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MINNESOTA
OFFICE OF TOURISM

WORK PROGRAM
JULY 1, 1985 - JUNE 30, 1985

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SUMMARY

The work program continues to reflect the basic activities of the Office over the last few years. There are, however, significant enhancements to the plan that will allow for greater flexibility and expansions of programs as well as new program development.

In Administration, advertising will continue to be a priority and the largest activity. With the advertising we will be taking a much more direct approach with the development of 60- and 90-second television spots and the development of a new newspaper concept for marketing the state. In the development and technical assistance area the newly created Tourism Loan Program will be a high priority with an expected 80-100 loans being made to tourism business through the Energy and Economic Development Authority.

In the area of travel information many of the same activities will continue; but as a result of legislation, the Travel Information Center will be purchasing a computer to reduce long-term costs and greatly expand services. This will be the first step in creating a statewide vacancy service for 1987 and a continued refinement of the tourism data base containing all tourism businesses, activities and events. In addition, work will be completed on a monthly travel barometer to measure how the industry is performing on a month-by-month basis so office programs can be more effectively directed to an area of need.

The Communications unit will continue to develop the office publications. New lure books will be developed for 1986 and communications will have the responsibility of producing the new seasonal Minnesota Explorer newspaper three times a year. Travel News, the Office's monthly newsletter, will change to bimonthly and the communications area will produce up to six educational brochures to distribute to the industry. The travel/outdoor writers program will continue to expand and the Communications unit now has the full responsibility of public relations activities for the Office.

The Marketing unit will continue in its activities from the previous years in the areas of meetings and conventions, group tours and international marketing, sales blitzes and trade shows. Advertising will be continued in all these areas. A new area will be a sales trip to New York to meet with top wholesalers, both domestic and international, to encourage them to conduct tours of Minnesota. In the area of joint ventures, the Office's programs were reduced from \$800,000 to \$500,000 each year and as a result, we will have a combined local, regional and statewide program versus the three separate programs. This will allow greater flexibility and provide more funds to multiple community projects. The Marketing unit will greatly expand its work with other states in the region to market Minnesota as part of the Great Lakes Region. The Marketing unit will also be adding a new area, Business Travel Marketing, to encourage extended stays by business people in Minnesota and to encourage future vacation trips by the business people and their families traveling in the state.

In conclusion, the Office will be able to maintain many of its programs and expand them. The Office will be adding new programs and strategies to continue to make us competitive in the travel industry. Lastly, the Office will meet its legislative mandate to generate \$1.5 million in private sector support of tourism in Minnesota each year.

Because opportunities arise during the course of a year, this document is meant to be a flexible guide. Additional items will be added during the year; and potentially, some items will be dropped because of better opportunities or ways of accomplishing our objectives.

BUDGET

FY 1986 Appropriation

Administration

01	Reg. and Unclass. Posn.	179.1	
03	Interns	<u>10.9</u>	190.0
10	Rents & Leases	16.5	
11	Advertising	0.0	
12	Repair Services	1.7	
14	Printing & Binding	3.0	
18	Purchase Services	1.0	
20	Communications	2.8	
21	Travel In-State	6.0	
22	Travel Outstate	9.5	
29	Fees/Other Fixed Chg.	1.0	
30	All Suppl/Mat/Parts	3.3	
40	Equipment	<u>2.0</u>	
	AID 608604		236.8

Joint Venture Account

11	Tourism Joint Venture - Local-Regional-Statewide	<u>500.0</u>	
	AID 608638		500.0

Travel Information

01	Reg. Class. Posn.	290.0	
03	Pt/Seas/Lab Svs	104.5	
07	Overtime Pay	<u>3.0</u>	397.5
10	Rents and Leases	29.5	
12	Repair Services	1.5	
14	Printing and Binding	15.0	
17	EDP & Systems Svs	50.0	
18	Purchase Services	30.0	
20	Communications	375.0	
21	Travel In-State	.5	
22	Travel Outstate	2.0	
29	Fees/Other Fixed Chgs.	4.0	
30	All Suppl/Mat/Parts	23.5	
40	Equipment	<u>185.0</u>	
	AID 608547		1,113.5

Promotion

11	Advertising	AID 608554	140.5	140.5
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Communications

01	Reg. Class. Posn.		154.6	
03	Pt/Seas/Lab Svs		<u>12.0</u>	166.6
10	Rents and Leases		13.9	
12	Repair Services		1.3	
14	Printing and Binding		10.6	
16	Prof. & Tech. Svs.		20.0	
18	Purchase Services		15.0	
20	Communications		26.0	
21	Travel In-State		6.5	
22	Travel Outstate		1.0	
29	Fees/Other Fixed Chg.		2.8	
30	Suppl/Mat		6.0	
40	Equipment		<u>3.5</u>	
	AID 608000			263.7

Marketing

01	Reg. Class. Posn.		133.9	
03	Pt/Seas/Lab Svs		<u>18.7</u>	145.6
10	Rents & Leases		34.0	
12	Repair Services		.5	
14	Printing & Binding		4.5	
16	Prof. & Tech. Svs-Contr.		4.2	
18	Purchase Services		68.7	
20	Communications		21.0	
21	Travel In-State		7.5	
22	Travel Outstate		29.4	
29	Fees/Other Fixed Chg.		2.0	
30	All Suppl/Mat/Parts		2.4	
40	Equipment		<u>2.0</u>	
	AID 608513			321.8

Advertising

11	Advertising	AID 608521	1,200.0	
11	Tourism Advertising	AID 608653	<u>800.0</u>	2,000.0

Publications

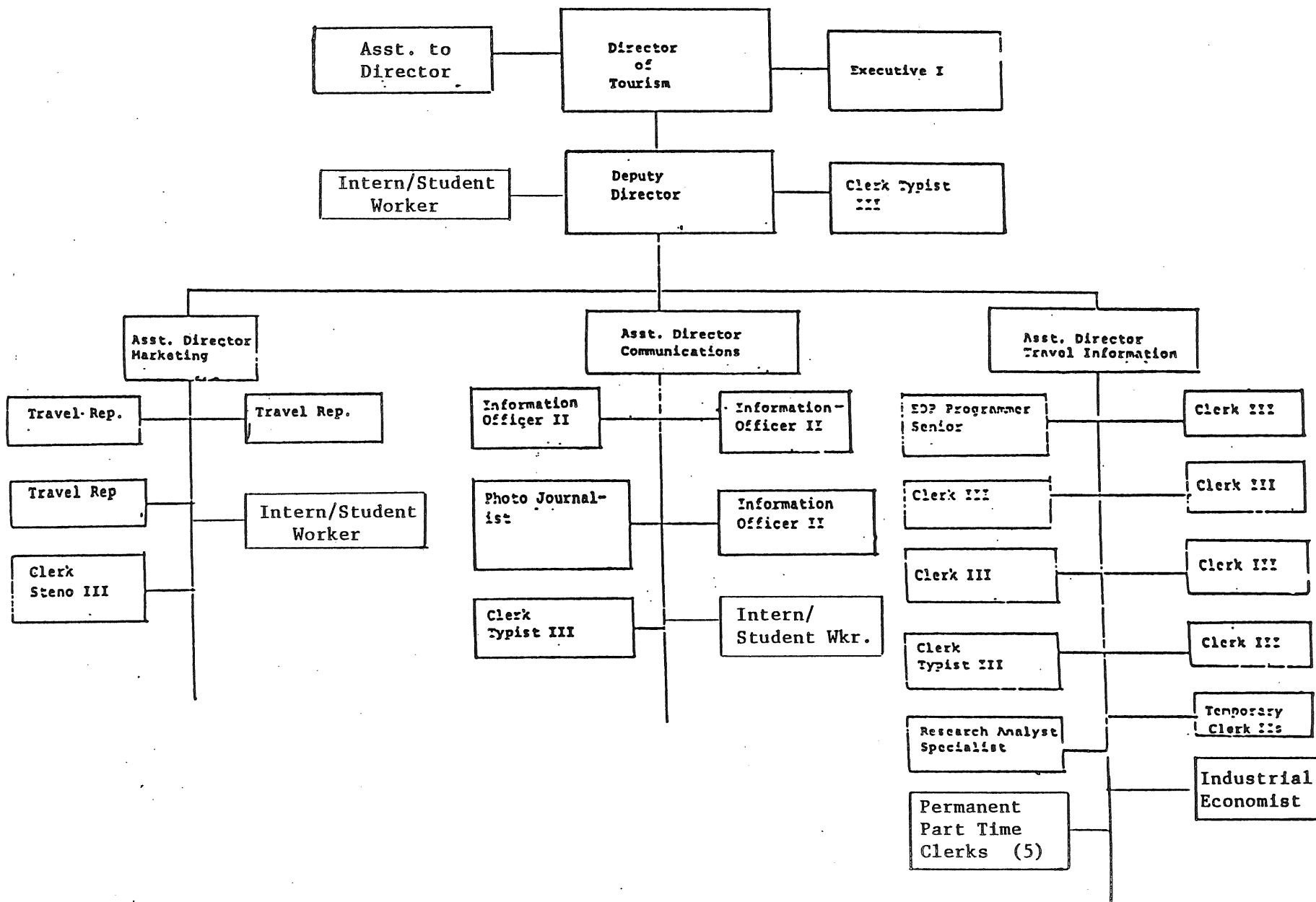
14	Printing & Binding	AID 608539	238.5	
14	Printing & Binding	AID 608687	<u>200.0</u>	438.5

Health Care Marketing

11	Advertising	AID 608646	150.0	<u>150.0</u>
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TOTAL FY 1986

5,181.3



PROGRAM: Administration

ACTIVITY: Advertising

PURPOSE/
BACKGROUND: Advertising is created and placed by Carmichael-Lynch, Inc. under the supervision of the Office of Tourism to generate inquiries for publications and services of the Travel Information Center. The advertising is also created to project a positive image of Minnesota's varied manmade and natural vacation attractions year-round and the supporting travel facilities in the area. The final goal of the advertising is to generate inquiries which will convert into actual Minnesota vacations.

OBJECTIVES: 1. Develop advertising that boosts inquiries at the Travel Information Center to 400,000 inquiries in fiscal year 1986 (July 1, 1985 - June 30, 1986).

2. The Travel Information Center will achieve a 55 percent average conversion rate for 1985 inquiries and maintain it throughout 1986.

3. Advertising will be designed to streamline the efficiency of the response procedures in our Travel Information Center (coupon design and response plan for television commercials).

STRATEGIES: 1. With consultation from Carmichael-Lynch, develop the overall advertising budget for consumer campaigns in the fall, winter, spring/summer and travel trade campaigns for group travel and meetings and conventions by September 15, 1985. This will include media, production, and fees which will also cover direct response marketing consultation and research.

2. Complete draft media schedules for fall by July 5, 1985, winter by August 15, 1985, spring by October 30, 1985, group travel, and meetings and conventions by September 1, 1985.

3. Consult with the Tourism Advisory Committee and other industry representatives about effective advertising strategies. Communicate advertising plans to the industry through Travel News.

Administration

4. Investigate the use of and services of a telemarketing service bureau for television advertising responses, approve specifications drawn up by Carmichael-Lynch and the final contract between Carmichael-Lynch and the bureau chosen by October 1, 1985--NEW TOOL.
5. Continue to use the theme line and logo, Explore Minnesota, throughout 1985 and 1986.
6. Select direct mail target groups for each consumer and travel trade campaign.
7. Devise a three-year research plan for use in strategy and market planning--NEW STRATEGY.
8. Leverage at least \$600,000 in commercial time from a \$60,000 contribution to the Minnesota Broadcasters Association.
9. Explore a cooperative venture with the Minnesota Newspaper Association--NEW STRATEGY.
10. Develop joint promotion programs with companies and other travel related associations to increase travel in Minnesota and to increase inquiries to the Travel information Center.
11. Request advertising schedules from regions, communities using joint ventures, associations and major attractions to compare market reach and frequency.

EVALUATION:

1. Complete a cost per inquiry and reach per 1,000 evaluations for each campaign. Devise other useful evaluation tools as appropriate.
2. Complete advertising surveys as outlined in research sections elsewhere in this work plan.
3. Conduct pre- and post-awareness surveys in selected television markets as one more tool to evaluate telemarketing efforts on direct response television.

Administration

PROGRAM: Administration

ACTIVITY: Operation/Policy

PURPOSE/
BACKGROUND: This area covers overall issues, sets the basic direction and deals primarily in the areas of budget, personnel and general operation of the Office of Tourism. In addition, this area covers policy issues for directing the programs as well as legislation that would affect the Office and the industry. Insuring the Office runs in an efficient and productive manner is a primary goal.

OBJECTIVES: 1. Effective management of financial and human resources of the Office.

2. Improved communications with the travel industry.

3. Improved efficiency in operation of the Office.

4. Establishing policy dealing with sale of items, publications and other marketing materials.

STRATEGIES: 1. Hold weekly managers meetings and quarterly all-staff meetings to assure positive internal communications with staff. Each manager will hold weekly staff meetings --ONGOING.

2. Establish work program and budget for Office and communicate it to the industry and staff and seek their advice and input. July 1985.

3. Evaluate and modify all management job descriptions in the Office to reflect current duties and responsibilities. August 1985.

4. Conduct monthly reviews of budgets with managers to insure that programs and funding are on track and that changes required to meet opportunities are reviewed and instituted--ONGOING.

5. Through programs with the private sector, raise \$1.5 million and document and verify support that they are providing the tourism program--ONGOING.

6. Establish costs for sale of marketing materials and advertising to generate increased funding for the Office's programs and report back to the Legislature on the effectiveness of this effort. December 1985.
7. Coordinate activities of Office of Tourism with other units of the Department of Energy and Economic Development to insure maximum support and effectiveness--ONGOING.
8. Encourage and establish training programs for current and new employees--ONGOING.
9. Conduct quarterly meetings of the Tourism Advisory Committee, recommend replacements to the committee to the Lt. Governor, and coordinate activities of the committee with other groups and organizations--ONGOING.
10. Conduct at least 15 meetings per year in local communities to discuss tourism programs and opportunities --ONGOING.

EVALUATION:

1. Monthly review of work program and updating as necessary; accomplishment of tasks outlined in the work program.
2. Recruiting private sector support to reach \$1.5 million goal.
3. Raising at least \$40,000 from the sale of marketing materials under the new legislation.
4. Maintaining 95 percent prompt payment of bills and invoices and adherence to contracts.

PROGRAM: Administration

ACTIVITY: Development/Technical Assistance

PURPOSE/
BACKGROUND: This program area complements the marketing and educational functions of the Office. In addition to working with communities to improve their tourism program and infrastructure, these programs are designed to provide direct financial assistance to tourism businesses for capital improvements.

OBJECTIVES: 1. Target up to four communities for specific assistance in developing the tourism market.

2. Provide up to 60 loans through the Energy and Economic Development Authority to develop tourism businesses.

3. Mediate issues that impact tourism businesses with regulatory agencies.

4. Improve the physical plant of tourism through support of expansion and development of facilities and attractions.

STRATEGIES: 1. Establish and publicize Tourism Loan Program. July 1985.

2. Issue first loans on a monthly basis to tourism businesses. July 1985.

3. Conduct up to six seminars on loan program in tourism areas. September-December 1985.

4. Assist individual tourism businesses as requested
--ONGOING.

5. Identify up to four distressed areas for extra focus in marketing strategies and research. Implement strategies as needed--ONGOING.

6. Seek additional support from the public and private sector to support the development/technical assistance activity. June 1986.

- EVALUATION:
1. Positive results in the level of business growth in the targeted distressed areas. June 1986.
 2. Number and amount of loans to private businesses, job creation as a result of loans and the amount of private investment generated through the program. June 1986.

PROGRAM: Administration

ACTIVITY: Interagency Coordination

PURPOSE/
BACKGROUND: This activity has been increasing over the last few years especially with the establishment of the Interagency Coordinating Committee on Tourism. DNR, MnDOT, Historical Society, IRRRB, Arts Board, Minnesota Zoo and the Office of Tourism discuss joint projects, problems and opportunities on an ongoing basis. The primary concern is to develop projects and programs that meet the public's need in the area of travel and recreation.

OBJECTIVES:

1. To avoid and eliminate duplication in state programs.
2. To lessen barriers and regulations that have a negative impact on tourism marketing.
3. To reduce costs and provide a higher quality product or service.
4. To establish long-term coordinated programs in the area of tourism.
5. To identify needs of the traveling public that can be satisfied by combined projects.

STRATEGIES:

1. Meet quarterly with agencies involved with travel and recreation activities--ONGOING.
2. Investigate and recommend changes in motorcoach laws to improve the business environment for this segment of the industry (see Marketing unit, Group Tour Market). January 1985.
3. Serve on task forces and boards of other agencies to provide tourism perspective on issues where needed--ONGOING.
4. Serve on Highway Signing Review Committee of MnDOT to assist in determining sites and regulations for highway signing for tourism businesses and attractions--ONGOING.
5. Develop joint publications with various agencies, i.e., canoeing, biking, snowmobiling and skiing (see Communications unit, Consumer Publications).

Administration

- EVALUATION:
1. Amount of duplication eliminated.
 2. Level of negative regulations reduced.
 3. Number and quality of joint projects developed.

Travel Information Center

PROGRAM: Travel Information Center

ACTIVITY: Information Center

**PURPOSE/
BACKGROUND:** The Travel Information Center is experiencing the impact of a very successful advertising campaign. The January - May, 1985 volume of inquiries was 36 percent higher than the same period in 1984. In May 1985 alone, the Information Center processed and fulfilled 54,000 inquiries. In addition there have been increases to the number of brochures that the Information Center distributes, the number of media codes it must trace and the number of new attractions, events and travel related information it disseminates.

The high growth rate has created a new set of challenges for the Travel Information Center such as determining appropriate staffing level, work flow management, maintaining a high level of personalized travel counseling and staff stress. Many of the objectives for FY86 address these management areas while keeping in sight the primary goal of providing accurate and timely information on Minnesota's cultural, recreational and natural resources and their supporting infrastructure.

- OBJECTIVES:**
1. Last calendar year the Information Center processed 300,000 inquiries. This calendar year the Information Center will be prepared to service 375,000 inquiries. On average an inquiry will be serviced within five working days.
 2. The increase in number of inquiries has placed unprecedented stress on the resources of the existing phone center staff. In spite of such volume, the phone center will continue to serve its customers in a polite, professional manner offering detailed travel counseling while keeping the phone call drop rate during the normal workday hours to less than seven percent. (Unlike our phone center, most national telemarketing firms do not place any customers on hold. Instead when their lines are busy, callers receive a busy signal. These companies frequently operate with over 25 percent of their callers receiving busy signals.)

Travel Information Center

3. The increase in the number of information orders to be filled coupled with the customer's demand for a greater number of brochures per inquiry have slowed down the fulfillment process. Next calendar year the mailroom will process all orders within an average of three working days and in a cost efficient manner. (We will weight the amount of time and reliability of the various alternative delivery services with their extra cost.)

4. The Travel Information walk-in center in St. Paul's Bremer Building Skyway has been operating as both an office reception area and a promotion oriented store-front. This year the walk-in center will begin to use its prime location and store-front display windows in an active attempt to market Minnesota vacations to the skyway shoppers. During the next fiscal year the walk-in center will attempt to lure 4,000 more visitors into its store.

STRATEGIES:

1. Simplify and speed up the process of entering inquiries received through the mail--NEW.
 - a. Design print media coupons that feature specific brochure packages.
 - b. Design print media coupons that can be entered easily and eliminate need for separate sorting and brochure coding steps.
 - c. Formalize mail sorting procedure and code all letters in preparation for entry.
 - d. Determine feasibility of introducing a dedicated phone line that plays taped informational messages and routing appropriate calls to this line.
2. Implement strategy for processing overload mail inquiries--NEW.
 - a. Write specs and award contract for data entry service to enter overload mail onto machine readable medium.
 - b. Write procedures for controlling and monitoring flow of work between an outside data entry service and Office of Tourism.
 - c. Implement and monitor the processing of overload mail.
3. Implement Information Center staffing plan.

Travel Information Center

- a. Prepare fiscal year calendar of projected high volume times--NEW.
 - b. Schedule annual leave for permanent staff accordingly.
 - c. Schedule hiring cycle for temporary help.
 - d. Fill positions.
4. Establish in-house communication and work flow quality monitoring for Information Center staff.
 - a. Schedule and conduct regular Information Center staff meetings--NEW.
 - b. Institute educational presentations on travel topics and tourism resources by geographic areas--NEW.
 - c. Schedule and send appropriate staff on familiarization tours and other field training programs as opportunities arise.
 - d. Update training manual to include new procedures.
 - e. Establish mailroom and phone center goals for quantity of work per person.
5. Simplify fulfillment process.
 - a. Write specs and award contract for a mail service to handle overload mailroom work--NEW.
 - b. Write procedures for controlling and monitoring material flow between Tourism and mail service vendor--NEW.
 - c. Establish policy on choice of delivery service.
 - d. Determine baseline brochure packets and use mail service to prestuff quantities of these packets unsealed so other brochures can be added--NEW.
 - e. Modify computer programs so brochure codes are sorted within entry before final sorting on mailing labels--NEW.
 - f. Run a test program during winter advertising to fine tune the procedures with a direct response center who will handle inquiries generated by spring/summer television commercials.
6. Begin to change image of walk-in center from an office reception area to a marketing center for Minnesota travel information.
 - a. Target major seasons/events/attractions and use window to advertise these opportunities.
 - b. Design window displays that draw attention to the walk-in center.

Travel Information Center

- c. Feature events or new brochures within store area that create feeling of the new opportunities in Minnesota.
 - d. Explore possibility of having promotional events such as speakers, music, equipment displays in walk-in center.
 - e. Explore feasibility of selling Minnesota promotional items in walk-in center.
7. Continue on-going Information Center and mail handling functions.
- a. Sort and distribute incoming mail.
 - b. Fill bulk brochure requests.
 - c. Provide mailroom service to other tourism work units.
 - d. Provide estimates of cost using alternative delivery service for major tourism bulk mailings.
 - e. Print computerized labels daily.
 - f. Maintain UPS and postage records.
 - g. Print daily, weekly, monthly, seasonal and yearly statistical reports on inquiry volume.
 - h. Maintain and compile statistics on inquiries, walk-ins, dropped calls, use of mailing service, use of data entry service.
 - i. Maintain brochure and supply inventory.
 - j. Compile materials supply/demand statistics.
 - k. Record informational taped messages that are played after-hours and on weekends.

- EVALUATION:
- 1. Incoming mail inquiries will be opened, sorted and coded for entry within one day of arrival.
 - 2. All print media coupons will contain brochure codes for entry and will be formatted to minimize keystrokes.
 - 3. Data entry service specifications will be written by July 15, 1985.
 - 4. Mail service specifications will be written by July 15, 1985.
 - 5. Procedures for monitoring material flow between Tourism and outside vendors will be written by July 30.
 - 6. Fiscal year calendar of expected busy weeks will be compiled by July 30.

Travel Information Center

7. Hiring schedule will be in place by July 15.
8. Information center staff meeting and training presentation will be held every two weeks.
9. Training manual will be updated by June 30, 1986.
10. Staff request for mail service will be handled within five working days of receipt of materials.
11. Brochure packets will be determined and modifications to computer program made by July 30.
12. Incoming mail will be sorted and delivered to proper work units on daily basis.
13. Inventory of major brochures will be conducted first week of every month.
14. Four seasonal displays and change window in walk-in center will be designed at least four times per year.
15. A new taped message for after-hour callers will be recorded twice per week.

Travel Information Center

- PROGRAM:** Travel Information Center
- ACTIVITY:** Travel Information Center services for local, regional and statewide tourism organizations.
- PURPOSE/
BACKGROUND:** In addition to the vast amount of information compiled and produced by the Office of Tourism, the Travel Information Center assists local, regional and statewide tourism organizations generate travel to their areas by promoting local events, disseminating their brochures, and providing them with computerized labels of Office of Tourism maintained marketing groups.
- OBJECTIVES:**
1. The Travel Information Center will continue to provide inquirers with accurate and timely information on any requested area, event or attraction in Minnesota.
 2. Because the tourism regions have not had the ability to service inquiries generated from their major advertising campaigns, the Travel Information Center will continue servicing these phone inquiries, processing coupon mail requests, filling orders and maintaining statistics on the inquiries generated by these campaigns.
 3. The Travel Information Center will supply computerized labels to local and regional groups needed for their marketing projects.
- STRATEGY:**
1. Disseminate information on local and regional events, attractions, accommodations and travel-related opportunities.
 - a. Maintain inventory of about 500 local, regional and statewide brochures.
 - b. Give out local information or refer caller to proper organization through Information Center phone center.
 - c. Distribute appropriate brochures through Information Center mailroom and walk-in center.
 - d. Update Information Center staff about new attractions and events.
 - e. Continue to supply mailing lists to requesting organizations using existing fee schedule.
 - f. Maintain up-to-date records of contacts and phone numbers of local and regional events and refer inquiries to proper contact.

Travel Information Center

g. Request new supply of brochures from proper contacts when existing supply is low.

2. Integrate regional advertising campaign inquiries into the phone center workload.

a. Mail inquiries will be entered within four working days after receipt.

b. Orders will be serviced within an average of three days after label production.

c. Accurate statistics on inquiries will be maintained.

3. Explore potential of recovering costs for services rendered.

a. Estimate cost of servicing inquiries for non-state organizations.

b. Design fee schedule and procedures for selling prospects from Inquirer Data Base.

EVALUATION: 1. Brochure lists will be updated annually by November 30.

2. Mailing lists will be provided within three days of receipt of fee.

3. Phone center staff contact lists will be centrally updated by December 30.

4. Processing of inquiries will take place within an average of five working days.

Travel Information Center

PROGRAM: Travel Information Center

ACTIVITY: Computer System Development and Maintenance.

PURPOSE/
BACKGROUND: A few years ago the brochure order-taking process in the Travel Information Center was automated. Travel counselors were equipped with a computerized inquiry processing system. The integration of such a system into the inquiry processing procedures enabled a great number of brochures to be processed within the same amount of time and with the same staffing level.

A design for a Minnesota Travel Information system is also being developed. Presently the Office is testing a module of this system in its phone center and will design and implement new modules next fiscal year.

The completed module allows users to choose among a number of different criteria in the selection of accommodations. Eventually the system will relate information such as accommodations to attractions, events, locations, and dates. The system will contain a comprehensive set of data on many aspects of Minnesota's travel and tourism resources.

The success of the Information Center's systems has spurred interest in automating more Office functions. Text processing has already been introduced to the Communications staff. The Marketing staff is procuring capability to electronically manage joint venture funding projects. New areas for computerization and data management efficiencies are being developed in the face of increased demand for Office of Tourism services. Presently the computer center used provides little room for growth. Next fiscal year the Information Center analyst will conduct a study of office applications and determine specification for a system that will better meet the office's needs.

OBJECTIVES: 1. The amount of travel information that the travel counselors must know is expanding. Manual file systems and most brochure structures limit their ability to find answers to many questions. Over the next few years the Information Center will design a system to increase the speed of extracting complex information in response to these inquiries. This system will enhance the quality, timeliness and accuracy of our phone center responses.

Travel Information Center

2. The need for reliable, timely and accessible travel information is a concern of all travel information centers. The Office of Tourism will attempt to provide other regional travel information centers with the ability to access and disseminate travel information from Tourism's centralized data base.

3. In addition to developing automated methods to relate travel information, the on-going process of maintaining and improving existing systems will continue.

4. Because the Information Center systems are experiencing a set of load management concerns on the existing hardware, it becomes imperative to carefully evaluate the Office's needs and expectations for a system and procure computing capacity that adequately meets these needs.

STRATEGY:

1. Continue development of travel information system--NEW.
 - a. Design and implement hotels/motels module.
 - b. Centralize and automate travel counselor's referral listings.
 - c. Develop plan for tying other information centers at remote locations to travel information system.
 - d. Evaluate performance of present resort/campground modules. Modify as necessary.
 - e. Evaluate resorts and campground survey, determine modifications and devise a way to computerize the survey form for updating.
 - f. Build software links and menu access to other sets of machine readable data that reside in the PRIME computer at LMIC (Land Management Information Center).
 - g. Begin exploring possibility of adding vacancy component to the accommodation data.
 - h. Coordinate computer-related activities of DNR and MnDOT in the area of travel and recreation.
2. Modify existing inquiry system according to Information Center's needs--NEW.
 - a. Devise and implement strategy for sorting brochure codes within an entry so envelope stuffing is standardized to greater extent.

Travel Information Center

- b. Modify data reports as needed to handle brochure packages.
 - c. Devise strategy to maintain some inquirers as permanent subscriber to the Minnesota Explorer newspaper.
3. Evaluate office needs and determine specifications for procurement of adequate system--NEW.
- a. Evaluate current plans for use of computers within Office of Tourism.
 - b. Evaluate software needs.
 - c. Evaluate reliability and performance of prospective hardware.
 - d. Select and procure a new system.
 - e. Migrate to new system.

- EVALUATION:
- 1. Hotels/motels data will be verified by November 1.
 - 2. Menu for new hotel/motel module will be designed by November 15.
 - 3. Hotel/motels module will be implemented by December 30.
 - 4. Lakes ID will be added to resort and campground data files by July 15.
 - 5. Brochure code sorting routine will be designed by September.
 - 6. Modify inquiry system statistical reports to handle packages by October 15.
 - 7. Specifications for new computer will be determined by December 1985.
 - 8. Inquiry systems will be moved to new hardware within two months of procurement.
 - 9. Design and procedures to trace secondary inquiries and maintain an active Minnesota Explorer subscription list will be developed by November 30.

Travel Information Center

PROGRAM: Travel Information Center

ACTIVITY: Research

PURPOSE/
BACKGROUND: The competition among states for the tourism dollar is getting stiffer. In the face of such competition investment in tourism on the state level must be carefully, creatively and effectively made. The role of research is crucial to such investment decisions.

Market research to determine consumer preferences and identify potential market segments that are candidates for special targeting is essential in the design and creative stages of the Office's literature production, advertising campaigns and marketing programs. Much general work has already been done in exploring the use of both demographics and motivational factors in travel and recreation research. Next fiscal year the Office of Tourism will conduct a thorough literature search to find relevant market research studies that fit its specific needs and will conduct a study to explore some of the organizational and formatting components in producing more effective publications.

Evaluation studies are conducted to measure the success of a program and its parts. Evaluation studies are designed to provide program administrators with the proper feedback to improve the effectiveness of their efforts. The Tourism Office has been monitoring important program measures and conducting follow-up surveys of inquirers to its Information Center for years. Although these efforts have proven very useful, improvements that provide more specific feedback on targeted aspects of our programs and their impact are now needed.

Another component of the Office's research efforts is to keep abreast of the current trends and issues in the travel field and to refine our measurement of the impact of travel on Minnesota's economy. This kind of research provides the overview of the changing nature of tourism and Minnesota's position within the national market. It also provides the basis for determining the role that the state should play in promoting tourism. The U.S. Travel Data Center (USTDC) has been calculating the economic impact of travel on Minnesota

Travel Information Center

and its counties using a model designed for the national economy. Next fiscal year the office would like to examine the components of the national model to see how appropriately they fit Minnesota's unique economic mix.

OBJECTIVES:

1. The Office of Tourism has been sourcing its inquiries and conducting follow-up surveys to measure inquiry-to-vacation conversion rates for four years. Next fiscal year it plans to expand and refine its survey activities by linking respondents to media buys in an effort to improve its ability to measure the effectiveness of its publication and advertising efforts.
2. The Office of Tourism will continue its efforts to understand the trends in the travel and tourism field. The Information Center research staff will provide the Office with a better measure of the travel industry's impact on Minnesota's economy as a whole and will attempt to track regional travel trends.
3. The Information Center research staff will review travel research publications for relevant studies on travel literature, group tour marketing and advertising. Relevant articles will be organized by subject area and disseminated to appropriate staff.

STRATEGIES:

1. Revise follow-up survey that evaluates seasonal travel activity to inquirers to the Travel Information Center.
 - a. Involve publication and advertising managers in defining what they need to know from consumers about their efforts--NEW.
 - b. Design new survey instrument and the methodology for correlating response to media buys--NEW.
 - c. Improve timeliness of survey so results can be used in planning next year's seasonal advertising campaigns and publications--NEW.
 - d. Initiate new evaluation survey to measure results of the direct mail promotion--NEW.
 - e. Test results from multiple survey mailings--NEW.
 - f. Initiate new evaluation to measure impact of new newspaper on consumers.
2. Conduct or summarize relevant studies measuring economic impact and industry trends.

Travel Information Center

- a. Develop methodology and procedures for a monthly travel barometer and monitor quarterly travel activity indicators.
 - b. Initiate studies with USTDC for profile of Minnesota travel market.
 - c. Analyze annual 1984 tax liability data for travel-related industries.
 - d. Evaluate components of USTDC model and determine how these assumptions reflect the Minnesota economy--NEW.
3. Work with other state travel reseachers to coordinate efforts, establish areas of expertise and pool resources to conduct efficient travel research.
- a. Establish working group of Minnesota travel researchers to begin communication and exchange--NEW.
4. Review travel research journals for:--NEW
- a. Market segmentation studies
 - b. Use of demographics in state travel programs
 - c. Motivational research
 - d. Research on use of travel information
 - e. Advertising targeting.

EVALUATION:

1. Mail-out survey to spring/summer inquirers by September 1.
2. Mail-out reminder to non-respondents by September 15.
3. Analyze data and write report on spring/summer evaluation by October 31.
4. Initiate fall season evaluation by November 1 and complete evaluation by January 1, 1986.
5. Initiate winter season evaluation by April 1, 1986 and complete by May 31, 1986.
6. Tax liability data for travel-related industries will be evaluated by September 1, 1985.
7. Evaluate and produce comparison report on change in gross sales by lodging places for fourth quarter and annual 1984 over previous year by October 15, 1985.

Travel Information Center

8. Summarize finding on USTDC profile of Minnesota travel by November 15; compare to previous two fiscal years.
9. Summarize USTDC reports on economic impact of travel on Minnesota counties and their travel indicators by December 31, 1985.

Communications

PROGRAM: Communications

ACTIVITY: Consumer Media Relations

PURPOSE/
BACKGROUND: To maximize Minnesota's exposure in all consumer media forms statewide, nationally and internationally. This coverage should not only make the public more aware of what Minnesota has to offer, but how it can receive additional information necessary for decision-making. This activity also provides editorial support in our primary advertising markets and for statewide tourism events, e.g. Fishing Opener, Canoe Day, Bike Day.

- OBJECTIVES:
1. Minnesota
 - A. Newspapers. To heighten awareness of Minnesota-based news and features relating to tourism: special events, places, seasonal changes, heritage, etc. To place stories and regular features in Minnesota newspapers that encourage readers to explore Minnesota. To serve as an idea mill for localized versions of statewide Explore columns.
 - B. Magazines. To place stories and photos about Minnesota in state and regional magazines.
 - C. Television/Cable. To maintain high visibility for tourism-related events, assuring coverage on four network stations, plus cable.
 - D. Radio. To keep Minnesota tourism on the programming of 145 radio stations in Minnesota.
 2. National
 - A. Newspapers. To provide editorial support in our primary advertising markets, placing or assisting with at least one Minnesota story in the major dailies/weeklies in those areas per year. To solicit coverage in non-advertising areas. Work with writers/editors to make them more knowledgeable about Minnesota offerings.
 - B. Magazines. To increase coverage in national magazines, placing at least 10 stories in targeted publications.

Communications

C. Television/Cable. To make the national networks/cable networks aware of Minnesota as a leisure destination, providing editorial support to travel features.

D. Radio. To place radio features/interviews on stations in primary advertising markets.

3. International. To identify major media in targeted cities for international marketing, and to contact selected media during international trade missions. To assist international writers/producers requesting our services.

STRATEGIES:

1. Minnesota

A. Newspapers/magazines.

(1) Explore Minnesota columns--ONGOING.

a. Produce monthly columns for distribution to 343 state dailies and weeklies.

b. Consider impact of new Minnesota Explorer and how that relates to Explore column use.

(2) Snow Depth, Fall Color and Fishing Reports --ONGOING.

a. Produce twice weekly leaf, snow and fishing reports of conditions and activities, one for release Wednesday, another update available for the weekend, emphasizing special events.

b. Work with DNR and state climatologist to improve detail of snow depth reports, including graphics of map.

c. Make reports available on tape via telephone, for media update and consumer information.

d. Promote use of reports with background materials.

(3) Travel/Outdoor Writers/Producers--ONGOING.

a. Work to place at least 10 additional Minnesota travel features in in-state dailies/weeklies and magazines, especially metro dailies.

b. Develop specialized familiarization tours for writers geared toward new markets/story angles.

c. Respond to all media inquiries within two hours.

Communications

B. Television/Cable.

- (1) Research talk show and special feature needs for television stations statewide--NEW.
- (2) Coordinate tourism staff travel with local television opportunities, as possible--ONGOING.
- (3) Work to make a tourism staff person a seasonal regular on such shows as Good Company and Almanac. Pursue WCCO and KSTP interest in tourism spots --ONGOING.
- (4) Provide story ideas directly to producers --ONGOING.

C. Radio.

- (1) Provide stations with broadcast-quality pre-recorded Fishing Reports three to five days per week during spring/summer, as well as working with producers to include Snow Depth Reports and Fall Color Reports--EXPANDED.
- (2) Develop travel feature with Minnesota News Network--NEW.

2. National

A. Newspapers.

- (1) Work with USA Today to develop a seasonal feature on Minnesota--NEW.
- (2) Develop an editorial calendar for dailies in primary advertising markets--NEW.
- (3) Target travel/outdoor writers from the major dailies in our five primary out-of-state advertising markets and develop press trip or itinerary for them--NEW.

B. Magazines.

- (1) Work directly with in-flight magazine editors to develop/place Minnesota stories--EXPANDED.
- (2) Review all pertinent special interest or general interest magazine editorial schedules for possible inclusion of a Minnesota story; offer assistance--ONGOING.

Communications

(3) Target 12 national outdoor/travel writers in four subject areas for directed press trip or itinerary development--NEW.

(4) Maintain up-to-date calendar of events information and send to magazines with advanced publication dates--NEW.

(5) Respond to all requests for information within two hours; review all copy within deadlines--NEW GOAL.

(6) Write to editors providing interesting story angles/photo possibilities--EXPANDED.

C. Television/Cable.

(1) Target one television station in each primary advertising market for feature production on Minnesota--NEW.

(2) Work with national cable weather station in Atlanta in promoting Minnesota summer and fall editorial to more fully develop non-winter weather features--NEW.

(3) Work with national network morning "magazine" and news programs in developing seasonal features on unique Minnesota experiences/events/personalities --NEW.

D. Radio. Research major radio stations in advertising markets and query for inclusion of a Minnesota feature--NEW.

3. International. Identify major media in cities targeted for international marketing and set-up interviews. Marketing staff will be available for interviews; communications staff will follow-up with additional requests for information--ONGOING.

4. Assist editors/directors promptly and with accuracy when asked to review/edit copy/scripts for productions, directories, stories, listings or in the news-gathering service. Act as a clearinghouse for Minnesota tourism information--ONGOING.

RESEARCH:

1. Survey Minnesota editors/program directors to determine present use of Explore columns, as well as soliciting suggestions for additional services from tourism office.
2. Conduct survey of national travel/outdoor writers/editors for attitudes toward Minnesota
 - A. Determine present attitudes.
 - B. Design program to change those attitudes, if negative, or provide sufficient new information, if neutral, to generate positive image of Minnesota travel opportunities.
 - C. Test accomplishments of media relations program one year later--evaluate results.

EVALUATION:

1. Monitor press clips and broadcast coverage statewide, nationally and internationally. Evaluate content; convert editorial to cost of equivalent paid advertising space/time.
2. Re-survey after one year of national media relations program to see if attitudes toward Minnesota have been positively altered.
3. Document radio coverage of fall color, snow depth and fishing reports--what stations carried materials and how often.

Communications

PROGRAM: Communications

ACTIVITY: Trade Media Relations

**PURPOSE/
BACKGROUND** To promote new attractions, sites, properties, events, and itinerary ideas to group tour operators and meeting and convention planners.

OBJECTIVE: To increase coverage of Minnesota in trade publications going to group tour operators and meeting and convention planners.

STRATEGIES:

1. National Market--ONGOING.
 - A. Continue bi-monthly column to trade media on new attractions, events, properties in Minnesota.
 - B. Consult with marketing staff on updating sales blitz communications package/press kits.
 - C. Advise marketing staff on conducting follow-up with contacts resulting from trade shows/sales blitzes.
2. International--NEW. Explore possibility of contracting foreign advance work through localized public relations agencies with Minnesota affiliation.

EVALUATION:

1. Monitor press clips/broadcast reports to determine effectiveness of contacts.

PROGRAM: Communications

ACTIVITY: Consumer Publications

PURPOSE/
BACKGROUND: To provide information in a convenient, accessible format,
that portrays the variety of opportunities in Minnesota
year-round using attractive publications.

STRATEGIES: 1. Minnesota Explorer. Newspaper format, highlighting new activities, facilities and publicizing other existing opportunities, along with seasonal calendar of events. A news and information publication for the traveling public--high-quality four-color reproduction throughout (USA Today specifications). Also sells our services and publications--NEW.

- A. Fall, Winter and Spring/Summer editions--three issues per year, 12-20 pages, full broadsheet--four-color photography and illustrations throughout.
- B. Editorial content to emphasize diversity.

2. Minnesota Traveler. Designed as a traveling companion for road trips and urban walking tours, as well as an overall introduction to the state's history, geography, geology and tourism offerings--NEW CONCEPT.

- A. Offers the visual appeal and photographic quality of current lure piece/Minnetours.
- B. Introduces the consumer to Minnesota as a travel destination.
- C. Provides a regional overview of the state, highlighting unique aspects of each region, and providing a framework for corresponding use of accommodations, arts and attractions, and outdoors guides, all of which are to be organized by geographic regions.

3. Explore Minnesota Accommodations. Research potential for comprehensive directory to whole range of accommodations available throughout the state with subset of cities/lake regions, possibly to include: motels, hotels, motor hotels, campgrounds, resorts, restaurants, historic inns, bed and breakfasts, houseboat rental, outfitters, farm stays--NEW CONCEPT.

4. Explore Minnesota Arts and Attractions. Provide a complete directory of arts and attractions in the state that

Communications

includes information on hours, seasons, prices, as well as descriptions, and highlight quality arts and attractions in a descriptive overview--REVISED.

5. Explore Minnesota Outdoors. Research potential for outdoor guide that describes year-round outdoor recreation opportunities in the state, cross-selling by including a broad range of activities in one publication and introducing consumers to activities that may be new to them. Portrays Minnesota as a center of active outdoor recreation. Will include dozens of listings such as skiing, snowmobiling, horseback riding, rockhounding, canoeing, backpacking, hiking, fishing, dogsledding, whitewater kayaking, rapeling, etc.--NEW CONCEPT.

6. Others

A. Explore Minnesota Snowmobiling. Interim publication (W85)--REVISED.

B. Explore Minnesota Skiing. Interim publication (W85)--REVISED.

C. Explore Minnesota Camps. A guide to camp opportunities from camps where you learn to fish to camps where you learn to use computers--NEW.

D. Explore Minnesota Ice Fishing. Directory to ice fishing house rentals--NEW.

E. Explore Minnesota Lakes. A map of the state's lakes and cities--NEW.

7. Reprints as needed to meet demands for other publications in collection.

RESEARCH:

1. Complete a literature search for all relevant research relating to tourism publications content and format, including commercial guides.

2. Review available travel literature and evaluate content/format.

3. Concept test all new publication ideas before development, e.g. content and format.

4. Include publications questions on Travel Information Center survey to consumers at end of each season.

Communications

- EVALUATION:
1. Review results of Travel Information Center survey for suggestions on publication modification.
 2. Monitor prices for cost effectiveness in marketplace.

Communications

PROGRAM: Communications

ACTIVITY: Trade Publications

**PURPOSE/
BACKGROUND:** To support Marketing staff efforts with collateral material in a handy, accurate format for group tour operators, meeting and convention planners and the international market.

OBJECTIVES: To increase Minnesota's market share, commensurate with Marketing's goals. Portray Minnesota in a contemporary, professional format, giving necessary information in a way accessible by the user.

STRATEGIES:

1. Great Lakes Country, USA. Designed for international group travel market, cooperatively marketing Minnesota/Wisconsin tours, with additional Minnesota tours published for international distribution. Brochures will be translated into Japanese, Swedish, Norwegian, and German--NEW EDITION
2. Explore Minnesota Meeting and Convention Cities. Completely revised edition for distribution April 1986--NEW EDITION.
3. Explore Minnesota Group Travel--REPRINT.
4. Business Travel Welcome. Develop a mailer to be enclosed with reservations, program information to individuals traveling to Minnesota on business or for meetings. Extended stay and return visits encouraged--NEW.
5. Develop plan for selling additional copies of all trade publications--NEW.

EVALUATION:

1. Survey sampling of publication users for effectiveness; incorporate survey with marketing research.

Communications

PROGRAM: Communications

ACTIVITY: Trade Education

PURPOSE/
BACKGROUND: To assist the tourism industry in the state with obtaining information and training in diverse areas of tourism business and education. To cooperate with existing providers, e.g. USTTA, TIA, University of Minnesota.

OBJECTIVES: To develop a more effective and prosperous tourism industry in the state.

STRATEGIES:

1. Tourism Conference. Provide tourism marketing information and skills training to Minnesota travel industry, December 1985--NEW PROGRAMMING.
 - A. Present travel experts from Minnesota and around the country to address successful tourism promotions.
 - B. Offer marketing/public relations skills training to conference delegates.
 - C. Encourage interaction between delegates by offering small group workshops.
 - D. Highlight Minnesota tourism resources in public and private sectors through presentation by DNR, DOT, Historical Society, Arts Board, Film and Motion Picture Board.
2. Topics Seminars/Information Series. Develop a series of informational seminars and appropriate handouts on areas of current concern. Five seminars per year; six topics per seminar--NEW.
 - A. One seminar to be held in each of the five geographic regions once a year, day-long with appropriate Tourism personnel.
 - B. Handouts to also be published bimonthly, six issues per year, opposite months of Travel News.
3. Travel News. Bi-monthly newsletter to inform Minnesota tourism industry of Office of Tourism activities and programs, as well as those of other public/private concerns. Articles to include information on basic tourism development skills. Sent to 7000 individuals and businesses each issue.

- RESEARCH:
1. Conduct a survey of Tourism Conference participants for their evaluation of program/facilities.
 2. Survey Travel News readership to assess content/format. Include listing of potential informational topics and solicit priorities from readers.
- EVALUATION:
1. Review above surveys and make appropriate modifications.

Communications

PROGRAM: Communications

ACTIVITY: Audio/Visual

PURPOSE/
BACKGROUND: To provide high quality visual and sound resources to enhance and promote Minnesota's image to the public and industry.

OBJECTIVES:

1. Expand visual library by 500 images to meet increasing needs.
2. To upgrade the quality of materials provided.
3. To be in the forefront of emerging technologies for audio/visual presentations.
4. Provide broadcast quality recordings for radio re-use.

STRATEGIES:

1. Still Photography.
 - A. Document Minnesota travel attractions for color and black and white publications--ONGOING.
 - B. Plan four spring/summer, three fall, and two winter shooting trips--NEW.
 - C. Update and catalog color and black and white library --ONGOING.
 - D. Promote lending library for use in trade, consumer and specialty publications and for use in visual presentations (includes lending of retired color separations)--ONGOING.
 - E. Review portfolios of freelance photographers to expand available photography--ONGOING.
 - F. Work with advertising agency to fulfill advertising needs--ONGOING.
 - G. Photography Event--NEW.
 - (1) Explore potential of photography contest for Homecoming '88.
 - (2) Review potential for contracting Minnesota's nationally acclaimed photographers, both here and displaced, to document tourism in state--use materials to promote Homecoming 88. Shooting to begin Summer 1986 (FY87).

Communications

(3) Seek corporate sponsors, e.g. 3M film division, Kodak.

2. Motion Photography/Television

A. Explore potential production with public television of travel segments for public television and Minnesota Office of Tourism uses--NEW.

B. Determine how to increase Tourism exposure on cable television--ONGOING.

C. Determine feasibility/cost of five-minute segment to be produced for airing on rock video programs--NEW SALES TOOL AND STRATEGY.

D. Promote and distribute Minnesota Overtures, the 21-minute vacation promotion film nationally through a contract with Modern Talking Picture Service, Inc. Copies will be available to groups and associations in both 16mm and 1/2 and 3/4 inch videotape. The film will be promoted within Minnesota by a direct mail campaign conducted by the Office of Tourism. The Office will explore the selling of the film in 16mm and videotape--NEW SALES TOOLS AND STRATEGIES.

E. Omnimax film The Seasons. Assist the Science Museum of Minnesota with location suggestions for seasonal footage.

3. Recording

A. Explore costs/equipment to set up sound studio to produce PSAs, Fall Color Reports, Snow Depth Reports, Fishing Reports, etc.--NEW.

B. Research tie-in with Travel Information Center needs for after-hours pre-recorded messages and automatic transfer from phone lines--NEW.

EVALUATION:

1. Review photo library records--document volume and use.

2. Maintain clip system of printed photographs/separations from Tourism collection.

3. Monitor consumer response to visuals in seasonal Tourism survey to consumers.

4. Monitor use reports for Minnesota Overtures from Modern Talking Pictures Service.

PROGRAM: Communications

ACTIVITY: Promotions/Events

PURPOSE/
BACKGROUND: To increase number of inquiries to Minnesota Travel Information Center as a result of publicity from promotion or event and participation in activities.

OBJECTIVES: Utilize promotion opportunities to keep tourism in the public eye. To maximize the tourism promotion dollar by associating with other sponsors in joint promotions.

STRATEGIES: 1. Fishing Opener. Continue to expand event to include broader tourism orientation--NEW DIRECTION.

- A. Focus tourism/travel media coverage by expanding media list to include travel editors from newspapers, magazines and national recreation publications.
- B. Integrate summer tourism theme into event, publicity/press materials, including: letters of invitation, press kit, overall program development (especially itinerary development for associated familiarization tours). Work with major Minnesota media in development of Opener features with tourism angle. Begin broadcasts of summer-long Fishing Reports at Opener.
- C. Actively solicit DNR participation in Opener planning, newsroom staffing and press kit development.
- D. Work with public relations firm to develop better indicators and evaluation measures to judge effectiveness of Opener, including possible survey for increased lodging receipts, etc. over two year time period.

2. Minnesota Homecoming 88. Begin planning program for implementation in 1988, kicking off in Fall 1987, that promotes return of "displaced" Minnesotans to state to visit friends, family; renew acquaintances with hometown/home state, see new sites, etc. Program to be statewide, year-long--NEW EVENT.

- A. Formulate event goals/strategies with public relations agency.
- B. Research potential co-sponsors.

3. Joint Promotions--NEW STRATEGIES.

Communications

A. Actively solicit new opportunities with co-sponsors, e.g. Open House at Twin Cities Attractions Association facilities same day as State Parks Open House, Explore placemats at restaurants, milk carton imprints with Info Center numbers, etc.--ONGOING.

B. Coca-Cola Promotion.

1. Spring 1986--assist with development of promotional premium item, e.g. Explore Minnesota calendar, and solicit vacation giveaways as part of Explore Minnesota Sweepstakes.

4. Other--evaluate Minnesota State Fair and other outlets for promotion potential.

EVALUATION:

1. Evaluate past events--what did they achieve?

2. Detail potential new event categories, e.g. arts, crafts, history, outdoor activities.

3. Establish criteria for undertaking new events and for evaluating results. Review budget and staffing needs/availability.

PROGRAM: Communications

ACTIVITY: Public Relations/Publicity

PURPOSE/
BACKGROUND: To improve and enhance the public image of Minnesota as a travel destination.

OBJECTIVES: To support our advertising and promotion efforts, provide specialized services to key audiences, and to expand our presence in geographic areas where we do not advertise but that have a demonstrated interest in Minnesota.

STRATEGIES: 1. Corporate/Institutional Program. Identify key executives in Minnesota corporations and institutions (including educational facilities, hospitals, unions) to act as tourism ombudsmen to their respective staffs--NEW
ADVANCED PROGRAM

- A. Establish program identity and name.
- B. Develop pilot program for large, mid-sized and small corporations/institutions; and publicize through February 1986 luncheon for select Minnesota executives.
- C. Include training sessions for designees, as well as some form of incentive. Training will be directed toward development of linkages with tourism as a service/benefit to corporation/institution:
 - (1) Trip planning assistance for employee recreation programs, ski clubs, Minnesota Employee Recreation Services Council (MERSC), etc.
 - (2) Meeting and convention planning--Buy Minnesota
 - (3) Outlet for Minnesota Overtures vacation film
 - (4) Assistance with recruitment materials
 - (5) Newsletter copy--Explore Minnesota columns, etc.
 - (6) Speakers Bureau presentations on travel for employee lunches, etc.
 - (7) Sale of tourism publications as employee benefit
 - (8) Promote inclusion of Minnesota premiums as giveaways in employee incentive programs, e.g. a

Minnesota vacation, Minnesota-made snowmobile, etc.

(9) Provide free paycheck stuffers promoting Office of Tourism services

(10) Encourage organized group travel

(11) Tap into multi-national corporations/institutions international network

(12) Explore potential tie-in with client business travel--opportunities for extended stays and returns. Promote potential for Minnesota Welcome package as gift from corporation/institution.

D. Provide opportunity to get all state industries/institutions behind tourism--theme of tourism as the plus factor in Minnesota's traditionally high quality of life--without tourism we wouldn't have the excellent recreational and cultural opportunities we do. It contributes in large measure to attracting people to and keeping them in Minnesota.

E. Develop plans for program expansion statewide in July 1986.

2. Speakers Bureau/Docents Program. Study workability and feasibility of effective network and resource pool of individuals trained to speak on travel in Minnesota--NEW EMPHASIS.

A. Develop effective travel speakers from Office of Tourism staff; deliver a minimum of 20 presentations statewide per year. Act as spokespersons for Office of Tourism policy/procedures.

B. Organize a statewide speakers bureau with trained volunteers to make presentations to various business and community groups on area travel opportunities, suggested tours and travelogues.

(1) Assess skill level required for volunteer speakers and develop training program; provide effective visual aids, as needed.

(2) Look at possible incentives/benefits to recruit volunteers.

(3) Establish network/procedure for handling speaker requests, inquiries, honorarium/travel

expense policy, etc.

(4) Develop promotion plan to publicize availability of service.

B. Utilize docents as regional tour guides for travel media and tour operator/travel agent familiarization tours.

3. Familiarization Tours for travel media and tour operators/travel agents--ONGOING.

A. Conduct a minimum of six media familiarization tours for statewide, national, and international press, including arrangements, itineraries, and staffing.

B. Educate industry on need for hospitable, complimentary services. Inform industry of benefits of participation in familiarization tours..

C. Develop plan for itinerary preparation on a regional basis, including solicitation of complimentary services on a rotating basis. With trained docents in the field, number of press tours can be expanded to meet demand.

4. Retail Plan. Merchandise tourism publications/materials to retail outlets serving various target audiences--NEW.

A. Research retail outlets and develop letters of inquiry/price schedules.

B. Develop prototype displays, including racks or point-of-purchase displays.

C. Continue to develop consumer demand for publications by promoting with talk shows, news releases, special events with retail tie-ins.

D. Explore potential of retail outlets, including banks/libraries, as outlets for free distribution of Minnesota Explorer newspaper. Do cost/benefit analysis on distribution costs and publication quantities.

5. Continue to maximize public exposure to new tourism programs and publications to include but not limited to press releases, press conferences, and public demonstrations/performances--ONGOING.

A. Do 1000 piece mailing of press release and brochure to media, chambers, and other interested outlets upon receipt of new Office of Tourism consumer publications.

When appropriate, conduct press conference.

B. Provide publicity support to other tourism promotions, e.g. Canoe Day with DNR, Bike Day with DOT, Coca Cola programs with Coca Cola.

C. Assist Travel Information Center walk-in location with planning demonstrations/events to generate additional walk-in business e.g. fishing demonstrations, visitors from the zoo, performers from Minnesota Opera, etc.

D. Maximize pre- and post-publicity for Fishing Opener, Tourism Conference, and new programs such as Homecoming 88, new Fall advertising campaign and publications, e.g., Minnesota Explorer.

6. Provide publicity advance support to marketing staff for 12 Minnesota Association of Convention and Visitor Bureaus (MACVB) blitzes and international programs, as needed
--EXPANDED.

EVALUATION:

1. Keep accurate records of all activity generated by corporate/institutional program; require ombudsmen to document activities.

2. Monitor press clips, etc. for count of media coverage on publicity efforts for events, programs, publications, and marketing efforts.

3. Monitor coverage resulting from media tours, equating to comparable paid advertising space/time.

4. Measure activity levels in Travel Information Center walk-in center resulting from publicity tactics.

5. Attend five sport shows to provide public relations support in key and new markets.

Communications

PROGRAM: Communications

ACTIVITY: Operations

PURPOSE/
BACKGROUND: To develop and maintain the appropriate in-house capabilities to generate the work required.

OBJECTIVES: To operate in an efficient, accurate, and productive manner, to attain Office of Tourism objectives on time, within budget, and at the highest possible level of performance.

STRATEGIES:

1. Design and Printing. To produce first-class printed materials within budget, on time, and in the quantities necessary.
 - A. Design, write, layout, select and size photos, keyline and supervise all Office of Tourism publications (FY 85 = 28 separate publications = approximately 84 printing requisitions).
 - B. Act as Printing Liaison Officer with Department of Administration Printing and Mailing Services to process all print orders in compliance with state bidding requirements.
 - C. Supervise all printing, including on-the-press color approval and give final sign-off on billings.
 - D. Produce three seasonal posters each year as a promotional item.
 - E. Assume responsibility for production of all stationery, packaging, labels, bumper stickers, collateral materials, invitations, etc. (FY85 = approximately 45 separate projects).
 - F. Design and write newsletter Travel News, and supervise printing and mailing services.
 - G. Supervise any subcontracts let for production services.
2. Recordkeeping. To enable Tourism staff to immediately access current materials for publication purposes, both for media and tourism. Maintain clip file and contact list to know who is and is not using our services.
 - A. Maintain accurate, current statewide media mailing lists and library of reference materials for national media.

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B. Develop logging system for tracking media contacts, including calls we make, calls made to us, and calls we need to make. Provide monthly summary to staff and publish significant developments in Travel News.

C. Maintain press clip file for one year, retaining pertinent resource materials for long-term reference.

D. Maintain resource file of articles/materials for story reference--available to media and tourism writers.

E. Develop a goals and objectives spreadsheet--who and what we are in terms of current market position, strengths and weaknesses, areas to develop.

F. Develop a logging system for public speaking engagements to be used by entire Office of Tourism staff.

G. Maintain current budget statements on all publications, programs and projects for Communications unit--needed for present reference and cost estimating.

H. Maintain calendar of staff travel.

3. Staff Education. To enhance skills, maintain awareness and develop tourism contacts in a changing marketplace.

A. Maintain active memberships in appropriate professional organizations, e.g. Public Relations Society of America, Society of Professional Journalists, Society of American Travel Writers, Outdoor Writers of America, International Association of Business Communicators.

B. Encourage professional development and training in areas of public speaking, writing, design, and management skills to make staff more productive and competent.

C. Work with developing in-house workshops on tourism in Minnesota--presentations on and exposure to vacation opportunities.

4. Computer Data Systems. To increase efficiency and productivity by computerizing tasks.

A. Internally produce, codify and input for typeset all surveys necessary for publications research. Enter material for compatibility with Travel Information

Center use, whenever possible.

B. Enter all editorial materials on disk for editing and retrieval. All writing functions to be converted to computer for ease of telecommunicating typeset commands.

C. Develop spreadsheet for budget maintenance.

D. Develop an accounting system for potential use with sale/fee for service associated with publications/A-V materials.

E. Provide data processing expertise to other office staff, as well as seeking in-house training from advanced personnel in Travel Information Center for programming needs.

- EVALUATION:
1. Include reference to design/print quality in seasonal surveys.
 2. Review functional use of tracking systems after use for one year and evaluate for continuation.
 3. Review professional development of staff at annual reviews.
 4. Observe use of computers as new equipment becomes operational, logging use to know when we have achieved optimal operational capacity.

PROGRAM: Marketing

ACTIVITY: Business Travel Market

PURPOSE/
BACKGROUND: In a June 19, 1984, survey of business travelers conducted by National Car Rental at the Minneapolis/St. Paul International Airport, it was concluded the 76 percent of the business travelers surveyed attended a convention. Of those questioned, 71 percent tried to include some leisure activities during their stay, 66 percent of those questioned responded that this was likely to extend their stay, and 60 percent of these said they would return to vacation in a business trip area.

According to the U.S. Travel Data Center, there are now approximately 3000 large volume business travel agencies in the United States. Sixty percent of travel agency business is in airline ticket sales. Due to these data, emphasis will be placed on working closely in cooperation with air carriers in reaching this market.

The focus of the business travel efforts will be largely on business and incentive travel agents. Work will also be conducted with large wholesale travel companies in Minnesota that actively promote Minnesota as a business travel destination. The airline industry will also be approached to increase exposure to their travel agent network with information for the market.

OBJECTIVES:

1. Explore and develop marketing strategies in order to increase the number of business travelers who plan pre/post vacations in Minnesota.
2. To provide up-to-date planning information to business travelers in order to encourage more family accompaniment during business trips.
3. To encourage business travelers in Minnesota to become repeat visitors for a vacation experience in Minnesota.

STRATEGIES:

1. Develop ongoing working relationship with Minnesota tourism industry members in convention and visitor bureaus,

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hotels, airlines, tour operators, etc. Position the Office Tourism as a partner in business travel marketing.

- a. Meet with marketing department of air carriers and car rental agencies to develop more participation and financial support of the promotion of Minnesota as a destination. Schedule meetings with marketing and sales representatives to bring them up-to-date on our marketing activities and publications. Explore possibility of joint promotions, advertising, literature distribution outlets, contact lists, ticket stuffers, shipping and airfare discounts for promotion: package development and coverage in industry magazines. August 1985.
 - b. Establish a working relationship with Minnesota travel wholesalers. Visit tour companies and share updates on current marketing efforts. Explore possibilities of cooperative advertising and business travel promotions, ticket stuffers, direct mail and other promotions. October 1985.
 - c. Update the Minnesota travel industry on selling to the business travel agent market -- marketing through travel agents; the value of and commitment to commissions; wholesalers, retailers, incentive -- who to go to and what policies to follow, what return can be expected, how to reach the right market; changes due to deregulation. Tourism Conference Seminar. December 1985.
 - d. Work with travel agent advisory subcommittee in developing marketing strategies.
2. Attend industry trade shows and exhibitions to obtain objectives stated.
- a. Participate in and make 150 business travel agent contacts at the Western Regional Conference of the American Society of Travel Agents. Market states include California, Kansas, Nebraska, Missouri, Arizona, Washington, Oregon, Nevada, Colorado, Hawaii, Utah and Wyoming. Distribute Explore Minnesota lapel pins to contacts. May 1986.
 - b. Participate in Minneapolis Star and Tribune travel shows in September of 1985 and April 1986. Exposure to 2000+ agents from Minnesota, South Dakota, North Dakota, Wisconsin, and Iowa. Personal contact with 150 per delegate to distribute business travel information.

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c. Attend and coordinate business travel agents sales calls in the Chicago market in conjunction with the sales blitz of Minnesota Association of Convention and Visitors Bureaus. March 1986.

3. Engage a private sector wholesaler to develop, print, and distribute new sales tool of extended stay packages to reach the business traveler while in the business trip planning process highlighting the benefits of pre/post vacation travel. September 1985.

4. Initiate bulk mail and direct mail campaign to business travel agent market.

a. Investigate and set up outside agency for efficient handling of literature distribution to the business travel agent industry.

b. Obtain a list of 1600 business travel agents producing \$5 million or above annual business and develop a direct mail program to include information for business travelers, current calendar of events, and an order form for bulk literature. January 1986.

5. Continue to develop and improve sales tools used in travel agent marketing.

EVALUATION:

1. Conduct at least one cooperative project with two major travel wholesalers.

2. Conduct two joint projects with major air carriers or car rental agencies and establish five new projects for FY87.

3. Measure efficiency of direct mail by the timeliness of mailings and response from mailings.

4. Measure the number of new airline and travel wholesaler contacts made over the year.

5. Review of program by business travel agents advisory subcommittee for adherence to objectives.

PROGRAM: Marketing

ACTIVITY: Meeting and Convention Market

PURPOSE/
BACKGROUND: The purpose of the meeting and convention program is to work in cooperation with the Minnesota tourism industry to increase the number of meetings and conventions held in Minnesota. The economic impact of group business is significant to the state plus it creates an opportunity to attract business travelers to leisure travel in Minnesota.

OBJECTIVES: 1. In FY85, 2562 contacts were made with meeting planners through telephone, direct mail, and trade shows. Increase these contacts by 20 percent in FY86.

2. Continue to work closely with the Minnesota Association of Convention and Visitors Bureaus (MACVB) in sales blitzes, conference bidding and other joint promotions.

3. Provide support and assistance to Minnesota organizations attempting to bring their conventions to Minnesota.

STRATEGIES: 1. Continue to participate with Minnesota convention cities on sales blitzes in major markets outside of Minnesota. Expand the Office's role of providing media exposure in these markets. Streamline procedures for dealing with media to build a 10 percent increase over the 50 FY85 media interviews.

a. Cooperate with the MACVB on six sales blitzes to major markets outside of Minnesota. The MACVB will return to 50 percent of past cities visited and will enter 50 percent new markets. Final selection of cities will be conducted in conjunction with Minnesota convention cities. Proposed cities include: Chicago, Denver, Des Moines, Kansas City, Milwaukee, New York, Washington, and Winnipeg--ONGOING.

b. Arrange for shipment of State promotional literature to all sales blitzes. Average quantity is 85 of each selected publication.

2. Supervise any public/private partnership agreements entered into with the MACVB and evaluate program for compliance--ONGOING.

a. Investigate the feasibility of a new Keep It In Minnesota Trade Show/Luncheon involving Twin Cities meeting planners. All cities would be invited to

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participate in order to encourage meeting planners to keep a percentage of their meetings in Minnesota. October 1985.

3. In FY85, leads for a total of 640 potential meeting planners were distributed. The Tourism Office will continue to share sales leads with Minnesota's convention cities generated from trade advertising in industry publications--ONGOING.

4. Develop and refine sales tools used in the meeting and convention market.

a. Develop new Meeting and Convention publication beginning in January 1986 to be completed in April of 1986. Format to be developed with the Communications staff.

b. Develop ability on the word processor to produce new specialized letters of support for every Minnesota city for bidding of meetings and conventions. October 1985.

c. Develop and produce letters offering booked conventions the opportunity to include small tourism brochures in pre-conference mailings. This should encourage pre/post vacations in conjunction with the business trips. October 1985.

5. Conduct direct mail campaign to attract meeting planners.

a. Develop and mail convention promotion to 867 national religious meeting planners. New mailing. October 1985.

6. Participate as an exhibitor in three major meeting and convention trade shows.

a. Attend Meeting World exhibition, meet with 1,000 meeting planners in Washington July 14-17, 1985 (one representative).

b. Attend American Society of Association Executive Congresses in Chicago and Orlando - August 17-21, 1985 and March 8-12, 1986. Meet with 1,200 association meeting planners (one representative)--NEW STRATEGY.

EVALUATION: 1. Measure contacts made throughout the year by telephone, direct mail, and trade shows.

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2. Measure number of media sales calls conducted during six sales blitzes.
3. Measure response generated by direct mail to religious meeting planners.
4. Measure timeliness of literature shipments to sales blitzes.
5. Adhere to time schedule for revision of Meeting and Convention publication.
6. Complete all necessary documents for agreement with MACVB.
7. Measure number of participants involved in Keep It In Minnesota Trade Show/Luncheon.

PROGRAM: Marketing

ACTIVITY: Group Tour Market

PURPOSE/
BACKGROUND: Minnesota has many regions, attractions, and events that have historically attracted the motorcoach and group air tour business. The purpose of this marketing emphasis is to increase the market share of group tour visitors to Minnesota. The National Tour Association (NTA) research reports that a fully loaded (44 passengers) motorcoach can mean \$3500/day in direct economic impact on a Minnesota community. Target markets include tour operators, charter coach operators, senior citizen clubs, community education trip planners and park and recreation departments.

- OBJECTIVES:
1. In FY85, the Tourism Office contacted 200 tour conductors with specialized itinerary planning assistance. In FY86, an increase of 30 percent will be projected by increasing contacts through direct mail, trade shows, and industry familiarization tours.
 2. In 1984, the Tourism Office purchased an economic impact study of motorcoach tours on the state of Minnesota. This study, produced through the NTA by South East Advertising, will be used as a baseline study. A primary objective of the group tour marketing program is to increase the number of tours and thus the economic impact reported through this research report.
 3. Presently the Office of Tourism does not have a clear accounting of all motorcoach tour and charter activity in the state. It is an objective in FY86 to gather this information by working with the motorcoach regulatory agencies of State government under an interagency agreement to formulate such statistics. This information would be used as baseline data and in the future be used to project expected increases.
 4. It is also the objective of the tourism group tour area to maintain a high quality image as the lead agency in group tour marketing by tourism industry members such as hotels, motels, and attractions.

- STRATEGIES:
1. Continue to attend and expand attendance at industry trade shows. In FY85, 64 prescheduled appointments were conducted at trade shows. A 20 percent increase in FY86 is expected.

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a. Attend NTA Travel and Tourism Exchange - November 11-15, 1985. Anticipate 30 scheduled appointments per delegate - two delegates in attendance. Distribution of a new Explore Minnesota lapel pin at appointments.

b. Participate in American Bus Association (ABA) Marketplace - December 9-13, 1985. One delegate to have 20 scheduled appointments. Distribution of a new Explore Minnesota lapel pin to delegates.

c. Represent Minnesota with a booth at the Jefferson Travel and Trade Show in Des Moines, Iowa on January 25-26, 1986. Distribute literature to over 600 travel agents and tour organizers. For the first time, invite 300 top producers to a breakfast presentation of new state film and distribute Explore Minnesota mugs (already in stock). This will be done in cooperation with Minnesota businesses exhibiting at the Jefferson Show --NEW STRATEGY.

d. Organize promotional luncheon presentation and showing of Minnesota Overtures to over 100 midwest tour operators in conjunction with the ABA Tools for Success Seminar in Chicago in March of 1986--NEW STRATEGY.

e. Conduct 20 prescheduled business appointments at the spring meeting of the NTA, April 1986--NEW STRATEGY.

f. Work with Minnesota tourism businesses in developing strategies for trade shows.

2. Conduct familiarization tours of Minnesota in order to encourage three major national tour operators who presently operate tours in the Midwest exclusive of Minnesota to include a Minnesota itinerary. Visits will be made with operators to specifically design tour program prior to Minnesota visit--NEW STRATEGY.

a. Mid-October 1985 - Maupintour, Inc. in business for 35 years, located in Lawrence, Kansas, generating passengers from all over the Midwest to destinations worldwide.

b. Late May 1986 - Tauck Tours, Inc., in business for 60 years, located in Westport, Connecticut. Deluxe motorcoach tours throughout the United States. Passengers come from throughout the world.

- c. Early June 1986 - Allied Tours, in business for over 22 years, located in Los Angeles with branch offices in Nebraska; dealing with domestic and international groups.
 - d. Work closely with other Minnesota communities wishing to conduct familiarization tours.
3. Implement a direct mail campaign to reach target markets.
- a. Develop and distribute 3500 new marketing brochures titled "The Top 25 Annual Festivals and Events." These will be sent to tour operators, senior citizens clubs, and community education departments. September 1985--NEW MAILING.
 - b. Produce and distribute a series of 10 trip tip postcards to 3500 tour organizers. The postcards will be sent once every six weeks and will highlight new group tour attractions in Minnesota; for example, horse racing, Epic Drama Theatre, Tall Ships in Duluth, etc. --New strategy.
4. Continue to work closely with the tourism industry in the private sector to increase Minnesota's share of the group tour market.
- a. Establish and announce a new group tour reference library. Industry members will have access to all major trade association membership manuals, group tour trade magazines with advertising data, all research relative to group tours, and cassette tapes from educational seminars. Announcement of services will be made through Travel News. September 1985.
 - b. Continue to conduct pre-caucuses with Minnesota representatives prior to major trade shows like the NTA, and the ABA. October 1985.
 - c. Examine the feasibility of bringing the NTA's spring conference to Minnesota. This will be done in conjunction with the Minnesota Association of Convention and Visitors Bureaus. October 1985.
 - d. Develop and distribute "Explore Minnesota" stickers for use on literature. October 1985.
 - e. Research and print an educational handout on the economic importance of motorcoach tours to the local area. This would be used in conjunction with marketing

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seminars held in local communities during FY 87.
January 1986.

f. Conduct advisory subcommittee meetings with appointed members of the group tour industry--ONGOING.

5. Continue to expand activities with other state agencies to increase share of group tour market.

a. Initiate with the MnDOT Highway Information Centers a new program to gather names and addresses of new visiting group leaders and to distribute prepackaged materials tailored to the group tour market. January 1986.

b. Investigate, under contract with the University of Minnesota, a new plan of action to deal with the motorcoach regulatory issue. Develop legislation, if necessary, to initiate change. March 1986.

c. Establish a new interagency agreement with the Departments of Revenue, Public Safety, and Transportation to create an accurate list of motorcoach companies operating in Minnesota. February 1986.

6. Develop, print and distribute press releases and editorial materials for placement in at least three national trade magazines targeted at the group tour market.

a. Publications to target include Domestic Tour Manual, Courier, Destinations, Sixty Plus, and Bus Tours Magazine--ONGOING.

7. Continue to develop sales tools to be used in attracting group tours to Minnesota.

a. Develop and refine a new computer sales retrieval system for keeping an up-to-date tracking system for Minnesota's active tour operators. January 1986.

b. Continue to utilize the primary publication, the "Explore Minnesota Tour Planner's Guide" to distribute to clients. Redesign and reprinting of this publication is scheduled to begin in January 1987.

c. Refurbish existing trade show booth with emphasis on highlighting the specific motorcoach market. October 1985.

d. Establish listing and create procedures for purchase of the Tourism Office's listing of computerized mailing

lists including national tour operators, senior citizens, community education departments, etc. September 1985.

- EVALUATION:
1. Develop accurate accountings of scheduled appointments at trade shows, as well as contacts through direct sales calls, written inquiries, and direct mail.
 2. Purchase economic impact study from the NTA and compare with the baseline study.
 3. Build computer data base on motorcoach companies traveling in Minnesota as a baseline study for 1986.
 4. Realize an increase in the number of Minnesota businesses involved in marketing efforts toward the group tour area.
 5. Conduct ongoing program review bi-monthly in conjunction with the group tour advisory committee.

PROGRAM: Marketing

ACTIVITY: Tourism Industry Joint Venture Programs

PURPOSE/
BACKGROUND: The joint venture program began in the fall of 1984 as a program for expanding tourism marketing by statewide, regional and local organizations. Since its beginning, over 275 nonprofit groups have received funding for qualified projects.

OBJECTIVES:

1. To receive, review, and fund tourism marketing projects (maximum \$10,000 per project) totaling the dollar amount appropriated by the Legislature.
2. To stimulate an expansion of private sector tourism marketing programs.
3. To generate increased travel throughout the state with a large emphasis on generating travelers from outside of Minnesota.
4. To allow nonprofit organizations to utilize state funds to test creative marketing concepts including new brochure and event development, travel trade marketing, advertising or direct mail.
5. To assist Minnesota communities and organizations in development of marketing plans, brochure development and distribution, and travel trade marketing (to travel agents, tour operators and meeting and convention planners).

STRATEGIES:

1. Evaluate program over past two years to determine if a change is required in guidelines or program strategies. July 1985.
2. Redesign and print joint venture guidelines and applications for distribution to the industry. July 1985.
3. Establish two funding cycles with deadlines being August 30 and February 15. Distribute funds equitably among regions in the state. August 1985.
4. Design, write, and print marketing informational handouts to be shared with nonprofit organizations on an ongoing basis. Titles could include:
Creating and Promoting Special Events
Distributing Your New Brochures - 100 Ways
December 1985.

5. Design, write, and print a listing of national and international marketing opportunities for Minnesota industry participation. This will include trade shows, publications, and national organizations. October 1985.
6. Conduct 45 work sessions in local communities throughout Minnesota to develop local marketing strategies that complement the state efforts. Meetings are scheduled as requested with at least six being held in every Minnesota tourism region--ONGOING.
7. Process all approved grants through the disbursement process within 30 days from date of approval.
8. Establish criteria and arrange for industry selection of tourism marketing awards in conjunction with the tourism office.

EVALUATION:

1. All projects require a written evaluation to show compliance with project objectives. These are required 30 days following project completion. Input is solicited from participants on effectiveness of program.
2. Each year several projects are selected at random for a financial audit by an outside CPA vendor.
3. An internal marketing department committee meets semi-annually to evaluate the program guidelines and applications and suggest needed changes.

PROGRAM: Marketing

ACTIVITY: International Market

PURPOSE/
BACKGROUND: The purpose of Minnesota's international program is to increase the number of international visitors and to increase awareness of Minnesota's business and vacation travel opportunities.

Information obtained through U.S. Customs indicates a total of 30,903 international arrivals at Minneapolis/St. Paul International terminal in 1983. This does not take into account possible visitors to Minnesota that entered by other places of entry.

International flights to the charter terminal include Northwest direct flights to London (daily April-November), Frankfurt (seasonal - once a week) and Oslo (seasonal - twice a week); and Martin Air flights from Amsterdam (once a week). Trans-American also flies direct from Frankfurt and London and Condor flies from Frankfurt via Denver. Presently, the latter two airlines are more heavily flown by outbound travelers, but offer potential for the inbound market. TWA and Delta fly internationally to Minneapolis/St. Paul, although not direct.

Minnesota's international target markets are the United Kingdom, Germany, Japan, Norway and Sweden. (Canadian marketing activities are handled under specific domestic programming areas, including group tours and meetings and conventions.) According to the United States Travel and Tourism Administration (USTTA), Minnesota was the U.S. destination of foreign tourist arrivals by country of residence in 1983; 23.4 percent from the United Kingdom; 20.5 percent from Germany; 12.2 percent from Japan and 8.6 percent from Sweden.

- OBJECTIVES:
1. To create an image of Minnesota in the minds of international travelers from target markets.
 2. To add Minnesota to the itineraries of international visitors planning a first time multi-state visit to the United States.
 3. To position Minnesota as a new destination for experienced repeat U.S. visitors.
 4. To promote Minnesota as a primary gateway for

international arrivals to the U.S. and to increase the number of visitors planning a stop-over in Minnesota before visiting other destinations.

5. To work closely with other Great Lakes States in selected markets to position the Great Lakes as a travel destination.

6. To work closely with other State agencies to integrate tourism businesses in developing international marketing programs.

7. To work with Minnesota's tourism industry to educate members on hosting international visitors.

STRATEGIES:

1. Participate in trade shows targeted at the international travel arranger.

a. Attend International Pow Wow (two representatives) held annually. Conduct 45 appointments with travel arrangers. Distribute Explore Minnesota lapel pins at appointments. June 1986 - Phoenix.

b. Attend World Travel Mart, attended by 28,000 travel trade including 5300 tour operators and 1100 journalists from 38 countries. Meet with 200-300 travel arrangers and 20 trade press representatives. This will be coordinated with USTTA and our international air carriers. (two representatives) November 27-December 1, 1985, London--EXPANDED STRATEGY.

c. In cooperation with other Great Lakes States, attend the Japan Association of Travel Agents Convention, the largest gathering of travel trade in Japan. Meet with 200+ travel personnel (one representative) November 25-29, 1985, Tokyo--NEW STRATEGY.

d. Attend the International Tourism Exchange in Germany, a seven-day exhibition visited by 16,000 travel trade and 1600 trade press. Participate in the U.S.A. section with approximately 110 other exhibitors (one representative). February 26-March 6, 1986, Berlin.

2. Conduct familiarization tour of Minnesota for 20 top U.S.A. producing retail agents in cooperation with Nova Reisen, a major German tour operator. June 1986.

3. Cooperate on sales missions and special international promotions with other State agencies (i.e. World Trade Center, Trade Office).

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- a. Serve on advisory committee for new World Med 1986, a major medical trade congress sponsored by the Minnesota Trade Office scheduled for St. Paul, May 1986.
 - b. Work with tourism businesses wishing to participate in trade office sponsored mission to Sweden, Norway and Germany, September 27-October 11, 1985. Preschedule all appointments and press interviews for the group. Work on feasibility of conducting receptions in conjunction with USTTA and air carriers. August 1985--NEW STRATEGY.
 - c. Work with Minnesota's Norwegian trade office to develop a new accurate listing of tour operators generating travel to Minnesota. Distribution will be to answer inquiries to this office. December 1985.
4. Initiate contacts with U.S. based offices of international tourism businesses and develop working relationships with them.
 - a. Conduct sales mission to New York city involving interested Minnesota tourism businesses (maximum 25). Contract with consultant for identification and prescheduled appointments for group participants. Trip will be four days in length and include a reception if co-sponsors can be located. Training seminars will be required of Minnesota participants prior to participation in mission. March 1986--NEW STRATEGY.
5. Establish and maintain bulk mail and direct mail program.
 - a. Provide bulk tourism literature as needed at U.S. Embassies, Travel and Tourism Administration offices, and airline offices in target market countries--ONGOING.
 - b. Continue follow-up mailings on an ongoing basis to trade show contacts.
6. Continue to develop and distribute sales tools to use in attracting the international market.
 - a. Develop and distribute specific itineraries highlighting Minnesota's saleable features. Print in German, Japanese, Swedish and Norwegian. October 1985.
 - b. Purchase and distribute 100 Minnesota USA publications developed for use in the Japanese market from the trade office. October 1985.

- c. Compile and distribute all tourism literature available from Minnesota businesses produced in Japanese, German, Swedish, or Norwegian and use in marketing program. October 1985.
- d. Compile and distribute special event descriptions for individual events (i.e. International World Med 86, Farm Management Seminar, Promise of America exhibit). Use these descriptions at trade shows and direct mail program. October 1985.
- e. Offer free copy of Minnesota Overtures to all overseas USTTA offices for their use in promoting travel to Minnesota. August 1985

- EVALUATION:
- 1. Continue to monitor international tour catalogs to track Minnesota itineraries.
 - 2. Maintain an accurate listing of contacts with international tour operators.
 - 3. Request tracking information from Minnesota businesses involved in marketing efforts.
 - 4. Develop a tracking system for follow-up on actual bookings.