



Volusia County Tourism and Marketing Study Progress Report

May 3, 2012

Presented by:

Strategic Advisory Group

SAG Scope



Thank You – Community Input

• SAG has met with:

- Joie Alexander, Volusia County Council
 - Robert Apgar, Mayor of DeLand
- Adam Barringer, Mayor of New Smyrna Beach
- Sean Belgrade, Daytona International Speedway
 - Jack Becker, Main Street DeLand
- Samantha Bishop, Southeast Volusia Chamber
 - Kevin Bowler, Daytona Beverages
- Hyatt Brown, Brown and Brown Insurance
 - Frank Bruno, Volusia County Chair
 - Tim Bustos, Florida Bicycle Association
 - Dave Byron, County of Volusia
- Joie Chitwood, Daytona International Speedway
 - Debbie Connors, Port Orange/S. Daytona Chamber
 - Nick Conte, DeLand Area Chamber
 - Tim Corder, Pyramid Hotel Group
 - Joyce Cusack, Volusia County Council
 - Angela Cameron-Daniels, Ocean Center
 - Bob Davis, Hotel Motel Association of Volusia
 - Kelley DeSoto, Ocean Properties
 - James Dinneen, County of Volusia
 - Theresa Doan, Doan Management
 - Ted Doran, Halifax Area Advertising Authority
 - Phil Ehlinger, County of Volusia
- Kim Ellis, Ocean Walk Shoppes
- Evelyn Fine, Fine Research & Marketing, Inc.
 - Suzanne Forbes, James Moore & Co.
 - Eugene Gizzi, ECHO Board
- Liz Grindell, Daytona Beach Convention & Visitors Bureau
 - Jeffrey Hentz, Daytona Beach Convention & Visitors Bureau
 - Robert Hietala, The Plaza Resort & Spa
- Herb Hiller, Tourism consultant, bicycle enthusiast
 - Sharon Hughes, Hampton Inn
 - Mike Jiloty, Lord and Lasker/Florida
 - Mike Johnson, Skydive DeLand
 - Rick Karl, County of Volusia
 - Andy Kelly, Volusia County Council
- David Kosmas, Collado Real Estate Management
 - Blaine Lansbury, Bahama House
 - Rich Larkin, Hilton Daytona Beach Resort
 - Gary Libby, Retired museum director
- Rev. John Long, Tubman-King Community Church
 - Stephanie Massler, Doe Anderson
- Larry McKinney, Daytona Regional Chamber
- Linda McMahon, Daytona Beach Convention & Visitors Bureau
- Terry Mooney, Acropolis Advertising Agency
 - Pat Northey, Volusia County Council
 - Carl Persis, Volusia County Council
 - Don Poor, Ocean Center
 - Rick Rawlins, Highland Park Fish Camp
 - George Recktenwald, County of Volusia
 - Pat Rice, Daytona Beach News-Journal
 - David Rijos, Shores Resort and Spa
 - Glenn Ritchey, Mayor of Daytona Beach
 - Bill Roe, Ocean Properties & Management
- Mandy Rosemeyer-Campbell, Bruce Rosemeyer's Destination Daytona
 - Kent Sharples, CEO Business Alliance
- Al Smith, Event planner for Daytona Beach area
 - Tom Staed, Staed Family Properties
 - David Swentor, Premiere Development
- Renee Tallavast, West Volusia Tourism Advertising Authority
 - Carlos Valderama, Hispanic Chamber
 - Richard Vyse, Holiday Inn Hotel & Suites
 - Josh Wagner, Volusia County Council
- Ron Wallace, Daytona Beach News-Journal
- Ron Woxberg, St. Johns River Cruises

Common Themes – Stakeholders

- Key conclusions – community meetings
 - Concern over centralization – overall trust
 - Stakeholders expressed lack of engagement – disconnected
 - Differing opinions over “who is the customer”
 - Sincere interest in participating
 - Tourism is important

Competition – Funding (in progress)

- Understand funding and support in other counties
 - Key West, Tampa, St. Petersburg, Sarasota, Lee County, Ft. Myers, Virginia Beach, Myrtle Beach
 - Evaluating funding comparisons
 - Dollars per hotel room
 - Dollars per visitor

Opportunities for Improvement

- There are many opportunities to improve
 - New practices can be implemented
 - Improve accountability
 - Measurement
 - Research driven
 - Improve communication
 - Monthly report – summary of results
 - Improve focus
 - One-to-one marketing

Baseline Research – Recommendation

- Importance
 - Guides marketing strategy
 - Builds consensus
 - Maximizes return on marketing investment
- Evaluated current data – helpful
 - Need to create a baseline by going deeper
- Proposal: Use PRIZM analysis to further define the target customers
 - Create a baseline that can be utilized for three to five years
- Where is the highest return?
 - Refine current media plan
- Shared with community

IMPORTANT DECISION FACTORS

Outside of "space-dates-and-rates" issues, other community attributes can often play a key role in affecting destination selection. When considering communities to host your event, please identify which of the following you consider an absolute priority for your destination selection (please check each that applies). Moreover, of those attributes listed, including any that you did not see, please indicate the single most important to your event (please check only one).

	Deal (Please check only one)	Most Important
Civic Leadership & Involvement: One or more of the local elected officials represents your group's cultural ethnicity	<input type="checkbox"/> Y <input type="checkbox"/> N	<input type="checkbox"/>
Business Community: Active and vibrant businesses from our cultural community exist in our destination	<input type="checkbox"/> Y <input type="checkbox"/> N	<input type="checkbox"/>
Leaders: The destination supports a local Minority Business Development Council	<input type="checkbox"/> Y <input type="checkbox"/> N	<input type="checkbox"/>
Cultural Community: The destination supports a vibrant Arts & Culture scene from our ethnic community	<input type="checkbox"/> Y <input type="checkbox"/> N	<input type="checkbox"/>
Other: Please describe	<input type="checkbox"/> Y <input type="checkbox"/> N	<input type="checkbox"/>

9. How important is the size of Portland's <AA/L/A/NA> population in your decision-making?

1 Definitely Unimportant 2 Somewhat Unimportant 3 Neither Important nor Unimportant 4 Somewhat Important 5 Definitely Important

(AA/L/A/ NA) (If response is 4 or 5 then go to Q15; else go to Q16)

10. What would you say is the appropriate percentage of the community's population that represents your ethnicity that is needed to be considered attractive for your group?

5% to 10% 10% to 15% Over 15%

11. If Portland does not meet your desired demographic make-up, in your opinion, what could the City do to offset this potential disadvantage? Please describe:

(AA/L/A/ NA) (Go to Q14)

12. How important is the existence of federal registered tribes in Portland?

1 Definitely Unimportant 2 Somewhat Unimportant 3 Neither Important nor Unimportant 4 Somewhat Important 5 Definitely Important

13. With respect to influencing your destination decision-making process, how would you characterize the existence of federally registered tribes in Portland?

1 No impact 2 Portland without them 3 many important issues 4 on our decision

CIVIC LEADERSHIP & INVOLVEMENT

14. When considering a destination like Portland, how important to your decision-making process is the presence of one or more <AA/L/A/NA> elected officials in the community?

1 Definitely Unimportant 2 Somewhat Unimportant 3 Neither Important nor Unimportant 4 Somewhat Important 5 Definitely Important

(If response is 4 or 5 then go to Q15; else go to Q16)

15. With respect to making a final destination selection decision, how important is the participation from these specific elected officials in the following areas?

	Importance				
	Low				High
Officially invites your group to Portland	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Personally presents the overall advantages of the City and outlines the local environment and support for your ethnic community	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Speaks at your conference or event	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Other (please describe)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

16. How important is the personal involvement of an elected official, such as the Mayor or City Council member, in your overall destination decision?

1 Definitely Unimportant 2 Somewhat Unimportant 3 Neither Important nor Unimportant 4 Somewhat Important 5 Definitely Important

PUBLIC POLICIES

17. If Portland had programs in place to support multi-cultural communities, how important would each be in affecting your destination selection process?

Stimulate your ethnic business community	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Ensure fair and equitable law enforcement practices	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Creation of an office to focus on racial parity	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Diverse leadership within the Mayor's office and City staff	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Other (please describe)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

18. How important in your decision-making process is Portland's overall position on immigration?

1 Definitely Unimportant 2 Somewhat Unimportant 3 Neither Important nor Unimportant 4 Somewhat Important 5 Definitely Important

Research

- By identifying the types of neighborhoods in which we find our existing customers, we can:
 - Accurately predict the types of neighborhoods where we will find customers in the future
 - Develop core consumer marketing plans that will focus on those areas and cultivate new visitors

IMPORTANT DECISION FACTORS

1. How important is the size of Portland's <AA/L/A/NA> population in your decision-making?

2. What will you say is the approximate percentage of the community's population that represents your ethnicity?

3. If Portland does not meet your desired demographic make-up, in your opinion, what could the City do to offset potential disadvantages? Please describe.

4. If you knew that Portland was in the top ten in terms of percentage of Native American population in the U.S., would that influence your decision?

5. With respect to influencing your destination decision-making process, how would you characterize the existence of federally registered tribes in Portland?

6. How important is the presence of elected officials in the community?

7. With respect to making a final destination selection decision, how important is the participation from these specific elected officials in the following areas?

8. Regardless of ethnicity, is the active and personal involvement of an elected official, such as the Mayor or City Council member, in some of the areas above important in your overall destination decision?

9. If Portland had programs in place to support multi-cultural communities, how important would each be in affecting your destination selection process?

10. How important is your ethnic business community?

11. Ensure fair and equitable law enforcement practices?

12. Creation of an office to focus on racial parity?

13. Diverse leadership within the Mayor's office and City staff?

14. Other (please describe)

CIVIC LEADERSHIP & INVOLVEMENT

14. When considering a destination like Portland, how important to your decision-making process is the presence of <AA/L/A/NA> elected officials in the community?

15. With respect to making a final destination selection decision, how important is the participation from these specific elected officials in the following areas?

16. Regardless of ethnicity, is the active and personal involvement of an elected official, such as the Mayor or City Council member, in some of the areas above important in your overall destination decision?

17. If Portland had programs in place to support multi-cultural communities, how important would each be in affecting your destination selection process?

18. How important in your decision-making process is Portland's overall position on immigration?

Research

- Propose to conduct a PRIZM Profile Analysis to answer four of the most fundamental marketing questions:
 - Who are the targets we most want to reach?
 - What are they like?
 - Where do they live?
 - How can you reach them most cost effectively?
- Answering these questions is an essential step in designing future research based marketing programs

IMPORTANT DECISION FACTORS

1. When considering a destination like Portland, how important is the presence of the following factors in the decision-making process? (Please check only one.)

Definitely Unimportant Somewhat Unimportant Neither Important nor Unimportant Somewhat Important Definitely Important

(If response is 4 or 5 then go to Q15; else go to Q16)

2. Demographics: The population of the destination is reflective of that of our group Y N

3. Civic Leadership & Involvement: One or more of the local elected officials represents our group's cultural ethnicity Y N

4. Business Community: Active and vibrant businesses from our cultural community exist in the destination Y N

5. Public Policies: The destination has pro-active policies in place to support our community Y N

6. Labor: The destination supports a labor-friendly business environment Y N

7. Cultural Community: The destination supports a vibrant Arts & Culture scene from our ethnic community Y N

8. Local Memberships: The local members of the destination's ethnic community are active in the decision-making process Y N

9. Other: Please describe Y N

10. What would you say is the approximate percentage of the community's population that represents your ethnicity? 1 2 3 4 5

11. If Portland does not meet your desired demographic make-up, in your opinion, what could the City do to offset this potential disadvantage? Please describe:

12. If you knew that Portland was the top ten in terms of percentage of Native American population in the U.S., how would that influence your decision-making process? 1 2 3 4 5

13. How would the presence of a large Native American population in the destination impact your decision-making process? 1 2 3 4

CIVIC LEADERSHIP & INVOLVEMENT

14. When considering a destination like Portland, how important is the presence of the following factors in the decision-making process? (Please check only one.)

Definitely Unimportant Somewhat Unimportant Neither Important nor Unimportant Somewhat Important Definitely Important

(If response is 4 or 5 then go to Q15; else go to Q16)

15. With respect to making a final destination selection decision, how important is the participation from these specific elected officials in the following areas?

16. Regardless of ethnicity, is the active and personal involvement of an elected official, such as the Mayor or City Council member, in some of the areas above important in your overall destination decision?

17. If Portland had programs in place to support multi-cultural communities, how important would each be in affecting your destination selection process?

18. How important in your decision-making process is Portland's overall position on immigration?

Focus – Target Visitors

- Focus our efforts – build one-to-one plan
- Current databases are underutilized
 - Over 100,000 visitors in databases
 - Grow the databases – with interests identified
- Stakeholder implication – Volusia County experiences
 - Specific Volusia County experiences developed
 - Example Eco-Tourism
 - Create opportunities for people with specific interest
 - Need stakeholder support

Opportunity to Leverage Stakeholder support

- Current challenges:
 - Cities and key potential partners do not feel engaged
 - Opportunities need to be maximized
 - Shriners – a recent example when people are together
 - Half marathon – integrated into racetrack and beach
 - Ultimate success will come from collaboration and support
 - Campaigns done independently
 - Daytona Beach chamber – “The Great American Destination”

Preliminary Thought – Synergy

- Synergy
 - Opportunity for synergy in key areas
 - Examples
 - Finance/admin
 - E-marketing
 - Reservation systems
 - Shared online content
 - Creative services
 - Focus on driving business – not support services
 - Decision making important – remains in areas

Ocean Center

- Function informs form/structure
- Opportunity for a seamless sales operation
- Currently five group sales managers
 - Need to work from a common plan
 - Create common goals
 - Currently duplication of efforts
 - Opportunity to maximize productivity

Timeline – Implementation

- Implementation has occurred – Great Cooperation
 - SVAA
 - Pilot program
 - Board presentations
 - West Volusia
 - Specific experiences
 - Discussion with board on future direction
 - Daytona CVB – HAAA
 - New CEO – Initial discussions
 - Discussions – Group sales teams
 - Potential on line strategies
 - Ocean Center
 - Team discussions – joint meeting with CVB
 - Software Input – CVB interface
- Preliminary report – end of June – early July



Strategic Advisory Group

Dan Fenton, Project Executive

Progress Report

Volusia County Council

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