aggregated data or totals for all lodging in public documents.

With this information, you can track the changes in the number of rooms or spaces available in the community over time. You can also track the number of room-nights spent in the community over time. By dividing total estimated expenditures in hotels from bed tax revenues by room-nights, you can estimate average cost per room-night over time as well.

The number of rooms multiplied by the number of nights in a month, season, or year gives the total supply of room-nights in your community for the month, season, or year. A summation of the average occupancy rate times the number of room-nights for the month, season, or year for each lodging facility will give you an estimate of total demand for the number of room-nights. You can graph room-night supply and demand over time to see what trends are occurring in your community.

Be more cautious using these numbers than when you are using tax receipt numbers. Some hotel managers do not keep good occupancy records, others may provide numbers that are higher or lower than their actual occupancy rates. You might do a rough check of

occupancy data by also asking for average room-night price data from each lodging place (or by using an estimate from a published source). Estimate total room-nights as shown in Example 3 and multiply by the average room-night price. Compare the sum of this estimate of total lodging receipts to your estimate based on bed taxes. If the figures are different by more than 10 percent, you may have some inaccurate occupancy or average room-night price data.

Example 3. ***Estimating Total Room-Nights and Average Price Per Room-Night Using Hotel Occupancy and Bed Tax Data.***

Let's say that there are 450 hotel rooms in your town. The average occupancy rate in January was 40 percent and the average occupancy rate in June was 80 percent. This would mean that there were a total of 450 x .40 x 31 days = 5,580 room-nights in January and 450 x .80 x 30 days = 10,800 room-nights in June in your community. Let's assume that we have estimated total lodging expenditures from bed tax data. Let's say that the January expenditure was $306,900 and the June expenditure was $702,000. This means that the cost per room-night to stay in your community was $306,900/5,580 = $55 in January and $702,000/10,800 = $65 in June. As you might expect, the average room rate tends to be lower during the off-season when hotel occupancy is lower and higher during the peak season when hotel occupancy is higher. It is possible to examine not only trends from year-to-year but also season-to-season in this way.

Attraction Visitor Counts and Admissions

Another valuable set of data is visitor counts and admission to area attractions. These can be useful indicators of total visitor numbers in tracking trends at specific attractions. Without survey data, however, it is difficult to use this data directly to estimate visitor numbers and impacts. This is because both local residents and visitors may visit attractions, and it can be difficult or impossible to determine what percent of total people admitted are visitors. A review of the sign-in registers at your community's attractions will indicate what percent of total visitors are local residents. Local residents tend to be less likely to sign such registers, thus you may overestimate the percentage of out-of-town visitors using this method.

Find out what kinds of visitor count data are available from local attractions. If some of your local attractions do not already keep a good count on the number of visitors (as is frequently the case for attractions with free admission), then you might consider working with them to establish a registry or to install turnstiles, door counters, or road counters.

Paid admissions may be a good way to keep count, except that some attractions sell memberships or an annual pass and allow free admission to card holders. Unless the attraction keeps track of member and complimentary admissions separately, these may be overlooked. Another problem with admission data is that if different admissions are charged for various age groups, it may not be easy to estimate total number of people admitted from the gross admission receipts alone. Check to see if your local attractions keep track of tickets sold by admission price category (such as children, adults, families,

and senior citizens).
The admission data may help confirm trends that you see in the tax revenue data you collect. It may also reveal some changes in how popular specific attractions are to visitors over time. If a specific attraction is declining in number of visitors or not keeping up with other attractions, it may indicate some problems at that attraction. These problems could range from inconvenient hours of operation to the need for major repairs and remodeling.

Event-related Figures

Events that are held in enclosed areas requiring admission are the easiest to monitor. Use of event locations with limited entrances and exits (such as fair and rodeo grounds) might be encouraged even when admission is not charged in order to keep better track of the number of visitors. When this is not possible, due to the nature of the event or the purpose of the event, then it may be necessary to use other sources of information to estimate attendance. These include estimates by police of crowd size and estimates by volunteers with handheld counters stationed at key entry or exit areas and traffic counts. You may be able to supplement some of this information with data on raffle ticket sales or soft drink sales.

Visitor Information from Visitor Centers

Many local chambers of commerce and convention and visitor bureaus maintain visitor centers to provide information to tourists. Keeping counts of people who stop for information is another good source of visitor numbers. There is typically no admission fee to enter a visitor center, so door counters and registration books are used to keep track of visitors.

A registration book can be used effectively to collect more information than simply where the visitor is from. You can also set up the registration to ask questions, such as how many nights visitors are staying in the community and how many people are in their visitor party, reason for visit, how they heard about the visitor center, and home zip code or country. Keep in mind that generally only a portion of total visitors stop at a visitor center and their characteristics may not be typical of all visitors.

Return on Investment (ROI) Information from Visitor Centers and Promotions

It can be exciting to trade visitor revenues, but many people who work in tourism are less excited about tracking the costs of tourism. Direct costs for visitor centers and tourism promotion are relatively easy to track. Visitor center costs can be identified and tracked as a separate expenditure in your organization's budget. Be sure to include in this amount the time spent by staff in serving visitors. If all bed tax revenues are earmarked for tourism development and promotion, then these visitor expenditures may also be documented and shared with local leaders and citizens. In addition, if there are events held primarily for out-of-town visitors, the revenues and costs of these events can be tracked. If the costs are consistently greater than the revenues, it may be time to evaluate whether the event should continue.

Often you hear tourism promoters claim that for each dollar spent on tourism promotion, X dollars are generated in tourist expenditures. The most common way to reach this amount is by dividing total tourist expenditures by the amount spent on promotion. While these claims are not completely accurate, the ratio of tourist expenditures to promotion expenditures is worth tracking over time.

The ratio is not a measure of either the average or marginal impact of promotion. Measuring expenditure changes generated by promotion is more difficult. It requires taking into account changes in the availability and quality of visitor facilities and attractions, and changes in customer service, inflation, and general economic conditions affecting tourism and travel.

Example 4. ***Estimating Total Visitor Expenditures to Costs of Promotion Using Visitor Center Cost Data.***

Let's say that total tourist expenditures in your community are $2,000,000. The budget for the visitor center and all promotions last year was $100,000. Therefore, the ratio of visitor expenditures to promotion costs is $2,000,000/$100,000 = 20. The following year, let's say that tourist expenditures were $1,800,000 and promotion costs were $100,000. The ratio now falls to 18. This may be due to a single poor tourism season or it may be due to ineffective use of the promotion funds. If the trend continues, it should be of concern.

Alternatively, let's say that you receive an extra $20,000 for a special promotion campaign. During the year, visitor expenditures increase from $2,000,000 to $2,500,000. Dividing the increase in visitor expenditures ($2,500,000 - $2,000,000) of $500,000 by the increase in promotional costs of $20,000, we get a ratio of 25. Since this is higher than the ratio of 20 for all visitor expenditures to promotion costs, you have an indication that the new campaign was successful. However, other factors unrelated to the promotion may have caused the increase in visitor expenditures. If the increase in expenditures was only $250,000, the ratio would be $250,000/$20,000 = 12.5.

Although tracking total visitor expenditures to promotion costs is a helpful indicator, local government officials are going to be much more interested in knowing whether or not the revenue generated by visitors is covering the public cost of serving customers. While it may be difficult to account for the use of public infrastructure such as roads and parks by visitors, costs for promotion should be readily available. Where possible, it is worthwhile to estimate additional costs for police service, search-and-rescue operations, maintenance of public parks and facilities, solid waste disposal from public receptacles, and road maintenance. Estimating these costs may require discussions with local service providers to identify total costs and visitors' contributions to those costs. The government revenues from visitors comes directly from taxes they pay and also indirectly from a portion of taxes paid by local residents who earn some of their income from tourism. Using bed tax information, you can assess a rough measure of direct revenues.

Example 5. ***Estimating Direct Revenues and Direct Costs from Tourism.***

Let's say the annual costs for tourism promotion and operation of the visitor center plus other local public service costs are $250,000. This community has a 2 percent bed tax and collected $80,000 in bed tax revenues. This means that there was $4,000,000 in lodging expenditures in the community. Let's say that a recent survey tells us that 22 percent of visitor expenditures are on lodging. So the estimated total expenditures of visitors is $4,000,000/.22 = $18,200,000. The same survey shows that 61 percent of all visitor expenditures are on taxable retail items (i.e., groceries are not included). Visitors spent a total of $18,200,000 x .61 = $11,100,000 on taxable retail items. If the city retail tax is also 2 percent, then retail tax revenues from tourists would be $11,100,000 x .02 = $222,000. Total direct revenues from tourists are $222,000 + $80,000 = $302,000. In this case, direct revenues more than cover the direct promotion costs of $250,000. The ratio of revenues to costs is then $302,000/$250,000 = 1.2.

Studies from Other Communities

Characteristics of visitors and their level of expenditures can vary significantly among communities. You can still benefit, however, from the information you find in studies that have been done at the state, regional, county and metropolitan area level, and from studies of other communities.

Generally, you will have ideas about what type of visitor you want to attract. Pay particular attention to studies that provide information on the type of visitor desired in your community. Studies that provide information on visitors based on their activities or interests can also be very helpful. If you want to attract more nature-based tourism to your community, examine the characteristics of these types of visitors from studies of other areas. Studies can be found at NAU's Arizona Hospitality Research and Resource Center (see the Reference section at the end of this handbook for contact information).

State and National Studies and Data

National-level studies can reveal general trends over time that will affect tourism in your community. Examples of such trends include: the tendency for people today to take more frequent trips over the year; staying closer to home and for shorter time periods rather than taking one long vacation; the growing importance of baby boomers as tourists, with their interest in hands-on experiences rather than more passive activities such as viewing museum displays; and the growth in demand for "ecological" vacations, cultural tourism, and farm/ranch recreation. American history and culture, particularly of the "Old West," and Native Americans and visits to tribal lands are very popular with foreign visitors.

State-level studies can also be helpful in tracking tourism activity over time. For example, it is useful to know if the number of specific foreign and out-of-state visitors to the state, such as European visitors or visitors from California, is changing over time. If your community has had a bad year for tourism, was it a bad year across the state (and possibly across the nation) or was it a local phenomenon?

National- and state-level studies can help you answer this question. Important sources of summaries of Arizona state data and studies are both the Arizona Office of Tourism and Arizona Hospitality Research and Resource Center at Northern Arizona University. The Arizona Hospitality Research and Resource Center maintains a library of state and local tourism-related studies (see the Reference section at the end of this handbook for contact information).

Improving the Way Current Data is Being Collected

The discussion so far has mainly focused on using existing information as it is currently collected. However, there may be additional initiatives that you can carry out to improve the quality of the information which is being collected about tourism in your community.

In terms of tax information, you can discuss with your city's fiscal officer or elected officials the need to provide lodging and retail sales revenue data, based on the month that the revenue was due (i.e., the month in which the sale occurred), so that it can be used to track trends.

Cost information from chambers and other organizations responsible for visitor centers and tourism promotion is most useful when costs related to tourism can be broken out from other costs. If you don't already keep track of costs in this way, it might be worth exploring with your bookkeeper or accountant as to how you may begin.

As suggested earlier, you can check to make sure that some mechanism is in place at all local attractions and at major tourist-oriented businesses to keep track of the number of visitors. If these mechanisms are inadequate, you can work with the manager of the facility to install registries, door counters, road counters, turnstiles, or other appropriate (formal or informal) tracking systems. Encourage managers to have their frontline personnel routinely ask visitors appropriate questions to obtain information that will assist in the operation and marketing of the business. Such questions might include: Where are you from? How did you find out about (this attraction/business)? How long will you be staying in the community? Then establish a reporting mechanism within the community. Designate someone to make contact with the managers of local attractions and major tourism-oriented businesses on a quarterly (seasonal or annual) basis to collect and assess visitor data.

At your local visitor center, review your registration book and compare its numbers with the number of people coming through the door (if you don't have a door counter, get one.) If few are registering, try to develop strategies for increasing registrations, such as asking visitors to register before providing information, or hold raffles where visitors who leave their home address are entered into a periodic (monthly/quarterly) drawing for some travel or community-related prize (like a night for two at a local hotel).

Review the form you use for registration to make sure that you are collecting key information which will be important to you. Instruct your frontline people on how to greet visitors and encourage them to register. Then recognize your frontline people for the good job they are doing.

Find out about the training that local police have received in estimating crowds. See if there are ways to offer additional training to police personnel related to this important skill.

Finally, decide on a specific date each quarter, season, or year when you will schedule time to review data from the previous quarter, season, or year. Spend some time thinking about what the data means for tourism development in the community. Share this information with people in your community who are actively involved in tourism. Use it as a basis for updating yearly tourism-related plans.

Using Data for Strategic Decision-Making

One of the best starting points for strategic tourism planning in a community is to focus on what type of visitors you want to attract to your community, given the resources that you have. Take time to assess current tourism activities in your community:

- What has been the cost/benefit of tourism to the community?
- What kind of payback are you getting for the time and resources you are now investing in tourism development?
- What is the ratio of total tourism expenditures to total direct expenditures on tourism-related activities?

Plan, at least annually, time to evaluate your tourism development and marketing program, or how you are now doing business. Utilize the data you've collected to assess the impact of tourism on the community. Use this data to make strategic choices directed toward strengthening your visitor attractions, events, and marketing. What actions could be taken to increase the level of expenditures made by visitors in your community?

Use the data available to you in your planning efforts. If admission at key attractions is down, make it a project in the following year to find out why. If the community is having trouble attracting new motels, and thus increasing the number of (or replacing obsolete) rooms available, make finding out the reason(s) a key objective in your strategic plan. If you identify a specific target market for promotional purposes, search out as much existing information as possible on this market. Ask tough questions. Does your community have a high-value experience to offer this market? If not, what must you do to improve your product? If you do have the product, how do you reach your target market?

Visitor surveys indicate that 'word-of-mouth' is the primary way visitors find out about community attractions. The best way to get good word-of-mouth advertising is to offer current visitors a quality experience and outstanding customer service. Travelers are becoming more discriminating as they travel. They often rely heavily on travel guides which tell them not only what is available in the community, but also provide a rating of the quality. Communities need to diligently work at turning current visitors into tourism ambassadors for the community.

Where do I Start?

The Research & Strategic Planning Division of the Arizona Office of Tourism has a variety of statistics that can help with a marketing plan, strategic plan, general information, and much more. This research information is posted at www.azot.com, which follows the governor's e-initiative to allow access to information online and all the time.

There are monthly updates for lodging indicators at a county level, metro-city level, and state level; visitation at Arizona State and National Parks; airport traffic; and gross sales and tourism taxes. Available every quarter is AOT's Quarterly Newsletter, which offers two or more articles about different tourism-related subjects and quarter totals on the above-mentioned indicators. Also, selected research reports are posted, ranging from power point presentations to the annual Statistical Report. Take advantage of the great wealth of information AOT provides.

How Will I Know When I've Done Enough Research?

One-time data collection is, at best, a snapshot of what 'was'. Trends are evident only after time, so make a commitment to gather information on an ongoing basis. Then share the information with others. Your employees have a vested interest in knowing how they are doing and in understanding why certain changes are being made. A good research project should lead to new questions that will help you better serve your current customers and turn new customers into loyal customers.

Conclusion

This guide has outlined strategies for collecting information about tourism in your community and the economic contribution tourism makes. The most credible data sources available to you are current visitor surveys which provide accurate expenditure and visitation estimates. However, without survey data, bed tax data also provides a credible source of information because it is collected by an outside, disinterested source. It is possible to make fairly good estimates of lodging expenditures directly from this data. By making some assumptions about the percentage of total visitor expenditures on lodging, it is possible to come up with a rough estimate of total visitor expenditures (see Example 1). By keeping an inventory of hotels and their total number of rooms, you can track supply of rooms and room-nights in your community. If hotels and motels in your community are willing to share occupancy data, you can estimate demand for room-nights in the community. By combining this information with lodging expenditures, you can track average cost per room-night (see Example 3). Estimating the total number of visitors to the community is extremely difficult without conducting a survey of visitors. Counting visitors at visitor centers, attractions and events, however, can give you some indicator of visitor levels over time and allow you to assess how well individual attractions and events are doing in your community.

Tourism activity cuts across a number of sectors in the economy, so it is virtually impossible to track total tourism impacts with secondary data. However, this information can be used to see how specific sectors like hotel and lodging, and eating and drinking places are doing over time in the community. Most of this data is available at the county level, and is available several years after it is collected. National, regional and state studies, as well as studies from other communities, can give you some indication of the trends in tourism that may help shape your decisions concerning product development and marketing.

It is important to follow and respond to trends over several years, rather than one year's events. You can also compare how your community is doing relative to other communities, the state and the nation. Reviewing the trends and questions presented in conjunction with the data you have collected can help you make tourism planning and marketing decisions. In addition, consumer feedback from community swaps, focus groups and postcard surveys can help you assess the quality of customer service in your community.

It is difficult to estimate the economic effect which tourism and travel are having on a given community, but this does not mean that you should not use all possible information at your disposal to make these estimates. To be credible, it is important to explain how you made these estimates. The strategies presented here should help you begin to estimate tourism activity in your community.

A final note on research ethics, it is important to know the unwritten rules of conducting research in order to avoid irritating respondents or diminishing their willingness to participate in research. Here are the key dos and don'ts:

Maintain confidentiality. Even if you do not explicitly state that respondents' answers will be held confidential, they will presume this. Once they have participated in a study, they should not be contacted again unless they have agreed to further contact. Information obtained through market research should never be added to a database (for example, to enhance future contacts with respondents).

Do not mix selling and research. It is important that research activities be kept separate from any outbound direct marketing. Research participation rates have been steadily dropping, in part from consumer fears that a survey will lead to a sales pitch.

V. MEDIA RELATIONS

What is Media Relations?

Media Relations, or public relations, is often confused with advertising. While both are functions of marketing, that is where the similarities end. The Public Relations Society of America (PSRA) states that "Public relations helps an organization and its publics adapt mutually to each other." This simply means that practicing effective media relations helps develop an open line of communication with everyone that affects or is affected by an organization. From constituents and travel writers to potential visitors and lawmakers, communication is the basis for all public relations.

Whether it is the largest hotel chain in the world or a 10-room bed and breakfast in rural Arizona, an organization depends on people. Their attitudes, attention, understanding and motivation are critical to the success or failure of an organization or idea. Media relations is designed to help shape the attitudes, attention, understanding and motivation of your publics, thereby creating a path to success.

The Media Relations Basics

How is Media Relations different from Advertising?

In its simplest form, media relations is unpaid advertising. It is receiving publicity in magazines, newspapers, television, Web sites, etc., without paying for it. Media relations allows an organization to receive coverage in a media outlet that it may not otherwise be able to afford via traditional advertising. For instance, while a half-page advertisement in *Travel & Leisure* may cost upwards of $20,000, there is no cost associated with a half-page of editorial coverage and it has the potential to generate thousands of dollars in business for an organization. In addition, this third-party endorsement is considered so much more valuable than paid advertising that the Public Relations Society of America has set a standard for calculating publicity value by multiplying three to 10 times the advertising rate to determine the editorial value of the third-party endorsement of news coverage. For example, if a magazine is sitting in a doctor's office, it is likely that more than one person will read it. So, if the advertising rate for one page in the magazine is $1,000, a one-page article in that publication has an advertising equivalency value of at least $3,000 (note: AOT does not use multipliers).

Of course, the downside is that editorial coverage is relayed through the eyes of the writer. An organization has no control over the words the writer opts to use. An organization can control the information sent to the media, but it has no control over how they use it or what they say. Advertising on the other hand is completely controlled by the organization and will get across the exact message desired. Each marketing function has its benefits and drawbacks, but the key is to use them in tandem to get the most from your marketing dollars. Media Relations and Advertising often combine and overlap to maximize the publicity your organization receives. For instance, if an organization has an advertising buy with a certain publication, perhaps a sweepstakes or contest can be negotiated to provide added value and garner more publicity.

Why should you do media relations?

Media Relations should be part of an overall marketing plan because it is much more effective to be proactive as opposed to reactive. It is more rewarding to proactively develop a media relations plan and direct efforts into securing positive publicity. Well-planned, effectively handled communication is essential to the success and existence of organizations in today's changing world. In the tourism industry, dealing with the media is inevitable. The key is to be prepared and to be one step ahead.

The Media Relations Plan

The ultimate goal of most tourism media relations efforts is a beautiful travel article in a key publication that draws visitors for years to come. Unfortunately, those articles don't just happen. They are usually the result of very targeted and precise media relations campaign. But once an organization sets a goal, it can step back and develop a plan which will systematically accomplish that goal and achieve results.

The first step is to develop a written media relations plan – a blueprint for the year. If there is a limited budget, it is extremely important to get everything in writing to account for all of the dollars throughout the year, and to prioritize the programs to spend money most effectively.

A media relations plan should be a working document that can be updated from year to year. It should have objectives to keep an organization on track and measurable goals to chart progress. Writing the plan is simple if a few key questions are considered beforehand. Who are your target audiences (media, potential visitors, lawmakers, etc.)? What message do you want them to receive? Where are your audiences located? When do you want to reach them?

A basic media relations plan should include the following elements:

- **Situation Analysis** – What is the current state of the industry and your particular business on a local, national and global scale? List the trends affecting your business and the industry as a whole. Look to the past and see where you've been, so that you can better determine where you want to be. The Travel Industry Association of America's (TIA) Web site is a great resource for industry trends – www.tia.org.

- **SWOT Analysis** – This element of the plan lists the internal Strengths and Weaknesses of your business as opposed to the external Opportunities and Threats.

- **Target Audience** – Describe your target customers using both demographics (geography, age, income, education level, etc.) and psychographics (what they like to do in their free time, travel patterns, etc.). Think about their life stage – are they young singles or baby boomers?

- **Key Messages** – Develop a short list of core messages which will be the basis of every communication you direct toward the media and your target audience. These

messages should be based on the strengths and opportunities found in the SWOT analysis.

- **Media Relations Objectives** – All objectives should relate back to an organization's overall marketing goals. The objectives should be attainable through media relations, such as building awareness, enhancing image, or broadening the customer base. These objectives will be how you measure your success.

- **Strategy** – Once objectives are established, the next step is determining how to accomplish them. This is the real meat of the plan and will likely be the most detailed.

- **Tactics** – Identify the specific ways in which you intend to carry out the strategy. Typical media relations tactics are outlined in the following pages.

The Media Relations Tools

Once the media relations plan is in place, the next step is to begin developing the tools that will put the plan into action. These tools are the cornerstone of any media relations operation, whether it is in the tourism industry or any other type of business.

1. The Media Contact List

The bad news is that there is no comprehensive list of every single travel writer in the world. The good news is that it is not needed. Every organization needs a media list that is tailored to its specific needs. While there may be some overlap, a five-star resort wouldn't have the same list as a working cattle ranch.

There are many types of travel writers. Most daily newspapers and many consumer magazines have a full-time travel editor and sometimes have an entire travel staff. In addition, many publications will allow reporters from other departments to write travel articles so that business writers, food writers, arts and entertainment writers, and even political writers produce many travel articles.

It is very difficult to get travel editors to visit a destination, since their primary responsibility is producing the travel section each week or month. Some travel editors do not travel at all. Instead, they will assign other reporters from the publication, or allow freelance writers, to file the story. Therefore, it is imperative to keep travel editors up-to-date on your product or destination, but keep in mind that they may never see it firsthand.

Dealing with freelance writers presents unique challenges. A good freelance writer will draft a story then attempt to sell it to a variety of publications. The upside is that one writer might produce an article that appears in dozens of publications. The downside is that freelance writers cannot guarantee their work will be printed. Often a freelance writer takes a sponsored trip with the best intentions, writes an article about the trip, but is unable to find any publication to buy it. Working with freelance writers is a live-and-learn situation, but it is important to not let one bad experience affect your willingness to work with these writers in the future.

Developing a list of productive writers you trust and want to work with is the first and most important step in producing publicity. Here are some tips for developing a media list:

• **READ!** The more you read, the more familiar you will become with the world of travel writers. If a certain writer is writing a lot of stories about your area, add that writer to your media list. If you read a story in which you think you should have been included, make sure that writer is on the media list to receive future information. When a freelance writer authors a story, contact the publication for his or her address. If you cannot subscribe to certain publications, the public library is an excellent resource for magazines and city newspapers. Alternately, the Internet usually offers online versions of these publications.

• **Don't neglect the in-state media.** The current trend in travel is for people to stay closer to home. Therefore, travelers are more likely to explore their own state or travel within driving distances. Make sure the travel editors and writers from the major daily newspapers and local magazines are on the list. They are often searching for information on the state and have to work hard to find it because this information is not readily available.

• **The Society of American Travel Writers (SATW)** is the most respected group of travel writers in the world. The society sells its membership directory which lists more than 400 travel editors and freelance writers, all of whom are screened for productivity. In addition, the directory sorts the writers by their interests so you can easily pull out the writers who might be interested in your product. The directory costs $250 for the book form or CD-ROM version or $400 for both. To purchase the guide, call (919) 861-5586 or log on to www.satw.org.

• ***The Finder Binder*** is Arizona's quick and easy reference guide to every media outlet in the state. This updated news media manual includes more than 500 pages, with a page or more dedicated to each publication or station. *Finder Binder* has recently added an online version, allowing users to quickly create a customized media list, print mailing labels or send an E-mail. The price for the binder alone is $293.49, or $416.72 for the binder and online access. The cost per user of the online access without a subscription to the *Finder Binder* is $520.56. To purchase the binder and/or the online guide, visit www.finderbinderaz.com or call (480) 967-8714.

• **The North American Travel Journalists Association (NATJA)** was formed in 1991 and is the American affiliate for the World Federation of Travel Writers and Journalists headquartered in Belgium, with affiliate organizations in 43 countries. Their membership requirements are not as stringent as the Society of American Travel Writers, but associate memberships are available for $500. For more information: 310-836-8712 or www.natja.org.

• ***Bacon's MediaSource*** is one of the most comprehensive media guides for national print and broadcast media. Bacon's offers its media guides in several formats, with the least expensive option being the print directories. The downside to the print directories is that much of the information becomes outdated before a new directory is printed. Bacon's

also offers an online media database that is updated daily and allows the user to create specialized and targeted media lists. For more information, visit www.bacons.com.

• **Divide the media list into groups**. Not every writer will want to receive every piece of information an organization distributes. For instance, not all publications cover events, so it is only necessary to send events announcements to those publications that will potentially cover it. Don't waste their time or yours with items they do not cover.

• **Keep the list up-to-date**. In media relations, there is no tool more valuable than an accurate media list. Set aside some time every few months to place phone calls to make sure the list includes the correct editors, writers, and contact information.

2. Press releases

The press release is the most basic and widely used public relations technique. Press releases come in many forms, but no matter the message, make sure it has a "news angle." A press release without news value will likely be dismissed or ignored. Travel writers need press releases, but make sure to give them information they need. They are inundated with releases from all over the world, so you have to make sure your release does not get lost in the shuffle.

The following are different types of press releases:

- **Standard Release:** This release follows the "journalism pyramid" of trying to get as much information in the first sentence and paragraph, with more detailed information following. The first paragraph should answer: Who, what, where, why, when, and how. The following paragraphs will fill in the details. When writing a standard release, assume that the journalist might only read the first few paragraphs, so anything that is at the bottom of the release should be of less importance in case it is never read. See SAMPLE A (page 76) for an example of a standard release.

- **Feature Release:** This release opens with a "grabber" – an attention-getting sentence designed to "hook" the reader into being interested in the rest of the story. The success or failure of the release depends on the first "hook" sentence, which must create questions and interest in the reader's mind. All the same questions, "who, what, where, why, when, and how," must still be answered in the release. See SAMPLE B (page 78) for an example of a feature release.

- **Media Advisory:** This release dispenses with any type of narrative and just presents the facts as cleanly as possible. This release is generally employed when announcing a press conference or some type of event. A media advisory is most useful when attempting to present information to broadcast media in a clear and concise manner. Usually, the release consists of a left column that has simply, "Who, What, Where, Why, and When," with a brief paragraph for each category giving the facts. In addition to the above categories, you might also include "Photo Opportunities," "Visuals" and "Interviews." The entire point of this release is to provide detailed

information about a complicated event in as simple a manner as possible. You want the media to attend this event, so include all the information you can to entice them, including who will be there that they can interview, what type of photos or video they will be able to get, etc. See SAMPLE C (page 80) for an example of a media advisory.

- **Backgrounder Release:** This release also dispenses with a flowing narrative and simply presents the facts in categories. It is designed to make it easy for the journalist to find simple facts without having to read and reread through a long release. Frequently, a feature release will be accompanied by a "backgrounder" release so that the feature hooks the reporter's interest and the backgrounder makes it easy for him or her to write his story by presenting all the facts in a quick reference. The type of facts on this release might include: name of company, when founded, how much business is done, type of business done, how large the business is, why there is a news story, who works there, description of the business, etc.

The following items **MUST** be included on every press release:

1. The date on which the story was prepared.
2. A contact name for the media to receive more information.
3. A phone number for the general public to call and an address for more information. If the contact person relies heavily on E-mail, an E-mail address may be included as well.
4. All pages must be numbered and a marker (either -30- or ###) must indicate when the release ends. All pages should have the title of the release and the page number in the upper right hand corner because pages sometimes get separated.

Here are some tips for generating ideas for and writing press releases:

At the beginning of each calendar or fiscal year, create a press release schedule. Brainstorm about possible release topics that are appropriate for your tourism product–holiday values, fall colors, summer festivals, Tribal events, etc. Keep in mind that many magazines work at least three months in advance, so releases must be sent out in a timely manner.

Here are some additional ways to generate interesting story angles:

- **A Local Twist on National Events**: Tying into holidays and national observances is a great way to promote local attractions. For instance, if National Family Week is in May, create a roundup of special events and attractions in your community related to families.

- **Editorial Calendars:** When compiling the media list, be sure to ask the publications for their editorial calendars, which are outlines of the major stories and features planned in the upcoming year. If your product fits into a certain story they have planned, draft a press release and send it to the publication in a timely manner, keeping their deadlines in mind. Knowing the publication's editorial plans enhances the chances of being included in the story.

- **Numbers:** One of the easiest ways to grab an editor or producer's attention is to have a "Top 10" or "10 Ways to…" release. This gives the editor or producer a broad look at an organization, all neatly presented on one piece of paper.

- **Brag:** If your organization receives an award or an accolade, don't be afraid to toot your own horn. Writing a press release about a special recognition keeps your organization 'top of mind' for residents, visitors and decision-makers.

- **Write the Release for the Publication or News Station:** This tactic is particularly successful with the broadcast media. Write a media advisory that essentially outlines the segment as it should appear on the news station. Creating a visual image of how the segment will run for the producer decreases the amount of research he or she has to do, and also increases the chances the pitch will get picked up.

- Always think about how something can be turned into a press release. Don't stretch it to write about something that is not newsworthy, but be on the lookout for potential releases. Awards, new hires and interesting programs are all examples of good subjects for press releases.

- Make the lead (first sentence) direct and to the point. Editors often make judgments about the value of the release within the first two sentences. Make them want to keep reading.

- Use short sentences and paragraphs and keep everything brief and to the point. Don't try to show off vocabulary; use common language.

- Write the release assuming the reader has no prior knowledge of the topic.

- Make all quotes conversational. If you write how you would talk, the release will be much easier to read.

- Use the phrase "For Immediate Release," indicating that the editor can publish it immediately, or whenever they wish.

- Delay sending the release out if it cannot be published as soon as it is received.

- Double-check everything for accuracy. Check phone numbers, addresses, times -- it can be disastrous when incorrect information is published. Assume that editors will publish the release as written and not take the time to fact-check.

- Limit the release to two pages – it is possible to say everything in plenty of detail in less than two pages.

- Follow the Associated Press style of writing news releases. *The Associated Press Stylebook and Libel Manual* is available at many bookstores and Web sites (www.amazon.com), and is a great investment if you plan to write press releases.

3. Contacting the Media

There are a variety of ways to contact travel writers, from sending a press release or press kit to placing a phone call or asking for a personal meeting. There are no rules for what is the best approach, but here are some guidelines:

Sending a Press Release

- It is generally acceptable to E-mail a press release, unless the writer has specifically indicated that he or she prefers not to receive correspondence electronically. Always paste the text of the release in the body of the E-mail — NEVER send it as an attachment. Freelance writers often work on their home computers and will not open attachments for fear of receiving a virus.

- Indicate that images are available upon request as opposed to sending them as attachments.

- If you are mailing the release, take the time to find the correct name of the travel editor, rather than just to the title, "Travel Editor." Almost all travel editors report that they divide their mail into two categories: those addressed to them personally, and those addressed to "travel editor." Obviously, they are more likely to pay attention to a release that is addressed to them personally. On the other hand, if the correct name is not available, it is safer to address it to "Travel Editor" as opposed to the wrong contact.

- Some travel writers appreciate a personal note and will be more receptive to a release if accompanied by a note or letter. This is particularly effective when suggesting a department in the publication where the information is relevant. This shows you did your homework and are familiar with the publication, thereby giving you credibility.

- In most cases, do not fax the release to travel editors. It ties up their fax lines and runs the risk of it never getting delivered to the correct person. Unless the writer is on deadline, it is best to mail the release.

- Be mindful of deadlines. Newspapers work one to two months ahead of time and magazines work six to nine months ahead of time. If you are preparing a release for summer, have the materials ready before March or April to make many of the magazine sections. This is when a press release schedule comes in handy.

Sending Press Kits

- Don't blindly send out press kits – it is a waste of time and money to send them unsolicited. If you have a new product, it is acceptable to send press kits to very targeted media that will definitely be interested in your business.

- Send a personal cover letter with the press kit, highlighting the story ideas that might be appropriate for that particular publication. In addition, provide a brief summary of the contents of the kit.

• Post the contents of the press kit online to cut down on costs.

Phoning Travel Writers

• Always ask the writer if now is a good time or if you should call back later. Travel writers are busy and you never want to launch into a pitch when they are on deadline.

• Never ask if they have received your release, if they are going to run your release, if they have already run a release or if they will send a copy of the printed release. It is your job to monitor the publications, and you will put your reputation on the line by calling a publication asking these questions.

• Don't call writers by their first names, giving the perception that you know them. Start with your name and organization and ask for a moment of their time.

• If you have a hard news story that is so current a press release won't work, it is acceptable to phone a travel writer. It helps to almost write yourself a "script" to work off so you remember everything and don't get sidetracked.

• It is acceptable to phone a travel writer to follow up on a press trip invitation. This gives the writer the opportunity to ask specific questions, so be prepared to answer them.

• Pitch one story at a time. Don't call a travel writer with a list of things to pitch. Be focused and concise and you will be more successful.

The Personal Call

• Never "drop in" on a travel editor. Have the courtesy to call ahead and schedule an appointment.

• When scheduling an appointment, make sure you have news to share that cannot be relayed through a press release or phone call. There has to be a very distinctive reason to meet the editor in person.

• One-on-one appointments are a great way to get to know travel editors, but first impressions are everything. Be organized and maximize the short amount of time you will have in front of them.

4. Press Kits

A press kit is simply a collection of press releases and photography, put together in one neat shell. Its primary purpose is to break up your story into a series of short releases all detailing just one aspect of the community or destination, rather than having one long release that covers everything.

A good press kit should be timeless. The information can be changed and updated for accuracy, but the core of the press kit should really be basic information that does not change. Great amounts of money are spent on press kit design and printing, but some people use just a common plain-color shell. A great cost-saving way to make a press kit is to have stickers printed with your logo and place them on the front of a sturdy, high-quality folder.

Most travel writers state that more money is wasted on press kits and press kit shells than on any other aspect of the business. They complain about the weight, the waste of paper and the waste of money. This is further proof that simple is better when it comes to press kits. The content of the press kit is far more useful than the packaging.

Tips for a successful press kit:

- Include backgrounder releases that are up-to-date and accurate.
- Include current and seasonal press releases, all with clear headlines so it is clear what type of information is in each release.
- Attach the business card of the primary contact.
- If budget permits, include photographs or slides. Spending money on photography is much more effective than spending money on fancy press kit shells.
- Make good reproductions of previous articles written about the organization – this validates what you are trying to tell the writer.
- Include some background brochures, but keep in mind that press materials are much more important than a marketing piece.

5. Photography

It is becoming more and more of a visual world, and today a press release is not enough to obtain good publicity for your business. Top quality, professional photographs can earn more publicity in better publications than any other single technique. A picture is worth a thousand words and it can also be worth thousands of dollars in publicity.

Professional photographs are not easy or inexpensive to shoot. If budget permits, hire a professional photographer and the cost can be paid back very quickly in publicity. Additional options are to use the services of a photography student or hobbyist who might be willing to offer photography services in exchange for the cost of supplies, the experience and a chance to get a published photo credit. Once a good original photo exists, it will make the cost of duplication much more worthwhile. When hiring a photographer, try to purchase all rights or all personal use rights to the photos. At any rate, be sure to understand the rights you are buying from the photographer so that this not an issue at a later date.

Color Photographs:

- Only send photos via e-mail if they are specifically requested.
- The vast majority of publications accept digital photography. Any image that is E-mailed to a publication should have a resolution of at least 300 dpi (dots per inch). Anything less than 300 dpi is not suitable for most publications.

- Download digital images onto a CD-rom, creating a photo CD. This keeps all of your images in a central location and it is simple to "burn" a copy when the media is requesting images.
- Most publications also accept color slides or color transparencies. Transparencies are the same as slides, only larger, coming in sizes of two inch squares or 4x5 inches. They are the best because they provide better quality for reproduction, but slides generally work fine. Some publications can use color prints, but most still prefer slides.
- Original slides (that is, the slide which consists of the film that was actually in the camera) will reproduce the best of all, and for your own printing you should always use the original, if possible. However, never supply originals to a publication, as they are frequently lost or damaged and an original slide is irreplaceable.
- Make duplicates of the original slide at a quality custom photo processing shop. Be sure to make duplicates from an original to maintain the quality of the slide.
- Always label a slide with the name of the business, phone number, and description – write it directly on the slide mount. This prevents the slide from getting lost in the shuffle and becoming unidentifiable.
- Good duplicates are expensive, so it is not necessary to send slides with every release. Just put at the top of the release and again at the end, "Images available upon request."

6. Video/B-roll:

An increasing amount of consumers are receiving travel information from video, thanks to cable television. In addition to the Travel Channel, there are travel programs on TNN, CNN, Discovery and other networks. There are syndicated travel shows picked up by local news stations on all four major networks. The Phoenix and Tucson affiliates of the major networks also use destination videos for a variety of reasons. Many independent travel videos are being produced for travel agents, meeting planners, group tour planners and motor coach operators. Although some organizations might want to create a complete video of their business for other marketing needs, usually the broadcast media is looking for generic footage. Here are some tips:

- News and video crews always use 3/4 inch video or broadcast quality beta (b-roll). If the video needs to be used internationally, it will have to be converted to PAL format.

- The most practical video to have for publicity purposes would be:
  - Generic shots with pans in and out, sweeps and steady shots showing action, people, excitement.
  - Offer as many variations as possible: start in and pull out. Start out and zoom in. Pan left. Pan right. This gives the editor or producer the most possible choices and several shots to choose from.
  - Obtain all rights to the video so that it can be used for any purpose.

- Never give 2 1/4 inch or VHS video. It cannot be used and edited for broadcast purposes.

- Take advantage of film crews who are visiting your community, and see if it would be possible to use any of the leftover footage.

- The Arizona Office of Tourism has scenic b-roll of the entire state. If you receive a request for video footage and are unable to provide what they need, AOT's Media Relations Division might have what they are looking for.

* With video footage and clothing, make sure people's hair, clothes and cars aren't too outdated.

7. Online Press Rooms

A well-designed and informative online press room is as useful to an organization as its consumer Web site. A press room is available to the media 24 hours a day, seven days a week, while the average media relations representative is only in the office eight hours a day. This resource also saves the media a great deal of time and energy, as most writers are more inclined to go to their computer instead of their telephone.

A press room can simply be an extension of an organization's consumer Web site. This keeps the branding consistent and provides writers with a comprehensive look at a company.

Here are some tips for creating a press room:

- Try to find a company that can design a press room with a simple back end function. This gives the organization the power to change and update information with the click of a mouse. It is time-consuming and expensive to have to call the Web site designer each time a change needs to be made.

- Make contact information easy to find. Sometimes all a writer is looking for is a phone number – be sure he doesn't have to dig too far.

- If an online image bank is included on the site, have the images available at high resolution. Low resolution images are of no use to the print media.

- Include contact information for other public relations professionals in your area. A press room is much more useful to the media when it is a broad resource, rather than just a snapshot of a particular company.

- Keep the information updated and timely. Archive old information and keep the home page fresh with new information.

- Date your press releases so the writer knows how current the information is and if it is still appropriate for a story.

- If you require the media to sign in to view your press room, make it a very simple process and a task they only have to do one time.

- Download the contents of a press kit onto the press room to save on printing and shipping costs.

8. Press Trips

Press trips, often referred to as media tours or FAM (familiarization) tours, are one of the most difficult and rewarding aspects of tourism media relations. Press trips fall into a variety of categories. The two that are most frequently encountered in the tourism industry are:

1. An organization sponsors the entire itinerary from beginning to end and oversees every aspect of the trip; or
2. An organization participates in a trip sponsored by someone else, and the organization is solely responsible for planning its part. The most successful press trips are usually about five days long and include no more than eight writers.

The single most important thing to remember when planning a press trip is that no writer can guarantee coverage of any kind. It is imperative that the hosts and everyone involved know that by offering complimentary services to the group, it does not guarantee they will receive coverage. Of course, that is the goal, but it is best that all participants in a press trip understand each other upfront. Some publications will give a writer a specific assignment, which essentially guarantees the story will be printed. Other times, a writer will participate in a press trip "on spec," meaning that they will attempt to sell the story to a variety of publications, but have no firm assignment. This does not mean the writer should not be accepted for the press trip, but the destination should ensure the writer has a history of producing articles in quality publications.

Organizing a press trip from the ground up is a large financial and organizational undertaking. The media generally expect to incur very few costs on a press trip, which means that services need to be provided on a complimentary basis or paid for by the host. If the trip is not smoothly organized, organizations run the risk of actually generating negative publicity or stories that are not overly flattering to their business. If successful, however, a press trip can generate space in publications which might cost hundreds of thousands of dollars if purchased as advertising space. A press trip is the best way to secure large feature stories, and it helps develop and foster relationships with travel writers you might not have been able to meet otherwise.

The optimal press trip situation is to tie in with a trip being organized by someone else. This will save a lot of time and money and usually makes more sense. Large tourism organizations like the Arizona Office of Tourism regularly sponsor press trips and are looking for businesses willing to participate. Log on to arizonaguide.com/pressroom for a copy of the trips planned in the upcoming year.

Whether you are organizing your own press trip or developing a portion of an itinerary for a press trip organized by someone else, here are some tips:

Before the Trip:

- If the business or community is too small to be the subject of its own press trip, partner with other tourism-related businesses in the area to give an overview of the community and make it a more well-rounded press trip.

- Develop a theme. Think about what the area is known for and develop a press trip around that. For instance, if an area has several vineyards, develop a food and wine press trip, highlighting the cuisine and wine of the area.

- Establish a budget from the beginning so you know what you have to work with. Most travel writers assume that all meals, housing, transportation and entertainment will be paid for by the hosting organization. If there is no budget for this, indicate in the itinerary what items will be the responsibility of the travel writer. Work up a price for the trip if the travel writer must pay for it.

- Send out invitations at least three months in advance. Include a basic itinerary so the writer knows what to expect. Spell out exactly what will be included for free and what will be the writer's responsibility. Some newspaper writers are not allowed to accept free trips, so include a price for the trip in those instances. It is important to know who cannot accept these trips and send the pricing information only to them.

- Make the invitation as clever as possible to make it stand out from other invitations. But don't waste time and money on anything too intricate. A well-worded E-mail invitation can be just as effective.

- Know how many writers can be accommodated. It is necessary to invite many more than can be accepted, but if there is only room for three writers, don't invite 300 on the first go-round. It is never a good idea to turn down a writer who received a personal invitation. Six to eight writers is an ideal number for a press trip.

- Research everyone on the invite list. If a writer just covers cruises, he or she obviously would not be a good fit for an Arizona press trip.

- Be sure to let writers know what type of clothes will be needed for the trip (formal, business, warm, cool, etc.), and let them know any other important information (strenuous activities, special packing instructions, etc.)

- Find out as much as possible about the writers beforehand to avoid awkward situations on the trip. It is easiest to have the writers fill out a standard form that asks if they have any allergies, physical limitations, etc. The form should also ask the writers to designate an emergency contact person.

- Adopt a policy on spouses beforehand, in preparation of answering the question when it inevitably arises. Most press trips do not allow writers to bring spouses. However, writers frequently ask if a spouse can attend. Many couples say they work as a team with the spouse acting as a photographer. Some writers will bring dates, claiming they are photographers. This is a difficult call which can only be done on a case-by-case basis. Many times, couples do work as a team and you benefit by having two writers sharing one room.

- If the itinerary changes drastically, inform the writers immediately. They may have already sold one aspect of a trip to a certain publication, and it will affect their

willingness to join the trip if that aspect is no longer included. Provide the writers with contact information for all of the hotels ahead of time so they may give their co-workers and families phone and fax numbers.

- Do a run-through of the itinerary to make sure there is enough time for transportation, parking, traffic, etc.

- Check and double-check with key contacts all the details of the trip, so that all those involved know what is expected of them at what time. Bring these phone numbers with you on the road in case of unexpected schedule changes. Carry a cellular phone and have a back-up phone if possible.

- Make a master list of the schedule and a contact list of everyone who is helping to organize the trip. Everyone involved should have an itinerary and a list of the participating writers. The host's copy of the schedule should include detailed directions to every stop on the press trip.

- Communicate with all of the hosts ahead of time. Let them know exactly how much time they will have with the writers and what is expected during that time. Tell them to prepare press kits, image CDs, rate cards, menus, etc. so they are not scrambling to retrieve these items while they could be talking to the writers. Don't load them down with press kits – offer to mail these to them afterwards instead.

- Expect the unexpected. Plan on the people you are counting on to let you down. If you are prepared for the worst, you will be able to react much more effectively. Quite often, press trips run smoothly, but never assume that things will go as planned.

During the Trip:

- Allow free time in the schedule. Most people want to cram as much as possible into each day, but that will only result in cranky travel writers. Give writers at least one - two hours a day before the evening meal to freshen up and collect their thoughts.

- Don't schedule many activities for the first day. Flights are delayed, luggage gets lost, people fail to make connections, etc., all delaying the arrival time of the travel writer. The best option for the first day is to offer free time after you get the writers checked into the hotel, with activities beginning that evening at a cocktail reception, bringing the group together for the first time.

- Greet the writers at the airport, or have a reliable form of transportation from the airport to the first destination.

- When the writers arrive, immediately give them a detailed itinerary. The itinerary should spell out: what time they have to be at each event, where they should meet the group, what type of clothes they should wear, what will happen at each event, and when they will be back. Make plenty of copies of the itinerary because someone will inevitably lose his/her copy.

- Pre-register each writer at the hotel to promote easy check-in. Even with a complimentary room, most hotels will require a credit card for incidentals. Be sure to communicate the need for a credit card to the writers before they arrive.

- Although it is tempting, do not create anything for the travel writers that would not be available to the general public. If a traveler can't do it, they can't write about it. For instance, don't cook a special meal for the writers unless the general public is able to purchase the same meal. An exception to the rule would be when an attraction is only open on the weekend, but the writers are there on a Wednesday. If that attraction is willing to open just for them on a Wednesday, that is perfectly fine so long as the writers know it is normally just available on the weekend. Box lunches are a great time-saving technique, especially during long driving distances.

- Don't waste their time. While everyone in your community may be interested in meeting the writers, this is not a good use of time. Offer to send your boss or city council representative or anyone else who wants to spend time with the writers a detailed recap of everything that occurred.

- Don't tell writers about your product – SHOW THEM! Many hosts will sit writers in a room and show them a video or give them a speech about their museum instead of showing it to them. Writers have very short attention spans and will only tolerate this for so long. Explain the organization to them as they walk around it, and allow them free time to explore on their own.

- Make sure to have the best guide available on the day of the tour. While everyone appreciates volunteers, it is imperative that there is someone available who is able to answer the tough questions the writers will pose.

- Don't forget gratuities. A restaurant might provide a free meal for a group of travel writers, but the staff still needs to be tipped. Arrange these details beforehand so there are no awkward moments in front of the writers. Travel writers generally will not leave a gratuity.

- Psychology plays an important role in press trips. Usually the writers and hosts will all be meeting each other for the first time and will be spending a considerable amount of time together in tight circumstances. This can lead to many new friendships. It can also lead to nightmares when groups simply don't "gel," resulting in what is referred to as "the press trip from Hell."

- It is the organizer's responsibility to be the ultimate host. If two writers do not get along, try to keep them separated as much as possible. Circulate the room and talk to everyone. Hosts will undoubtedly have a few favorites, but it is their job to make sure all of the writers receive attention.

- Don't bend over backwards to pamper the writers. Their biggest concern is time and getting the most accomplished in the least amount of time. Pampering the writers with needless things they cannot write about is a waste of time. Make an effort to stick to the schedule; this will make it much easier on everyone involved. But flexibility is also

important. If there are real problems with a schedule and everyone hates it, don't stick to it just because there is an obligation to adhere to the schedule. Be prepared to change it by having contact numbers easily accessible. If certain writers are particularly interested in staying at a certain attraction, offer a time in the schedule when they can return on their own.

- Trust the writers. They know how they work and what they have to do to produce an article. If they want to skip certain parts of the trip, let them. If a writer does not want to accompany the group to some scheduled activity, that is fine. But don't let the writer order you to create an alternative activity for him or her alone. Writers accept a trip knowing what the schedule is. Try to be helpful, but be firm if problems arise.

- Have cash on hand for entry fees, parking charges, tips, etc. Ask for receipts or keep a log book to record tips, time and date so it is easier to be reimbursed.

- Writers will get inundated with press kits, information and gifts on a media tour. Think ahead and bring boxes to ship the information back to them. This way, they won't feel compelled to throw it away because they don't have room. Encourage the hosts to offer to mail press kits directly to the writers.

- Keep track of the writers. Hosting a press trip is amazingly similar to babysitting. Count heads every time they return to the van to ensure that no one gets left behind.

- Include food and beverage provisions in the van – this will prevent you from having to make unnecessary stops. It is a nice gesture to offer the writers individual gifts, but it is not necessary. If you choose to offer a gift, make sure it can be used on the trip and does not take up too much space.

- Don't trust your memory. If a writer requests something, get one of his/her business cards and write the request on the back of the card immediately.

After the Trip:

- Immediately send any press kits, releases, brochures, or photos that the writers have asked for or asked you to mail. They should receive these materials as soon as possible.

- Develop a feedback form for the writers to fill out. This will encourage the writers to give constructive criticism so you can learn what works and what doesn't work for future press trips. Please see SAMPLE D, (page 81) for an example of AOT's Press Trip Assessment Form.

- Send a handwritten thank you note to each writer on the trip. It is extremely practical to include this with a press kit after the trip so the writer does not have to tote the kit around for the entire media tour.

- Wait a few weeks, and then begin sending them regular press releases to remind them of your destination.

• Don't call every two weeks to see if they have written anything yet. If you have not heard back from them in six months, it is acceptable to call to see if there is anything you can do to help them with their article. This will usually lead to them saying that it has already come out and they didn't send clips, or it will be coming out soon, etc. If they don't indicate anything, it is okay to ask when it will be coming out, but it is not a good approach to call demanding to know when the story is coming out.

• If the months continue to go by and no article appears, continue to call until it becomes awkward and obvious that writer is not going to produce a story. At this point, the best constructive thing to do is find out why. Was there a problem with the trip, did the destination not meet expectations or was there some other difficulty? Learn from experience and be cautious when working with that writer again.

Troubleshooting

Anything and everything can go wrong on a press trip. It is impossible to anticipate everything that could possibly happen, but here is a list of potential problems and how to react:

• The most common problem is delayed or missed flights. This can complicate things right off the bat, especially if you have a tight schedule. HOW TO AVOID PROBLEMS: Plan a relaxed schedule for the first day, have extra volunteers ready to work late and pick up writers no matter when they arrive.

• Lost luggage can be a problem, especially if the group is moving from location to location. HOW TO AVOID PROBLEMS: Make sure that the person greeting the writer at the airport has the complete itinerary with all stops and contacts. This way, information can be given to the airline letting them send the luggage to the proper destination once it arrives.

• It doesn't happen often, but sometimes a writer will bring along a spouse, brother, sister or friend who is not expected. They will say something like, "Oh, don't worry, they'll pay their own way." This causes many problems. In a quiet moment after he/she is checked into the hotel, sit the writer down alone, explain that you had not expected them to bring a guest, and spell out exactly what the costs will be. It is a difficult situation because you don't want to antagonize the writer. Each situation will be unique, but the best solution to avoid this in the future is to report the writer to all other public relations professionals you know. This type of behavior is not acceptable, but it does happen.

• Cars and motor coaches do break down, but it can be awful when it involves a load of travel writers. The only way to avoid this is to have mobile phones and another car following the motor coach. If a car does break down, get the writers off the road and to a restaurant, town or unscheduled story opportunity as soon as possible. Waiting on a highway is dead time and writers will get impatient very fast. Quickly decide what to do, but don't feel obligated to stick with the schedule. If the writers are saved from two hours of wasted time, they will be grateful. There is no greater sin to commit on a press trip than wasting the writer's time.

- Illness and emergencies are a problem when people travel. People of all ages get sick when experiencing different foods, water, etc. Be flexible. Know beforehand the names of medical clinics that can take patients without an appointment. Never make a writer feel guilty about missing part of a tour if he or she is tired or not feeling well. If a writer has an emergency at home and needs to return immediately, be prepared to help him or her get home. Worry about sorting out the financial details later.

- Some writers consume large amounts of alcohol. It is the host's responsibility to monitor these activities and stop them if it is becoming annoying to the group. Every individual should be free to do what he/she wants; but if someone's drinking is bothering the rest of the group and interfering with the group's ability to gather story material, the host must step in and take action. Other frequent complaints include cigarette smoking, pipe smoking, and cigars. If someone's smoking is bothering other writers, the host should ask him or her to stop. Learn from experience and be cautious when working with that writer again.

- Writers sometimes get into disputes with hotels. Things are stolen, their rooms are not cleaned, there is a mistake on the bill, etc. In every case, the host should become the intermediary. Tell the writers at the start of the trip that if they have any complaints about any part of the trip, they should bring them to you rather than going to the host of the business.

9. Working with the Arizona Office of Tourism and Your Local CVB

The Arizona Office of Tourism (AOT) and your local CVB offer many valuable media relations tools that are available to tourism businesses around the state. First and foremost, introduce yourself and make it known that you are willing to work with these agencies. Make sure both of these agencies are on your mailing list to receive press releases and press kits so they can be up-to-date on your latest happenings.

There are also a variety of ways to become involved with AOT:

***What's New*:** AOT keeps ongoing documentation of what is new in Arizona. This document is often used in lieu of a press kit at trade shows and on media missions. It is much easier to transport and contains the information journalists need to know. AOT collects this information from press releases and E-mails, so make sure to include the Media Relations Division on media contact lists.

***Calendar of Events*:** AOT has a statewide master Calendar of Events posted on www.arizonaguide.com, and is used to provide information to media requesting events information. Direct all event information to the calendar of events contact, Marjorie Magnusson: Fax to (602) 364-3702 or E-mail to mmagnusson@azot.gov

***ArizonaVacationValues.com*:** AOT created this consumer Web site for tourism businesses from Arizona to post deals that can be accessed by potential Arizona visitors. It is extremely easy to post an offer and this site generates a great deal of traffic each day. In addition, several of AOT's advertising and media relations efforts guide traffic to the site. Visit www.ArizonaVacationValues.com for more information.

***Press Trips*:** AOT sponsors approximately four press trips each year, which attract six to eight top travel writers each. AOT has a commitment to visit each of the regions in Arizona every two years, so chances are a press trip is coming to your area soon. Visit pressroom section of www.arizonaguide.com for a list of press trips and contact the media relations specialist if you are interested in participating. Heather Koncilja: (602) 364-3698 or hkoncilja@azot.gov.

Putting it All Together

Now that you have all of the elements, how do you put it all together and make it happen? The following FIVE STEPS TO PROFESSIONAL PUBLIC RELATIONS are a good starting point:

Step 1: Know your Product
The most important thing in practicing public relations is to know your product. Read everything about the business you are trying to promote. Tour every section of it, trying to see it as outsiders or visitors will see it. Talk to employees in the business and learn what they do and how they do it.

Memorize many facts and details about your business, and develop a list of contacts who can quickly answer any questions that you can not. The most valuable service to writers is the ability to help them generate story ideas and answer questions. To do this, you must know your business well.

Step 2: Take a Broad View of Your Business
In most cases, a business will not be big enough to warrant an article on its own. Combine your business with other elements to create a story. This requires knowing your industry as well as your business.

If the product is a restaurant, know the competitors and the trends taking place in food service. A hotel or resort should know everything about the entire destination including arts, history, attractions, shopping, entertainment and food. An attraction must know similar attractions in the area and across the country. Writers are looking for sources of information. The more you know about an entire subject, the more you can help the writer and generate press.

Step 3: Find or Create "News" About Your Product
Writers are looking for news. This is the basis of every publication. Even history magazines are looking for "new" interpretations of old stories.

In order to get publicity, generate "news" about your product; just existing is not enough. There is always a fresh way to look at anything; find it…or create it by establishing packages and sales promotions around your business. Without a "news" hook, it is difficult if not impossible to get publicity.

Step 4: Know the Publication You Are Pitching
Knowing your product is important, but it is just as important to know the publication you are trying to get into.

Know the types of articles and news they print, the type of columns they have, who writes them, what sections of the country they cover, and – most importantly– who reads the publication.

It is difficult to do this for each of the thousands of publications that exist; but the more you know about a publication, the easier it will be to get a placement in it. Blanket mailing the same press release to a thousand different publications will not be as successful as targeting publications, learning about them and targeting releases to them.

Step 5: Pitch Your News to Publications in a Professional Way
This manual has detailed dozens of tips on how to prepare news via professional news releases, how to prepare professional photographs and video, how to present them to travel writers, how to organize press trips, how to work with writers during the trip, and how to do follow-up.

Each writer is different, but these guidelines give a general overall viewpoint on how to project yourself and your news in a professional manner. If you adhere to these guidelines, you will be respected by travel writers as a professional public relations person, and the news stories you pitch will have a much greater chance of success.

Step 6: When In Doubt, Call Your Local Destination Marketing Organization For Assistance
A local DMO is an incredible resource dedicated to promoting tourism in your area. Make yourself known to them, and reap the benefits of having a great working relationship with your local DMO.

Thank you for taking the time to use this guide. Please feel free to utilize the Arizona Office of Tourism Media Relations Division as a resource, and we look forward to working with you in the future.

Press Release Samples

SAMPLE A – STANDARD RELEASE
For Immediate Release
Contact: Jacki Mieler, (602) 364-3724
June 14, 2006

Governor Napolitano Announces $1.4 Million in Tourism Matching Grants

Governor Janet Napolitano announced today that the Arizona Office of Tourism (AOT) is awarding $1.4 million in matching grants to rural and metropolitan tourism organizations for fiscal year 2007.

AOT Director Margie A. Emmermann joined Governor Napolitano in recognizing the recipients of AOT's Teamwork for Effective Arizona Marketing (TEAM) grants, a program that enables communities and organizations throughout Arizona to promote their tourism offerings. TEAM grants fund advertising, public relations campaigns, research and strategic planning and other tourism-related marketing.

The grants are awarded to communities, regional tourism partnerships, tribal entities and statewide associations that meet the program requirements and are able to match the requested funds. Sixty-eight communities, including five Native American organizations, will be impacted by the 49 grant awards, which range from $1,564 to $130,000. The total amount of TEAM grant award monies to be distributed for fiscal year 2007 is $1,445,513.

"Each year, the TEAM grant program makes it possible for Arizona's communities and tribes to flourish and creates a direct link between the tourism industry and the State's economy," said Governor Napolitano. "The tourism industry has a profound impact on the lives of every Arizonan, and grant programs such as this provide communities and tribes the financial support and marketing expertise to attract visitors from around the world to the Grand Canyon State."

Communities in regional partnerships have pooled their resources to market as a region, thereby increasing the amount of funding they are eligible for and offering tourists a regional perspective of their destination. A total of 10 regional partnerships applied for TEAM Grant funding in fiscal year 2007. Specific examples of successful partnerships include: Arizona Rocks, which received $39,000 (Flagstaff CVB, Page Tourism Bureau, Williams Grand Canyon Chamber of Commerce); Cochise County Tourism Council, which received $ 100,435 (Cochise County, City of Benson, City of Bisbee, City of Douglas, City of Sierra Vista, Town of Tombstone, City of Willcox, Cochise County Film Commission); Graham County Chamber of Commerce received $32,800 (Graham County Chamber, Bureau of Land Management, Graham County Government); Northeast I-40 Corridor, which received $23,377 (Holbrook Chamber of Commerce, Winslow Chamber of Commerce, Petrified Forest Museum Association, Petrified Forest

-more-

(AOT TEAM Grants—cont.)

National Park, City of Holbrook, City of Winslow); Prescott Area Coalition for Tourism received $130,000 (City of Prescott, Town of Prescott Valley, PACT, Town of Chino Valley, Yavapai Prescott Indian Tribe, Yavapai Heritage Foundation); Santa Cruz Tourism Council received $19,572 (Tubac Center of the Arts, PABA, Santa Cruz Tourism Council); Sedona Verde Valley Tourism Council received $44,000 (Cottonwood Chamber of Commerce, Sedona Chamber of Commerce, Camp Verde Chamber of Commerce); Sunny Arizona, which received $120,000 (Tempe CVB, Mesa CVB, City of Chandler); Tucson Convention and Visitors Bureau received $129,089 (City of Tucson, Pima County, City of Oro Valley, Tucson CVB); White Mountains Partnership received $130,000 (Town of Pinetop Lakeside, City of Show Low, White Mountain Apache Tribe, Navajo County, Town of Snowflake, Town of Taylor, St Johns Chamber of Commerce, Heber Overgaard Chamber of Commerce). Two organizations, the Prescott Area Coalition for Tourism and the White Mountain Partnership, received the largest award of $130,000.

"The TEAM program has opened so many doors for the Lake Havasu City Convention and Visitors Bureau's marketing efforts," said Jarrod Lyman, Vice President of Public Relations for the Lake Havasu Convention and Visitors Bureau. "By utilizing the opportunities offered in the program, the CVB has been able to reach markets through media that might otherwise have been unattainable. The additional funding provided by TEAM takes our marketing plan to the next level. It truly is a beneficial program."

All applicants must attend one of the TEAM workshops held statewide by AOT to gain eligibility. The workshops educate the participants on developing a marketing plan with measurable results and writing an effective grant application.

"The TEAM grant program continues to stimulate Arizona's tourism industry year after year, making it one of AOT's longest-running and most successful programs," said Emmermann. "I am honored to award these grants to worthy organizations throughout the state to help benefit our overall tourism industry."

Attached are the list of recipients and a map of awards by county for fiscal year 2007. For more information on TEAM and other grants, please visit the Tourism Development section of www.azot.com.

Created as an executive agency in 1975, the Arizona Office of Tourism is charged with enhancing the state economy and the quality of life for all Arizonans by expanding travel activity and increasing related revenues through tourism promotion and development. AOT works to serve the Grand Canyon State's travel industry and related businesses, the traveling public, and the taxpayers of Arizona.

SAMPLE B – Feature Release For Immediate Release
Contact: Heather Koncilja, (602) 364-3698
October 20, 2005

Riding the Rails: Experience Arizona's unique railway destinations

Railroads bring back a certain sense of nostalgia from days gone by. These days, it can be difficult to escape the fast pace of life and experience those times again. The Grand Canyon State offers several one-of-a-kind railway destinations for kids of all ages. Hop on board and visit:

Verde Canyon Railroad
Located in Arizona's beautiful Verde Valley, this scenic ride is just a half-hour from Sedona. The four-hour tour takes passengers into the picturesque Verde Canyon, where they'll see elk, javelina, and maybe even "Black" and "Decker," the canyon's resident bald eagles. The canyon's walls rise high above the train on its journey through the canyon, providing breathtaking views for everyone aboard. Enjoy several seasonal events, including Oktoberfest, with beers and brats; and Santa Claus Express, which features cookies, candy canes and hot chocolate. www.verdecanyonrr.com

Grand Canyon Railway
Begin in the historic Route 66 town of Williams and get ready for the journey of a lifetime. This train travels through high desert, prairie, and pine before reaching the splendor of the Grand Canyon. Once there, stroll around Grand Canyon Village or take a leisurely motorcoach tour to some of the most popular viewpoints. Passengers have the option to overnight at the canyon if they'd like to spend more time savoring the views. On the way back, enjoy onboard Western entertainment. Five classes of transportation provide comfort for every need. And each holiday season, don't miss the Polar Express, where the train travels to the "North Pole" to visit Santa and his reindeer. www.thetrain.com

McCormick-Stillman Railroad Park
This park, located in the heart of Scottsdale, is one of the best places to spend a relaxing afternoon with the family. Begin by taking a ride on a small-scale reproduction of an old train that travels on a one-mile track. The train is so unique that at one point, Walt Disney offered to buy it for one of his theme parks. However, the owner insisted the train stay in Scottsdale. After your ride, stop by the general store for hot dogs and ice cream. And to cap off the day, take a spin on the park's carousel or just act like a kid on the playground.
www.therailroadpark.com

Yuma Valley Railway
This two-hour ride along the banks of the Colorado River is a prime opportunity to view the southwestern Arizona's wildlife and agriculture. The train, a 1922 Pullman coach, was featured in the Paul Newman movie, *The Life and Times of Judge Roy Bean*. Along the way, passengers will get sweeping views of the Arizona, California and Mexico landscapes.
www.visityuma.com

Step back in time and ride the rails in Arizona. To plan your railroad trip to the Grand Canyon State, visit www.arizonaguide.com.

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SAMPLE C – MEDIA ADVISORY
MEDIA ADVISORY
Contact: Jacki Mieler, ofc: (602) 364-3724, cel: (602) 791-687
July 7, 2006

MEDIA ADVISORY

WHAT: The 26th Annual Governor's Conference on Tourism

WHEN: Mon., July 10-Wed., July 12. Please see attached for a daily agenda of conference activities.

WHERE: Grand Ballroom at the Loews Ventana Canyon Resort

7000 North Resort Drive

Tucson, Arizona 85750

WHO: Hosted by the Arizona Office of Tourism, Arizona Tourism Alliance, Arizona Hotel & Lodging Association, and Arizona Restaurant &

Hospitality Association, and attended by tourism industry leaders from throughout Arizona.

WHY: Tourism is one of Arizona's leading industries and generates $17.5 billion dollars in direct visitor spending for the local Arizona economy, and the Governor's Conference on Tourism is the industry's largest annual event.

Highlights: *Tuesday, July 11 at 8 a.m.*: AOT Director Margie Emmermann delivers the "State of the Industry" address, revealing industry accomplishments over the last year, 2005 Arizona visitation data and unveiling the Arizona Office of Tourism's new consumer Web site.

Tuesday, July 11 at 12:45 a.m.: Governor Janet Napolitano presents the 2006 Governor's Tourism Awards for outstanding achievements in the industry

The agenda is attached or can be viewed at www.aztourismconference.com.

SAMPLE D
PRESS TRIP EVALUATION

Arizona Office of Tourism
Press Trip Evaluation

We are delighted to have had the opportunity to introduce you to the attractions and hospitality of Arizona - The Grand Canyon State. To ensure that we provide journalists, photographers and broadcasters the most positive and productive programs, we request that you take a moment to evaluate your experience and share your thoughts. It is only with your valued input that we can continue to provide the best possible experience for our friends in the media.

Please return this evaluation to the Arizona Office of Tourism media relations department: Jacki Mieler, jmieler@azot.gov, 1110 W. Washington St. Ste 115, Phoenix, AZ 85007 or fax to (602) 364-3702. Thank you.

YOUR NAME: _____

ORGANIZATION: _____

CITY/COUNTRY: _____

DATE(S) OF VISIT: _____

Please evaluate the following:

	Lousy				Terrific!
1. Communication prior to visit	1	2	3	4	5
2. Your travel to and from Arizona	1	2	3	4	5
3. The Arizona itinerary in general	1	2	3	4	5
4. Accommodations	1	2	3	4	5
5. Pace of your visit	1	2	3	4	5

6. Any specific comments on the above areas?

_____

_____

Please rate the importance of the following items as they relate to a productive, high quality media tour:

	Don't need				Must have
7. Group tours	1	2	3	4	5
8. Individual guided tours	1	2	3	4	5
9. Individual self-guided tours	1	2	3	4	5
10. Detailed (hour-by-hour) itineraries	1	2	3	4	5
11. Luxury accommodations	1	2	3	4	5
12. Hotel/resort site inspections	1	2	3	4	5
13. Group meal functions	1	2	3	4	5
14. Free time	1	2	3	4	5
15. Use of an automobile	1	2	3	4	5
16. Stock photography available	1	2	3	4	5
17. Access to shopping	1	2	3	4	5
18. Access to cultural attractions/events	1	2	3	4	5
19. Hosted (complimentary) accommodations and/or meal functions	1	2	3	4	5
20. Multi-lingual press materials	1	2	3	4	5

21. What did you enjoy most about your experience?

_____

_____

_____

_____

22. What was your least favorable Arizona experience?

_____

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_____

Please communicate any additional information that could enable us to improve our media tour programs:

_____

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_____

_____

_____

VI. ADVERTISING AND FULFILLMENT

What is Advertising and Fulfillment?

The Advertising and Fulfillment Division seeks to create a positive brand image for Arizona through a comprehensive schedule of advertising aimed at stimulating interest and motivation levels of potential travelers in key target markets and customer segments. Representatives from this division are available to discuss advertising strategy and terminology, media buying and developing a media plan, online and e-marketing, fulfillment, database marketing and relationship marketing.

In this section, you will learn the basics of advertising as well as practical methods to make your advertising dollars as cost-effective and as targeted as possible.

Advertising is the cornerstone of most marketing plans, and having a marketing plan is the first key to success. A marketing plan enables companies to see the ultimate goal with clarity, and helps communicate the vision to employees, members, constituents and contractors. The advertising plan is only one component of the larger "marketing plan" picture. When completed, your plan should outline seven elements in your approach to marketing:

- Your advertising strategy and positioning
- The benefit to consumers
- Your positioning in the marketplace: What business are you in?
- Your target market
- Your budget
- The tools and techniques you'll use to reach your audience and how you'll measure results
- An implementation timetable

"*Advertising is the compass to consumers in a marketplace that's changing course.*"
– Wally Snyder, President and CEO American Advertising Federation

Developing Your Advertising Strategy and Positioning
Effective advertising starts with creating your brand. To begin this process, start by asking the following questions:

What products does your destination have to offer tourists?

- Attractions: Lakes, National Parks, National Monuments, State Parks, Museums, Archeological Sites, Historical Landmarks
- Activities: Golf, River Rafting, Hiking, Birding, Shopping, Festivals, Special Tribal Events, (events unique to your destination)
- Lodging: Resorts, Hotels, Motels, Bed and Breakfast, Campsites, RV Parks, Dude Ranches

What are your destination drivers?

- Products or services unique to your area that draw the largest numbers of visitors.
  Nationally ranked golf courses, world-class dining, National and State Parks, one-of-a-kind shopping and entertainment, working dude ranches, rare art exhibits/artist colonies, etc.

How do you create advertising that highlights your strengths?

- Determine your unique selling points, and create advertisements that show your community as having a "feature" or "benefit," as compared to other destinations.

Target Markets

Developing target markets will allow you to focus on the consumers most likely to visit and benefit from your community's attractions and featured activities. Defining target markets will help maximize advertising dollars spent, allowing you to target with a laser pointer rather than a flood light.

Your community may utilize any or all of these criteria to develop your target markets:

- Propensity to travel to your destination. Are consumers likely to travel to your region of the state? Have they visited a nearby town, state or the Southwest? Do they take drive vacations often or fly often?
- Demographics. The population and makeup of your audience determined by age, income, residence, marital status, employment status, etc.
- Psychographics/Lifestyle Characteristics. Reads magazines, attends sporting events, dines out once a month, drives a Volvo, member of a frequent flyer club, etc.
- Population density. Are most of your visitors coming from Los Angeles or New York? You'll want to consider the ratio or percentage of the population in your markets compared to actual number of visitors or respondents.
- Climate. Weather conditions including temperature, precipitation and wind, that characteristically prevail in your region; is the target living in a climate like yours? What makes your climate more attractive and when?
- Proximity. How close does the target live to your destination?
- Concentration of wealth/disposable income. Consumers may make a large amount of money, but do they also have significant debt, affecting their ability to travel?
- Media costs. Determine your budget for advertising and stick to it. Make sure you set frequency and reach goals as well as "response" goals. Determine what results you want and develop your plan to achieve those results.
- Transportation accessibility. Highways, airports, trains, buses.

The Brand – Arizona

In today's intensely competitive marketplace, brands and the emotional connections that they are able to forge with their target audiences are key elements of competitive advantage. Yet traditional branding methods are being rendered ineffective as increasingly skeptical and message-bombarded consumers become overwhelmed by the noisy clutter of brand claims and hype.

A clearly articulated brand position is key to driving high impact and consistent brand messaging that cuts through the hype, differentiates your brand from the sea of competitors and resonates with your target consumers. Why? Because it is what a brand stands for in the mind of the target customer that dictates whether a product or service wins or loses in today's marketplace.

In the past year, the Arizona Office of Tourism (AOT) has initiated a project to help brand Arizona. The information included in this section includes the overall brand promise, or emotional value that the state will deliver to the consumer. The brand dimensions that have been identified help provide a framework for each region of the state and the state as a whole to differentiate our destination and communities from the competition. The images, colors and style elements that are representative of the

overall brand positioning that AOT has defined help provide a consistent message in the marketplace and can be done on both a regional and community level as well. The brand dimensions were designed to solidly convey the destination drivers for the state, proper and consistent usage will help to ensure the overall effectiveness of the Arizona brand.

Brand Promise

AOT's brand promise to the consumer is the heart and soul of the brand. It is a precise articulation of what makes Arizona unique and helps clarify the meaning of the brand. Arizona's Brand Promise: ***Inspiring Unforgettable Southwest Moments***.

The hallmarks of this brand promise:

- Built around the ultimate meaningful consumer benefit – memory-making experiences that are genuine, special, personal and one of a kind.
- Inspiring and directive; a unifying mission and rallying cry for a range of statewide stakeholders.
- Speaks to the genuinely inspiring places and experiences of Arizona.
- Arizona as the ultimate personification of the region – the real Southwest.
- The master promise of a brand promise system that is own-able on the regional and community level *(i.e. Inspiring Unforgettable Northern Arizona Moments, Inspiring Unforgettable Flagstaff Moments and so on).*

Brand Dimensions

Brand Dimensions are the perceptions AOT wants to own in the market. It gives further meaning and clarity to the brand promise. The dimensions describe the unique elements of the brand's identity and values. Each of the following dimensions is actionable and tangible to the senses.

- ***Unexpectedly Exhilarating Signature Scenery***
    - Arizona's own brand of signature scenery – no other state can claim it
    - Natural discoveries that genuinely awe inspire and wow
    - Arizona's breathtaking, yet largely unknown, natural diversity and inspiring contrasts
    - Diffuses perceptions of sameness and not much to see and do
    - A genuine sense of discovery
    - Captures Arizona's vast, open and unspoiled sensibility that other states cannot claim
- ***Rejuvenating Open-Air Lifestyle***
    - An uplifting concept built around this dimension's core emotional benefit: rejuvenation
    - Sophisticated by nature
    - 'Open Air' designed both to capitalize on our year-round open-air climate – our key appeal and critical to articulate – as well as contradict perceptions of Arizona as oppressively hot
    - Friendly, not formal
    - Carefree, yet confident
    - Energizing exploration – not wearing, hassled or harried
    - All about recharging your batteries through stimulating experiences
    - A genuine expression of Arizona lifestyle throughout the state – by particularly characterizes our urban difference, and should be a key message for our city destinations
    - Opposite helps us further emphasize the positive energy that sets our urban experiences appealingly apart from our competitors
- ***Timeless Discoveries***
    - A sense of heritage and rich history, stepping back in time
    - Off the beaten path exploration and discovery, including cultural discovery

    - Genuine
    - Characterizes the wealth of our unspoiled territory – Native American reservations, vast ranches, genuine cowboys, beautifully preserved national parks and monuments
    - Sense of timeless mystery from Native American ruins to old west towns
    - Cool, distinctive, individualistic small towns untainted by modern development and urbanization
    - Rural charm, friendliness
- ***Vibrant Variety***
    - The vivid, diverse fabric of our state, both naturally and culturally
    - Speaks to the wider range of diversity including climate and weather throughout the state
    - All about choice – the wide range of choices that we provide to our visitors and traveling residents, the freedom to personalize their Arizona experience
    - Variety is about noticeable heterogeneity; virtually always connotes a pleasing collection of different offerings
    - An exciting range of engaging, stimulating and diverse experiences (i.e., intrepid exploration by day; spa, fine dining, nightlife by night)
    - Unique nature of our cuisine – zesty flavors, vibrant colors, fusion of flavors, creative combinations, cultural adventure
    - Energetic and exciting; rooted in joyful discovery

Creative Message

As you develop your brand or image and identify target markets, you can also begin developing your creative message. Regardless of the mediums you utilize, your creative message should have continuity. It is important to set your destination apart from others by advertising what is *important* to your target market and not necessarily what is *obvious*. Your creative message should also build support for what your ads are designed to do, and set a tone and "personality" for your advertising.

Decide what you want your ads to accomplish before you create them. Make sure you have performance measurements in place to determine the success as well, such as number of phone calls generated, number of visits to the Web site, number of visitors to the event, etc. To measure results most effectively, a campaign or an advertising schedule must have a start date and an end date.

Here are a few suggestions for developing your message:

- Use the same font for all of your advertising and promotional pieces.
- Highlight your brand, products, or destination drivers through clear images.
- Focus on one message or idea; remember: "Less is More".
- Use a "call to action" to drive consumers to take action.
- A "call to action" can be a telephone number, a Web site address, a mailing address, or any other method consumers may use to actively pursue your destination.
- Don't forget your logo!
- Hint: "We Have It All" or "We're in the Center of Everything" does not tell what is important about your destination. You should try to focus on one major attribute, and resist political pressure to be broadly inclusive.

Media Placements

Research shows that the average American sees more than 3,000 advertising messages per day. Only one out of nine well-designed ads is ever "seen" by the targeted consumer. For an ad to make enough impact to motivate an action, it needs to be "seen" at least three times. So, to achieve significant results, your ads need to be in front of the consumer 27 times. Reach and frequency goals should be established at the beginning of every campaign.

Make a Commitment

According to Jay Levingson & Seth Godin's *The Guerilla Marketing Handbook*, if you don't have a long-term commitment to advertise, don't advertise. If you do advertise, it makes sense to use the same ad, to use the same media and to buy enough frequency to reach your target customer countless times. Furthermore, remember that quality counts. Your ads should achieve the goals and objectives that you have established. Keep the ad simple. Answer the following questions to determine the quality of your advertising:

- What is the one idea that the consumer should take away from the ad?
- What action should the reader take after reading, hearing or seeing the ad? Don't make consumers guess. Chances are, if they have to guess, you have lost them and your advertising will not meet your goals.

Arizona Office of Tourism (AOT) Advertising Initiatives

AOT places advertisements in publications and other media outlets that best reach the desired target markets, as well as publications targeting specific geographic regions. Often, print advertising is the most cost-effective medium. The cost of ad space depends on a variety of factors including the demographic profile of the publication's readers, circulation or reach (i.e. number of copies distributed) and the ad size. For specific rates, contact the individual publication or media outlet.

AOT Primary Target Markets:

Empty Nesters

- 45 to 64
- $125,000 income*
- In relationships
- Travel 4 to 6 times a year for leisure
- Live in suburban areas around cities
- No children at home

Affluent Boomers

- 45 to 64
- $125,000 income*
- In relationships
- Travel 4 to 6 times a year for leisure
- Live in suburban areas around cities
- One or more kid

AOT Secondary Target Market:

Gen-X Families

- 35 to 44*
- $75,000 income
- In relationships
- Travel 1 to 2 times a year for leisure
- Live in suburban
- One or more kids

AOT Developmental Target Market:

Extreme Gen-X

- 25 to 34
- $50,000 income
- Travel 1 to 2 times a year for leisure
- Live close to AZ
- No kids

For the media plan and a complete list of contacts for advertising placed by AOT, please visit the Advertising page in the Programs section of www.AZOT.gov.

Advertising Terms You Should Know:

Bleed: Occurs when ad placement continues off page.

BRC: Usually the Business Reply Card appears inside the pages of publications to supplement an ad already running in the book. Readers may fill out their name and address, and mail it in (usually at no cost to the reader) to request more information.

Column Inches: Newspaper ad space is sold in column inches, similar to real estate or plots of land. An ad one column inch high and one column inch wide is "one column inch." A column inch is equal to an inch on any common ruler or tape measure.

Commission: Most media automatically grant recognized advertising agencies a 15 percent commission on all ads placed. The Gross Rate is the Retail or "Commissionable" rate of an ad and the Net Rate is the Agency rate. For example, an ad with a gross cost of $22,000 has a net rate of $18,700 (15 percent less of gross). Ad agencies typically bill the client the gross amount for the ad and pay the publication the net rate. However, if you do not work with an agency to place advertising, it may be possible to negotiate a net rate to be billed directly to your company.

CPM: Cost per thousand. This is the cost of an ad divided by the publication's circulation. For example, a $15,000 ad in a magazine reaching 500,000 people has a CPM of $30 ($15,000/500).

Frequency: Rate of recurrence of ad placement. Frequency or recurrence refers to the number of times a consumer is exposed to your ads in a single publication, or in a single broadcast station within a specific interval of time.

4X – four times, 6X – six times, etc: This refers to the number of times an ad will run during a 12-month period. Discounts are given for higher frequencies in publications.

Fulfillment: The delivery system through which information is distributed from beginning to end. In some cases, this is the distribution of collateral, Web site address and/or answers to questions. The system may begin with a consumer calling for more information, databasing the lead and mailing the requested information to the consumer.

GRP: Gross Rating Points - The total number of all rating points achieved in a market for a spot placement schedule. GRP is equal to the average quarter hour rating (AQHR) multiplied by the number of spots. For example, if the AQHR is .5 and your destination ran 100 spots, the GRP would be 50. Similar to a Cost Per Thousand, GRP allows advertisers to compare the GRPs achieved per station or channel per campaign or dollars spent.

A rating point equals one percent (1%) of a given population or universe. This universe could be Phoenix DMA (Designated Marketing Area) Television Households, Women 18-49 in U.S. Television Households, or teen radio listeners in Tucson, among many examples. One must always be aware of the rating point as it relates to the universe it describes. Rating points have different values.

TRP: Target Rating Points - A Target Rating Point still equals one percent (1%) of something; in this case, its target. Target Rating Points always refer to some specific target universe. Radio has always been measured on a target audience or demographic basis. And therefore, radio-rating points have always been target-rating points.

Though no sophisticated marketer buys television on a household basis, television still measures household viewing (as well as target audience/demographic viewing). A television household rating point or the sum of these points are referred to as Gross Rating Points or GRPs. Most advertisers/agencies today buy Target Rating Points or TRPs against a specific target, such as women aged 18-49.

Gross Impressions: Gross impressions are calculated by multiplying the average number of viewers, listeners or readers by the number of spots in a schedule. For example, if there were 24,000 listeners to a radio station and your destination ran 20 spots, the gross impressions would be 24,000 X 20 = 480,000 gross impressions.

Magazine Gross Impressions can be generated in two ways. For most national magazines, nationally syndicated research companies measure the reading audience of an average issue of a given publication. These research companies are Simmons Market Research Bureau (SMRB), Mediamark Research, Inc. (MRI) and Monroe-Mendelsohn Research (MMR). When measuring the magazine audi

ences, this research captures primary readers (usually a subscriber or newsstand buyer), secondary or "pass-along" readers (friends, relatives of the subscriber or purchaser) and/or tertiary readers (doctors' offices, auto repair shops, or any other out-of-home venue). The TOTAL audience of the magazine, by whatever demographic designation, represents the gross impressions for ONE issue of the magazine. To get total gross impressions, we simply multiply the single issue gross impressions by the number of insertions in a given magazine. For example, a magazine with a circulation of 875,000 with 2 insertions, the gross impressions would be 875,000 X 2 = 1,750,000.

Local magazines generally are not measured by these research companies. Often, however, these local publications do their own research; while it can be suspect, some research is better than no research. Circulation is still the primary method of measuring the audience of local magazines. But since almost every magazine has more than one reader per issue, circulation is multiplied by a "readers-per-copy" (RPC) figure, e.g. 1.5 RPC, 5.7 RPC, etc. When not available or supplied by the publication, estimates for RPC can be made based on category "norms;" e.g. women's magazines, business magazines, travel magazines, teen magazines, or fashion magazines, etc. All this relates back to how well you reach your audience.

Insertion Order: An order form provided to a client by the publication or media vendor which details placement of advertisement, cost of placement and materials due date; this is a contract that both publication and client sign.

Placement: This refers to the positioning of advertisements in optimal markets to influence consumers to travel to your destination.

Production: All procedures necessary to produce an ad, including graphic design, matchprints (high quality color copy that is a true representation of the printed piece), copywriting, etc.

Reach: The number of different people exposed to your ad. A measurement of unduplicated audience; i.e., the circulation of a publication.

ROI: "Return On Investment" is determined by the amount spent on your campaign and the amount of impressions, responses, sales, and/or revenue it generates. How much was "returned" for the money spent? For example, a hotel spends $1 million on an advertising campaign buy, and generates 20,000 room reservations at $150 a room. A simple calculation indicates the revenue generated is $3,000,000 (20,000 X $150), and, the return on investment is $3.00($3 million divided by $1 million). In other words, this means that for every dollar the hotel spends, it generates $3.00 of revenue. Calculations may also be done on the $1 million investment to analyze the reach (of 10 million people for example) through a print campaign. Perhaps the goal was to generate 3,000 inquiries. Or, companies may consider the incremental value of those people now staying in the hotel spending money on meals, spa treatments and other incidentals.

Share: Percentage of all people listening/watching radio/television who are tuned into a specific channel. "Share, or to be more exact, "share of audience" is a broadcast term used in television and radio. It is different than a "ring" and should not be confused with that term. For simplicity's sake, we will deal with television ratings/shares in this example: "Ratings" are a percentage of ALL television households and the viewers within them, whether or not the television set is in use or not. Example: If we have a universe of 100,000 TV households, a 10 rating (10 percent) equals 10,000 households. We know, however, that not ALL television sets are on throughout the viewing day. Some people are simply not watching TV; they are out of the home or doing other things.

Share of Audience: This is a measurement of only those homes where the set is on and people are watching.

Example: Let's assume only 60 percent of the television sets in the Phoenix DMA are on at 7:00 p.m. on a Tuesday night. Let's also assume a program gets a 10 rating (10 percent) in this 7:00 p.m. time period. Its SHARE is based on a universe of only VIEWING households. Therefore its share is 16.7 (16.7 percent or 10 percent divided by 60 percent). The SHARE of a program is ALWAYS larger than its rating. Whereas ratings define the size of a TV audience, SHARE indicates the strength of a program versus its competition in a given time period.

Sample Publications, Readership Information, and Rates:
Before advertising in any publication or media outlet, contact the advertising department and request a Media Kit. Media outlets will provide the Media Kit at no charge to you. Most media outlets also offer Media Kits online as well. The Media Kit will tell you everything you need to know to advertise, such as how many copies are distributed, where the publication is distributed, display advertising rates, mechanical specifications of ads, deadlines for various issues and months, and more. The Media Kit also includes demographic, psychographic and geographic information, which will enable you to decide whether the readership is an appropriate target market and a good investment. Samples of this type of information are listed below for five publications.

Publication	*Travel & Leisure*	*Golf Digest*	*Sunset*	*National Geographic Traveler*	*US Airways In-flight*
Circulation	950,000	1,600,000	1,450,000	715,000	375,000
Median Age	48.5	50.7	51	41.4	48
Median HHI	$86,672	$130,841	$85,544	$59,684	$148,409
FP4C*	$91,905	$79,988	$83,145	$61,235	$24,520
1/2P4C*	$55,145	$39,915	$50,247	$35,090	$14,710

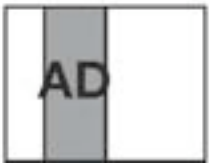
*net cost

Information on other media outlets which AOT advertises with is listed online on the Advertising page in the Programs section of www.AZOT.gov, or can be obtained by contacting the Advertising & Fulfillment Division at (602) 364-3705.

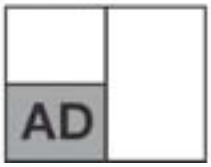
Sample Advertising Size and Placement in Magazines
Mechanical specifications vary from publication to publication. The layouts below illustrate the most common configurations for display advertising. Each publication has its own individual size, so never assume that your ad can go to every publication with the same dimensions or in the same format (MAC/PC). Mechanical specifications and deadlines for "materials" (i.e. the disk containing the ad, a matchprint or Kodak approval, PDF or tiff/it file) can be obtained from the Media Kit or by contacting your advertising sales representative at the publication.

"FP4C": Full page, four-color ad

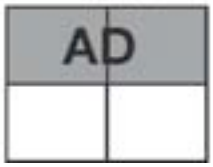
"2/3P4C": 2/3 page, four-color ad



"1/2P4C": 1/2 page, four-color ad



"1/2PSPD": 1/2 page spread ad



Additional Advertising Opportunities

Additional advertising opportunities can be found in outdoor billboards, online advertising, television and radio. While these media offer an exciting way to advertise your product, the cost associated with production and placement can be quite significant. The same creative message principles should be applied to any medium. Check with local companies to find out about opportunities within your designated target market area, either locally or regionally. Your destination may consider the following guidelines for selecting advertising placement:

Internet/Online:
On average, users spend about 14 hours online a month. Internet users are more upscale, with the heaviest users being younger; however the traditional 25-54 are the ones who are "using" (e.g. gathering information or making online purchases) and not "playing."

Advantages – Technology allows for very specific targeting. The cost per thousand (CPM) to target users is much lower than other media. There can be a high visual impact and results can be measured quickly (fast turn-around times)

Challenges – Click-through rates are still very low, and there is little to no data on what users do once they click through or link to other sites. The use of Internet advertising can be highly intrusive and easily ignored by users. Outside of the highly mainstream Web sites, there is still concern over how impressions (number of times that an ad is viewed) are served/tracked on the sites. According to Nielsen/NetRatings, approximately 30 percent of all Americans do not have Web access.

E-mail/E-mail Blasts:

Advantages – Similar to the Internet/online benefits, advertising through E-mail or E-mail blasts offers very low-cost, direct target-marketing capabilities. The CPM is much lower that the costs of other direct marketing options, and can have a high impact with easily tracked results.

Challenges – E-mail and Internet opportunities have many of the same disadvantages as online advertising. Click through rates tend to be very low; and depending on the quality of the E-mail names you are sending to, there may be a high rate of bounce-backs (returned or undeliverable mail). E-blasts can also be easily deleted or ignored without even being viewed, thanks to new filtering software provided by many E-mail providers. It is critical to stay apprised of current spam laws and ways in which to maximize the potential of your message being received and read.

Newspaper:

Advantages – Newspaper offers advertisers a large circulation. The readership is often located close to your destination, and newspapers offer a high degree of flexibility to alter your advertisements. The medium reaches a broad audience and can usually be purchased by "section" to help you target your audience even further. This tool is great for getting across facts, special-event dates and phone numbers which readers can keep. Ads can usually be purchased on very short notice.

Challenges – Newspaper advertising has a short shelf life (newspapers are usually discarded daily), and are not nearly as targeted as magazines or other media outlets.

Magazines:

Advantages – Magazines may be of general interest or aimed at specific audiences. Readers often have ads (the magazines) in their homes for a month (or until magazine is published again), and

there are usually several readers per copy. Advertisers may use color to create a more attractive appearance than a newspaper ad. Magazines publish editorial calendars so you know what stories will run in advance, and whether or not it's appropriate to run advertising in specific issues.

Challenges – Advertisers must plan far in advance, and costs may be high for a more targeted focus.

Radio:

Advantages – Radio is considered to be a very pervasive medium. The radio advertiser can buy "spots" of time, in either 30 or 60-second spots, between or during regular programming. The size of the radio program's audience, as well as the time the advertisement will be on air, determines how much money a station will charge for ad placement. Radio can precisely target by age, gender and interests, and there is an opportunity for high repetition, driving home the message with many spots in a short period of time. Radio is immediate and timely, but the message needs to be easy to understand and memorable.

Challenges – Radio can be an intrusive medium, as often the listener is doing something else while listening. Radio does not allow for visual images. Listening audience tends to be fragmented, so a broad reach is difficult to achieve under normal buying circumstances.

Television:

Advantages – Like radio, television is purchased by time, and costs are broken down into parts of the broadcast day ("dayparts"), and number and frequency that the spots run. Audiences are both larger and more diverse than radio. TV commercials create an image and can show your destination. People believe what they see. TV broadcast offers great emotional appeal and involvement for the viewer, and provides an atmosphere of "being there."

Challenges – Ad production costs are probably most expensive for television. A lot of money can be spent for very little "response" except for high branding value. It is difficult to do both branding and a direct response with TV commercials. In addition with the dawn of TiVo and DVR, there is greater potential of your message being overlooked or 'forwarded through'. Have realistic expectations going in.

Outdoor Billboards:

Advantages – Billboards can reach millions of consumers if placed on national highways, but producing large quality images may be expensive. Aside from ad production costs, billboards can be very affordable. Billboards are big and bold and deliver messages with power on a continuous basis, 24 hours a day, seven days a week. Outdoor advertising reaches audiences in a very specific location.

Challenges – Advertisers are limited to a very brief message, keep in mind 'less is more'; seven words or less is best, and the boards are often not available when you want them. Great billboard ads take considerable planning.

Direct Mail:

Advantages – The advertiser has total control over both message and audience with direct mail. It also offers a detailed and personalized appeal. Often, direct mail is an inexpensive alternative for reaching a large audience. Mail can be flexible, quickly executed and specifically targeted, and can

serve as a reminder of an earlier or upcoming advertising campaign. Responses are easy to measure and good for reaching previous visitors. A direct mail effort should call the reader to take action. A typical response rate is 6% of total sent.

Challenges – The medium is most cost-effective for businesses that can offer a special discount or offer, and less so for a general branding promotion.

Where to start and what media to use?

Research your target market. Determine demographics and lifestyle characteristics. Find out what they read, watch or listen to, and when they are open to receiving your message. Reason indicates that your target will be more inclined to listen to your message in certain instances more than others. Billboards are great examples of how well-placed advertising can generate great impact. An ad placed along well-traveled highways or roads a few miles from an attraction can draw visitors who are looking for something else to do along that road. It may seem impulsive, but the travelers are in their car, reading signage along the road, and if their interest is piqued they may have time in their vacation schedule to make a stop. Timing is crucial.

Develop your budget first to help determine what your organization can realistically afford. Remember to plan for a long-term commitment. Develop a plan and follow it. Adjustments are allowed along the way, but make sure to follow through with an established time commitment. For example, don't pull a newspaper ad after you have only let it run once. Frequency is necessary for results. Compare your results to like businesses, destinations or competitors. Research what your competitors are doing and find out what has worked for them. If competitors won't work with you, ask the sales representatives to provide you with historical data on other destinations' or communities' results, so you have a benchmark and realistic expectations for the various mediums.

Look to foster partnerships/cooperative opportunities with other organizations within your community that may have complementary product offerings and target markets. Co-operative ad buys will also help leverage your advertising dollars to achieve maximum exposure.

Advertising on the Internet

The Internet has proven to be an extremely popular way for consumers to gather information about travel destinations, and a convenient way to buy travel. According to Nielsen/NetRatings, 68.7 percent of the U.S. population uses the Internet. According to Jupiter Media Metrix's January 2002 report, $2.3 billion was generated from online revenue at travel-related sites. By 2007, total online travel sales are expected to exceed $64 billion annually.

Following are some basic marketing points for Internet tourism promotion:

- Choose a URL (Web site address) that is short, easy to remember, and says who you are.
- List your Web site with all the major search engines and check weekly to make sure it is rising to the top of the list.
- Don't put too many graphics on the home page, because you want to create a page that loads quickly.
- Add value and interactivity to your Web site with links, giveaways, games, etc. A giveaway is also a great way to gather E-mail addresses for a mailing list -- with permission, of course.
- Link to map sites and weather sites to provide more information for the consumer.
- Update your Web site often. There is no bigger turn-off than outdated information.

- Incorporate an interactive request form, guest book and/or survey. Make sure your Web site is truly a two-way street.
- Have as much information on the site as possible, but make sure it is well organized and concise. Use "click here for more information" links and icons.
- Don't post pages that are under construction. A Web page is either ready, or it isn't.
- Make Web site images consistent with your offline images.
- Use a consistent design and layout throughout site.
- Steer clear of gimmicks such as scrolling text, music, etc. They tend to annoy more than entertain.
- Use a site map, search function or index and make sure your site is easy to navigate.
- Keep graphics small. Use "thumbnails" on a photo album page to keep loading time to a minimum.
- Consider using a "splash page" for destination marketing (a splash page is a colorful opening page that leads into the site).
- Evaluate whether to develop your in-house Web site vs. hiring a company to produce one for you (if you have Web design expertise in-house, use it. If not, consider outsourcing your Web site development).

Below are key information categories that are popular for destination Web sites. Keep in mind that these are popular categories, but not all may be right for your business or community site.

Accommodations Listings
Calendars of Events
Cities
Activities
Maps (Don't forget the possibility of linking to a map on the Web)
Special Offers/Vacation Deals/Coupons or Discounts
FAQ (Frequently Asked Questions)
Photo Gallery
Weather
Visitor's Guide Request Forms
Shopping Guides
Sweepstakes
Dining Guides
Contact Information (E-mail for all staff)
Meeting Planning/Convention Planning Information (and link to appropriate staff)
Media Center/Pressroom with link to appropriate staff – include a press kit and photographs
Travel Industry Marketing/Trade Information
Photo Library/Film Commission

Using E-mail to Keep Your Customer Coming Back

Once you have established a database of customers, and the database of names continues to grow, there are ways to contact your customers again to remind them (frequency) about your destination. Marketing is an ongoing process; it doesn't stop after you have that customer's name in your database, or after he or she has stayed at your property. The goal is to establish a relationship with your customers and convince them to return to your destination often.

E-mails, e-newsletters and e-cards are effective ways to efficiently reach your customers. Sending promotional E-mails to your "House" list of customers may be accomplished in a number of ways.

Consider the software on computers -- for your own organization as well as your customers. Some regular E-mail software will allow you to manage small E-mail lists, most of which are free.

- **Eudora –** http://www.eudora.com – Free and paid versions, automatically unsubscribes
- **Pegasus –** http://www.pmail.com – Automatically unsubscribes.
- **Netscape Communicator –** http://browsers.netscape.com/browsers/main.tmpl

A specialized E-mail list management software is available from about $200-$300.
- **PostCast –** http://www.postcast.com
- **Lsoft –** http://www.lsoft.com

Some free, self-serve E-mail list management software exists, too. Each is free, but small ads are inserted into your E-mails.
- **Topica Exchange –** http://www.topica.com
- **Yahoo! Groups –** http://www.groups.yahoo.com
- **GNU –** http://www.gnu.org

Prices vary for paid, self-serve E-mail list products.
- **Constant Contact -** http://www.roving.com – Inexpensive and easy to use.
- **Yahoo! Small Business –** Campaigner – http://partners.gotmarketing.com/yahoo_sb/campaigner.html
- **Topica E –** mailPublisher – http://www.topica.com
- **List Builder for bCentral –** http://www.bcentral.com/products/lb/default.asp
- **SparkLIST –** http://www.sparklist.com

Fulfillment

Consumer inquiries are collected through AOT's call center, Web sites, business reply cards (BRCs), reader service listings (RSLs), white mail, kid's requests and promotions. The leads are then filtered through a series of analysis tools and fulfilled in a customized manner. AOT produces two pieces annually for distribution through our fulfillment channels. Both the *Official State Visitor's Guide* (OSVG) and *Official State Visitor's Map* constitute AOT's standard travel packet and are the primary fulfillment pieces for AOT. With potential visitors segmented by interest and qualified by propensity to travel, AOT may re-contact these consumers after they receive their travel packets to provide more specific information and ensure a higher conversion rate.

With new technology, AOT has significantly improved the ability to track customers and record their interests and activities they plan to do while visiting Arizona. This data capture is integral to the success of AOT's relationship marketing projects and builds the foundations for valuable cooperative marketing programs.

The arizona**guide**.com Official State Visitor's Guide Request form is one example of how AOT can track customer's inquiries and actions.

Call Center
AOT contracts the use of a call center to facilitate calls that come in due to advertising placements. Contact One handles call center services for AOT. The Tucson, Arizona based operators receive monthly training on tourism product throughout the state, as well as regular customer service training.

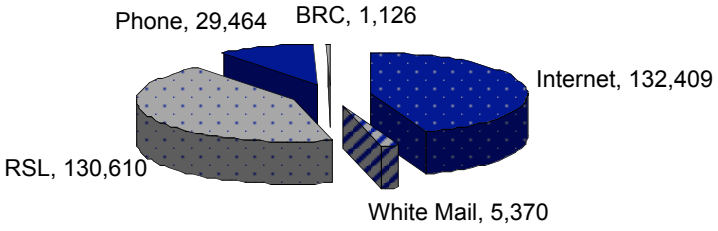
Guest speakers from Arizona Destination Marketing Organizations (chambers, CVBs, tribal lands and other associations) are invited to visit Contact One and educate operators on their destinations and product offerings. In an effort to accommodate as many speakers as possible, representatives will be grouped together by region or niche when appropriate by AOT. If you are interested in being a guest speaker, please contact Lori Rogers, Fulfillment Manager, at 602-364-3712 or lrogers@azot.gov.

Data Entry
Due to the high volume of leads, AOT outsources all data entry needs. HDI Solutions, AOT's data entry vendor keys in all kids' requests, white mail, Business Reply Cards and Reader Service Listing leads. Once completed, all records are transferred for storage and data analysis.

Data Analysis
RUF Strategic Solutions provides AOT with a seamless process for data transfer. Its data analysis and warehousing capabilities allow AOT to store all 2.4 million leads in a comprehensive database, and to analyze segments of that database to further identify key target markets, consumer preferences, campaign success and so much more.

Arizona Travel Packets
AOT's standard travel packet containing the OSVG and Official State Visitor's Map is fulfilled in Tampa, FL through Jagged Peak. Once all leads from data entry, the Web and the call center are transferred to RUF for storage and data analysis, files are sent to Jagged Peak for fulfillment. The entire process from the moment AOT receives a request to the time that the travel packet is received averages 3 – 4 weeks.

FY06 Fulfillment Inquiry Sources



Relationship Marketing Opportunities through the Arizona Office of Tourism

The Arizona Office of Tourism, in cooperation with RUF Strategic Solutions, can provide direct marketing opportunities to chambers of commerce, convention and visitors bureaus and tribes around the state. These services are outlined on the following page and include leasing AOT's database, acquiring new customers through the purchase of new names, and enhancing visitor information by appending customer data. This pricing is based on a prior case study, and is subject to change slightly based on criteria utilized for the project.

Leasing names from AOT's database

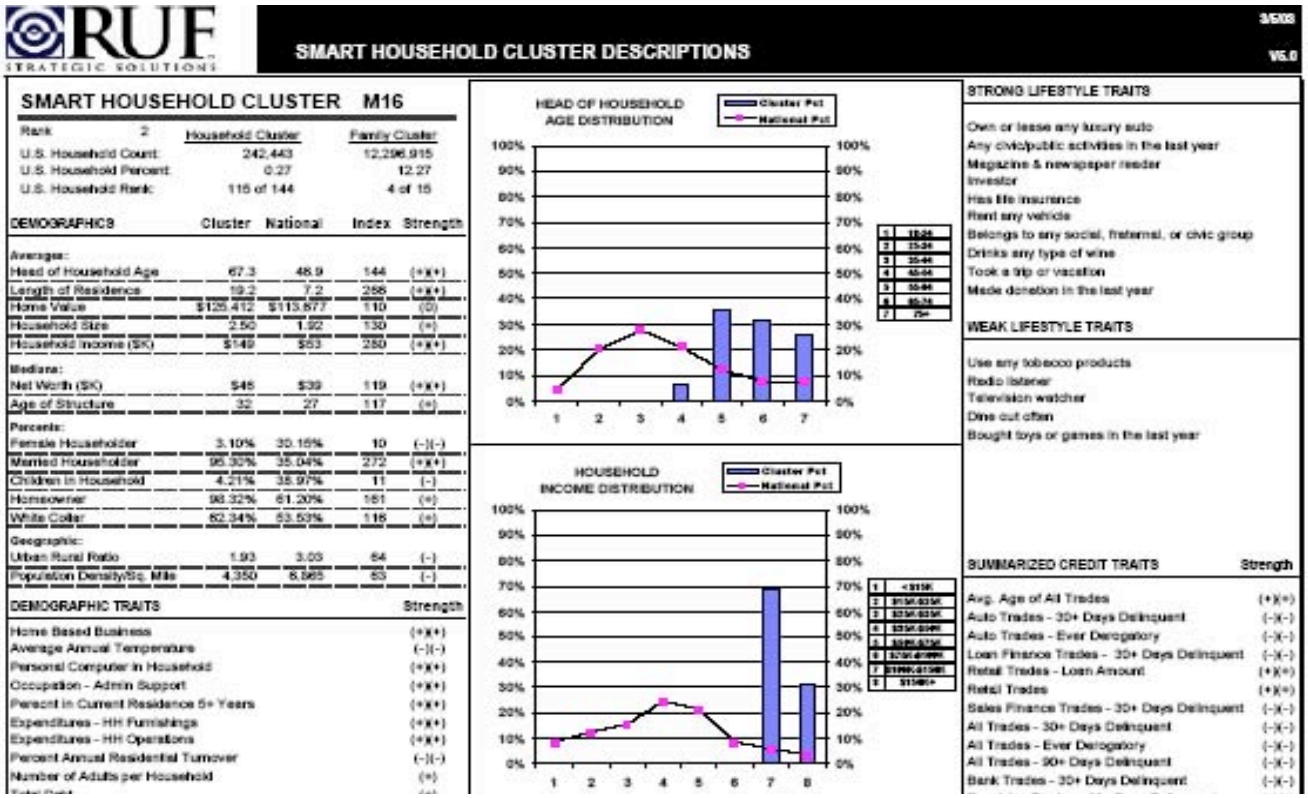
Through the leasing program, AOT provides information (name, address, E-mail, source of inquiry, interests, etc.) on qualified customers – people who have previously requested an Arizona travel packet. Direct mail or E-mail campaigns are the most common uses of the database information.

Specific information about each customer is captured in AOT's database. Then, partners provide characteristics or criteria for the group they want to target. For example, a partner may request the following criteria to sort consumer inquiries (names):

- *Inquiries received in the last twelve months*
- *Inquiries from California and Illinois*
- *Inquiries that have E-mail addresses*
- *Inquiries that said they were interested in golf*

A new enhancement to the AOT database can also provide Smart Target and Smart Target Plus lifestyle/psychographic and household clustering information on each customer in AOT's database. Partners can select criteria from 114 different lifestyle characteristics. The customization enables partners to create a message that speaks more directly to their targets, creating a stronger impact. This process is usually successful at meeting the partner's goals and objectives efficiently. For example, a partner may request the following criteria to pull a extremely targeted list of individuals who:

- *Subscribe to Smithsonian Magazine*
- *Have an American Express Gold Card*
- *Drive a Volvo*
- *Have a household income (HHI) of $75,000+*



Acquiring New Customers

Another option is to acquire new names outside of the AOT database. Annually, AOT completes an analysis of the consumer inquiry database in order to identify target segments likely to inquire about Arizona travel information. Other travel and lifestyle characteristics of consumers are also available.

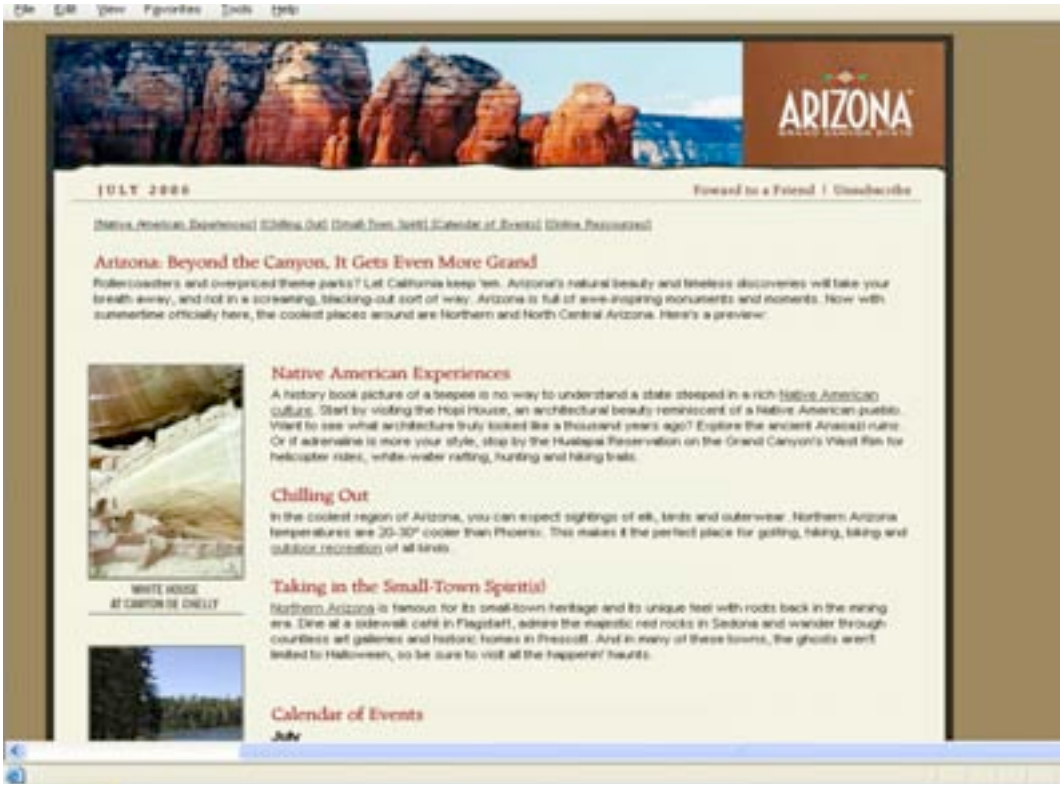
The options for buying new names similar in characteristics to those in AOT's consumer inquiry database are outlined under the "Purchase New Names" section. The benefit of going through AOT to purchase names is that some of the work has already been done for you. The Smart Target and Smart Target Plus systems provide a demographic profile and a lifestyle profile of households exclusive to AOT's data analysis vendor. Purchasing a list of names from a mailing

house may be more affordable, but will not allow the same kind of segmentation or intelligence. Being familiar with AOT's database and consumer profiles makes it easier to choose new customers who are more likely to respond to your particular advertising campaign. See the illustration on the following page for how AOT can segment consumer populations, based on very specific demographic and lifestyle characteristics.

Distribute Marketing Material in AOT Travel Packets
All requests for information at AOT are sent a travel packet. This packet consists of the *Official State Visitor's Guide* (OSVG) and Official State Map. Opportunities are available for DMO's (Destination Marketing Organizations) to insert marketing or promotional material (standard rack size brochure weighing less than one ounce) into all travel packets.

Advertise in the Official State Visitor's Guide (OSVG)
The OSVG is a 144-page fulfillment piece for the Arizona Office of Tourism with a circulation of more than 600,000 annually. Advertising space and listings are currently available for next year's OSVG. Advertisers are listed on the FREE Reader Service Card for direct, qualified leads. In addition, the entire publication will be available in PDF format on www.arizona**guide**.com, which has more than 4.3 million unique visitors annually.

Monthly E-Newsletter
On a monthly basis, AOT sends an e-newsletter to 50,000 opt-in inquirers. Each month, E-mail recipients will be selected by special criteria such as geo-targeting, interests, and time of year they are traveling, based on topics for that month. AOT features editorial/advertorial copy about Arizona, focusing on different niches and areas of the state based on the editorial calendar. Tribes, Destination Marketing Organizations (DMOs) and their membership bases have opportunities for involvement to further represent their regions. Partners will receive a logo and photo placements, advertorial opportunities and a hyperlink to their Web sites. In FY06, the average click thru rate for our e-newsletters was 20.3% and the average open rate was 25%. A sample of the AOT E-Newsletter is on the next page.



AOT's FY 07 Monthly E-Newsletter Editorial Calendar

2006

- July — Timeless Discoveries - Northern AZ / North Central AZ: Native American experiences (Anasazi ruins), cool temperatures, small towns (Flagstaff, Prescott – preserved their distinctive heritage and small town spirit & charm)
- August — Unexpectedly Exhilarating Signature Scenery – nature, outdoor adventure statewide and the attributes of the unexpected beauty of the state
- September — Timeless Discoveries – rich and storied landscape; Engaging off the beaten path exploration and discovery - Ghost Towns, mystifying ruins, mining towns; night filled skies
- October — Vibrant Variety – (red rocks, brilliant sunsets, etc.) Show fall colors in the northern part of the state
- November — Culinary Focus: Rejuvenating Open Air Lifestyle - Fine Dining; Vibrant Variety -eclectic dining experiences
- December — Rejuvenating Open Air Lifestyle - Spring Training, Golf, Spa

2007

- January — Vibrant Variety/Open Air Lifestyle – art & architecture – modern– museums, cultural performances
- February — Vibrant Variety - Geotourism – nature/culture/heritage - will be focused more on the natural old west / timeless discoveries / preservation etc.
- March — Vibrant Variety – Highlight the urban energy of Greater Phoenix and Tucson: Eclectic Dining, art, shopping, nightlife, spa
- April — Timeless Discoveries – Southern AZ: Night Skies, mining towns

(Bisbee, Tubac – preserved pioneer towns) authentic unspoiled territory – ranchlands/cowboys; Native American reservations

- May — Exhilarating Signature Scenery – sightseeing/dining around the state (focus on Northern AZ)
- June — Rejuvenating Open Air Lifestyle – family water activities, learning adventures, resort values, spa

Pricing for Relationship Marketing Opportunities Through the Arizona Office of Tourism

Description	Price	Advantages
Monthly E-Newsletter	$1,500 ea. per DMO*	E-Newsletter reaches all opt-in inquirers (50,000 per month). Up to two DMOs* featured per month.
Lease AOT's database** (One-time use only)	$0.075 per name	Advertiser will provide AOT final approval for its (one time use only) desired piece(s) for mailing. You may select geographic areas such as cities, states, or zip codes. It may also be possible to select source of inquiry. Can be used for direct mail OR e-mail push. Must purchase a minimum of 10,000 names.
Lease AOT's database with Smart Target psychographic Lifestyle Characteristics (One-time use only)	$0.085 per name	Advertiser will provide AOT final approval for its desired piece(s) for mailing. You may select psychographic criteria based on Smart Target Plus lifestyle characteristics along with geographic areas such as cities, states, or zip codes. It may also be possible to select source of inquiry. Smart Target provides a demographic profile and a lifestyle profile, therefore allowing the partner to define a much greater level of detail based on interest and predefined characteristics such as "Has an American Express Card".Can be used for direct mail OR e-mail push. Must purchase a minimum of 10,000 names.
New Customer acquisition	$0.03 per name	Standard mailing information of new names (including name, street address, city, state, zip). For an additional fee, can drill down to specific lifestyle or household characteristics. Must purchase a minimum of 25,000 names.
Insert a stand-alone piece in AOT's standard travel packet***	$0.15 per piece	Reaches all inquirers. Greater recognition through Travel Packet. Specific time periods may be selected. 10,000-piece minimum based on a rack size brochure weighing less than one ounce. Postage included in this cost.

Advertising in the Official State Visitor's Guide (OSVG)	Ranges from a Directory Listing ($350) to a Full Page Ad ($19,320)	The OSVG is AOT's informative, 144-page travel planner, mailed out to all consumer inquirers (through telephone, business reply cards, white mail, reader service listings, and web requests) from print and TV advertising, or from general requests for travel information. It is also made available in visitor centers around the state, and distributed to tour operators and travel agents. 620,000 printed annually.
Phone of Output	$0.02 per name	Optional phone number can be added to records. A minimum of 10,000 addresses must be purchased.

AOT is also willing to consider cooperative direct marketing proposals. Please provide a written proposal. AOT reserves the right to accept or reject any printed material for distribution. AOT is not responsible for any additional printing, shipping and/or handling charges unless otherwise noted.

* DMO – Destination Marketing Organizations are defined as CVBs and local chamber organizations.
** AOT's database contains the names of all requestors who have received our packet.
*** The standard travel packet, which is mailed to all inquirers described above, contains the Official State Visitor's Guide and Official State Map, a state travel map.

Relationship Marketing In Action
AOT strongly encourages all DMOs and tribes to get involved with the high quality, low-cost opportunities developed to aid communities throughout Arizona in expanding their reach and encouraging tourism in the State of Arizona.

For example, a partner could do a direct marketing campaign to Arizona residents using E-mail addresses from the AOT database. The partner would purchase 10,000 E-mail addresses at $0.075 per name ($750) for one-time use of the E-mail addresses. The partner would be responsible for creation of the E-mail, tracking responses, administering the call-to-action and fulfillment of requests.

Relationship Marketing Samples
The following examples over the past years illustrate the different ways the Arizona Office of Tourism can work with partners throughout Arizona.

The first example was completed in cooperation with the Metro Tucson Convention and Visitor's Bureau (MTCVB). The MTCVB leased 40,000 E-mail addresses from AOT and sent e-cards encouraging customers to visit a Web site with special spring offers. The partners' outlined goals and objectives of the e-promotion were met.

E-mail Campaign Results for the Metro Tucson CVB E-Blast

Total E-mails Attempted to Send:	45,411	
Bad Format E-mails:	67	.1% of total attempted
Total E-mails Sent Successfully:	45,344	99.8% of total attempted
Subscribe (Person subscribed to request more Arizona information)	9,134	20% of total sent
Unsubscribe (Person asked to be removed from AOT database)	556	1% of total sent
Bounced (undeliverable/closed account)	6,081	13% of total sent
Click Thru Total (click throughs from the E-mail to MTCVB partner site)	3,122	7% of total sent

The second marketing opportunity illustrated is the December 2005 E-Newsletter. This e-newsletter targets 50,000 opt-in inquirers each month with a dynamic E-Newsletter. The newsletter features advertorial copy about Arizona provided by participating DMOs and tribes, focusing on different niches and areas of the state based on a predefined editorial calendar.

December 2005 Monthly E-Newsletter

Total E-mails Attempted	53,073	
Bad Format	74	.00001% of total attempted
Total Sent	52,999	99.99% of total attempted
Bounced*	4,203	7.9% of total attempted
Open rate (newsletter opened)	21,532	40.6% of total sent
Unsubscribed	674	1.3% of total sent
Click Thru Total (from E-mail to partner Web site)	3,963	18.4% of total opened
Forward to a friend (send newsletter to a friend)	79	.4% of total opened

Enhancing Your Own Visitor Information and Consumer Inquiry Database

There are many options as listed on previous pages within this section which illustrate ways that organizations can enhance programs and gain more leads through partnering with AOT.

One tool that may greatly benefit what you know about the individuals in your database is by appending or adding information to what your inquirer or customer has already given you. The appending data function is a process that includes taking customer data and adding information to the record based on zip code. This process is another resource available for Arizona tourism partners. Basically, the process appends household information to a database, like a guest register. For instance, if zip codes were the only piece of data collected, estimated household age, income, ethnicity, presence of children in the household, homeownership and marital status could be added to the records based on the zip code. This data may provide more demographic information to the partner's customers than was previously available. Partners would be able to use this data to determine characteristics about their customers to better target their marketing goals and objectives.

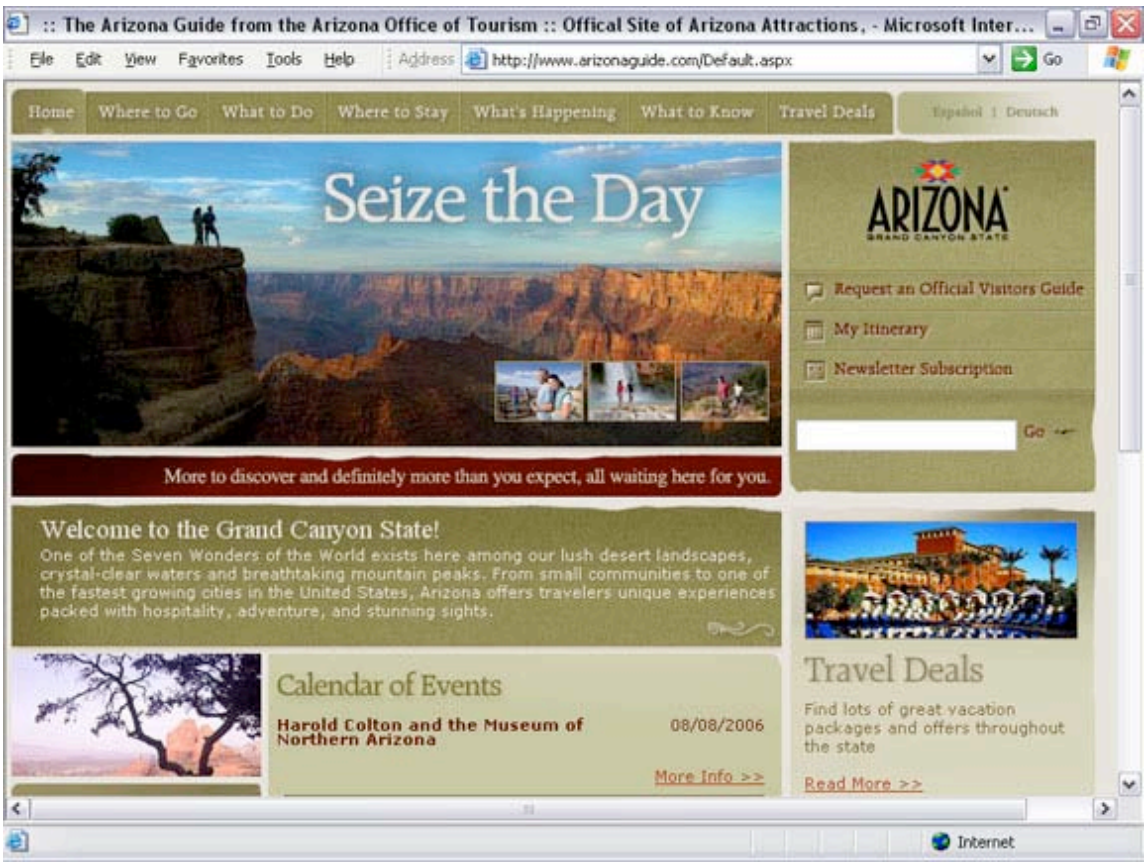
These services are provided to tourism partners wishing to develop a program that will be both beneficial to and successful for their businesses and AOT. The Arizona Office of Tourism

reserves the right to make changes to any of the above programs. To learn more, contact Lori Rogers, Fulfillment Manager, at (602) 364-3721 or lrogers@azot.com.

Interactive Consumer and Business Web sites

AOT's Consumer Site: arizonaguide.com

The Web site, arizona**guide**.com, was recently redesigned with a new understanding of the on-line consumer in mind. Consumers are looking more to the Web for information about vacation destinations, and studies have shown that content is the single most important thing users are looking for on a tourism site. Therefore, the new site has incorporated several more categories of information, organized in a logical manner under the general headings: Where to Go, What to Do, Where to Stay, What's Happening, What to Know and Travel Deals. The "Where to Go" section is further organized by the five geographic regions: Phoenix and Central Arizona, Tucson and Southern Arizona, Northern Arizona, North Central Arizona and Arizona's West Coast. A city search is also provided as a convenient way for visitors to find their way around Arizona.



The section, "What to Do", is where consumers can learn about all the different activities available in Arizona. This section is divided into 12 major categories: The Grand Canyon; Arts, Culture & Heritage; Dining; Driving Tours; Family Fun; Golf; Nightlife; Outdoor Recreation; Shopping; Spas; Special Interests; Sports, and with a link to the Arizona Scenic Roads site. These categories are further divided into relevant subcategories where consumers can find more information and descriptive listings of businesses and locations where these activities can be

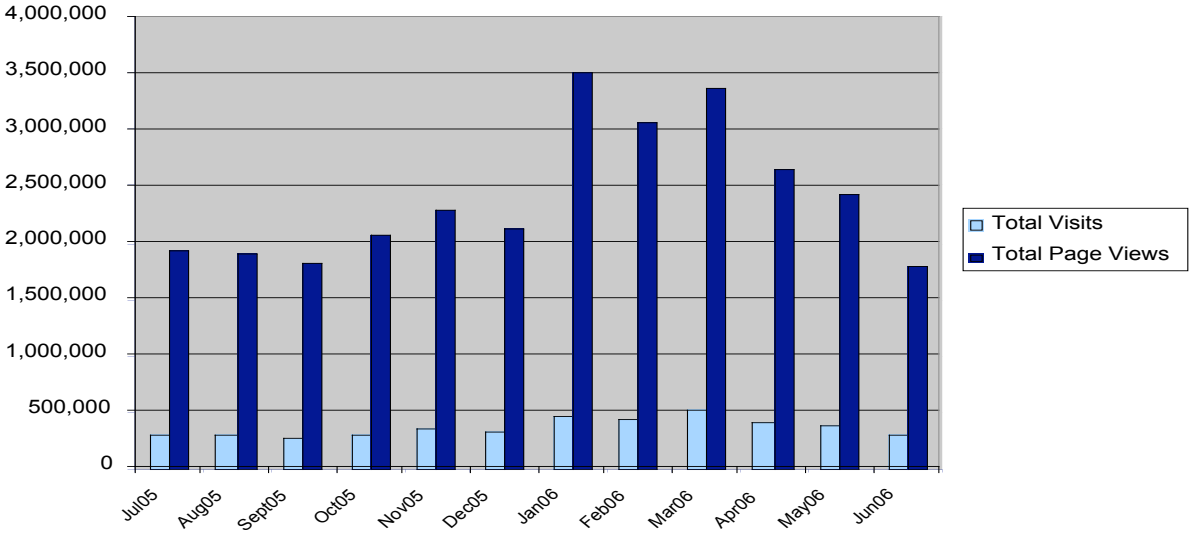
enjoyed. The listings are compiled from information from AOT's partner CVB's, Chambers and third party providers. Listings are updated bi-annually. Contact your local CVB or Chamber for more information. This information makes arizona**guide**.com a rich source of information while also providing these organizations an excellent opportunity to further promote their local businesses.

Another section of the new site is Travel Deals. This section incorporates the former ArizonaVacationValues.com into the main consumer site. Consumers visiting the "Travel Deals" section of arizona**guide**.com may view packages by type, such as attractions and accommodations, or they can sort by price and location.

Tourism-related businesses may post discount packages or added-value programs to "Travel Deals", and can track the number of times their offer was viewed. Businesses can then modify, delete and/or add a new offer. Another section of "Travel Deals" was designed specifically for Travel Agents. These pages are available though a separate log-on area where agents may view commissionable packages.

Additionally, arizona**guide**.com is the place where consumers may request a travel packet on-line. Other capabilities include a search function, interactive map, suggested itineraries, accommodations directory and daily temperature information. The site also provides links to Arizona's convention and visitors bureaus, chambers of commerce, tribal information, designated AOT niche groups, and other valuable Arizona tourism-related sites. These convenient links allow our tourism partners to benefit from the high volume of traffic this site generates. The more visitation arizona**guide**.com garners, the more opportunity for Arizona communities to attract visitors to their Web sites. Currently, arizona**guide**.com has 4 million unique visitors annually. The charts on the following pages show in-depths site statistics for FY06.

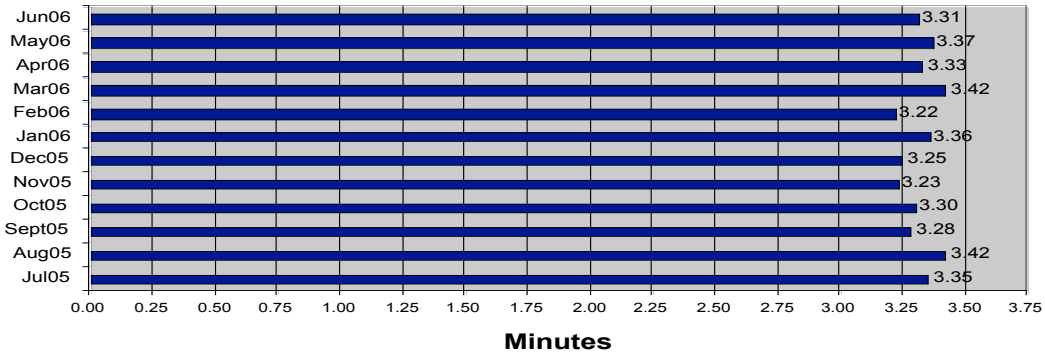
FY06 arizonaguide.com Site Statistics

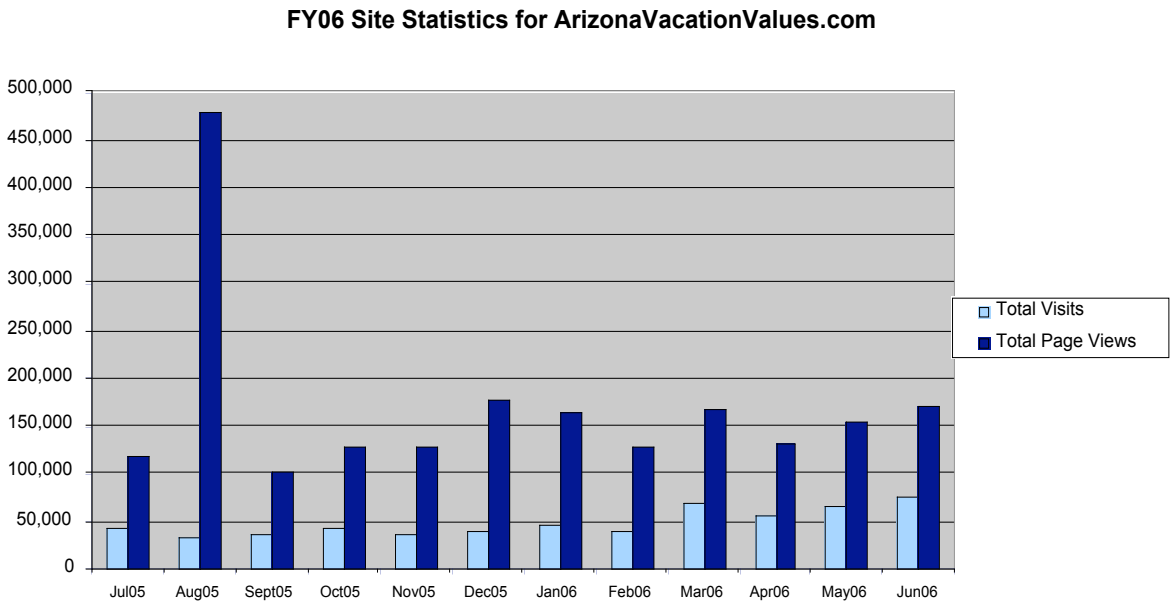


Total Page Views: 28,970,157 **Total Visits: 4,352,151**

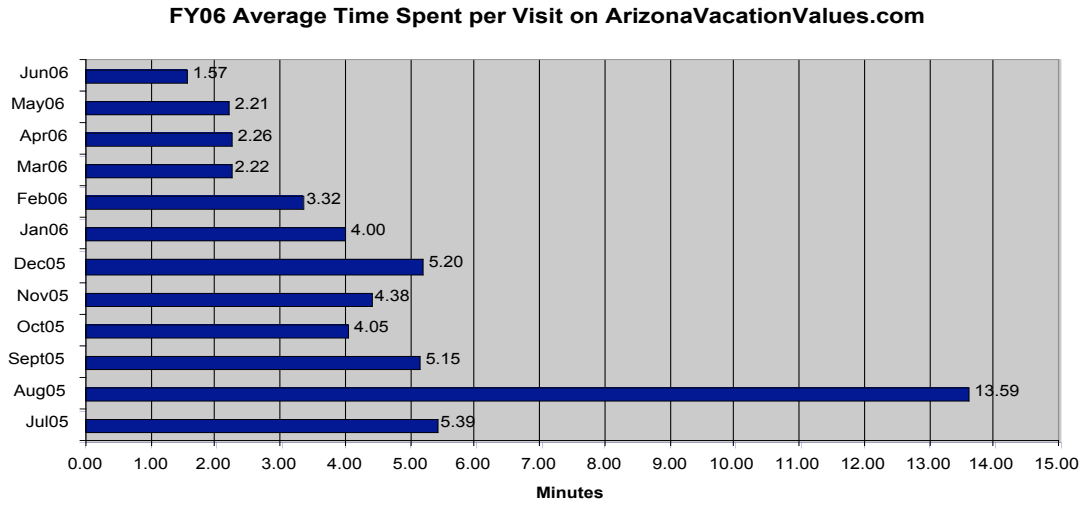
Page View: a hit or request for an element considered to be a page element; i.e. text block, logo, photo, etc.
Visits: a group of transactions between an "IP address" (or "one individual" or "one computer") and the Web server.

FY06 Average Time Spent Per Visit on arizonaguide.com



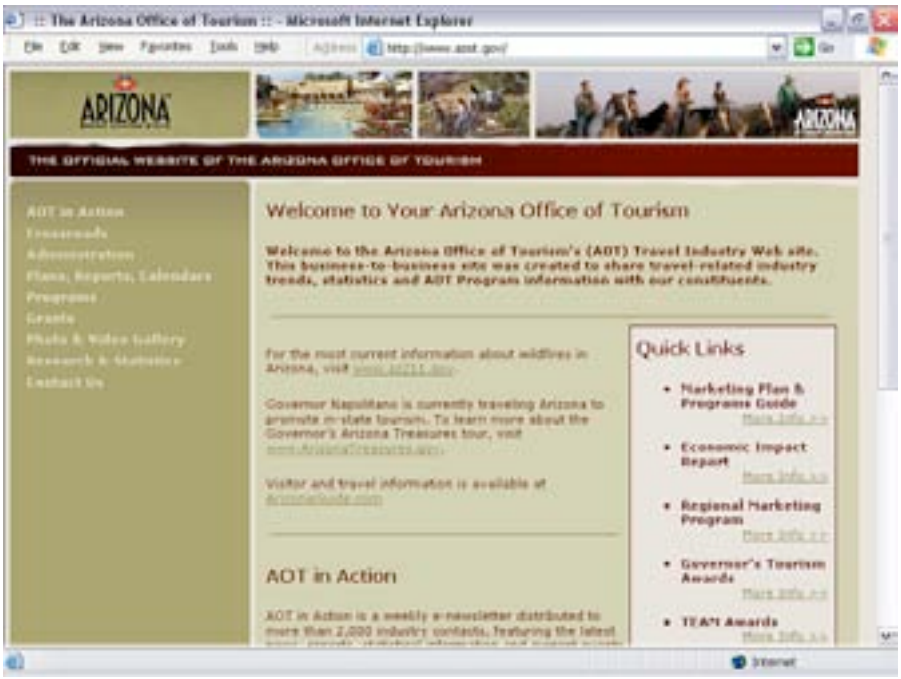


Total Visits for FY06: 591,729 Total Page Views for FY06: 2,058,576



AOT's Business-to-Business Web site: www.AZOT.gov

The Arizona Office of Tourism understands the need to communicate with its constituents. In an effort to provide as much information as possible, the Office of Tourism maintains www.AZOT.gov, a "business-to-business" Web site. On this site, tourism partners can learn about all the activities of the Office of Tourism. From the media plans to upcoming trade shows, this Web site is a valuable tool for constituents across the state. Want to know in what publications AOT is advertising? You can either click on "Media Plan" from the "Plans, Reports, Calendars" section, or navigate to the plan from the "Programs" section by selecting "Advertising" and then "Media Plan". Are you looking for ways in which you can partner with AOT marketing efforts? Click on "Cooperative Opportunities" from the "Programs" section to find out about all the possibilities. Do you want to know about the most recent research efforts? Browse the "Research & Statistics" section to learn more. Are you interested in finding out about



visitor services programs? Click on "Development & Education" from the "Programs" section for applications, workshops and more. Are you a rural community looking for information on grants? Search the "Grants" section for guidelines and dates. Find the answer to your tourism questions at www.AZOT.gov.

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Arizona Council for Enhancing Recreation & Tourism (ACERT)
Agency Representatives
2007

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Krug, Liz	Arizona State Parks	Research and Marketing Director	602-542-7105	ekrug@pr.state.az.us
Leyva, Mike	Arizona Office of Tourism	Director of Tourism Development	602-364-3723	mleyva@azot.gov
Lidman, Roger	Pueblo Grande Museum and Archaeological Park	Director	602-495-0901	roger.lidman@phoenix.gov
Martins, Sarah	Arizona Office of Tourism	Travel Counselor/ Receptionist	602-364-3687	smartins@azot.gov
McVay, Annie	Arizona State Parks	Recreational Trails Coordinator (non-motorized	602-542-7116	amcvay@pr.state.az.us
Melvin, Dawn	Arizona Office of Tourism	Native American Tourism Manager	602-364-3707	dmelvin@azot.gov
Menchaca, Mitch	Arizona Commission on the Arts	Director, Local Arts Development	602-229-8229	mmenchaca@azarts.gov
Nyaupane, Gyan	Arizona State University	Assistant Professor	480-965-3487	gyan.nyaupane@asu.edu
Payne, Jim W.	US Forest Service	Public Affairs Media Officer Southwest Region	602-225-5291	jwpayne@fs.fed.us
Pedrick, Kathy	Bureau of Land Management	Resource Advisor	602-417-9235	Kathy_pedrick@blm.gov
Schinzel, Katharine	Arizona State Parks	Database Analyst, Research & Marketing	602-542-7124	kschinzel@pr.state.az.us
Schlottman, Glenn	Arizona Office of Tourism	Research and Tourism Development Coordinator	602-364-3727	gschlottman@azot.gov
Senter, Kathie	U.S. Fish and Wildlife-Buenos Aires	Administrative Assistant	520-823-4251 x 116	kathie_senter@fws.gov
Shireman, Rick	National Park Service	State Coordinator	602-640-5250 x 242	rick_shireman@nps.gov
Swarbrick, Bonnie	U.S. Fish and Wildlife-Buenos Aires	Outdoor Recreation Planner	520-823-4251 x 108	bonnie_swarbrick@fws.gov
Templin, Carrie	Bureau of Land Management	Public Affairs Specialist	602-417-9448	carrie_templin@blm.gov

Arizona Council for Enhancing Recreation & Tourism (ACERT)
Agency Representatives
2007

Tronstad, Russell	University of Arizona Cooperative Extension	Department of Agriculture and Resource Economic	520-621-2425	tronstad@ag.arizona.edu
Virden, Randy	Arizona State University	Chair of Department of Recreation Management of Tourism	480-965-2972	rjvirden@asu.edu
Yarchin, Joe	Arizona Game and Fish Department	Watchable Wildlife Coordinator	602-789-3989	JYarchin@azgfd.gov
Yoder, Julie	Arizona Humanities Council	Executive Director	602-257-0335 x 24	jyoder@azhumanities.org

Research Resource Listing

The Research & Strategic Planning Division of the Arizona Office of Tourism has a variety of statistics that can help with a marketing plan, strategic plan, general information, and much more. This research information is posted at www.azot.gov.

The following is a listing of agencies and organizations that conduct or maintain tourism-related research, or are contacts for information on specific topics. The index provides a quick reference for locating specific information.

Index: Federal, State and Local Agencies

Economic Indicators, Studies, and Reports

- AAA of Arizona
- Arizona Department of Commerce
- Arizona Department of Economic Security
- Arizona Department of Revenue
- Arizona Tourism Alliance
- Eller College Management at University of Arizona
- Greater Phoenix Economic Council
- National Bureau of Economic Research
- Travel Industry Association of America
- U.S. Bureau of Economic Analysis

Lodging Information

- Arizona Hospitality Research and Resource Center at Northern Arizona University
- Arizona Hotel and Motel Association
- Arizona Office of Tourism
- Arizona State University Center for Business Research (Winter Visitor Studies)

Population and Census Data

- Population Reference Bureau
- U.S. Bureau of Labor Statistics
- U.S. Census Bureau

Research Related Tools

- Travel and Tourism Research Association

Restaurant Information

- Arizona Restaurant and Hospitality Association

State and National Parks and Public Lands

- Arizona Bureau of Land Management
- Arizona State Parks
- National Park Service

Transportation Statistics

- Arizona Department of Transportation
- International Air Transport Association
- Phoenix Sky Harbor Airport
- U.S. Bureau of Transportation Statistics

International Travel Statistics

- Statistics Canada
- U.S. Department of Commerce Office of Travel and Tourism Industries
- World Tourism Organization

AAA of Arizona: Provides visitor information for Arizona travelers
3144 N. 7th Ave.
Phoenix, AZ 85013
Local: 602-274-1116
Fax: 602-277-7821
Phone: 800-352-5382
Web Site: www.aaaaz.com

Arizona Bureau of Land Management: Provides information on lands managed by the Bureau of Land Management in Arizona
One North Central Ave., Suite 800
Phoenix, AZ 85004-4427
Phone: 602-417-9200
Fax: 602-417-9556
Web Site: www.az.blm.gov

Arizona Department of Commerce: The Office of Economic Information and Research serves as the state's clearinghouse for economic information and manages strategic research related to Arizona's economy. The Office also provides information and analyses of trends, opportunities, best practices, market issues and department/program impacts
Executive Tower, Suite 600
1700 W. Washington
Phoenix, AZ 85007Phone: 602-771-1100
Phone: 800-528-8421
Web Site: www.azcommerce.com

Arizona Department of Economic Security: Provides population statistics and labor market information, which includes Census 2000 data, employment and wage estimates by occupation for the state, metropolitan areas and counties
1717 W. Jefferson St.
Phoenix, AZ 85007
Phone: 602-542-4791
Phx: 800-352-8168
Tucson: 800-835-2100
Web Site: www.de.state.az.us

Arizona Department of Revenue: Provides tax revenue for tourism-related sectors
1600 W. Monroe
Phoenix, AZ 85007
Phone: 602-716-6090
Fax: 602-542-4772
Web Site: www.revenue.state.az.us

Arizona Department of Transportation: The Transportation Planning Division provides traffic count estimates for Arizona's roads and highways
206 S. 17th Ave.
Phoenix, AZ 85007
Phone: 602-712-7011
Web Site: www.dot.state.az.us or for specific traffic counts www.tpd.az.gov

Arizona Hotel and Motel Association: Representing over 37,000 rooms statewide and 450 members including hotel, resorts, B&Bs, and related industry members, to enhance, unite and protect the interests of the Arizona lodging industry
1240 E. Missouri Ave.
Phoenix, AZ 85014
Phone: 602-604-0729
Fax: 602-604-0769
Web Site: www.azhma.com

Arizona Hospitality Research and Resource Center at Northern Arizona University: Provides information and service to the research needs of hospitality and tourism industries in Arizona and throughout the southwestern United States, provide specific areas of research and study, including economic impact of tourism, visitor demographics and profiles, customer satisfaction, marketing, resident attitude surveys, workforce issues, and ecotourism and sustainability issues
Northern Arizona University
PO Box 6024
Flagstaff, AZ 86011
Phone: 928-523-6205
Fax: 928-523-5233
Web Site: www.nau.edu/hrm/ahrrc

Arizona Office of Tourism: Maintains data on Arizona visitation, spending, and industry trends
1110 W. Washington St., Suite 155
Phoenix, AZ 85007
Phone: 602-364-3700
Fax: 602-364-3701
Web Site: www.azot.com/research.asp

Arizona Restaurant and Hospitality Association: Promotes pro-business, pro-restaurant development in Arizona and provides support to current and potential restaurateurs
2400 N. Central Ave, Suite 109
Phoenix, AZ 85004
Phone: 602-307-9134
Phone: 800-888-0701
Fax: 602-307-9139
Web Site: www.azrestaurant.org

Arizona State Parks: Provides economic impact of Arizona State Parks and visitation estimates
1300 W. Washington St.
Phoenix, AZ 85007
Phone: 602-542-4174
Fax: 602-542-4180
Web Site: www.pr.state.az.us

Arizona State University Center for Competitiveness and Prosperity Research: A public service research unit of the W. P. Carey School of Business at Arizona State University, the Center for Competitiveness and Prosperity Research specializes in applied research relating to the economics and demographics of Arizona and the metropolitan Phoenix area, specific report topics include an annual survey of winter visitors ("snowbirds") to Arizona
Arizona State University
W. P. Carey School of Business
PO Box 874011
Tempe, AZ 85287-4011
Phone: 480-965-3961
Fax: 480-965-5458
Web Site: http://wpcarey.asu.edu/seid/ccpr/index.cfm

Arizona Tourism Alliance: Educates businesses, government officials and the public on the benefits of tourism industry
1240 E. Missouri Avenue, Suite 204
Phoenix, AZ 85014-2912
Phone: 602-452-2906
Fax: 602-230-7519
Web Site: www.aztourismalliance.org

Eller College of Management at University of Arizona: The Economic and Business Research Program provides information on the economic impact of Mexican visitors to Arizona and publishes the monthly newsletter *Arizona's Economy*
University of Arizona
Eller College of Management
McClelland Hall
PO Box 210108
Tucson, AZ 85721
Phone: 520-621-2165
Fax: 520-621-8105
Web Site: www.eller.arizona.edu/explore/

Greater Phoenix Economic Council: Provides statistical information on the Greater Phoenix area and the 14 communities that surround the area. The Information Center includes information on demographics and the labor force, as well as quality of life studies
Two North Central Ave., Suite 2500
Phoenix, AZ 85004
Phone: 602-256-8624
Toll-Free: 1-800-421-GPEC
Fax: 602-256-7744
Web Site: www.gpec.org or for the Information Center www.gpec.org/InfoCenter

International Air Transport Association: Provides information on aviation areas including traffic and financial statistics, economic analysis and market research
800 Place Victoria
P.O. Box #113
Montreal – H4Z 1M1
Quebec - Canada
Phone: +1 514 874 0202
Fax: +1 514 874 9632
Web Site: www.iata.org/

National Bureau of Economic Research: A private, non-profit, non-partisan research organization dedicated to promoting a greater understanding of how the economy works, includes data on expenditures, fluctuations and growth
1050 Massachusetts Ave.
Cambridge, MA 02138
Phone: 617-868-3900
Web Site: www.nber.org

National Park Service: Public Use Statistics Office provides park visitation for areas administered by the National Park Service
Public Use Statistics Office
WASO-TNT
PO Box 25287
Denver, CO 80225-0287
Phone: 303-343-2704
Fax: 303-343-2704 (call first)
Web Site: www.nps.gov,for specific visitation statistics http://www2.nature.nps.gov/stats/

Phoenix Sky Harbor Airport: Provides current and historical data on airport operations, including passenger traffic and economic impact information
Phoenix Aviation Department
3400 Sky Harbor Blvd.
Phoenix, AZ 85034
Phone: 602-273-3300
Web Site: http://phoenix.gov/AVIATION/info_stats/stats/index.html

Population Reference Bureau: Provides information on U.S. and international population trends and their implications, searchable database contains data on 95 demographic variables for more than 220 countries, 28 world regions and sub-regions, the world as a whole, and the United States
1875 Connecticut Ave., NW, Suite 520
Washington, DC 20009-5728
Phone: 1-800-877-9881
Fax: 202-328-3937
Web Site: www.prb.org

Statistics Canada: A source for Canadian social and economic statistics and products, including community profiles
Statistics Canada (National Capital Region)
Jean Talon Building, 6th floor
OTTAWA, Ontario
K1A 0T6
Phone: 1-800-263-1136
Fax: 1-877-287-4369
Web Site: www.statcan.ca

Travel Industry Association of America (TIA): A leader in domestic and international travel economic and marketing research, providing statistical information to the industry, seeks to meet the needs of TIA members and the travel industry in general by gathering, conducting, analyzing, publishing and disseminating economic, marketing and international research that articulates the economic significance of the travel and tourism industry at national, state and local levels
1100 New York Ave NW, Suite 450
Washington, DC 20005
Phone: 202-408-8422
Fax: 202-408-1255
Web Site: www.tia.org

Travel Industry World Yearbook: The Big Picture: The Yearbook highlights the main events and searches beyond the headlines to root out causes and effects and what they mean for the travel industry; includes statistical coverage of regions, countries, and industry sectors with in-depth analysis
Published by Travel Industry Publishing Company Inc.
PO Box 280
Spencertown, NY 12165
Phone: 518-392-4102
Fax: 212-772-6444
Web Site: www.travelbigpicture.com

Travel and Tourism Research Association: Association for travel and tourism research professionals, including state tourism office researchers and academic professionals
PO Box 2133
Boise, ID 83701
Phone: 208-429-9511
Fax: 208-429-9512
Web Site: www.ttra.com

U.S. Bureau of Economic Analysis: A division of the U.S. Department of Commerce, provides economic information specifically about the gross domestic product
1441 L St., NW
Washington DC 20230
Phone: 202-606-9900
Web Site: www.bea.gov

U.S. Bureau of Justice Statistics: Serves to collect, analyze, publish and disseminate information on crime, criminal offenders, victims of crime and the operation of justice systems at all levels of government
810 Seventh St., NW
Washington, DC 20531
Phone: 202-307-0765
Web Site: www.ojp.usdoj.gov/bjs/

U.S. Bureau of Labor Statistics: Provides information on labor economics and statistics
Postal Square Building
2 Massachusetts Ave. NE
Washington, DC 20212
Phone: 202-691-5200
Fax: 202-691-6325
Web Site: www.stats.bls.gov

U.S. Bureau of Transportation Statistics: A division of the U.S. Department of Transportation that provides transportation statistics
400 7th St., SW
Room 3430
Washington, DC 20590
Phone: 800-853-1351
Web Site: www.bts.gov

U.S. Census Bureau: Agency responsible for Census data from 2002
4700 Silver Hill Rd.
Washington, DC 20233
Phone: 303-763-4636
Web Site: www.census.gov

U.S. Department of Commerce Office of Travel and Tourism Industries: Collects, analyzes and disseminates international travel and tourism statistics for the United States, including inbound and outbound travel to the United States and abroad
1401 Constitution Ave., NW, HCHB1003
Washington, DC 20230
Phone: 202-482-0140
Web Site: www.tinet.ita.doc.gov

World Tourism Organization: Serves as a global forum for tourism policy issues and a practical source of tourism know-how and statistics; includes information on *Yearbook of Tourism Statistics*, compendium of tourism statistics, and travel and tourism barometer
Capitán Haya 42 · 28020 Madrid, Spain
Phone: (34) 91 567 81 00
Fax: (34) 91 571 37 33
Web Site: www.world-tourism.org

Arizona Tourism Related Associations

The following are a small number of statewide tourism associations that you may want to consider becoming involved with. Please contact your local destination marketing organization for more information in your area.

ASTA – Arizona Chapter
C/o Desert Travel
1201 N. Pinal Ave., Suite B
Casa Grande, AZ 85222
Tel. (520) 426-9264, Fax: (520) 426-9267
E-mail: jim@azasta.org
Web: www.azasta.org
Contact: Jim Kroll

Arizona American Indian Tourism Assoc. (AAITA)
7119 E. Shea Blvd., Suite 109-244
Scottsdale, AZ 85254
Tel: (480) 816-7108, Fax: (480) 837-7038

Arizona Assoc. for Economic Development
3003 N. Central Avenue, Suite 620
Phoenix, AZ 85012
Tel: (602) 240-2233, Fax: (602) 240-2391
E-mail: john@aaed.com
Web: www.aaed.com
Contact: John Bowers

AAA Arizona
3144 N. 7th Avenue
Phoenix, AZ 85013
Tel: (602) 274-1116 ext. 2716, Fax: (602) 266-1736
E-mail: dcowley@arizona.aaa.com
Web: www.aaa-arizona.com
Contact: David Cowley

Arizona Bed and Breakfast Association
11770 E. Rambling Trail
Tucson, AZ 85747
Tel: (928) 635-4880, (800)
Web: www.arizona-bed-breakfast.com
E-mail: Presidixon@earthlink.net
Contact: Linda Dixon

Arizona Chamber Executives
5102 E. Paradise Drive
Scottsdale, AZ 85254
Tel: (602) 795-9540
E-mail: azchamberexecs@cox.net
Web: www.azchamber.org
Contact: Julie Gordon

Arizona Dude Ranch Association
PO Box 603
Cortaro, AZ 85652
E-mail: info@wsranch.com

Arizona Golf Association/Golf Industry Assoc.
7226 N. 16th Street, Ste. 200
Phoenix, AZ 85020
Tel: (602) 944-3035, Fax: (602) 944-3228
E-mail: lthies@azgolf.org
Contact: Lorraine Thies

Arizona Guides Association
PO Box 45302
Phoenix, AZ 85064
Tel: (602) 996-6732, Fax: (602) 996-6713
Web: www.azguide.com
Contact: Leslie Ullstrup

Arizona Hotel & Lodging Association
1240 E. Missouri Ave.
Phoenix, AZ 85014
Tel: (602) 604-0729, Fax: (602) 604-0769
Web: www.azhma.com
E-mail: djohnson@azhla.com
Contact: Debbie Johnson

Arizona Humanities Council

1242 N. Central Ave.
Phoenix, AZ 85004
Tel: (602) 257-0335, Fax: (602) 257-0392
Web: www.azhistorytraveler.org
E-mail: jyoder@azhumanities.org
Contact: Juliana Yoder

Arizona Restaurant and Hospitality Association
2400 N. Central Ave., Suite 109
Phoenix, AZ 85004
Tel: (602) 307-9134, Fax: (602) 307-9139
E-mail: steve@azrestaurant.org
Web: www.azrestaurant.org
Contact: Steve Chucri, President and CEO

Arizona Society of Association Executives
2302 N. Third Street
Phoenix, AZ 85004
Tel: (602) 266-0133, Fax: (623) 266-0321
E-mail: info@azsae.com
Web: www.azsae.com
Contact: Marie Fredette, Executive Director

Arizona Tourism Alliance
1240 E. Missouri Avenue, Suite 204
Phoenix, AZ 85014
Tel: (602) 452-2906, Fax: (602) 230-7519
Web: www.aztourismalliance.org
E-mail: kchurchard@aztourismalliance.org
Contact: Karen Churchard

Arizona Travel Industry Association
707 E. Corte Oro
Phoenix, AZ 85020
Tel: (602) 395-9273 Fax: (602) 395-9273
Contact: Sheri Armer

Arizona Travel Parks Association
4825 W. Wethersfield Rd.
Peoria, AZ 85381
Tel: (520) 323-2872, Fax: (623) 979-7958
Web: www.azrvparks.com
Emai1: info@azrvparks.com
Contact: Carolyn Bethka

Arizona Watchable Wildlife Tourism Association
PO Box 563
Patagonia, AZ 85624
Tel: (520) 559-0732
Web: www.azwildlife.com
E-mail: kazzam@earthlink.net
Contact: Kazz Workizer

Arizona Wine Growers Association
PO Box 181
Vail, AZ 85641
Tel: (520) 507-2301
Web: www.arizonawine.org
E-mail: rod@downtowntempe.com
Contact: Rod Keeling

Arizona Winter Visitors Association
201 W. Apache Trail, Suite 109
Apache Junction, AZ 85219
Tel. (480) 474-8071, Fax: (480) 474-8067
Web: www.arizona-wintervisitors.com
Email: awvadan@earthlink.net
Contact: Dan Austin

Grand Circle Association (Lynn Dyer)
6420 S. Quebec St, Suite B
Englewood, CO 80111
Tel: (888) 254-7263, Fax: (303) 770-4234
Web: www.grandcircle.org
E-mail: info@grandcircle.org

Hospitality Sales & Marketing Association, Intl.
P.O. Box 40096
Phoenix, AZ 85067
Tel: (602) 240-5552, Fax: (602) 240-5553
Web: www.hsmai-phx.org
E-mail: info@hsmai-phx.org
Contact: Joanne Winter

Meeting Professionals International
P.O. Box 44956
Phoenix, AZ 85064
Tel: (602) 277-1494, Fax: (602) 240-5553
E-mail: jwinter@azmpi.org
Contact: Joanne Winter

Museum Association of Arizona
C/o Pueblo Grande Museum
4619 E. Washington Street
Phoenix, AZ 85034
Tel: (602) 495-0901, Fax: (602) 495-5645
E-mail: roger.lidman@phoenix.gov
Web: www.azmuseums.org
Contact: Roger Lidman

Southern Arizona Lodging and Resort Association
PMB 139, 3305 N. Swan Rd., Suite 109
Tucson, AZ 85712
Tel: (520) 299-6787, Fax: (520) 299-6431
Web: www.salara.org
E-mail: jgmerideth@aol.com
Contact: Jeannie Merideth

TNS Travel and Transport
9221 Corbin Avenue
Suite 220
Northridge, CA 91324
Tel: (818) 998-3752, Fax: (818) 998-2346
Email: rick.cain@tns-global.com
Web www.tns-global.com

Valley Hotel & Resort Association
1240 E. Missouri Avenue
Phoenix, AZ 85014
Tel: (602) 375-2996, Fax: (602) 604-0769
Web: www.vhra.net
E-mail: info@vhra.net
Contact: Debbie Johnson

Arizona Destination Marketing Organizations

AHWATUKEE FOOTHILLS CHAMBER OF COMMERCE
10235 S. 51st Street, Suite 185
Phoenix, AZ 85044
480-753-7676
Fax: 480-753-3898
E-mail: info@awatukeechamber.com

AJO DISTRICT CHAMBER OF COMMERCE
400 Taladro Street
Ajo, AZ 85321
520-387-7742
Fax: 520-387-3641
E-mail: ajocofc@tabletoptelephone.com

ALPINE AREA CHAMBER OF COMMERCE
PO Box 410
Alpine, AZ 85920
928-339-4330
E-mail: chamber@alpinearizona.com

AMERICAN INDIAN CHAMBER OF COMMERCE
3731 E. University Drive, #A
Phoenix, AZ 85034
602-437-8729
Fax: 602-437-8543
E-mail: info@aiccaz.org

APACHE JUNCTION CHAMBER OF COMMERCE
567 W. Apache Trail
PO Box 1747
Apache Junction, AZ 85217
480-982-3141
Fax: 480-982-3234
E-mail: ajchamber@qwest.net

ARIZONA CHAMBER OF COMMERCE AND INDUSTRY
1850 N. Central Avenue
Phoenix, AZ 850004
602-248-9172 or 800-498-6973
Fax: 602-265-1262
E-mail: info@azchamber.com

ARIZONA CITY CHAMBER OF COMMERCE
13640 S. Sunland Gin Road
Arizona City, AZ 85223
520-466-5141
Fax: 520-466-8504
E-mail: info@azchamber.com

ARIZONA HISPANIC CHAMBER OF COMMERCE
255 E. Osborn, Suite 201
Phoenix, AZ 85012
602-279-1800
Fax: 602-279-8900
E-mail: info@azhcc.com

ASH FORK CHAMBER OF COMMERCE
PO Box 2223
518 Lewis Avenue
Ash Fork, AZ 86320
928-637-0204
Fax: 928-637-0394
E-mail: amacc70@hotmail.com

ARIZONA PUBLIC LANDS INFORMATION CENTER
One N. Central Avenue
Phoenix, AZ 85004
602-417-9300
E-mail: az_plic@blm.gov

ASIAN CHAMBER OF COMMERCE
7217 N. 6th Way
Phoenix, AZ 85020
602-222-2009
Fax: 602-870-7562

BENSON-SAN PEDRO VALLEY CHAMBER OF COMMERCE
PO Box 2255
Benson, AZ 85602
520-586-2842
Fax : 520-586-1972
E-mail: info@bensonchamberaz.com

CITY OF BISBEE VISITOR CENTER
PO Box 817
#2 Copper Queen Plaza/Convention Center
Bisbee, AZ 85603
520-432-3554
Fax: 520-432-6266
E-mail: info@discoverbisbee.com

BLACK CANYON CITY TOURIST OFFICE
34501 Old Black Canyon Highway
Black Canyon City, AZ 85324
623-692-4057
Fax: 623-374-9571
E-mail: jdclett@aol.com

HOUSE CHAMBER OF COMMERCE
PO Box 817
Bouse, AZ 85325
928-851-2174
E-mail: bousechamber@redrivernet.com

BUCKEYE VALLEY
CHAMBER OF COMMERCE
508 E. Monroe Avenue
Buckeye, AZ 85326
623-386-2727 or 877-850-2600
Fax: 623-386-7527
E-mail: info@buckeyevalleychamber.org

BULLHEAD AREA
CHAMBER OF COMMERCE
1251 Highway 95
Bullhead City, AZ 86429
928-754-4121 or 800-987-7457
Fax: 928-754-5514
E-mail: info@bullheadchamber.com

CAMP VERDE CHAMBER OF COMMERCE
385 S. Main Street
Camp Verde, AZ 86322
928-567-9294
Fax: 928-567-4793
E-mail: info@campverde.org

CAREFREE/CAVE CREEK
CHAMBER OF COMMERCE
PO Box 734
748 Easy Street, Suite 9
Carefree, AZ 85377
480-488-3381
Fax: 480-488-0328
E-mail: chamber@carefree-cavecreek.com

GREATER CASA GRANDE
CHAMBER OF COMMERCE
575 N. Marshall Street
Casa Grande, AZ 85222
520-836-2125 or 800-916-1515
Fax: 520-836-6233
Email: chamber@cgmailbox.com

CHANDLER CHAMBER OF COMMERCE
25 S. Arizona Place, Suite 201
Chandler, AZ 85225
480-963-4571
Fax: 480-963-0188
E-mail: info@chandlerchamber.com

CHINESE CHAMBER OF
COMMERCE OF ARIZONA
PO Box 328865
Phoenix, AZ 85064
602-955-6665
E-mail: ongonadera@aol.com

CHLORIDE CHAMBER OF COMMERCE
PO Box 268
Chloride, AZ 86431
928-565-2204
E-mail: chloride_az@yahoo.com

CHINO VALLEY AREA
CHAMBER OF COMMERCE
864 N. US Highway 89
Chino Valley, AZ 86323
928-636-2493 or 877-523-1988
Fax: 928-636-4112
E-mail: chamber@chinovalley.org

CLARKDALE CHAMBER OF COMMERCE
PO Box 161
Clarkdale, AZ 86324
928-634-8700
E-mail: kate8@yahoo.com

COCHISE COUNTY OFFICE OF ECONOMIC & COMMUNITY DEV.
1415 W. Melody Lane., Bldg. B
Bisbee, AZ 85603
520-432-9215 or 520-432-9454
Fax: 520-432-5016
E-mail: gmotter@co.cochise.az.us

COOLIDGE CHAMBER OF COMMERCE
320 W. Central Avenue
Coolidge, AZ 85228
520-723-3009
Fax: 520-723-9410
E-mail: coolidgeaz@cybertrails.com

COPPER BASIN CHAMBER OF COMMERCE
PO Box 206
355 Alden Road
Kearny, AZ 85237
520-363-7607
E-mail: cbc@copperbasinaz.com

COTTONWOOD CHAMBER OF COMMERCE
1010 S. Main Street
Junction 89A and Highway 260
Cottonwood, AZ 86326
928-634-7593
Fax: 928-634-7594
Email:
cottonwoodchamber@verdeonline.com

DOLAN SPRINGS CHAMBER OF COMMERCE
PO Box 274
Dolan Springs, AZ 86441
928-767-4473
Fax: 928-767-3835
E-mail: chamber@dsiaz.com

CITY OF DOUGLAS VISITOR CENTER
345 16th Street
Douglas, AZ 85607
520-364-2478
Fax: 520-364-6304
E-mail: info@douglasaz.gov

ELOY CHAMBER OF COMMERCE
305 N. Stuart Blvd.
Eloy, AZ 85231
520-466-3411
Fax: 520-466-4698
E-mail: info@eloychamber.com

FLAGSTAFF CHAMBER OF COMMERCE
101 W. Route 66
Flagstaff, AZ 86001
928-774-4505
Fax: 928-779-1209
E-mail: info@flagstaffchamber.com

FLAGSTAFF CONVENTION AND VISITORS BUREAU
211 W. Aspen Avenue
Flagstaff, AZ 86001
928-779-7611 or 800-217-2367
Fax: 928-556-1305
E-mail: cvb@ci.flagstaff.az.us

GREATER FLORENCE CHAMBER OF COMMERCE
PO Box 929
25 Ruggles
Florence, AZ 85232
520-868-9433
Fax: 520-868-5797
E-mail info@florenceaz.org

FOUNTAIN HILLS CHAMBER OF COMMERCE
16837 E. Palisades Blvd.
Fountain Hills, AZ 85268
480-837-1654
Fax: 480-837-3077
E-mail:
reception@fountainhillschamber.com

FREDONIA CHAMBER OF COMMERCE
130 N. Main Street
Fredonia, AZ 86022

GILA BEND CHAMBER OF COMMERCE
PO Box CC
644 W. Pima Street
Gila Bend, AZ 85337
928-683-2002
Fax: 928-683-6430
E-mail: gilabendcofc8@hotmail.com

GILBERT CHAMBER OF COMMERCE
PO Box 527
119 N. Gilbert Road, Suite 101
Gilbert, AZ 85299-0527
480-892-0056
Fax: 480-892-1980
E-mail: info@gilbertchamber.com

GLENDALE CHAMBER OF COMMERCE
7105 N. 59th Avenue
Glendale, AZ 85301
623-937-4754 or 800-437-8669
Fax: 623-937-3333
E-mail: info@glendaleazchamber.org

GLENDALE OFFICE OF TOURISM AND VISITOR CENTER
5800 W. Glenn Drive, Suite 140
Glendale, AZ 85301
623-930-4500 or 877-800-2601
Fax: 623-463-2337
E-mail: tourinfo@visitglendale.com

GLOBE-MIAMI REGIONAL CHAMBER OF COMMERCE AND ECONOMIC DEV. CORP.
1360 N. Broad Street
Globe, AZ 85501
928-425-4495 or 800-804-5623
Fax: 928-425-3410
E-mail: gmr@cableone.net

GRAHAM COUNTY CHAMBER OF COMMERCE
1111 Thatcher Blvd.
Safford, AZ 85546
928-428-2511 or 888-837-1841
Fax: 928-428-0744
E-mail: info@graham-chamber.com

GRAND CANYON CHAMBER OF COMMERCE
PO Box 3007
Grand Canyon, AZ 86023
928-638-2901
E-mail: info@grandcanyonchamber.org

GREATER GREEN VALLEY CHAMBER OF COMMERCE
PO Box 566
270 W. Continental Road, Suite 100
Green Valley, AZ 85614
520-625-7575 or 800-858-5872
Fax: 520-648-6154
E-mail: gvchamber@qwest.net

GREENLEE COUNTY CHAMBER OF COMMERCE
PO Box 1237
100 N. Coronado Blvd, Highway 191
Clifton, AZ 85533
928-855-3313
Fax: 928-855-3313
E-mail: chamberdirector@vtc.net

HEBER/OVERGAARD CHAMBER OF COMMERCE
PO Box 1926
2774 Highway 260
Overgaard , AZ 85933
928-535-5777
Fax: 928-535-3254
E-mail: coc@heberovergaard.org

HOLBROOK CHAMBER OF COMMERCE
100 E. Arizona Avenue
Holbrook, AZ 86025
928-524-6558
Fax: 928-524-1719
E-mail: holbrookchamb@cybertrails.com

JEROME CHAMBER OF COMMERCE
PO Box Drawer K
Jerome, AZ 86331
928-634-2900
Fax: 928-639-0574
E-mail: staff@jeromechamber.com

KINGMAN AREA CHAMBER OF COMMERCE
PO Box 1150
120 W. Andy Devine Avenue
Kingman, AZ 86402
928-753-6253
Fax: 928-753-1049
E-mail: tourinfo@citlink.net

LAKE HAVASU AREA CHAMBER OF COMMERCE
314 London Bridge Road
Lake Havasu City, AZ 86403
928-855-4115
Fax: 928-680-0010
Email: kathyt@havasuchamber.com

LAKE HAVASU CITY CONVENTION AND VISITORS BUREAU
314 London Bridge Road
Lake Havasu City, AZ 86403
928-453-3444
Fax: 928-453-3344
E-mail: info@golakehavasu.com

MARANA CHAMBER OF COMMERCE
13881 N. Casa Grande Highway
Marana, AZ 85653
520-682-4314
Fax: 520-682-2303
E-mail: maranachamber@comcast.net

MARICOPA CHAMBER OF COMMERCE
PO Box 925
19428 N. Maricopa Road
PO Box 925
Maricopa, AZ 85239
520-568-3803
Fax: 520-5683820
E-mail: mschamber@azmail.com

MARICOPA COMMUNITY CHAMBER OF COMMERCE
PO Box 711
Maricopa, AZ 85239
520-568-2844
Fax: 520-568-4290

MAYER AREA CHAMBER OF COMMERCE
PO Box 248
13290 Central Avenue
Mayer, AZ 86333
928-632-4355
Fax: 928-632-8099
E-mail: mayerchamber@commspeed.net

MCMULLEN VALLEY CHAMBER OF COMMERCE
PO Box 700
66710 Highway 60
Salome, AZ 85348
928-859-3846
Fax: 928-859-4399
E-mail: mcmullenchamber@tds.net

MESA CONVENTION AND VISITORS BUREAU
120 N. Center Street
Mesa, AZ 85201
480-827-4700 or 800-283-6372
Fax: 480-827-4704
E-mail: info@mesacvb.com

NAVAJO NATION TOURISM DEPARTMENT
PO Box 663
Window Rock, AZ 86515
928-871-6436

NOGALES-SANTA CRUZ COUNTY CHAMBER OF COMMERCE
123 Kino Park Way
Nogales, AZ 85621
520-287-3685
Fax: 520-287-3688
E-mail: info@nogaleschamber.com

NORTH PHOENIX
CHAMBER OF COMMERCE
2737 E. Greenway Road, Suite 10
Phoenix, AZ 85032
602-482-3344
Fax: 602-482-2261
E-mail:
solutions@northphoenixchamber.com

NORTHWEST VALLEY
CHAMBER OF COMMERCE
12801 W. Bell Road, Suite 14
Surprise, AZ 85374
623-583-0692
Fax: 623-583-0694
E-mail: chamber@northwestvalley.com

OATMAN-GOLDROAD
CHAMBER OF COMMERCE
PO Box 423
Oatman, AZ 86433
928-768-3839
Fax: 928-768-4274
E-mail: oatman@oatmangoldroad.com

NORTHERN PIMA COUNTY
CHAMBER OF COMMERCE
200 W. Magee Road, Suite 120
Tucson, AZ 85704
520-297-2191
Fax: 520-742-7960
E-mail: admin@the-chamber.com

PAGE/LAKE POWELL TOURISM BUREAU
PO Box 332
647-A Elm Street
Page, AZ 86040
928-660-3405 or 888-261-PAGE
Fax: 928-645-6870
E-mail: evie@pagelakepowelltourism.com

PARKER AREA CHAMBER OF COMMERCE
1217 California Avenue
Parker, AZ 85344
928-669-2174
Fax: 928-669-6304
E-mail: parker.chamber@redrivernet.com

PATAGONIA AREA
BUSINESS ASSOCIATION
PO Box 241
Patagonia, AZ 85624
520-394-0101
Fax: 520-394-0101

PEARCE-SUNSITES
CHAMBER OF COMMERCE
169 N. Frontage Road
Pearce, AZ 85625
520-826-3535
Fax: 520-826-1500
E-mail: eei@vtc.net

PEORIA CHAMBER OF COMMERCE
10601 N. 83rd Drive
Peoria, AZ 85380
623-979-3601 or 800-580-2645
Fax: 623-486-4729
E-mail: info1@peoriachamber.org

PHOENIX CHAMBER OF COMMERCE
201 N. Central Avenue, Suite 2700
Phoenix, AZ 85073
602-254-5521
Fax: 602-495-2193
E-mail: info@phoenixchamber.com

GREATER PHOENIX BLACK
CHAMBER OF COMMERCE
201 E. Washington, Sutie 350
Phoenix, AZ 85004
602-307-5200
Fax: 602-307-5204
E-mail: info@phoenixblackchamber.com

GREATER PHOENIX
CONVENTION AND VISITORS BUREAU
One Arizona Center
400 E. Van Buren Street, Suite 600
Phoenix, AZ 85004
602-254-6500 or 877-CALLPHX
Fax: 602-253-4415
E-mail: visitors@visitphoenix.com

PINAL COUNTY VISITOR CENTER
330 Butte
Florence, AZ 85232
520-868-4331 or 800-557-4331
Fax: 520-868-1099
E-mail: visitpinal@cybertrails.com

THE AIR MUSEUM
PLANES OF FAME
755 Mustang Way
Valle-Williams, AZ 86046
928-635-1000
Fax: 928-635-1001

PINETOP-LAKESIDE
CHAMBER OF COMMERCE
102-C W. White Mountain Blvd.
Lakeside, AZ 85929
928-367-4290 or 800-573-4031
Fax: 928-367-1247
Email: info@pinetoplakesidechamber.com

PRESCOTT AREA COALITION TOURISM
1000 Ainsworth Drive, Suite A-230
Prescott, AZ 86301
928-708-9336
Fax: 928-708-9337
E-mail: sschepman@cableone.net

PRESCOTT CHAMBER OF COMMERCE
117 W. Goodwin Street
Prescott, AZ 86302
928-445-2000 or 800-266-7534
Fax: 928-445-0068
E-mail: info@prescott.org

PRESCOTT VALLEY
CHAMBER OF COMMERCE
3001 N. Main Street, Suite 2A
Prescott Valley, AZ 86314
928-772-8857
Fax: 928-772-4267
E-mail: info@pvchamber.org

QUARTZSITE AREA CHAMBER OF
COMMERCE AND TOURIST INFORMATION
PO Box 85
100 E. Main Street
Quartzsite, AZ 85346
928-927-5600
Fax: 928-927-7438
E-mail: info@quartzsitechamber.org

RIM COUNTRY REGIONAL
CHAMBER OF COMMERCE
P.O. Box 1380
100 W. Main Street
Payson, AZ 85547
928-474-4515 or 800-672-9766
Fax: 928-474-8812
E-mail: chamber@npgcable.com

SANTA CRUZ TOURISM COUNCIL
PO Box 95
230 Main Street
Superior, AZ 85273-2611
520-689-0200
Fax: 520-689-5917

SCOTTSDALE CONVENTION
AND VISITORS BUREAU
Galleria Corporate Center
4343 N. Scottsdale Road, Suite 170
Scottsdale, AZ 85251
480-421-1004
Fax: 480-421-9733
E-mail:
visitorinformation@scottsdalecvb.com

SCOTTSDALE CHAMBER OF COMMERCE
4725 N. Scottsdale Road, #210
Scottsdale, AZ 85251
480-355-2700
Fax: 480-355-2710
E-mail: info@scottsdalechamber.com

SELIGMAN CHAMBER OF COMMERCE
PO Box 65
217 E. Route 66
Seligman, AZ 86337
928-422-3939
Fax: 928-422-4504

SEDONA-OAK CREEK CANYON CHAMBER OF COMMERCE
PO Box 478
Sedona, AZ 86339
928-204-1123
Fax: 928-204-1676
E-mail: admin@sedonachamber.com

SIERRA VISTA CONVENTION & VISITORS BUREAU
1011 N. Coronado Drive
Sierra Vista, AZ 85635
520-417-6960 or 800-288-3861
Fax: 520-417-6962
E-mail: info@visitsierravista.com

SHOW LOW CHAMBER OF COMMERCE
81 E. Deuce of Clubs
Show Low, AZ 85901
928-537-2326
Fax: 928-537-7610
E-mail:
info@showlowchamberofcommerce.com

SNOWFLAKE/TAYLOR CHAMBER OF COMMERCE
110 N. Main Street
Snowflake, AZ 85937
928-536-4331
Fax: 928-536-5208
E-mail: info@snowflaketaylorchamber.org

SONOITA-ELGIN MERCHANTS CHAMBER OF COMMERCE
PO Box 607
Sonoita, AZ 85637
520-455-5498
E-mail: kramerlaw@earthlink.net

SOUTHWEST VALLEY CHAMBER OF COMMERCE
289 N. Litchfield Road
Goodyear, AZ 85338
623-932-2260
Fax: 623-932-9057
E-mail: info@southwestvalleychamber.org

SPRINGERVILLE-EAGAR CHAMBER OF COMMERCE
PO Box 31
Spingerville, AZ 85938
928-333-2123 or 866-733-2123
Fax: 928-333-5690
E-mail: info@springerville-eagarchamber.com

ST. JOHNS REGIONAL CHAMBER OF COMMERCE
PO Box 178
180 W. Cleveland Street
St. Johns, AZ 85936
928-337-2000
Fax: 928-337-2020
E-mail: office@stjohnschamber.com

SUN CITY VISITORS CENTER
9909 W. Bell Road
Sun City, AZ 85351
623-977-5000
Fax: 623-977-5005
E-mail: info@visitsuncity.org

SUN CITY WEST VISITORS CENTER
13823 Camino del Sol
Sun City West, AZ 85375
623-214-8629 or 800-482-3738
Fax: 623-584-4253
E-mail: visitorscenter@suncitywest.org

SUPERIOR CHAMBER OF COMMERCE
PO Box 95
230 Main Street
Superior, AZ 85273-2611
520-689-0200
Fax: 520-689-5917
E-mail: superiorazchamber@yahoo.com

SUNLAND VISITOR CENTER, INC.
PO Box 280
3725 N. Camelot Street
Eloy, AZ 85231
520-466-3007
Fax: 520-466-5048
E-mail: snlndvc@localnet.com

TEMPE CONVENTION AND VISITORS BUREAU
51 W. 3rd Street, Suite 105
Tempe, AZ 85281
480-894-8158 or 800-283-6743
Fax: 480-968-8004
E-mail: info@tempecvb.com

TEMPE CHAMBER OF COMMERCE
909 E. Apache Blvd.
P.O. Box 28500
Tempe, AZ 85285
480-967-7891
Fax: 480-966-5365
E-mail: info@tempechamber.org

TOMBSTONE CHAMBER OF COMMERCE
P.O. Box 995
Tombstone, AZ 85638
888-457-3929
E-mail: info@tombstone.org

TUCSON BLACK CHAMBER OF COMMERCE
1690 N. Stone Avenue, Suite113
Tucson, AZ 85705
520-623-0099
Fax: 520-623-1930
E-mail: bchamber@tucson.com

TUBAC CHAMBER OF COMMERCE
PO Box 1866
Tubac, AZ 85646
520-398-2704
Fax: 520-398-2685
E-mail: info@tubacaz.com

TUCSON METROPOLITAN CHAMBER OF COMMERCE
PO Box 991
465 W. St. Mary's Rd.
Tucson, AZ 85702
520-792-1212
Fax: 520-882-5704
E-mail: info@tucsonchamber.org

METROPOLIATAN TUSCON CONVENTION AND VISITORS BUREAU
100 S. Church Avenue
Tucson, AZ 85701
520-624-1817 or 800-638-8350
Fax: 520-884-7804
E-mail: info@visittucson.org

TUCSON HISPANIC CHAMBER OF COMMERCE
823 E. Speedway
Tucson, AZ 85719
520-620-0005
Fax: 520-620-9685
E-mail: office@thcc.us

WICKENBURG CHAMBER OF COMMERCE
216 N. Frontier Street
Wickenburg, AZ 85390
928-684-5479
Fax: 928-684-5470
E-mail: info@wickenburgchamber.com

WHITE MOUNTAIN APACHE TRIBE OFFICE OF TOURISM
PO Box 710
Fort Apache, AZ 85926
Williams, AZ 86046
928-338-1230 or 928-338-3989
Fax: 928-338-1871
E-mail: info@williamschamber.com

WILLIAMS-GRAND CANYON CHAMBER OF COMMERCE
200 W. Railroad Avenue
Williams, AZ 86046
928-635-1418
Fax: 928-635-1417
E-mail: info@williamschamber.com

WILLCOX CHAMBER OF COMMERCE
1500 North Circle I Road
Willcox, AZ 85643
520.384.2272
Fax: 520-384-0293
E-mail: willcoxchamber@vtc.net

WINSLOW CHAMBER OF COMMERCE
PO Box 460
101 East 2nd Street
Winslow, AZ 86047
928-289-2434
Fax: 928-289-5660
E-mail: winslowchamber@cableone.net

YARNELL/PEEPLES VALLEY
CHAMBER OF COMMERCE
PO Box 275
Yarnell, AZ 85362
928-427-6582
Fax: 928-427-6443
E-mail: visitus@y-pvchamber.com

YUMA CONVENTION & VISITORS BUREAU
377 S. Main Street, Suite 102
Yuma, AZ 85364
928-783-0071
Fax: 928-376-0133
E-mail: info@visityuma.com

YUMA COUNTY
CHAMBER OF COMMERCE
180 W. 1st Street
Yuma, AZ 85364
928-782-2567
Fax: 928-343-0038
E-mail: info@yumachamber.org

Designated Local Visitor Information Centers

AJO DISTRICT CHAMBER OF COMMERCE
400 E.Taladro Street
Ajo, AZ 85321
520-387-7742
Fax: 520-387-3641
Email: ajocofc@tabletoptelephone.com
Summer and Winter Hours: 8:30 a.m. – 4:30 p.m. Monday – Friday

APACHE JUNCTION CHAMBER OF COMMERCE
567 West Apache Trail
Apache Junction, AZ 85220
480-982-3141 or 800-252-3141
Fax: 480-982-3234
Email: apachejctms@qwest.net
Summer Hours: April 15-August 8:00 a.m. – 5:00 p.m. Mon-Fri, Closed on Sat and Sun. Winter Hours: September – April 14 8:00 a.m. to 5:00 p.m., Open on Sat 9am – 2pm November 15 – April 15

ASH FORK VISITOR CENTER
PO Box 494
Ash Fork, AZ 86320
928-637-0204
Fax: 928-637-0394
Email: amacc70@hotmail.com
Summer and Winter Hours: 10:00 a.m. – 4:00 p.m. Monday – Friday, 8:30 a.m. – 1:30 p.m. Saturday, closed Sunday

CITY OF BENSON VISITOR CENTER
249 East 4th Street
Benson, AZ 85602
520-586-4293
FAX: 520-586-4295
EMAIL: info@bensonvisitorcenter.com
Summer and Winter Hours: 9:00 am – 5:00 p.m. Monday – Saturday, 10:00 a.m. – 2:00 p.m. Sunday, During the summer closed Sundays.

CITY OF BISBEE VISITOR CENTER
#2 Copper Queen Plaza, Suite 102
Bisbee, AZ 85603
520-432-3554 OR 866-2-BISBEE
EMAIL: info@discoverbisbee.com
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Friday, 10:00 a.m. – 4:00 p.m. Saturday, 11:00 a.m. – 4:00 p.m. Sunday

BLACK CANYON CITY TOURIST OFFICE
34501 South Old Black Canyon Highway
Black Canyon City, AZ 85324
623-692-4057 or 623-374-9797
Fax: 623-374-9571
EMAIL: jdclett@aol.com
Summer and Winter Hours: 9:00 a.m. to 5:00 p.m. Monday – Sunday

BUCKEYE VALLEY CHAMBER OF COMMERCE
508 East Monroe Avenue
Buckeye, AZ 85326
623-386-2727 or 877-850-2600
Fax: 623-386-7527
Email: info@buckeyevalleychamber.org
Summer and Winter Hours: 8:00 a.m. – 4:00 p.m. Monday – Friday, closed Saturday and Sunday

BULLHEAD AREA CAHMBER OF COMMERCE
1251 Highway 95
Bullhead City, AZ 86429
928-754-4121 or 800-987-7457
Fax: 928-754-5514
Email: info@bullheadchamber.com
Summer Hours: 8:00 a.m. – 5:00 p.m. Monday – Friday,
Winter Hours: 8:00 a.m. – 5:00 p.m., Saturday 9:00 a.m. – 5:00 p.m. and closed Sunday.

CAMP VERDE CHAMBER OF COMMERCE
385 South Main Street
Camp Verde, AZ 86322
928-567-9294
Fax: 928-567-4793
Email: info@campverde.org
Summer and Winter Hours: 8:00 a.m. – 4:00 p.m. Monday – Friday, 11:00 a.m. – 2:00 p.m. Saturday, closed Sunday

THE MINESHAFT MARKET
4940 Tennessee Avenue
PO Box 10
Chloride, AZ 86431
928-565-4888
Fax: 928-565-9419
Email: chloride_az@yahoo.com
Summer and Winter Hours: 7:30 a.m. – 6:00 p.m. Monday – Saturday, 9:00 a.m. – 5:00 p.m. Sunday

COOLIDGE CHAMBER OF COMMERCE
320 West Central Avenue
Coolidge, AZ 85228
520-723-3009
Fax: 520-723-9410
Email: coolidgechamber@qwest.net
Summer and Winter Hours: 9:00 a.m. – 5:00 p.m. Monday – Friday, closed Saturday and Sunday

CITY OF DOUGLAS VISITOR CENTER
345 16th Street
Douglas, AZ 85607
520-364-2478 or 888-315-9999
Fax: 520-364-6304
Email: info@douglasaz.gov
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Friday, 8:00 a.m. – 1:00 p.m. Saturday, closed Sunday

GREATER CASA GRANDE CHAMBER OF COMMERCE
575 North Marshall Street
Casa Grande, AZ 85222
520-836-2125 or 800-916-1515
Fax: 520-836-6233
E-mail: chamber@cgmailbox.com
Summer Hours: May 1 – August 31 9:00 a.m. – 5:00 p.m. Monday – Friday, closed Saturday and Sunday, open Saturday 9:00 a.m. – 3:00 p.m. and Sunday 12:00 – 4:00 p.m. Sept.- April

GREENLEE COUNTY CHAMBER OF COMMERCE
100 North Coronado Boulevard
Clifton, AZ 85533
928-855-3313
Fax: 928-855-3313
Email: chamberdirector@vtc.net
Summer and Winter Hours: 9:00 a.m. – 5:00 p.m. Monday – Friday, 10:00 a.m. – 2:00 p.m. Saturday, closed Sunday

COTTONWOOD CHAMBER OF COMMERCE
1010 South Main Street
Junction 89A and 260
Cottonwood, AZ 86326
928-634-7593
Fax: 928-634-7594
Email: cottonwoodchamber@verdeonline.com
Summer and Winter Hours: 9:00 a.m. – 5:00 p.m. Monday – Friday, 9:00 a.m. – 1:00 p.m. Saturday and Sunday

SUNLAND VISITOR CENTER
3725 North Camelot Street
Eloy, AZ 85231
520-466-3007 or 520-431-2654
Fax: 520-466-3007
Email: snlndvc@localnet.com
Summer Hours: May 1st – September 1st 9:00 a.m. – 1:00 p.m. Monday – Friday, closed Saturday and Sunday, Winter Hours: September – April 9:00 a.m. – 5:00 p.m. Monday – Friday, 10:00 a.m. – 2:00 p.m. Saturday, closed Sunday

FLAGSTAFF VISITOR CENTER
One East Route 66
Flagstaff, AZ 86001
928-779-7631
Fax: 928-556-1308
Email: info@ci.flagstaff.az.us
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Saturday, 9:00 a.m. – 4:00 p.m. Sunday

GILA BEND CHAMBER OF COMMERCE
644 West Pima Street
Gila Bend, AZ 85337
928-683-2002 or 928-683-2255 or 800-367-8939
Fax: 928-683-6430
Email: gilabendcofc8@hotmail.com
Summer and Winter Hours: 8:00 a.m. – 4:00 p.m. Monday – Sunday

GLENDALE OFFICE OF TOURISM AND VISITOR CENTER
5800 West Glenn Drive, Suite 140
Glendale, AZ 85301
623-930-4500 or 877-800-2601
Fax: 623-463-2337
Email: tourinfo@visitglendale.com
Winter and Summer hours: November – March 10:00 a.m. – 5:00 p.m. Monday – Sunday, April – October 10:00 a.m. – 5:00 p.m. Monday – Saturday (closed holidays, open extended hours during Glendale's Special Events)

NATIONAL GEOGRAPHIC VISITOR CENTER -GRAND CANYON
Highway 64 and US Highway 180
Grand Canyon, AZ 86023
928-638-2468
Fax: 928-638-2807
Email: info@ngvccanyon.com
Summer and Winter Hours: March – October 8:00 a.m. – 10:00 p.m. Monday - Sunday, November – February 10:00 a.m. – 8:00 p.m. Monday – Sunday

PINAL COUNTY VISITOR CENTER
330 Butte
Florence, AZ 85232
520-868-4331 or 800-557-4331
Fax: 520-868-1099
Email: pcvc@cybertrails.com
Summer and Winter Hours: 8:00 a.m. – 4:00 p.m. Monday – Friday, 9:00 a.m. – 3:00 p.m. Saturday, closed Sunday

GILBERT CHAMBER OF COMMERCE
119 North Gilbert Road, Suite 101
Gilbert, AZ 85299
480-892-0056
Fax: 480-892-1980
Email: info@gilbertchamber.com
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Friday, closed Saturday and Sunday

GLOBE-MIAMI REGIONAL CHAMBER OF COMMERCE AND ECONOMIC DEVELOPEMNT CORPORATION
1360 North Broad Street
Globe, AZ 85501
928-425-4495
Fax: 928-425-3410
Email: gmr@cableone.net
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Friday, 10:00 a.m. – 4:00 p.m. Saturday, 11:00 a.m. – 2:00 p.m. Sunday (Closed on Christmas Day, Thanksgiving, and New Year's Day)

GREATER GREEN VALLEY CHAMBER OF OMMERCE AND VISITOR CENTER
270 West Continental Road, Suite 100
Green Valley, AZ 85614
520-625-7575
Fax: 520-648-6154
Email: gvchamber@qwest.net
Summer and Winter Hours: 9:00 a.m. – 5:00 p.m. Monday – Friday, 9:00 a.m. -3:00 p.m. Saturday, closed Sunday

HOLBROOK CHAMBER OF COMMERCE
100 East Arizona Street
Holbrook, AZ 86025
928-524-6558
Fax: 928-524-1719
Email: holbrookchamb@cybertrails.com
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m.
Monday – Sunday

KINGMAN-POWERHOUSE VISITOR CENTER
120 West Route 66
Kingman, AZ 86401
928-753-6106 or 866-427-7866
Fax: 928-753-6156
Email: tourinfo@citlink.net
Summer and Winter Hours: 9:00 a.m. – 6:00 p.m.
Monday – Sunday, December – February 9:00 a.m. – 5:00 p.m., (Closed on Christmas Day, Easter, and Thanksgiving)

LAKE HAVASU CITY VISITOR CENTER
420 English Village
Lake Havasu City, AZ 86403
928-855-5565
Email: michelle@golakehavasu.com
Summer and Winter Hours: 8:00 a.m. – 4:00 p.m.
Tuesday – Saturday, closed Sunday and Monday

MARANA CHAMBER OF COMMERCE
13881 North Casa Grande Highway
Marana, AZ 85653
520-682-4314
Fax: 520-682-2303
Email: maranachamber@comcast.net
Summer and Winter Hours: 8:30 a.m. – 4:30 p.m.
Monday – Friday, closed on Saturday and Sunday

MESA CONVENTION AND VISITORS BUREAU
120 North Center Street
Mesa, AZ 85201
480-827-4700 or 800-283-6372
Fax: 480-827-4704
Email: info@visitmesa.com
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m.
Monday – Friday, closed Saturday and Sunday

NOGALES-SANTA CRUZ COUNTY CHAMBER OF COMMERCE
123 West Kino Park Way
Nogales, AZ 85621
520-287-3685
Fax: 520-287-3688
Email: nogaleschamberofcommerce@yahoo.com
Summer and Winter Hours: 9:00 a.m. – 4:00 p.m.
Monday – Friday, closed Saturday, Sunday, and holidays

NORTHWEST VALLEY CHAMBER OF COMMERCE
12801 West Bell Road, Suite 14
Surprise, AZ 85374
623-583-0692
Fax: 623-583-0694
Email: chamber@northwestvalley.com
Summer and Winter Hours: 8:00 a.m. – 4:00 p.m.
Monday – Friday, closed Saturday and Sunday

VILLAGE OF OAK CREEK/SEDONA CHAMBER OF COMMERCE
Tequa Festival Market Place and Highway 179
Sedona, AZ 86351
800-288-7336
Fax: 928-204-1676
Email: info@sedonachamber.com
Winter and Summer Hours: 8:30 a.m. – 5:00 p.m.
Monday – Sunday, (Closed on Thanksgiving and Christmas Day)

PARKER AREA CHAMBER OF COMMERCE
1217 California Avenue
Parker, AZ 85344
928-669-2174
Fax: 928-669-6304
Email: visitorservices@redrivernet.com
Summer Hours 8:00 a.m. – 5:00 p.m. Monday – Friday, Winter Hours: November – March 8:00 a.m. – 5:00 p.m. Monday – Friday, 10:00 a.m. – 2:00 p.m. Saturday, closed Sunday

PAYSON-RIM COUNTRY REGIONAL CHAMBER OF COMMERCE
100 West Main Street
Payson, AZ 85547
928-474-4515 or 800-672-9766
Fax: 928-474-8812
Email: chamber@npgcable.com
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Friday, 10:00 a.m. – 2:00 p.m. Saturday and Sunday

PEARCE-SUNSITES CHAMBER OF COMMERCE
169 North Frontage Road
Pearce, AZ 85625
520-826-3535
Fax: 520-826-1500
Email: nancy@edmiston.net
Summer and Winter Hours: 10:00 a.m. – 2:00 p.m. Monday – Friday, closed Saturday and Sunday

PEORIA CHAMBER OF COMMERCE
10601 North 83rd Drive
Peoria, AZ 85385
623-979-3601 or 800-580-2645
Fax: 623-486-4729
Email: info1@peoriachamber.com
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Thursday, 8:00 a.m. – 4:00 p.m. Friday, closed Saturday and Sunday

PINE-RIM COUNTRY REGIONAL CHAMBER OF COMMERCE
3886 Highway 87
Pine, AZ 85544
928-476-3547
Fax: 928-476-5346
Email: chamber@npgcable.com
Summer Hours: June – September 8:00 a.m. – 7:00 p.m. Monday – Saturday, 9:00 a.m. – 5:00 p.m. Sunday, Winter Hours: October – May 10:00 a.m. – 2:00 p.m. Monday – Saturday, closed Sunday

PINETOP-LAKESIDE CHAMBER OF COMMERCE
102-C West White Mountain Boulevard
Lakeside, AZ 85935
928-367-4290
Fax: 928-367-1247
Email: info@pinetoplakesidechamber.com
Summer Hours: Memorial Day – September 31st, 8:30 a.m. – 4:30 p.m. 9:00 a.m. – 1:00 p.m. Saturday and Sunday, Winter Hours: October 1st - May 30th 8:30 a.m. – 4:30 p.m. Monday – Friday

PRESCOTT CHAMBER OF COMMERCE
117 West Goodwin Street
Prescott, AZ 86302
928-445-2000
Fax: 928-445-0068
Email: info@prescott.org
Summer and Winter Hours: 9:00 a.m. – 5:00 p.m. Monday – Friday, 10:00 a.m. – 2:00 p.m. Saturday and Sunday

PRESCOTT VALLEY CHAMBER OF COMMERCE
3001 North Main Street, Suite 2A
Prescott Valley, AZ 86314
928-772-8857
Fax: 928-772-4267
Email: info@pvchamber.org
Summer and Winter Hours: 9:00 a.m. – 5:00 p.m. Monday – Friday, 9:00 a.m. – 1:00 p.m. Saturday, closed Sunday

GRAHAM COUNTY CHAMBER OF COMMERCE
1111 Thatcher Boulevard
Safford, AZ 85546
928-428-2511 or 888-837-1841
Fax: 928-428-0744
Email: info@graham-chamber.com
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Friday, 10:00 a.m. – 2:00 p.m. Saturday, closed Sunday

SEDONA CHAMBER OF COMMERCE-UPTOWN WISITOR CENTER
331 Forest Road
Sedona, AZ 86336
928-282-7722 or 800-288-7336
Fax: 928-204-1676
Email: info@sedonachamber.com
Summer and Winter Hours: 8:30 a.m. – 5:00 p.m. Monday – Saturday, 9:00 a.m. – 3:00 p.m. Sundays and holidays

SIERRA VISTA CONVENTION AND VISITORS BUREAU
1011 North Coronado Drive
Sierra Vista, AZ 85635
520-417-6960 or 800-288-3861
Fax: 520-417-4890
Email: info@visitsierravista.com
Summer and Winter Hours: 8:00 a.m. 5:00 p.m. Monday – Friday, 9:00 a.m. – 4:00 p.m. Saturday, closed Sunday

SOUTHWEST VALLEY CHAMBER OF COMMERCE
289 North Litchfield Road
Goodyear, AZ 85338
623-932-2260
Fax: 623-932-9057
Email: info@southwestvalleychamber.org
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Friday, closed Saturday and Sunday

SUN CITY WEST VISITORS CENTER
13823 Camino Del Sol
Sun City West, AZ 85375
623-214-8629 or 800-482-3798
Fax: 623-584-4253
Email: visitorscenter@suncitywest.org
Winter Hours: 9:00 a.m. – 4:00 p.m. Monday – Saturday, Noon – 3:00 p.m. Sunday, Summer Hours: 9:00 a.m. – 1:00 p.m. Monday – Saturday, 12:00 – 3:00 p.m. Sunday

ASARCO MINERAL DISCOVERY CENTER
1421 West Pima Mine Road
Sahuarita, AZ 85629
520-625-0879
Fax: 520-625-4756
Email: jferguson@asarco.com
Summer and Winter Hours: 9:00 a.m. – 5:00 p.m. Tuesday – Saturday, closed Sunday and Monday

SHOW LOW CHAMBER OF COMMERCE
81 East Deuce of Clubs
Show Low, AZ 85901
928-537-2326
Fax: 928-532-7610
Email: info@showlowchamberofcommerce.com
Summer and Winter Hours: 9:00 a.m. – 5:00 p.m. Monday – Friday, 10:00 a.m. – 1:00 p.m. Saturday and Sunday

SNOWFLAKE/TAYLOR CHAMBER OF COMMERCE
110 North Main Street
Snowflake, AZ 85937
928-536-4331
Fax: 928-536-5208
Email: snowtour1@frontiernet.net
Summer and Winter Hours: 9:00 a.m. – 4:00 p.m. Monday – Friday, closes Saturday and Sunday

SPRINGERVILLE-EAGAR REGIONAL CHAMBER OF COMMERCE
318 East Main Street
Springerville, AZ 85938
928-333-2123 or 866-733-2123
Fax: 928-333-5690
Email: tourist@cybertrails.com
Summer and Winter Hours: 8:00 a.m. – 4:00 p.m. Monday – Sunday

SUPERIOR CHAMBER OF COMMERCE
320 Main Street
Superior, AZ 85273
520-689-0200
Fax: 520-689-0200
Email: superiorazchamber@yahoo.com
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Friday, closed Saturday and Sunday

ARIZONA MILLS
5000 Arizona Mills Circle
Tempe, AZ 85282
480-491-7300
Fax: 480-491-7400
Email: arizonamills@themills.com
Summer and Winter Hours: 10:00 a.m. – 9:30 p.m. Monday – Saturday, 11:00 a.m. – 7:00 p.m. Sunday

TUBAC-SANTA CRUZ VISITOR CENTER
#4 Plaza Road, Suite E
Tubac, AZ 85646
520-398-0007
Fax: 520-398-0008
Email: info@toursantacruz.com
Winter Hours: 10:00 a.m. – 5:00 p.m. Monday – Friday, 10:00 a.m. – 2:00 p.m. Saturday and Sunday; Summer Hours: 10:00 a.m. – 4:00 p.m. Monday – Friday, 10:00 a.m. – 2:00 p.m. Saturday and Sunday

VALLE-GRAND CANYON- NLANES OF FAME
755 Mustang Way
Valle-Williams, AZ 86046
928-635-1000
Fax: 928-635-1001
Summer Hours: April 1st – October 31st 9:00 a.m. – 6:00 p.m. Monday – Sunday, Winter Hours: 9:00 a.m. – 5:00 p.m. Monday – Sunday

WILLCOX CHAMBER OF COMMERCE AND AGRICULTURE
1500 North Circle I Road
Willcox, AZ 85643
520-384-2272 or 800-200-2272
Fax: 520-384-0293
Email: willcoxchamber@vtc.net
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Friday, 9:00 a.m. – 4:00 p.m. Saturday, 9:00 a.m. – 1:00 p.m. Sunday

WINSLOW CHAMBER OF COMMERCE
101 East 2nd Street
Winslow, AZ 86047
928-289-2434
Fax: 928-289-5660
Email: winslowchamber@cableone.net
Summer and Winter Hours: 8:00 a.m. – 5:00 p.m. Monday – Friday, closed Saturday and Sunday

CITY OF TOMBSTONE VISITOR CENTER
105 South 4th Street
Tombstone, AZ 85638
520-457-3929 or 520-457-2202
Fax: 520-457-3506
Email: tombstone1881@gmail.com
Summer and Winter Hours: 9:00 a.m. – 5:00 p.m. Monday – Sunday

METROPOLITAN TUCSON CONVENTION AND VISITORS BUREAU
100 South Church Avenue
Tucson, AZ 85701
520-624-1817 or 800-638-8350
Fax: 520-884-7804
Email: info@visittucson.org
Summer and Winter Hours: 9:00 a.m. – 5:00 p.m. Monday – Friday, 9:00 a.m. – 4:00 p.m. Saturday and Sunday

WICKENBURG CHAMBER OF COMMERCE
216 North Frontier Street
Wickenburg, AZ 85390
928-684-5479
Fax: 928-684-5470
Email: info@wickenburgchamber.com
Summer and Winter Hours: 9:00 a.m. – 5:00 p.m. Monday – Friday, 9:00 a.m. – 3:00 p.m. Saturday, 10:00 a.m. – 2:00 p.m. Sunday

WILLIAMS-KAIBAB VISITORS CENTERS
200 West Railroad Avenue
Williams, AZ 86046
928-635-1418
Fax: 928-635-1417
Email: info@williamschamber.com
Summer Hours: Memorial Day – Labor Day, 8:00 a.m. – 6:30 p.m. Monday – Sunday, Winter Hours: Labor Day – Memorial Day, 8:00 a.m. – 5:00 p.m. Monday – Sunday

YUMA VISITORS BUREAU
377 South Main Street, Suite 102
Yuma, AZ 85364
928-783-0071 or 800-293-0071
Fax: 928-783-1897
Email: info@visityuma.com
Winter and Summer Hours: Monday – Friday 9:00 a.m. – 5:00 p.m., 9:00 a.m. – 2:00 p.m. Saturday, closed Sunday

Arizona Office of Tourism
TRIBAL TOURISM ADVISORY COMMTTEE

Ak-Chin Indian Community
Elaine Peters, Director
Him-Dak Museum
42507 W. Peters & Nall Road
Maricopa, AZ 85239
Tel: 520-568-1359
Fax: 520-568-9557
E-mail: epeters@ak-chin.nsn.us

Cocopah Indian Tribe
Lisa Wanstall, Director
Cocopah Museum
County 15 & Avenue G
Somerton, AZ 85350
Tel: 928-627-1992
Fax: 928-627-2280
E-mail: museum@c2i2.com

Colorado River Indian Tribes
Ron Charles, Tourism Director
Route 1, Box 23-B
Parker, AZ 85344
Tel: 928-669-6757
Fax: 928-669-8928
E-mail: crittourism@rraz.net

Fort McDowell Yavapai Nation
Steve Geiogamah
Tourism Manager
P.O. Box 18359
Fountain Hills, AZ 85269
Tel: 480-816-7108
E-mail: sgeiogamah@ftmcdowell.org

Fort Mojave Indian Tribe
Gentry Medrano, Community
Relations Liaison
500 Merriman Avenue
Needles, CA 92363
Tel: 760-629-4591
Fax: 760-629-5767
E-mail: GentryMedrano@fortmojave.com

Ft. Yuma-Quechan Tribe
Pauline Jose, Director
Fort Yuma-Quechan Museum
P.O. Box 1899
Yuma, AZ 85366
Tel: 760-572-0661
Fax: 760-572-2102

Gila River Indian Community
David Jacome
Economic Development Department
315 W Casa Blanca Road
Box 97
Sacaton, AZ 85247
Tel: 520-562-6131
Fax: 520-562-6125
E-mail: David.Jacome@gric.nsn.us

Havasupai Tribe
Havasupai Tourism Enterprise
P.O. Box 10
Supai, AZ 86435
Tel: 928-448-2141
Fax: 928-448-2551

Hopi Tribe
Belma Navakuku, Business Enterprise
Development Planner
P.O. Box 123
Kykotsmovi, AZ 86039
Tel: 928-734-3244
Fax: 928-734-3248
E-mail: bnavakuku@hopi.nsn.us

Hualapai Tribe
P.O. Box 359
Peach Springs, AZ 86434
Tel: 928-769-2590
Cell: 602-228-9838
Fax: 928-769-2450

Kaibab–Paiute Tribe
Manuel Savala, Tribal Administrator
HC 6565, Box 2
Fredonia, AZ 86022
Tel: 928-643-7245
Fax: 928-643-7260
E-mail: kptadm@color-country.net

Navajo Nation
Roberta John
Navajo Tourism Department
P.O. Box 663
Window Rock, AZ 86515
Tel: 928-871-7375
E-mail: bbiejpress@yahoo.com

Pascua Yaqui Tribe
Carl Russell
7474 S. Camino De Oeste
Tucson, AZ 85746
Tel: 520-883-5000
Fax: 520-883-5014
E-mail: carl.russell@pascuayaqui-nsn.gov

Salt River Pima-Maricopa Indian Community
Janet Johnson, Community Relations Director
10005 East Osborn Road
Scottsdale, AZ 85256
Tel: 480-850-8060
Fax: 480-850-8064
E-mail: Janet.Johnson@saltriver.pima-maricopa.nsn.us

San Carlos Apache Tribe
Terry Rambler
PO Box 0
San Carlos, AZ 85550
Tel: 928-475-2361 ext. 223
Fax: 928-475-2567
E-mail: trambler@scatui.net

San Juan Southern Paiute Tribe
PO Box 1988-9
Tuba City, AZ 86045
Tel: 928-283-4587
Fax: 928-283-5761

Tohono O'odham Nation
PO Box 837
Sells, AZ 85634
Tel: 520-383-2028
Fax: 520-383-3379

Tonto Apache Tribe
Jan Chilton, Executive Casino Host
Mazatzal Casino
PO Box 1820
Payson, AZ 85547
Tel: 928-978-2113
Fax: 928-474-6044
E-mail: jchilton@777play.com

White Mountain Apache Tribe
Raymond Endfield, Jr., Tourism Director
P.O. Box 710
Ft. Apache, AZ 85926-0710
Tel: 928-338-1230
Fax: 928-338-1871
E-mail: RayEndfield@wmat.nsn.us

Yavapai-Apache Nation
2400 West Datsi
Camp Verde, AZ 86322
Tel: 928-567-1004

Yavapai-Prescott Indian Tribe
Linda Thein, Director of Marketing
Yavapai Gaming Agency
P.O. Box 10190
Prescott, AZ 86304
Tel: 928-771-6757
Fax: 928-771-0653
E-mail: lthein@ypit.com

Pueblo of Zuni
Tom Kennedy, Tourism Director
PO Box 339
Zuni, NM 87327
Tel: 505-782-7000
Fax: 505-782-7002
E-mail: tkenne@ashiwi.org

Glossary of Travel & Tourism Terms

Accreditation is a process of qualifying, endorsing, and "licensing" entities that perform certification of businesses, products, processes, or services.

ACF American Culinary Federation http://www.acfchefs.org

AFV - Alternative fuel vehicle. Any dedicated, flexible-fueled, or dual-fueled vehicle designed to operate on at least one alternative fuel.

AGA American Gaming Association http://www.americangaming.org

AH&MA American Hotel & Lodging Association http://www.ahma.com

Alternative Fuel - Methanol, denatured ethanol and other alcohols (separately or in mixtures of 85% or more by volume with gasoline or other fuels) CNG, LNG, LPG, hydrogen, "coal-derived liquid fuels'" fuels other than alcohols derived from biological materials, electricity, neat biodiesel, and any other fuel "substantially not petroleum" that yields substantial energy security benefits and substantial environmental benefits.

American Society of Travel Agents - ASTA: Trade association of retail travel agents.

Annual Pass - An annual pass allows the use of any Corps-operated boat-launching ramp or swimming beach at any Corps project for that calendar year.

ARPA - Archeological Resource Protection Act 16 U.S.C. 470aa (1988). 93 Stat. 721, Pub. L. 96-95. The Archeological Resources Protection Act is a wide-ranging piece of legislation designed primarily for the protection of archeological resources on public and Native American lands. It provides additional protection for historic and archeological resources that are at least 100 years of age through criminal and civil penalties and establishes a permitting system to govern activities that further archeological knowledge.

ASAE - American Society of Association Executives

ASAE American Society of Association Executives http://www.asaenet.org/

Assessment is the process of examining, measuring, testing, or otherwise determining conformance with requirements specified in an applicable standard (Toth, 2000).

ASTA American Society of Travel Agents http://www.astanet.com

ATA Air Transport Association http://www.airlines.org/public/home/default1.asp

ATS Adventure Travel Society http://www.adventuretravel.com/Vacation

Attraction - Any visitor service or product which tourists would enjoy visiting or using. An attraction may not be an "attractor" but can still be an attraction. To be considered an attraction, a product must be: a. Findable (clearly located on maps and street addresses, and directions provided). If tourists can't find the facility, it is not a tourist attraction.

Attractor - A significant tourist attraction, which compels visitation. The primary "must sees" in an area. The top reasons a tourist would choose to visit this area.

Audit is a systematic, documented, periodic, and objective evaluation and verification of how well a particular entity (company, product, program, individual, destination, etc.) is doing compared with a set of standards.

AUPS - Automated User Permit System, a software program used to manage the collection of user fees and issuance of user fee permits at many Corps of Engineers campgrounds.

B&B - Bed and Breakfast inn

Back to back: A term used to describe tours operating on a consistent, continuing basis. For instance, a motorcoach arriving in a city from a cross-country tour may conclude the first tour upon arrival, then transport a second group back along the same route to the origination city of the first tour

Baggage handler: See porter.

Baggage master: The person who controls baggage handling on a ship.

Bed and breakfast (B&B): Overnight accommodations usually in a private home or boarding house, often with a full American-style or Continental breakfast included in one rate.

Bell captain: The person in charge of luggage at a hotel.

Benchmarking is the process of comparing performance and processes within an industry to assess relative position against either a set industry standard or against those who are "best in class" (Synergy, 2000).

Best Practice(s) is used to designate highest quality, excellence, or superior practices in a particular field by a tourism operator.

BIA - Bureau of Indian Affairs

Biodiesel - A biodegradable transportation fuel for use in diesel engines that is produced using organically derived oils or fats as feedstock. Biodiesel is used as a component of diesel fuel. In the future, it may be used as a replacement for diesel. B100 is 100 percent biodiesel; B20 is 20 percent biodiesel blended with diesel.

Biodiversity means the variety of live forms, i.e., the different plants, animals, and

Block: A number of rooms, seats, or space reserved in advance, usually by wholesalers, tour operators, or receptive operators who intend to sell them as components of tour packages.

BMP - Best Management Practices.

Boarding pass: The document that allows a traveler to pass through the gate area and onto a plane or ship.

Booking form: A document which purchasers of tours must complete to give the operator full particulars about who is buying the tour. It states exactly what is being purchased (including options) and must be signed as acknowledgment that the liability clause has been read and understood.

BPA - Blanket Purchase Agreement. These are agreements with vendors that allow buyers to make repetitive types of purchases over a period of time with a summarized bill sent by the vendor once a month.

Breakage: Expenses budgeted for a tour but not used or expended, thus resulting in additional profit to the tour operator. Examples include meals budgeted but not consumed, currency fluctuations in favor of the tour operator, or the tour selling to much larger numbers of passengers than expected.

Break-even point (BEP): The point at which revenues and expenses are the same. For example, the BEP is the number of products (or seats, cabins, tickets, etc.) that must be sold for a company to break even. The BEP is calculated as fixed costs divided by the selling price less variable costs. See reasonable number.

Break-even pricing: Pricing a product based on a forecast of the break-even point and the cost of achieving the break-even point.

Budgeted balance sheet: A budget that measures total assets and liabilities.

Budgeted income statement: A budget that tracks revenues and expenses. Also called the profit and loss statement

CA - Cooperative Agreement

CAA - Canadian Automobile Association http://www.caa.ca

Cabin: A sleeping room on a ship.

Carrier: A company that provides transportation services, such as motorcoach companies, airlines, cruise lines, and rental car agencies

Carrying Capacity - *Carrying capacity* refers to the number of visitors that can adequately be accommodated with existing infrastructure including lodging, dining, public bathrooms, roads, parking, etc.

Cash budget: A budget that monitors cash flow and funds available to meet current expenses

Cash flow: Monies available to meet a company's daily operating expenses, as opposed to equity, accounts receivable, or other credits not immediately accessible

Casual research: A form of marketing research that is used to test cause-and-effect relationships between a marketing program and customers.

CE – Categorical Exclusion

CEI - Center For Environmental Innovation. Twenty National Park Service sites are serving as models for sustainability and green practices.

Certification is a voluntary procedure that assesses, monitors, and gives written assurance that a business, product, process, service, or management system conforms to specific requirements.

Certified Tour Professional (CTP): A designation conferred upon tour professionals who have completed a prescribed course of academic study, professional service, tour employment, and evaluation requirements. The CTP program is administered by the National Tour Association (Lexington, KY) and is open to individuals employed in any segment of the tourism industry

Certified Travel Counselor (CTC): A designation attesting to professional competence as a travel agent. It is conferred upon travel professionals with five or more years of industry experience who compete a two-year graduate-level travel management program administered by the Institute of Certified Travel Agents (Wellesley, MA).

Certified Travel Industry Specialist (CTIS): A designation conferred upon American Bus Association member company employees who successfully complete five correspondence courses (three) required and two electives and written evaluation of eight marketplace seminars.

CFV - Clean Fuel Vehicle. Any vehicle certified by EPA as meeting federal emissions standards. There are three categories of CFV standards: LEV, ULEV, and ZEV.

Chain-ratio method: A method for forecasting market demand by multiplying a base market figure by a series of consumption constraints.

Challenge Partnership Program - The Challenge Partnership Program (formerly "challenge cost-sharing" as authorized by Section 225 of the Water Resources Development Act of 1992) provides opportunities for non-Federal public and private groups and individuals to contribute to and participate in the operation and/or management of recreation facilities and natural resources at Corps water resource development projects. Partnering with others provides a way to stretch the Corps of Engineers budget by sharing the cost of operating and/or managing recreation facilities and natural resources.

Chamber of commerce: A DMO that operates at the local level and is comprised of businesses that are not necessarily associated with the tourism industry

Charter: To hire the exclusive use of any aircraft, motorcoach, or other vehicle.

Clean Air Act 42 U.S.C. 7401-7671q (as amended in 1990), 91 Stat. 685, Pub. L. 101-549. The Clean Air Act established a regulatory program with the goal of achieving and maintaining "national ambient air quality standards" (NAAQS) through state or, if necessary, federal implementation plans. The Environmental Protection Agency is charged with promulgating "primary" NAAQS for criteria pollutants to protect public health, allowing an adequate margin of safety, and "secondary" NAAQS to protect the public welfare from any known or anticipated adverse effects associated with the presence of such air pollutant in the ambient air. The specifically provides that "effects on welfare includes, but is not limited to, effects on solid, water, crops, vegetation, manmade materials, animals, wildlife, weather, visibility, and climate, damage to and deterioration of property, and hazards to transportation, as well as effects on economic values and on personal comfort and well-being, whether caused by transformation, conversion, or combination with other pollutants."

Clean Water Act (Federal Water Pollution Control Act) 33U.S.C. 1251-1376 (1988), June 30, 1948, ch. 758, 62 Stat. 1155. This Act was enacted "to restore and maintain the chemical, physical, and biological integrity of the nation's waters" by attaining the goals of providing for the protection of fish, shellfish, wildlife, and recreation by 1983; eliminating the discharge of pollutants into navigable waters and prohibiting the discharge of pollutants into the waters of the United States." Most of the administration and enforcement of its requirements has been passed on to the states, with federal oversight. Standards promulgated by the states are composed of three interrelated components: 1) the designated beneficial uses of a water body such as contact recreation, drinking water supply, or a cold water fishery; 2) the numerical or narrative criteria that establish the limits of physical, chemical, and biological characteristics of water that are sufficient to protect the beneficial uses; and 3) an antidegradation provision to protect the existing uses of water.

CNG - Compressed Natural Gas. Natural gas that has been compressed under high pressure of 2,000 to 3,600 psi in a pressurized container.

COE or Corps or USACE - Abbreviations for the U.S. Army Corps of Engineers.

Community is people living in one place, district, state, or country (NEAP, 2000).

Confidential Tariff: A schedule of wholesale rates distributed in confidence to travel wholesalers and travel agents.

Consolidator: A person or company which forms groups to travel on air charters or at group fares on scheduled flights to increase sales, earn override commissions or reduce the possibility of tour cancellations.

Consumer Show - A product showcase for the general public. Differs from a "Trade Show" as a trade show generally targets industry professionals.

Conversion - Getting "heads in beds" or otherwise closing the sale. Differs from "hospitality." Hospitality is being warm, friendly and helpful. Conversion is active selling.

Cooperating Association - refers to a legal entity, organized under state law, which enjoys a non-profit and tax-exempt status under Internal Revenue Service codes and which operates under the terms of a Cooperative Agreement with the Corps of Engineers.

Cooperative Agreement - A cooperative agreement is a written legal instrument reflecting a relationship between a Federal agency and a state or local government, tribal government, or other non-federal recipient in which the principle purpose is to transfer money, property, services, or anything of value to the state or local government or other recipient to stimulate or support a public purpose authorized by federal statute. Substantial involvement is anticipated between the federal agency and the recipient during performance of the contemplated activity.

Cultural tourism is travel for the purpose of learning about cultures or aspects of cultures (NEAP, 2000).

Culture is the sum total of ways of living by a group of human beings that is transmitted from one generation to another (NEAP, 2000).

CVB - Convention and Visitors Bureau

CVB - Convention and Visitors Bureau. (See also DMO)

Day rate: Also called a day room. A reduced rate granted for the use of a guest room during the daytime, not overnight occupancy. Usually provided on a tour when a very late-night departure is scheduled.

Day tour: An escorted or unescorted tour that lasts less than 24 hours and usually departs and returns on the same day. See sightseeing tour.

Deadheading: Making a trip or a segment of a trip without passengers, such as driving an empty motorcoach somewhere.

Degradation is any decline in the quality of natural or cultural resources, or the viability of ecosystems that is caused directly or indirectly by humans (NEAP, 2000).

Demand generators: Strategies and programs developed by DMOs and suppliers to generate destination demand. Examples include festivals, events, cultural tours, and consumer promotion

Demands: A consumer's wants backed by the ability to purchase.

Demographics: Population measures, such as age, gender, income, education, race/ethnicity, religion, marital status, household size, and occupation.

Departure point: The location or destination from which a tour officially begins.

Departure tax: Fee collected from a traveler by the host country at the time of departure

Deposit policy: A specified amount or a percentage of the total bill due on a specified date prior to arrival.

Deposit: An advance payment required to obtain and confirm space.

Descriptive research: a form of marketing research that is used to provide detailed answers about customer markets.

Destination - The end point of a trip. This can be a town, a resort, or a stand-along attraction. The place to which a traveler is going; or any city, area, region or country be marketed as a single entity to tourists.

Destination alliance: A DMO that operates as a for-profit association of select suppliers who form a paid-membership network to promote their services to travelers.

Destination management company (DMC): A for-profit company that operates similar to a CVB by providing planning and execution services for the convention and meeting market.

Destination Marketing Organization (DMO): A company or other entity involved in the business of increasing tourism to a destination or improving its public image.

Destination marketing organization (DMO): An organization that promotes a location (city, region, state province, country) as a travel destination.

Destination: The geographic place to which a traveler is going.

Direct flight: A flight that stops one or more times on the way to a destination, but does not require travelers to change planes.

Direct marketing: Sales and marketing communication that feature direct interaction between a company and its customers without any distribution intermediaries.

Directors is an industry **council** of the **Travel** Industry Association of America www.tourstates.com

Distance Learning -Any activity in which the learner participates in a resource education experience from a location remote from the resource in question and without the personal presence of a agency representative, i.e. internet, interactive CD teleconferencing.

DMC (Destination Management Company): A local company that handles arrangements for tours, meetings, transportation, etc. for groups originating elsewhere.

DMO (Destination Marketing Organization): A company or other entity involved in the business of increasing tourism to a destination or improving its public image(such as a convention and visitor bureau).

DNR - Department of Natural Resources

Docent: A tour guide who works free of charge at a museum.

DOD - U.S. Department of Defense

DOE - U.S. Department of Energy. Department of the Federal government that coordinates and manages energy conservation, supply, information dissemination, regulation, research, development, and demonstration.

DOI - U.S. Department of the Interior

DOT - Department of Transportation

DOT - U.S. Department of Transportation. Department of the Federal government that handles national transportation issues.

Double double: A room with two double beds

Double-occupancy rate: The price per person for a room to be shared with another person; the rate most frequently quoted in tour brochures.

Double-room rate: The full price of a room for two people (twice the double-occupancy rate.)

Downgrade: To move to a lesser level of accommodations or a lower class of service.

Driver-guide: A tour guide who does double duty by driving a vehicle while narrating.

Dual-Fuel Vehicle : EPACT: A vehicle designed to operate on a combination of an alternative and conventional fuel. **CAA:** A vehicle with two separate fuel systems designed to run on either an alternative fuel or conventional gasoline, using only one fuel at a time.

Duty-free imports: Item amounts and categories specified by a government that are fee of tax or duty charges when brought into the country..

E10 - (Gasohol) Ethanol/gasoline containing 10 % denatured ethanol and 90% gasoline, by volume.

E85 - Ethanol/gasoline mixture containing 85% denatured ethanol and 15% gasoline, by volume.

EA - Environmental Assessment/Analysis

Eco-labeling describes a scheme in which a product or service may be awarded an ecological label on the basis of its "acceptable" level of environmental impact.

Eco-Management and Audit System (EMAS) is a voluntary European Union regulation that strengthens ISO 14001 in key areas including public access and third party verification.

Economic impact study: Research into the dollars generated by an industry and how these dollars impact the economy through direct spending and the indirect impact of additional job creation and the generation of income and tax revenue.

Ecotour: A tour designed to focus on preserving the environment, or to environmentally sensitive areas.

Ecotourism certification programs are ones that cover businesses, services, and products that describe themselves as involved in ecotourism.

Ecotourism is "responsible travel to natural areas that conserves the environment and improves the welfare of local people," according to The International Ecotourism Society.

Educational Programming - Activities conducted in partnership with formal education institutions and which seek to meet both the institution's specific education outcomes and the agency's resource stewardship goals.

Educational tour: A tour designed around an educational activity, such as studying art.

Educational/Interpretive Signage - Simple sign or label that provides basic information to aid visitor in orientation to or understanding of the location.

EIS – Environmental Impact Statement

EMRRP - Ecosystem Management and Restoration Research Program. The EMRRP is a research program of the U.S. Army Corps of Engineers that helps decision-makers evaluate and mitigate the environmental impacts of Corps water resource development activities at the ecosystem level.

Endangered Species Act of 1973 16 U.S.C. 1531 et seq. (1988), 87 State. 884, Pub. L. 93-205. This Act created a powerful and effective tool for preservation and recovery of declining species worldwide by strengthening provisions of earlier laws and addressing some critical new areas. Among the amendments to the Act is the requirement that federal agencies consult with the U.S. Fish and Wildlife Service if their activities may affect listed species, and requires the agencies to develop programs for the conservation of listed species.

Environmental impact assessment (EIA) is a process of predicting and evaluating the impacts of specific developments or actions on the environment.

Environmental impact statement is the report resulting from an environmental impact assessment.

Environmental management system (EMS) is part of the overall management system that includes the organizational structure, responsibilities, practices, procedures, processes, and resources for determining and implementing the environmental policy.

Environmental scanning: The process of monitoring important forces in the business environment for trends and changes that may impact a company.

EPA - Environmental Protection Agency. Government agency responsible for protection of the environment and public health, regulating air, water and land pollution, as well as pollution from solid waste, radiation, pesticides, and toxic substances. EPA also controls emissions from motor vehicles, fuels, and fuel additives.

Errors and Omissions Insurance: Insurance coverage equivalent to malpractice insurance, protecting an agent's or operator's staff if an act of negligence, an error, or an omission occurs that causes a client great hardship or expense.

Escort: A person, usually employed by a tour operator, who accompanies a tour from departure to return as guide or trouble-shooter, or a person who performs such functions only at the destination. The terms *host-escort* or *host* are often used, and are preferred, to describe this service.

Escort: See tour director.

Escorted group tour: A group tour that features a tour director who travels with the group throughout the trip to provide sightseeing commentary and coordinate all group movement and activities.

Escorted Service: A prearranged travel program, usually for a group, with escort service. Fully escorted tours may also use local guide services.

Escrow accounts: Funds placed in the custody of licensed financial institutions for safekeeping. Many contracts in travel require that agents and tour operators maintain customers' deposits and prepayments in escrow accounts.

ESSTO - Educational Seminar for State Travel Officials

Ethanol - (also known as ethyl alcohol, grain alcohol, ch3ch2oh) An alcohol fuel produced from fermentation of various sugars from carbohydrates found in agricultural crops and cellulosic residues from crops or wood. When used as a gasoline octane enhancer and oxygenate, it increases octane by 2.5 to 3 numbers at 10% concentration. Ethanol can also be used in higher concentration in AFVs that have been designed or converted for its use.

Exchange order: See voucher.

Executive Order 13101 (1998). This Order required all Federal agencies to purchase recycled content products that meet or exceed EPA guidelines unless there is a price, performance, or availability justification for not doing so.

Executive Order 13149 (1999). This Order required all federal agency fleets to use re-refined oil unless it is not available or does not meet performance needs. The Order also established EPA's Comprehensive Procurement Guidelines that designate a variety of environmentally friendly products that should be purchased by all Federal agencies.

Exploratory research: A form of marketing research that's used to obtain preliminary information and clues. It is most often used when the marketing problem is ambiguous.

Extension: A fully arranged sub-tour offered optionally at extra cost to buyers of a tour or cruise. Extensions may occur before, during, or after the basic travel program.

FAA - Federal Aviation Administration

FAM (familiarization) tour: A free or reduced-rate trip offered to travel professionals to acquaint them with what a destination, attraction, or supplier has to offer.

Familiarization Trip: A complimentary or reduced-rate travel program for travel agents, airline or rail employees or other travel buyers, designed to acquaint participants with specific destinations or suppliers and to stimulate the sale of travel. Familiarization tours, also called *fam tours*, are sometimes offered to journalists as *research trips* for the purpose of cultivating media coverage of specific travel products.

FAR - Federal Acquisition Regulation. The FAR was established to codify uniform policies for acquisition of supplies and services by executive agencies. It is issued and maintained jointly, under the statutory authorities granted to the Secretary of Defense, Administrator of General Services and the Administrator, National Aeronautics and Space Administration. Statutory authorities to issue and revise the FAR have been delegated to the Procurement Executives in DOD, GSA, and NASA.

FFV - Flexible Fuel Vehicle. Vehicles with a common fuel tank designed to run on varying blends of unleaded gasoline with either ethanol or methanol.

FHWA - U.S. Federal Highway Administration

FIT - Acronym with multiple meanings. RTM has seen it used to mean the following: ***-Foreign individual traveler -Frequent individual traveler -Fully independent traveler*** **- Usually a "FIT Package" will include lodging, meals, and attractions.**

Fixed costs: Costs that don't change with sales or production levels.

FLETC - Federal Law Enforcement Training Center (Glenco, Georgia)

Fly/drive tour: An F.I.T. package that always includes air travel and a rental car and sometimes other travel components.

FMP - Fire Management Plan, Forest Management Plan

Folio: An itemized record of a guest's charges and credits which is maintained in the front office until departure. Also referred to as a guest bill or guest statement.

FONSI – Finding of No Significant Impact

Foreign Independent Travel or Foreign Individual Travel - FIT: An international pre-paid unescorted tour that includes several travel elements such as accommodations, rental cars and sightseeing. An FIT operator specializes in preparing FITs documents at the request of retail travel agents. FITs usually receive travel vouchers to present to on-site services as verification of pre-payment.

Frequent Independent travel (F.I.T.): A custom-designed, prepaid travel package with many individualized arrangements. F.I.T. are unescorted and usually have no formal itinerary.

Fulfillment Piece - Promotional literature, video, or other material that is sent in response to an inquiry. Usually contains full trip planning information.

Full house: A hotel with all guest rooms occupied.

Function room: A special room that is used primarily for private parties, banquets, and meetings. Also called banquet rooms.

FY - An acronym for Fiscal Year, the accounting period used by the federal government, which begins on 1 October and ends on 30 September.

GA - General Agreement

Gateway city: City with an international airport.

Gateway: City, airport, or area from which a flight or tour departs.

GD&S - Geospatial Data and Systems (GD&S) is an all-encompassing term that refers to data referenced (directly or indirectly) to a location on the earth and the systems that generate and process the data. Systems that employ geospatial data include Geograhic Information Systems (GIS), Land Information Systems (LIS), Remote Sensing or Image Processing Systems, Computer-Aided Design and Drafting (CADD) systems, Automated Mapping/Facilities Management (AM/FM) Systems, and other computer systems that employ or reference data using either absolute, relative, or assumed coordinates such as hydrographic surveying systems.

Geotourism (1998) - Tourism that sustains or enhances the geographic character of the place being visited--its environment, culture, aesthetics,
heritage, and the well-being of its residents

GHA Green Hotels Association http://www.greenhotels.com

GIS - Geographic Information System, an information system that is designed to work with data referenced by spatial or geographic coordinates. In other words, a GIS is both a database system with specific capabilities for spatially referenced data, as well as a set of operations for working [analysis] with the data.

GLAMER - Group Leaders of America Travel Show http://www.glamer.com

Golden Access Passport - The Golden Access Passport is an entrance pass to national parks, national wildlife refuges, Forest Service, and Bureau of Land Management sites that charge entrance fees. It also provides a 50% discount on federal recreation use fees. It is a lifetime pass for citizens or permanent residents of the United States that are legally blind or permanently disabled. It may be obtained in person at any national park, national wildlife refuge, Corps of Engineers, Forest Service sites, or Bureau of Land Management offices. Proof of medically determined permanent disability or eligibility for receiving benefits under federal law must be shown.

Golden Age Passport - The Golden Age Passport is an entrance pass to national parks, national wildlife refuges, Forest Service, and Bureau of Land Management sites that charge entrance fees. It also provides a 50% discount on federal recreation use fees. It is a lifetime pass for citizens or permanent residents of the United States that are age 62 or older. It may be purchased for $10 in person at any national park, national wildlife refuge, Corps of Engineers, Forest Service sites, or Bureau of Land Management offices. Proof of age must be shown.

GPO - Government Printing Office

GPS - A Global Positioning System is a satellite-based radionavigation system developed and operated by the U.S. Department of Defense (DOD). GPS permits land, sea, and airborne users to determine their three-dimensional position, velocity, and time 24 hours a day, in all weather, anywhere in the world with a precision and accuracy far better than other radionavigation systems available today or in the foreseeable future.

Green Energy - Energy from renewable sources such as solar, wind, or geothermal.

Ground Operator: A company that provides local travel services, including transportation or guide services.

Ground operator: See receptive operator.

Group leader: An individual who has been given the responsibility of coordinating tour and travel arrangements for a group. The group leader may act as a liaison to a tour operator or may develop a tour independently (and sometimes serve as the tour director).

Group rate: A special discounted rate charged by suppliers to groups. Also called tour rate.

Group Tour and Group Leader – Group Tour: A travel agent type company which plans motorcoach trips. Group Leader: A small, informal group, such as a church group, scout troop, or social group. Usually one person plans the activities for the group. Some travel shows target these planners such as *GLAMER.*

Group tour: A travel package for an assembly of travelers that has a common itinerary, travel date, and transportation. Group tours are usually prearranged, prepaid, and include transportation, lodging, dining, and attraction admissions. See also escorted group tour.

GSA - U.S. General Services Administration. Since 1949, GSA has housed federal workers and provided products and services to support the important work of government throughout the country. GSA does it by negotiating contracts that account for $40 billion of goods and services bought annually from the private sector.

HEV - Hybrid Electric Vehicle. A vehicle which is powered by two or more fuels, one of which is electricity.

Hospitality - A general term used in travel & tourism describing the "hospitality industry"; refers to the general greeting, welcoming, food service, etc.

Hotel Package: A package offered by a hotel, sometimes consisting of no more than a room and breakfast; sometimes, especially at resort hotels, consisting of (ground) transportation, room, meals, sports facilities and other components.

HSMAI - Hospitality Sales and Marketing Association International www.hsmai.org

http://www.abt-travel.com

IA - Interagency Agreement.

IAAPA International Association of Amusement Parks & Attractions http://www.iaapa.org

IACC International Association of Conference Centers http://www.iacconline.com

IACVB International Association of Convention & Visitor Bureaus http://www.iacvb.org

ICTA Institute of Certified Travel Agents http://www.icta.com

IDRC - International Development Research Council http://www.idrc.ca

IFEA International Festival & Events Association http://www.ifea.com

Incentive Tour: A trip offered as a prize, usually by a company to stimulate employee sales or productivity.

INFRA – Infrastructure Database

Inquiry - A request for more information about an attraction or destination.

Interagency Agreement - A written agreement between two or more Federal agencies in which one of the federal agencies provides goods, property, or services to the other agency (requesting agency). Such agreements are typically entered into under the authority of the Economy Act.

Intermodal Surface Transportation Efficiency Act (ISTEA) http://www.dot.gov/ost/govtaffairs/istea

International Association of Convention & Visitors Bureaus - IACVB: Worldwide association of convention and visitors bureaus, based in Washington, DC. http://www.iacvb.org

International Organization for Standardization (ISO) is a world federation based in Geneva to develop voluntary standards designed to facilitate international manufacturing, trade, and communications.

Interpretation - Print materials, signage, narration, guided tours, and anything that "interprets" the site for the visitor. Interpretation helps the customer "interpret" the experience and explains why a particular product is valuable. Interpretation adds value and meaning to the experience. Common interpretation techniques used in ecotourism include commentary on guided tours, presentations and discussions, drama performance, musical performance, brochures, signs, displays, and audiovisual presentations (NEAP, 2000).

Interpretative Programming - Activities conducted in a recreational environment which seek to connect the participants to the meanings and values of the resource being experienced.

ISES International Special Events Society http://www.ises.com

ISO 14001 is the international standard for environmental management systems.

ISTEA Intermodial Surface Transportation Efficiency Act http://www.dot.gov/ost/govtaffairs/istea

Itinerary: Travel schedule provided by a travel agent for his/her customer. A proposed or preliminary itinerary may be rather vague or specific. A final itinerary however provides all details (flight numbers, departure times, reservation confirmation numbers) and describes planned activities.

KCFC - Kentucky Clean Fuels Coalition

KFATC - Kentucky Federal Agency Tourism Council

KTC - Kentucky Tourism Council

LBL - Land Between The Lakes (located in Kentucky and Tennessee)

LCS - List of Classified Structures

LEEDS - GBRS - Leadership in Energy and Environmental Design Green Building Rating

LIC - Line Item Construction (NPS)

Life Cycle assessment is a variant of an EMS that tracks a product, process or activity from "cradle to grave." In the tourism industry, it assesses the use of resources and social and environmental impact during three phases: 1) departure and return travel, 2) stay at the destination, and 3) activities at the destination.

LPG - Gaseous hydrocarbon mixture separated from natural gas and petroleum. Commonly called propane.

LRMP - Land and Resource Management Plan

LSV - Low Speed Vehicle. Battery-powered vehicle, sometimes called a neighborhood vehicle.

M85 - Fuel with 85% methanol and 15% gasoline, by volume, used as fuel in FFVs.

Mass or mainstream tourism are terms commonly but loosely used to refer to popular forms of leisure tourism pioneered in southern Europe, the Caribbean, and North America in the 1960's and 1970's.

Memorandum of Agreement - A written agreement between a federal Agency and State or local governments, on-profit organizations, corporations, individuals, or other federal agencies used to document receipt of funds, goods, and/or services by a Federal agency. This type of agreement allows a non-federal entity to reimburse a Federal agency for supplies, property, and/or services. This type of agreement may also establish the administrative framework for entering into subsequent agreements that allow for the expenditure of funds, but they never are used to expend Federal funds.

Memorandum of Understanding - A written agreement between a Federal agency and state, or local governments, non-profit organizations, corporations, individuals, or other agencies used to document mutual assistance relationships. A Memorandum of Agreement does not expend nor receive funds.

Methanol - (also known as methyl alcohol, wood alcohol, ch3oh). A liquid fuel usually manufactured from natural gas.

microorganisms, the genes they contain, and ecosystems they form.

MIS - Management Indicator Species

MOA - Memorandum of Agreement.

MOU - Memorandum of Understanding.

MP - Master Plan.

MPI Meeting Professionals International http://www.mpiweb.org

NAAQS - National Ambient Air Quality Standards. Standards for air pollutants regulated under the Clean Air Act, including ozone, carbon monoxide, nitrogen dioxide, sulfur dioxide, lead, and particulate matter.

NAGPRA - Native American Graves Protection and Repatriation Act 25 U.S.C. 3001, Pub. L. 101-601 (November 16, 1990). This act provides for consultation with native American tribes and native Hawaiian organizations regarding the cultural affiliation, ownership, and disposition of human remains and associated material culture which are excavated or discovered on federal lands. The Act also provides defines criminal penalties for illegal trafficking in Native American human remains and cultural items.

NASPD - National Association of State Park Directors

National Historic Preservation Act of 1966 16 U.S.C. 470 et seq. (1966), 80 Stat. 915, Pub. L. 89-665. This Act authorizes the Secretary of the Interior to "expand and maintain a national register of districts, sites, building, structures, and objects significant in American history, architecture, archeology, and culture" and to dispense matching grants-in-aid to the states for historical surveys, preservation plans, and the acquisition and development of historic properties.

National Park Service Organic Act 16U.S.C. 1 et seq. (1988), Aug. 25, 1916, ch. 408, 39 Stat.535. There is created in the Department of the Interior a service to be called the National Park Service, which shall be under the charge of a director. The Secretary of the Interior shall appoint the director, and there shall also be in said service such subordinate officers, clerks, and employees as may be appropriated for by Congress. The service thus established shall promote and regulate the use of federal areas known as national parks, monuments, and reservations hereinafter specified, except such as are under the jurisdiction of the secretary of the Army, as provided by law, by such means and measures as conform to the fundamental purpose of the said parks, monuments, and reservations, which purpose is to conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.

Nature tourism is travel to unspoiled places to experience and enjoy nature.

NB - National Battlefield (NPS)

NBP - National Battlefield Park (NPS)

NBTA National Business Travel Association http://www.nbta.org

NCA National Concierge Association http://conciergeassoc.org/index.htm

NCBNP National Coalition of Black Meeting Planners http://www.ncbmp.com/whoweare.shtml

NCSTD - National Council of State Travel Directors **...** The **National Council** of **State** Tourism

Neat Fuel - Fuel that is free from additives or dilution with other fuels. M100, for example, is 100% methanol and is called neat methanol.

NEPA - National Environmental Policy Act 42 U.S.C. 4321 et seq. (1988), 83 State. 852, Pub. L. 91-190. Often called the Magna Carta of environmental law, NEPA mandates that the federal government will "use all practical means and measures including financial and technical assistance, in a manner calculated to foster and promote the general welfare, to create and maintain conditions under which man and nature can exist in productive harmony, and fulfill the social, economic and other requirements of present and future generations of Americans." It specifically directs federal agencies to provide detailed statements on "the environmental impact of the proposed action, and any adverse environmental effects which cannot be avoided should the proposal be implemented, and alternatives to the proposed action."

NFMA - National Forest Management Act

NFS - National Forest System

NGO - Non-governmental Organization

NHL - National Historic Landmark (NPS)

NHP - National Historic Park (NPS)

NHS - National Historic Site (NPS)

NIFC - National Interagency Fire Center (Boise, Idaho)

NM - National Monument (NPS, BLM)

NMA National Motorists Association http://www.motorists.com

Non-attainment Area - A region of the country that exceeds minimum acceptable National Ambient Air Quality Standards (NAAQS) for one or more pollutants. Such areas are required to seek modifications to their State implementation Plans (SIPS), setting forth a reasonable timetable using EPA-approved means to achieve attainment. Under the Clean Air Act, if a non-attainment area fails to meet NAAQS, the EPA may impose stricter requirements or impose fines, construction bans, and cutoffs in Federal grant revenues until attainment is achieved.

NP - National Park (NPS)

NPCA - National Parks Conservation Association

NPCA National Parks & Conservation Association http://www.npca.org/flash.html

NPF - National Park Foundation www.nationalparks.org/npf

NPRS - National Park Reservation System

NPS - National Park Service

NPT - National Park Trust

NRA - National Recreation Association, National Recreation Area, National Rifle Association

NRA National Restaurant Association http://www.restaurant.org

NRCS - Natural Resource Conservation Service

NRM - The Natural Resources Management Branch of the Operations Division of the Corps of Engineers.

NRPA - National Recreation and Parks Association.

NRRS - The National Recreation Reservation Service is a program for reserving a variety of recreation activities on federal lands. Currently, the Corps and the U. S. Forest Service have sites available on the NRRS system, which is operated by a contract with Reserve America.

NS - National Seashore

NSR - National Scenic River

NTA National Tour Association http://www.ntaonline.com

O&M - Refers to Operations and Maintenance activities

Octane Rating - A measure of a fuel's resistance to self-ignition; a measure of the anti-knock properties of the fuel.

Off-site Programming - Educational or interpretive activities conducted by agency personnel outside the agency's unit jurisdictional boundary.

OHV - Off Highway Vehicle

OMB - U.S. Office of Management and Budget. The general functions of the Office of Management and Budget, as provided by statute and executive order, are to develop and execute the budget, oversee implementation of Administration policies and programs, advise and assist the President, and develop and implement management policies for the government.

On-site Programming - Educational or interpretive activities conducted by agency personnel within agency's unit jurisdictional boundary.

OPM - U.S. Office of Personnel Management. The U.S. Office of Personnel Management (OPM) is the federal government's human resources agency.

ORV - Off-road vehicles are any motorized vehicle designed for or capable of cross-country travel on or immediately over land, water, sand, snow, ice, marsh, swampland, or other natural terrain; except that such term excludes (1) any registered motorboat, (2) any military, fire, ambulance or law enforcement vehicle when used for emergency purposes and (3) any vehicle whose use is authorized by the Chief of Engineers, or his properly designated representative, under a permit, lease, license or contract.

Package Tour: A saleable travel product offering an inclusive price with several travel elements that would otherwise be purchased separately. Usually has a predetermined price, length of time and features but can also offer options for separate purchase.

Packager: Anyone organizing a tour including prepaid transportation and travel services, usually to more than one destination.

Partnership - Two persons who dance together. A relationship between one or more parties involving close cooperation in exercise of specific rights and responsibilities.

PIT - Passport In Time

PR - Public Relations

Product Extension - An add-on product or service, which enhances the experience of your product and generates additional revenue. Example - A state park that offers guided wildflower tours (for a fee).

Product Life Cycle - The cyclical pattern of demand for most products from "new and exciting" to "old and dated." Almost all products (tourism and otherwise) have these cycles.

PRSA - Public Relations Society of America www.prsa.org

Rack Card - The typical tourism brochure sized 4" x 9" and used primarily in tourism racks. Also known as a "teaser."

Rack Rate: The official cost posted by a hotel, attraction or rental car, but not used by tour operators.

RC&D - Resource Conservation and Development

Reassurance Sign - When trying to locate an attraction, especially when the route is long and unclear, it is critical to offer "reassurance signs" that tell the visitor they are indeed going the right way.

Receptive Operator - Someone who plans to "receive" your motorcoach or tour group. They may plan your lodging, meals, attraction visits, etc. for a fee or commission. A tour operator or travel agent specializing in services for incoming visitors, such as meeting them at the airport and facilitating their transfer to lodging facilities

Reconnaissance - An on-site evaluation of an attraction or destination from the perspective of the customer. Best performed by an outsider who is not familiar with the location and who is trained in fair and scientific methods of evaluation.

Resource Conservation and Recovery Act (1976). Section 6002 required Federal agencies to purchase products containing environmentally friendly materials "to the extent possible," beginning the federal mandate to "buy green."

Retail Agency: Travel Company selling directly to the public, sometimes a subdivision of a wholesale and/or retail travel organization.

RFP - Request for Proposals

RFQ - Request for Quotes

RMP - Resource Management Plan

ROS - Recreation Opportunity Spectrum

RSA - Receptive Services Association www.rsana.com

RTCA - Rivers Trails and Conservation Assistance Program (NPS)

SATW - Society of American Travel Writers

Scheduled flights: Air flights that are publicly scheduled and promoted by major airlines.

Scheduled tour: A tour that's set in a tour operator's regular schedule of tour departures and that's often sold to the general public. Also called public tour or retail tour.

Secondary information: Research data that was collected by another company or person and usually for a purpose that's different than the research objectives and tasks at hand.

SGMP - Society of Government Meeting Planners

Shells: Preprinted brochures with photos, illustrations, and graphics but no text; also called slicks.

Shore excursion: A land tour, usually available at ports of call, sold by cruise lines or tour operators to cruise passengers.

Shoulder season: Those periods between the peak and off season when destination demand is moderate.

SHPO - State Historic Preservation Officer

Sightseeing companies: Organizations that provide local guided tours

Sightseeing guide: See driver/guide.

Sightseeing tour: Short excursions of usually a few hours that focus on sightseeing and/or attraction visits.

Simple random sample: A sample that draws a group of respondents randomly from all members of the population.

Small and medium enterprises (SME) are generally companies that employ less than 250 but more than ten individuals. Companies employing less than ten people are generally referred to as micro-enterprises (Synergy, 2000).

SME - Subject Matter Expert.

SMERFs - Social, military, educational, religious, and fraternal market segments. Usually targeted and separately tracked by DMOs.

SOP - Standard Operating Procedure

SOS - Standard Organizational Structure refers to the projects-based organizational structure that a 1994 directive from Corps of Engineers Headquarters required all Corps Operations Divisions nationwide to adopt.

Southeast Tourism Society – (STS) – Established in 1983, STS has become the premier regional membership organization that promotes add develops tourism by pioneering programs that have a major impact on the tourism industry regionally and nationally. STS includes an eleven state region with 520+ members from every category of the tourism industry including in our sustaining member states (AL, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV). 3400 Peachtree Rd., NE; Suite 725; Atlanta, GA 30326 phone: 404.364.9847 fax: 404.262.9518 http://southeasttourism.org & http://www.escapetothesoutheast.com

Special event tour: A travel package that features major happenings, such as concerts or sporting events, as the reason for the journey.

Split itinerary: An itinerary in which part of the group does one thing while the other part does something else.

Stakeholders - Parties who may be affected by agency decisions and actions (i.e., user groups, elected officials, commercial interests).

Stakeholders are, in the context of this report, environmentalists, park managers, tourism industry representatives, consumers, host countries, host communities, funders and financiers, and others who have an interest in a particular certification program.

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Standard is a document approved by a recognized body that provides for common and repeated use of a prescribed set of rules, conditions, or requirements (Toth, 2000).

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Step-on Guide - A highly knowledgeable guide whom "steps-on" an incoming motorcoach and provides narrative interpretation for the experience. Some CVBs offer step-on guides for free. Sometimes an independent company offers this service for a fee.

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Step-on guide: A tour guide who boards a motorcoach to give detailed, expert commentary about the city or area being visited.

Strategic plan: A report that describes a company's mission statement, goals, objectives and strategic actions

STS – (Southeast Tourism Society) Established in 1983, STS has become the premier regional membership organization that promotes add develops tourism by pioneering programs that have a major impact on the tourism industry regionally and nationally. STS includes an eleven state region with 520+ members from every category of the tourism industry including in our sustaining member states (AL, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV). 3400 Peachtree Rd., NE; Suite 725; Atlanta, GA 30326 phone: 404.364.9847 fax: 404.262.9518 http://southeasttourism.org & http://www.escapetothesoutheast.com

Subcontractor: A local operator who provides services for a wholesaler.

Supplier: The actual producer and seller of travel components

Supplier: The actual producer of a unit of travel merchandise, such as a carrier, hotel or sightseeing operator.

Sustainable development is that which "meets the needs of the present without Compromising the ability of future generations to meet their own needs."

Sustainable tourism certifications are programs that measure a range of environmental, socio-cultural, and economic equity issues both internally (within the business, service, or product) and externally (on the surrounding community and physical environment).

Sustainable tourism is, according to the World Tourism Organization, "envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled with maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems."

SWOT analysis: A summary of a company's strengths and weaknesses, and the environmental opportunities and threats that will most influence it.

System - A voluntary building rating system that evaluates environmental performance from a "whole building" perspective over a building's life cycle. A program of the U S Green Building Council.

Target market: The group of customers who will be the focus of a company's marketing efforts

Tariff: (1) Fare or rate from a supplier; (2) Class or type of a fare or rate; (3) Published list of fares or rates from a supplier; (4) Official publication compiling rates or fares and conditions of service.

TDA - Tourism Development Authority.

Teaser Piece - A teaser piece can either be a rack brochure **(*see "rack brochure" above),** or a mailer, giveaway, or some other promotional piece that is intended to "tease" the receiver into taking a specific action.

Telemarketing: Direct marketing via the telephone.

Terminal: A building where clients report for trips via train, plane, etc.; also called a depot or a station.

The Natural Step (TNS) is a non-profit environmental education organization founded in Sweden in 1989 that promotes both scientific principles and social equity. I

Theme tour: A tour that's designed around a concept of specific interest to the tour takers, such as history or sports.

TIA Travel Industry Association of America http://www.tia.org/default.asp

Tickler system: A method for monitoring reservations and payments that's arranged by date and points out late payments so customers can be contacted.

Tiered pricing: When suppliers offer different prices to receptive operators, tour operators, and group leaders, so each party can earn a profit by marking up the supplier's price while still offering a fair price to customers.

TNC - The Nature Conservancy

TODS - Tourist Oriented Directional Signage

Tour Operator: A company that creates and/or markets inclusive tours and/or performs tour services.

Tour: Any prearranged (but not necessarily prepaid) journey to one or more places and back to the point of origin.

Tourism certification programs, such as AAA (Automobile Association of America), have typically measured and compared quantity, service, and price, areas deemed most important to travelers.

Tourism Industries, US Department of Commerce: The federal agency responsible for tracking and analyzing international visitation to the United States. http://tinet.ita.doc.gov

Tourism: Travel undertaken for pleasure. The business of providing and marketing services and facilities for pleasure travelers. Thus, the concept of tourism is of direct concern to governments, carriers, and the lodging, restaurant and entertainment industries and of indirect concern to virtually every industry and business in the world.

Trade Show - A product showcase for a specific industry. Generally it is not open to the public. Differs from a "Consumer Show" in that a trade show targets the professional industry, while a consumer show targets consumers.

Trailblazing Signage - Signs to aid the public in arriving at a particular location.

Travel Agent: The individual who sells travel services, issues tickets and provides other travel services to the travel services to the traveler sat the retail level.

Travel Industry Association of America - TIA: The non-profit umbrella trade organization of companies and government agencies representing all segments of the travel industry formed to promote travel to and within the US. www.tia.org

TTRA Travel & Tourism Research Association http://www.ttra.com/

TVA - Tennessee Valley Authority

U.S.C. - United States Code

Universal Access (UA) - The availability of a facility, program or service to integrate all persons, regardless of any mobility, vision, hearing, learning or other impairment to assure all persons have the opportunity to achieve similar experiences.

Upgrade: To move to a better accommodation or class of service.

URL – Universal Resource Locator. This is the term used for the address of a Website. Think of a URL as similar to a phone number or street address. Example: http://www.rtmnet.com; http://www.usdm.net.

USDA - U. S. Department of Agriculture

USFS - U. S. Forest Service

USFWS - U. S. Fish and Wildlife Service

USGS - U. S. Geological Service

Value season: See off season

Value: The relationship between the benefits associated with a product or service and the costs of obtaining the product or service. See also perceived value.

Value-added tax: (VAT): A type of tax system which adds a fixed percentage of taxation on products and services at each step of production or service delivery.

Value-based pricing: Pricing a product based on buyer perceptions of value rather than actual product costs.

Variable costs: Costs that change with sales or production levels

Variance report: A summary of how much a company has gone above or below budget.

VERS - Visitation Estimation and Reporting System.

VFR - Visiting friends and relatives

VFRM - Visiting friends and relatives of the military

Visa: Stamp of approval recorded in a traveler's passport to enter a country for a specific purpose.

Volume incentive: See override.

Volume purchase: The purchase of large quantities of a product or service.

Voluntary initiatives within the tourism industry are not legally required or binding and are usually focused on

Voucher: Documents that are exchanged for goods and service to substantiate payment that will be or already has been made

Waitlist: A list of clients awaiting transportation or accommodations at times when they are not available. Waitlisted clients are confirmed as a result of subsequent cancellations.

Wants: Ways in which a person satisfies a basic need

WASO (WO) - Washington Office (for most Federal agencies)

Wayfinding Signage - Signs to aid the public in orienting themselves geographically within a specific location and which identify functional units within the location.

Wayside Exhibit - An exterior interpretive exhibit placed in view of the resource being experienced by the audience and providing a deeper understanding of the significance of the location.

WCF - Working Capital Fund

Wholesale: Sale of travel products through an intermediary in exchange for a commission or fee generally at reduced tariffs

Wholesaler - A company that purchases large blocks of rooms, tickets, etc. and then resells to either the public or to other travel professionals. A company that usually creates and markets inclusive tours and FITS for sale through travel agents. Usually sells nothing at retail (as opposed to a travel agent who can sell any product)., but also does not always create his/her own product; also less likely to perform local services

Word-of-mouth promotion: Personal communication about a product or service from one customer to another

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WTM - World Travel Market

WTO stands for two international organizations: 1) the World Tourism Organization, a UN-related institution based in Madrid that collects data on tourism and lobbies on behalf of the industry; and 2) the World Trade Organization.

Yield management: Calculating and analyzing the profits earned per customer