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## MISSION STATEMENT

TO MARKET AND DEVELOP MINNESOTA'S PRODUCTS AND SERVICES THAT RELATE TO TRAVEL, TO MAINTAIN AND INCREASE THE GROSS SALES OF MINNESOTA TRAVEL BUSINESSES, AND TO BE RESPONSIVE TO MINNESOTA'S COMMUNITY, BUSINESS AND CONSUMER NEEDS AS THEY RELATE TO TOURISM, IN BOTH THE DOMESTIC AND INTERNATIONAL MARKETPLACES.

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## EXECUTIVE SUMMARY

Authority for the state's 10 Travel Information Centers was transferred from the Department of Transportation to the Office of Tourism, effective July 1, 1989. This addition has nearly doubled the size of the office staff, which now numbers nearly 100. It also adds a significant new opportunity for increased travel counseling and distribution of materials. Two additional centers are slated to open during 1989 and 1990, as well, near Worthington and St. Cloud. The Office is also working with the Minneapolis, St. Paul and Bloomington Convention and Visitors Bureaus, together with the Metropolitan Airports Commission, to establish an information center at Lindbergh International Airport.

The regional office structure initiated last year continues to become more integrated into the overall Office of Tourism program. Management of the regional offices has become the responsibility of Travel Trade Services, which has enabled us to transfer much of the responsibility for the Joint Venture Tourism Marketing Program directly to the regions. There will also be a new Twin Cities metropolitan regional office established this year.

At the request of the regional offices, a Winter Tourism Marketing Plan will be prepared to identify winter marketing opportunities by region. There will also be a joint familiarization tour for AAA travel agents in the Northcentral/West and Northeast regions. There will also be a sales training program conducted in the Northeast, which may be expanded statewide.

The overall work plan for Travel Trade Services shows a continuation of many of the programs begun in and prior to FY88. There will be an increased emphasis on group tour development in Minnesota, as well as an expanded effort in the international area, to include advertising. The Office will take on more of a supportive role in the meeting and convention marketing area, providing materials and serving as a resource, as needed. Responsibility for travel trade public relations and publications will be transferred to the Communication Services unit.

The programmatic areas of public relations, publications and audio visual services will continue to be the responsibility of the Communication Services unit. The development of a new publication, EXPLORE MINNESOTA UP-CLOSE, which will be a supplement to the MINNESOTA EXPLORER newspaper, will be developed, along with a

Distribution services provided by the mailroom will move from Information Services to Communication Services to facilitate the public relations mailings of the office and the brochure needs for the fulfillment of advertising inquiries.

Information Services will continue to provide travel counseling services, both at the St. Paul office and at the TICs throughout the state. Increased emphasis will also be placed within the unit on research, both statistical and demographic. The unit will be increasing its data entry capabilities and computer resource services, as we move to provide the TICs with computer systems compatible with the central office. Information Services will also play an increasing role in tracking advertising inquiries and calculating cost per inquiry.

The general consumer advertising program itself, under Administrative Services, will maintain essentially the same strategy as it has for the past three years. The program sells the MINNESOTA EXPLORER newspaper; the newspaper sells the state. We will also be addressing specific vertical markets for cross-country skiing, snowmobiling and fishing, as in years past. Due to funding, the geographic markets will remain approximately the same. We will be reviewing the potential for increased coverage in the Canadian and Wisconsin markets.

The public/private partnership established with the Minnesota Broadcasters Association will be continued, as well as seeking new partnerships to leverage marketing dollars.

The Administrative Services unit will also continue its efforts at tourism development, including working with the University of Minnesota Tourism Center, the Regional Development Commissions and Initiative Funds. Interagency and intradepartmental programs will be maintained, as well.

Overall, the Office of Tourism will be working to establish stronger team relationships within the office, including the provision of services between units. We want to take our same high standards for customer satisfaction and apply them internally.

## BUDGET

### FY 1989 Appropriation

#### Administration

Salaries	\$270,000.00
Rents & Leases	24,000.00
Repair Services	7,000.00
Printing & Binding	6,500.00
Consulting Services	40,000.00
Professional & Tech. Services	5,000.00
Purchase Services	54,000.00
Communications	7,000.00
Travel In-State	13,000.00
Travel Out-State	8,000.00
Fees/Other Fixed Charges	1,500.00
All Supplies/Materials/Parts	5,000.00
Equipment	<u>20,000.00</u>
	\$461,000.00

#### Communications

Salaries	\$320,102.00
Rents & Leases	23,775.00
Repair Services	700.00
Printing & Binding	2,100.00
Professional & Tech. Services	44,500.00
Purchase Services	6,000.00
Communications	26,500.00
Travel In-State	8,000.00
Travel Out-State	4,000.00
Fees/Other Fixed Charges	3,000.00
All Supplies/Materials/Parts	<u>4,000.00</u>
	\$442,677.00

### Travel Trade Services

Salaries	\$208,959.00
Rents & Leases	31,597.00
Advertising	1,500.00
Repair Services	3,000.00
Printing & Binding	6,400.00
Consulting Services	62,000.00
Professional & Tech. Services	63,330.00
Purchase Services	15,000.00
Communications	27,144.00
Travel In-State	7,750.00
Travel Out-State	29,300.00
Fees/Other Fixed Charges	9,300.00
Supplies/Materials/Parts	<u>12,765.00</u>
	\$478,045.00

### Travel Information

Salaries	\$435,261.00
Rents & Leases	46,066.00
Repair Services	19,100.00
Printing and Binding	12,100.00
Profesional & Tech. Services	1,143.00
Data Processing	15,100.00
Purchase Services	33,000.00
Communications	375,000.00
Travel In-State	3,000.00
Travel Out-State	8,000.00
Rewards, Prizes, and Premiums	100.00
Fees/Other Fixed Charges	1,844.00
All Supplies/Materials/Parts	<u>39,386.00</u>
	\$989,100.00

### Regional Offices - Administration

Salaries	\$252,723.00
Rents & Leases	26,940.00
Repair Services	868.00
Printing and Binding	5,200.00
Professional & Tech. Services	1,500.00
Purchase Services	2,400.00

General Activities

Advertising	\$2,050,000.00
Joint Venture	550,000.00
Publications	490,973.00
Promotion	<u>117,400.00</u>

\$3,208,373.00

FY 1989 Appropriation	\$5,852,800.00
Salary Supplement/Transfer Out	<u>59,300.00</u>
Total FY 1989	\$5,912,100.00

Travel Information Centers

Salaries	\$737,610.00
Rents & Leases	7,400.00
Advertising	250.00
Repair Services	2,768.00
Printing and Binding	5,200.00
Purchase Services	26,450.00
Communications	25,950.00
Travel In-State	32,500.00
Travel Out-State	1,000.00
Relocation	1,500.00
Fees/Other Fixed Charges	1,950.00
All Supplies/Materials/Parts	20,472.00
Equipment	<u>1,950.00</u>

\$865,000.00

FY1989 Special Appropriation	\$577,000.00
Trunk Highway Funds	<u>288,000.00</u>
	\$865,000.00

Special/Revolving Assets

All revolving budgets are based on anticipated revenue

Northcentral/West Regional Office

Printing and Binding	75,000.00
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Southern Regional Office

Advertising/Promotion	\$ 30,000.00
Printing and Binding	155,000.00
Professional & Tech. Services	45,000.00
Communications	<u>3,500.00</u>
	\$233,500.00

Northeastern Regional Office

Advertising/Promotion	\$ 8,000.00
Printing and Binding	35,000.00
Professional and Tech. Services	65,000.00
Communications	<u>8,500.00</u>
	\$116,500.00

Central Office - General

Publications	\$ 55,000.00
Film Audio Visual	2,000.00
Conferences/Seminars	30,775.00
Sales/Trade Mission	3,700.00
Distribution	<u>13,000.00</u>
	\$104,475.00

Total Revolving Funds	<u>\$607,225.00</u>
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Total of All Funds	<u>\$7,384,325.00</u>
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DEPT. OF TRADE AND ECONOMIC DEVELOPMENT  
OFFICE OF TOURISM

DIRECTOR  
Hank Todd

DEPUTY DIRECTOR  
Bonnie Richter

ADMINISTRATIVE  
Dave Gaitley  
Char Vaughan  
Cathy O'Mara  
Debra Kunkel

TRAVEL TRADE SERVICES  
Colleen Tollefson, Mgr  
Vacant Clerk Typist 3

COMMUNICATIONS SERVICES  
Judy Hohmann, Mgr (WOC)  
Gail Reidt, Clk Typ 4

REGIONAL OFFICES  
N CENT/W (Brainerd)  
Steve Markuson, Mgr  
Joyce Sands, T Info Clk  
NORTHEAST (Duluth)  
Chuck Bloczynski, Mgr  
Susan Adam, T Info Clk  
SOUTHERN (Mankato)  
Bob Kennebeck, Mgr  
Kathy Ulrich, T Info Clk  
METRO  
Vacant, Mgr  
Vacant, T Info Clk

TRADE MARKETING  
Chuck Lennon, T & T Rep  
INTERNATIONAL MARKETING  
Cheryl Offerman, T&T Rep  
MEETINGS & CONV/EDUC  
Debra Flicek, T & T Rep  
GROUP TOUR MARKETING  
Linda Rosati, T & T Rep  
CLERK TYPIST 3  
Pam Schubloom  
INTERM  
Vacant

PUBLICATIONS  
Joan Hummel, IO 3  
Becky Helgeson, IO 2  
James Riemermann, IO 2  
Vacant, Intern  
PUBLIC/MEDIA RELATIONS  
Christ Anastos (temp)  
Chris Krueger, IO 2  
Vacant, IO 1  
Dodie Schlichte, SW  
AUDIO VISUAL  
Paul Stafford, IO 3  
Susan Balgie, CT 2  
Steve Kuchera, Intern

DISTRIBUTION CENTER  
Bob Quinn, Clerk 3  
Jon Tretsvon, Clerk 2  
Earnest Belton, Clerk 2  
Karen Womack, Clerk 2  
Vacant, Clerk 2

RESEARCH  
Pat Simmon  
Ing Sollin  
Sonja Thor  
DATA SERVICE  
Bob Tyler,  
Nancy Shee  
Georgia Lo  
Vacant, Cl  
RESPONSE CEN  
Marlys Sie  
Nancy Myhr  
Gene Knute  
Jan Edstro  
Renda Thom  
Pamela Hei

PROGRAM: ADMINISTRATIVE SERVICES

MISSION  
STATEMENT:

To secure and allocate resources, establish policies and promote programs that will maximize the gross sales of products and services designed to serve the people who travel in Minnesota, while providing equitable support to Minnesota businesses, communities and Office of Tourism staff in their efforts to attract and serve those travelers.

GOALS:

I. Secure and allocate resources to maximize the Office of Tourism's impact on increased gross sales of Minnesota travel-related products and services.

II. Develop advertising and marketing programs that will increase the gross sales of Minnesota travel-related products and services.

III. Develop and maintain relationships between Minnesota's travel industry and governmental agencies.

IV. Promote development of tourism businesses in the state.

V. Develop policies for and provide services to Office of Tourism staff that assure the high quality of all office programs.

## Administrative Services

ACTIVITY: Consumer Advertising and Promotion

PURPOSE/  
BACKGROUND:

Consumer advertising is created and placed by Carmichael-Lynch, Inc. under the supervision of the Office of Tourism. The purpose of the advertising is to generate inquiries for and awareness of publications and services provided by the Office of Tourism. The ultimate goal is to convert inquiries into travelers in Minnesota.

The primary strategy for the majority of mass market advertising is to sell the MINNESOTA EXPLORER newspaper by using a variety of direct marketing techniques in print and broadcast media and the utilization of 24-hour inbound telemarketing services. The newspaper is the main sales vehicle for the State of Minnesota.

Recognizing the significant contribution of radio advertising to tourism's campaign, the office will continue to build awareness through radio statewide, emphasizing the services of the Office of Tourism and directing specific attention to generating travel to events and attractions throughout the state with immediacy.

Other vertical markets will be developed with appropriate strategies to the audience, as well as direct promotions.

In addition, a variety of special tools are employed to communicate specific messages, establish theming, motivate consumers, the industry, media and others in achieving tourism goals. The nature of these programs may vary from ad promotions to public/private partnerships, costumes, events, and hundreds of other concepts.

OBJECTIVES:

I. Assist in generating 1,000,000 inquiries to the Minnesota Office of Tourism in fiscal year 1989.

II. Achieve a 55 percent or better conversion rate for 1989 inquiries.

III. Achieve a \$2.00 or less average media cost per inquiry for advertising inquiries.

IV. Improve our market share position in each of the ADI in which we advertise.

V. Make our marketing plan more broadly available to the travel industry in Minnesota.

VI. Advance our image advertising without losing our direct marketing gains.

VII. Maintain a high quality of consistency in the look of all our advertising and promotional materials.

VIII. Offer flexibility to respond to community, industry and units' needs for specialized promotional tools.

IX. Be able to respond to promotional opportunities, such as new events or programs, that can enhance the overall objectives of the office.

X. Raise \$1.8 million through programs with the private sector, and document and verify that support to release tourism match funds allocated by the legislature for FY89.

STRATEGIES:

I. With Carmichael-Lynch, Inc., develop the overall consumer advertising budget and strategy for fall, winter and spring/summer campaigns by July 15. This will include media production, fees and the services of a telemarketing firm.

A. Fall 1988 marketing will use print and radio advertising inside the State of Minnesota and some print advertising in nearby out-of-state markets.

B. Winter 1988-89 marketing will use print and radio advertising inside the State of Minnesota and in some nearby out-of-state markets. Cross-country skiers, downhill skiers and snowmobilers will also be targeted.

C. Spring/summer 1989 marketing will include television advertising in major and secondary

Duluth-Superior  
Minneapolis-St. Paul  
Alexandria  
Mankato  
Rochester-Mason City-Austin  
Cedar Rapids-Waterloo-Dubuque  
Davenport-Rock Island-Moline-Quad Cities  
Des Moines  
Chicago  
Lafayette-Indianapolis  
St. Louis  
Kansas City  
Omaha  
Sioux City  
Sioux Falls-Mitchell  
Fargo  
Wisconsin  
Canada

II. Work with Carmichael-Lynch to develop advertising and marketing plan for Celebrate Minnesota 1990 (pending legislative appropriation).

III. Complete a comprehensive marketing plan and schedule by September 15, to be available to Minnesota travel businesses. Consult with Tourism Advisory Committee and other industry representatives about effective advertising strategies they have used.

IV. Communicate advertising plans at annual tourism conference and in appropriate issues of Travel Minute.

V. Continue the use of the theme line and logo, Explore Minnesota, through FY89.

VI. Explore the potential for a unique graphic identity for the Minnesota Office of Tourism.

VII. Review potential for direct mail to existing inquiry list as lead development.

VIII. Leverage over \$1 million in commercial radio and television paid-advertising time from a payment to the Minnesota Broadcasters Association (MBA) based on 15 percent of the dollar volume of radio and 16 percent of television inventory committed by

corporations and travel-related associations to increase travel in Minnesota and to increase inquiries to the Minnesota Office of Tourism.

X. Request advertising schedules from communities using joint ventures, association, and major attractions to compare markets, timing, frequency, and strategies.

XI. Work with the agency to develop new creative approaches to direct marketing that incorporate as much image advertising as consistent with need to maintain inquiry levels.

XII. Maintain tight review of all advertising materials with agency, and assure that agency reviews all materials that are produced outside of the agency in other advertising programs that we associate with, including regional, travel trade and cooperative advertising. Pay particular attention to the mechanicals of fulfillment.

XIII. Review opportunities for a public service billboard program with Naegele.

XIV. Conduct necessary research to establish demographic and psychographic base of interest in travel to Minnesota, working in conjunction with Carmichael-Lynch and Information Services.

A. Database Research: Review database of inquiries for duplication and repeat users; sort by zip code and ADI.

B. Send database list to PRIZM or similar demographic/psychographic research system; review results by ADI.

C. Work with Information Services to coordinate participation in national travel study; review tapes by ADI for marketshare.

D. Compare data for travelers and inquirers.

XIV. Respond to promotional opportunities as they arise.

XV. Respond to opportunities to make public

Office of Tourism, as established by the Legislature. The goal is \$300,000 in sales for the winter season 1988-89.

XVII. Work with a subcommittee of the Minnesota Broadcasters Association to develop effective radio advertising and editorial materials.

XVIII. Work with Naegele to explore potential for shared billboard program in the state.

EVALUATION:

I. To effectively communicate our advertising message, conduct pre- and post-advertising focus groups or similar research device to monitor comprehension and attitude.

II. Complete cost per inquiry and reach per 1,000 inquiries evaluation for each campaign.

III. Establish benchmark levels of market share in each ADI we advertise in and measure change each year.

IV. Review conversion rates expressed in seasonal surveys of the database, as outlined in Information Services.

V. Monitor awareness levels and any change since benchmark study in 1987.

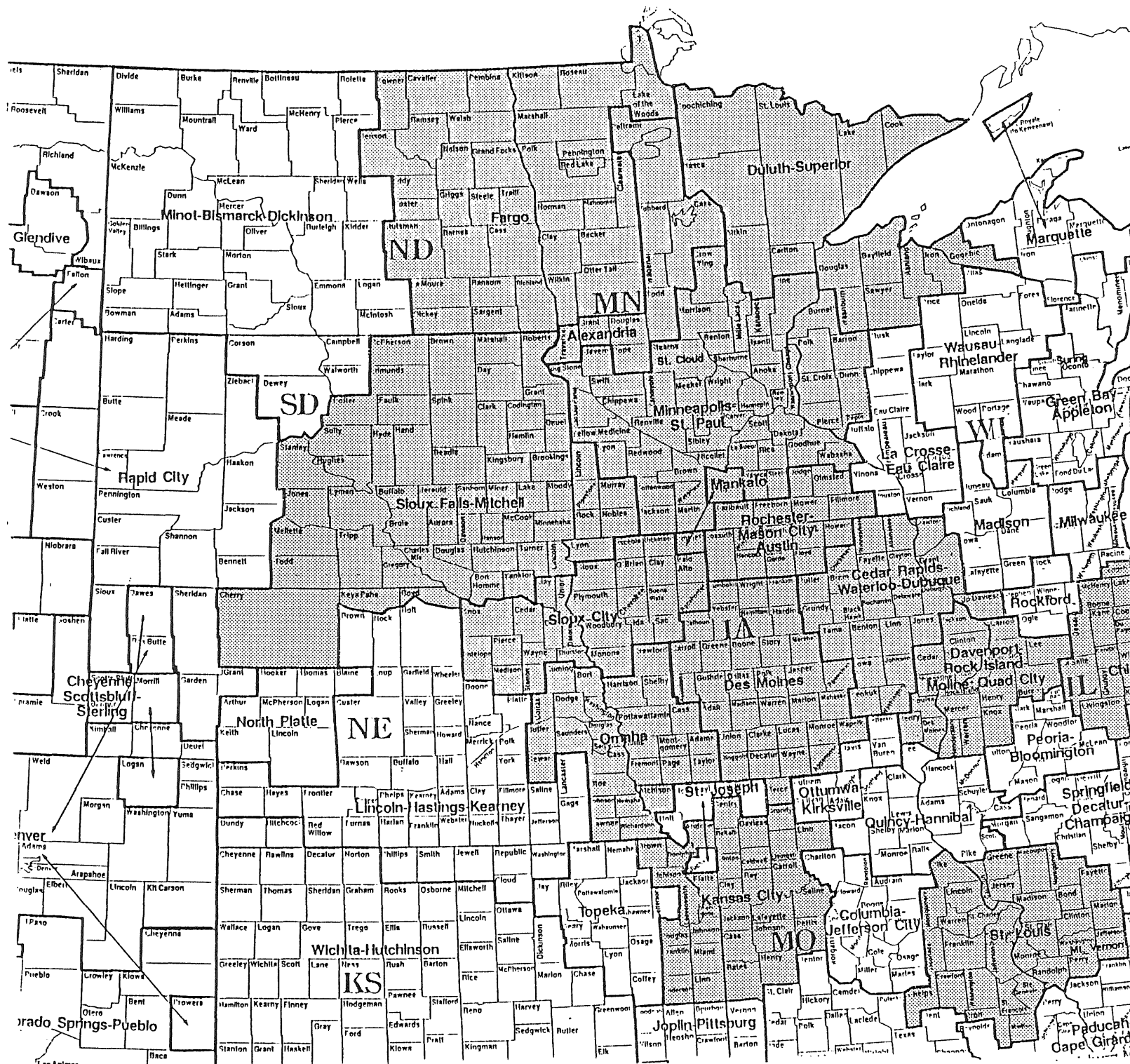
VI. Establish criteria for image advertising and measure effectiveness of creative directed at it.

VII. Measure success of new events/programs that receive promotional consideration from the office.

VIII. Conduct a debriefing with the Department of Natural Resources to ascertain effect on sales of Ski Pass that resulted from the marketing plan developed with Carmichael-Lynch and the Office of Tourism.

IX. Survey radio stations for response to new radio advertising programming that began January 1989.





## Administrative Services

ACTIVITY: Interagency Programmatic Coordination

PURPOSE/  
BACKGROUND:

There are numerous programs of other governmental and quasi-governmental agencies that have direct impact on tourism in Minnesota. It is important to maintain communications with such agencies in regard to programs, problems and opportunities that relate to the public's needs in the areas of travel and recreation. Such agencies include, but are not limited to: the Department of Natural Resources (DNR), Department of Transportation (MNDOT), Minnesota Historical Society, Metropolitan Airports Commission, Department of Education, Minnesota State Arts Board, IRRRB, and Minnesota Zoo.

OBJECTIVES:

- I. Avoid and eliminate duplication in governmental programs.
- II. Provide a service to Minnesota's travel industry and work as an ombudsman on its behalf.
- III. Provide oversight to other governmental and quasi-governmental programs.
- IV. Reduce costs and provide a higher quality product or service, and to consolidate effort.
- V. Establish long-term coordinated programs in tourism.
- VI. Identify needs of the traveling public that can be satisfied by combined projects.
- VII. Be mutually more knowledgeable about agencies involved with travel and recreation.

STRATEGIES:

- I. Identify interagency relationships and develop a communications plan for regular exchange of information, either in written form or in person. Establish a centralized contact in key agencies through commissioners or directors.

III. Meet on a regular basis with appropriate agencies, e.g. monthly with DNR.

IV. Serve on task forces and boards of other agencies to provide tourism prospective on issues, where needed.

V. Serve on Highway Signing Review Committee of MnDoT to assist in determining sites and regulations for highway signing for tourism businesses and attractions.

VI. Position Office of Tourism for further mutual project development by individual units, e.g. publications and promotions.

EVALUATION:

I. Amount of duplication eliminated.

II. Level of negative regulation eliminated.

III. Number and quality of joint projects developed.

## Administrative Services

ACTIVITY: Intra-departmental Coordination

PURPOSE/  
BACKGROUND:

Because of the wide range of services within the Department of Trade and Economic Development and having been involved in the last nine months on developing a strategic plan for the agency, it is imperative that the Office of Tourism establish in a formalized way the informal relationships it has been working under with other units of the department.

OBJECTIVES: I. Effectively communicate with all facets of the department.

II. Establish at least one cooperative program with each division in the department to meet the goals of the Office of Tourism and the overall goals of the department.

STRATEGIES: I. Request that Director attend and participate in the weekly DTED management meetings.

II. Provide materials on a regular basis for inclusion in the department newsletter TEDLines and, as needed, to the magazine OPPORTUNITY MINNESOTA.

III. Provide materials for the department's report to the Governor's Office as required.

IV. Request that tourism managers regularly attend the directors' meetings of the department.

V. Develop cooperative programs with each DTED division.

1. Work with Community Development Division to reinstate the tourism loan program as a part of the Challenge Grant program in each of the six initiative areas.

2. Work with the Trade Office to jointly

3. Work with the Business Promotion Division in the development of joint programs that would benefit the Celebrate Minnesota 1990 and Amateur Sports Commission units of the division.

4. Work with the Administration, especially the Communications unit, to provide support as needed.

5. Work with Policy Analysis, particularly the library services, to better utilize their services.

6. Work on projects and assignments as requested during the course of the fiscal year.

7. Work with DTED on Council of Great Lakes Governor's economic development tourism promotion (international).

EVALUATION: This activity will be judged on the number and type of projects successfully completed, the ability to address new areas that develop during the year and the degree of satisfaction on the part of other units with the level of communications and support by the Office of Tourism.

## Administrative Services

ACTIVITY: Development

PURPOSE/

BACKGROUND: To create and monitor development opportunities that can increase and enhance the tourism economic base in Minnesota.

Curt Carlson has offered a challenge grant of \$250,000 toward the creation of an endowed chair of tourism at the University of Minnesota Tourism Center. The University will allocate \$500,000 toward the chair if the industry will raise the remaining \$250,000. Lt. Governor Marlene Johnson has agreed to spearhead the fund drive.

OBJECTIVES: I. Develop a comprehensive statewide set of regional feasibility studies.

II. Monitor on-going development projects statewide.

III. Assure continuation of a statewide tourism loan program and the use of the guidelines as developed by the Office of Tourism.

IV. Work with local organizations and other state agencies that play a role in development.

V. Work closely with regional, national and international tourism organizations to increase Minnesota's development opportunities.

VI. Raise \$250,000 to match Mr. Carlson's pledge and secure a permanent chair of tourism at the university.

STRATEGIES: I. Complete two to four regional feasibility studies, including the Interstate-90 Corridor Study and the Northeast Minnesota Development Authority (NEMDA) Northern Minnesota Attractions Study.

II. Maintain statewide contacts through Office of Tourism regional managers to be informed of potential and current new development projects as well

III. Encourage the Initiative Funds to create revolving tourism loan programs utilizing the funds from the Challenge Grant Program, as administered by the Rural Development Board, Department of Trade and Economic Development.

IV. Identify and maintain relationships with organizations and agencies, including Regional Development Commissions, that are instrumental in tourism development, and work to assure mutual cooperation.

V. Research other states' business development agencies and tourism offices for background on tourism development programs, as well as existence of regional or federal programs. Maintain national and international presence through organizations, such as the Travel Industry Association of America. Publish a directory of these services, if appropriate, and distribute to clients and interested developers..

VI. Seek corporate donors for large donations over a five-year period for the Tourism Chair by having the Lt. Governor make personal calls. Seek smaller industry related donations by a direct mail and telemarketing campaign. Develop a high quality promotional sales packet.

VII. Initiate and support allocation of available economic development funds for exclusive use by the tourism industry.

VIII. Explore development of workshops, seminars and economic development training for interested tourism developers.

EVALUATION:

I. Prepare a statewide report of new development projects for FY89.

II. Prepare a report on tourism loans approved by the six Initiative Funds.

III. Prepare recommendations for expanded business development and technical assistance program.

## Administrative Services

ACTIVITY: Support Services

PURPOSE/

BACKGROUND: Administrative Services provides direction for budget, personnel, equipment, training, legal, contract, incentive, and social matters as they pertain to on-going operations.

OBJECTIVES: I. To provide the highest quality service to other units in the office in order that they may function efficiently, effectively and comfortably.

II. To maintain a smooth work flow and equitable allocation of resources, both human and financial.

III. To improve communications with the travel industry.

IV. To comply with the requirements of state government as to procedure and process.

V. To develop policies and communicate them to the staff to eliminate confusion or duplication of effort.

VI. To acquire equipment and establish systems for the optimum utilization of staff time and resources.

STRATEGIES: I. Meet at least quarterly with the Tourism Advisory Committee and keep them informed of tourism programs, seeking their review and recommendations. Recommend replacements to the committee to Lt. Governor, and coordinate activities of the committee with other groups and organizations.

II. Review format and usage of forms required for time reporting, purchasing, travel expense, promotional and special expenses. Review and provide assistance with contract management.

III. Establish approval and tracking procedures for processing purchase orders, printing and purchase requisitions, expenses and contract management. Work effectively with DTED Fiscal Services



IV. Establish policy for travel expenses related to familiarization and group tours for non-staff and for conference speakers and moderators.

V. Develop policy to communicate upcoming events, i.e. conferences, seminars, familiarization tours, to various units to efficiently handle incoming related calls.

VI. Review current software packages and usage and provide training where necessary. Provide direction for future computer development in the office.

VII. Meet weekly with managers and every six weeks with regional offices and middle management to discuss issues and programs. Meet as administrative unit biweekly. Conduct all-staff meetings at least quarterly, with additional meetings as the need arises. Review internal communications needs and develop plans to address them, including, but not limited to, distribution of minutes from management and middle management meeting. Compile six-month reports for each office unit, including the regional offices; produce an annual report.

VIII. Review and sign-off on all policy issues and general materials going to the public, travel trade, and other constituent groups.

IX. Review and sign-off on all personnel reviews and disciplinary actions, as well as position requests. Conduct performance reviews for managers, which will include internal service performance factors. Maintain relationships with DTED Personnel and the Department of Employee Relations. Assure that all job descriptions are current by September 1988.

X. Review and monitor all budgets, with specific centralized responsibilities for equipment and space planning.

XI. Work with DTED and Office of Tourism staff to provide opportunities for social interaction, e.g. birthdays, sporting events, picnics, potlucks.

A. Survey all staff to determine training and staff development needs.

B. Collect information about available training programs and opportunities.

C. Develop a participatory forum in which staff can have an effective role in career development decisions.

XIII. Establish policies relating to sale of items, e.g. subscriptions or advertising sales; or other programs that have office-wide impact.

XIV. Plan a two-day strategic planning meeting in December 1988 for managers and middle management to discuss FY90-91 plans, as well as long-term planning for 1995-2000. Move work plan development for FY90 to January 1989.

XV. Review legislative programs that would enhance the office's ability to carry-out its mission and seek legislative endorsement in the 1989 session and develop information strategy to keep legislature informed on tourism programs.

#### EVALUATION:

I. Review new timebook reporting procedures and conduct a time study to evaluate utilization of resources.

II. Assure that all contracts and other fiscal materials are processed in a timely manner. Maintain a 95 percent or better prompt payment of bills and invoices and adherence to contracts.

III. Talk with staff frequently to assure that their needs are being met. Review effectiveness of setting priorities, expectations and consequences.

IV. Review adherence to budgets and work plans.

PROGRAM: TRAVEL TRADE SERVICES

MISSION  
STATEMENT:

Travel Trade Services coordinates and integrates the efforts of the buyers and sellers of Minnesota as a travel product and destination through identifying and monitoring of the product; sharing of information; identifying, increasing and servicing of markets; evaluation of marketing activities and generation of travel-related marketing funds.

GOALS:

I. Coordination and integration of local and regional programs into a statewide effort to position Minnesota as a travel destination through cooperation and maintenance of a working relationship with Minnesota's travel trade. Coordination and integration of Minnesota's travel marketing efforts with multi-state travel promotion groups and organizations and, wherever possible, through Minnesota Trade Offices abroad.

II. Identification and monitoring of the projects and services designed to attract tourism businesses, organizations and individuals in their selection of a travel destination and to serve people traveling to the state and within the regions.

III. Sharing of information between the Office of Tourism, Minnesota's tourism businesses, local communities and regional and statewide tourism promotion organizations through education, technical and financial assistance.

IV. Identification and servicing of Minnesota's travel markets through development and implementation of marketing and sales efforts to promote Minnesota as a state and to recognize the characteristics unique to the regions within the state. Implementation of these efforts is targeted to reach consumers, travel trade businesses and organizations on a domestic and international basis.

V. Evaluation and monitoring of programs and activities to increase their effectiveness.

VI. Increase local, regional and statewide marketing funds.

## Travel Trade Services

ACTIVITY: Group Tour Marketing - Domestic

PURPOSE/  
BACKGROUND:

Familiarization tours (fams) are a proven method of gaining recognition and appreciation for an area as a group tour destination. Fams have been beneficial for Minnesota in the past and increasing their use will have a positive impact on group tour business in the state.

Trade shows, both regional and national, are a logical place to showcase a destination, property, attraction, etc. This cost-effective marketing tool has been successful for the state in the past and this success can be passed along to the participating industry.

Minnesota Office of Tourism combined efforts with the Department of Transportation (MnDoT) in 1987-88 by adding group tour questions on to an existing MnDoT survey. It was a cost-effective information gathering tool. Results of Southeastern Advertising (SEA) research is to be determined.

Three of the four public-private partnerships in the area of group tours initiated in 1987 are proving successful for the state. Continuing these programs not only increases our visibility, but increases our expertise in dealing with tour groups.

The contract initiated with Roth Graham in 1987 is near completion. New directions may be taken as a result of its findings.

Presently there is no lead sharing plan in place. As the state attracts more interest through its fams, public-private partnerships, etc., the need for servicing operators requests for competitive information grows.

OBJECTIVES: I. Familiarize group tour operators with the Minnesota product.

A. Generate a sufficient number of group

B. Increase Minnesota business involvement and skills in group tour marketing.

C. Increase sales, especially of less frequented areas, by including them in itinerary in an equitable manner and in line with consumer interest. Each fam will focus on separate region/season.

D. Build a reputation for the Minnesota Office of Tourism as being a good resource and liaison for the tour operators and Minnesota private sector alike.

II. Gain visibility and recognition for Minnesota as a viable and worthwhile tour destination.

III. Make effective use of state funds by combining efforts with other agencies that have sound programs in place or have similar needs for new program development.

IV. Establish credibility for the state as a group tour destination by targeting and securing major operator business.

V. Continue exchange of information between marketing firm and Office of Tourism so that strategies are developed and groomed as needs change throughout the year.

VI. Increase Minnesota's visibility and develop its image as a group tour destination.

VII. Become more responsive to tour operations by providing them with the information they need in a timely fashion; provide the industry with "hot" sales leads.

#### STRATEGIES:

I. Conduct three familiarization (fam) tours with 20 travel trade representatives each to increase their knowledge of the Minnesota product.

A. Plan three fam tours and tentative itineraries for spring, fall and winter. Propose dates and meet with Northwest Airlines to discuss air travel.

D. Telemarket to top priority attendees.

E. Follow-up and evaluate program with participants.

II. Maintain and increase participation in national and regional trade shows involving more private sector participation.

A. Register for American Bus Association (ABA), National Tour Association (NTA), Ontario Motorcoach Association (OMC), and three regional shows, e.g. Jack Rabbit, Professional Travel Alliance (PTA) and Jefferson Travel Shows.

B. Hold a pre-caucus for attendees of regional and national trade shows. Plan a full-day pre-caucus with guest speakers, videos, etc. Develop universal sales tool for all attendees to use. Invite Minnesota buyers who belong to NTA, ABA, etc.

C. Write to prospective trade show appointments for catalogs and brochures.

D. Establish a greater presence at one regional show through hosting a function, holding a contest, or organizing an event. Include the private sector.

E. Attend trade shows; hold appointments, follow-up on buyer's needs and requests; distribute leads to regional offices.

III. Coordinate Group Tour marketing efforts with other state agencies.

A. Reassess and review present program and Office of Tourism needs in this cooperative program.

B. Include program to survey tour operators identified by Travel Information Center (TIC) staff. Determine group tour information needed to include on survey. Provide TICs with information in a timely manner.

E. Continue cooperative marketing program with TICS.

1. Evaluate and maintain existing program.

2. Work with TICS to develop a step-on guide program to include a promotional gift item.

3. Work to have Office of Tourism information included in MnDoT survey instrument, not as a supplement, if TICS continue to administer survey.

F. Work with MnDoT on motorcoach regulations; meet with MnDoT to review program and identify needed changes. Review and study other states and make recommendations. Contact appropriate agencies and implement program.

IV. Establish a working relationship with Minnesota and non-Minnesota travel wholesalers. Visit tour companies to share updates on current marketing efforts of the Office of Tourism.

A. Schedule a Road Show promotional evening and invite operator and group leaders/sales reps to a Minnesota event.

1. Develop private sector participation.

2. Determine target city(ies) and tour operators.

B. Schedule sales calls in prime target city for group tour operator market.

C. Direct mail to qualified and select group tour operators to provide information about our partnership program.

D. Develop a public-private partnership with thee targeted non-Minnesota wholesaler/ charter companies to do a targeted promotion outside of Minnesota to bring a minimum of 250 people to the state per partnership.

F. Maintain visibility with tour operators nationwide through a direct mail program.

V. Cooperate with marketing consulting firm to keep on track with set strategies.

VI. Maintain Minnesota's visibility as a group tour destination through selected advertising mediums in group tour publications featuring Minnesota, or a grouping of states that includes Minnesota, through paid advertising placed in consultation with marketing firm.

VII. Disseminate group tour leads to the industry on a bi-weekly schedule.

EVALUATION:

I. Six-month, one-year and two-year follow-up with Minnesota suppliers to check bookings with attendees and track new business generated.

II. Trade Shows

A. Compare results of 1988 appointments with those of 1987.

B. Conduct a pre-caucus evaluation for attendees.

C. Post-NTA/ABA Survey 1987 attendees to determine impact of pre-caucus on their trade show results.

D. Track informal interactions at sponsored functions that occurred as a direct result of event.

III. Obtain updated information from SEA and compare with survey materials sent.

IV. Informally survey tour operators on travel in Minnesota.

V. Track new ABA/NTA memberships.

VI. Secure three public-private partnerships and 250 new group tourists per partner for a minimum of



IX. Track effectiveness of advertising through reader response cards, telemarketing and written correspondence, as well as inquiry generation.

X. Require properties to copy Minnesota Office of Tourism on all correspondence follow-up through telemarketing to track results.

## Travel Trade Services

ACTIVITY: Travel Agents

PURPOSE/  
BACKGROUND:

Many travelers book business and vacation trips through travel agencies. To assist travelers in planning trips to Minnesota, it is imperative that agents have a working knowledge of the Minnesota travel product. For this reason, the Office of Tourism will participate in travel agent trade shows and encourage development of travel agent commissionable packages to Minnesota.

OBJECTIVES:

I. Explore and develop marketing strategies to increase the number of travel agents who book travel in Minnesota.

II. Provide current travel information about Minnesota to travel agents.

STRATEGIES:

I. Participate in travel agent trade shows within Minnesota and evaluate attendance at travel agent shows in the future.

A. Participate in StarTribune Fall Trade Show on October 4, 1988, and Spring Trade Show, March 28, 1989, including making necessary registration arrangements, attending the show and follow-up.

B. Attend a travel agent trade show in a key Midwestern market and evaluate for future participation.

II. Develop professional relationships with domestic travel agents to encourage inclusion of Minnesota in travel itineraries for their clients.

A. Conduct at least one familiarization tour for travel agents to introduce them to the Minnesota travel product.

B. Exhibit Minnesota travel literature at Carlson Company's 50th anniversary party.

C. Respond to travel agent requests for

III. Through public-private partnerships, increase the number of new passengers to Minnesota.

A. Develop one public-private partnership with a Minnesota-based tour wholesaler to do a targeted promotion outside of Minnesota to bring a minimum of 250 persons into the state.

B. After signing agreement, assist the company in marketing travel to Minnesota.

C. Follow-up and monitor the public-private partnership developed in FY88 with Travel Headquarters, Inc.

EVALUATION:

I. Attend trade shows and all related functions; complete follow-up within two weeks of return to office; distribute all leads to Minnesota travel industry.

II. Maintain an updated listing of travel agents in computer; follow-up with familiarization tour participants in six months to survey travel generated.

III. Upon completion of public-private partnerships, write a final project report about joint marketing agreement; track number of passengers generated through commissionable packages.

## Travel Trade Services

ACTIVITY: Meetings and Conventions

PURPOSE/

BACKGROUND: Minnesota is moving into the meetings and conventions spotlight. Revenue from this business has been steadily increasing, which directly impacts Minnesota's economy. No longer is there a hesitation to promote the advantages of Minnesota as a meeting site, which is our purpose.

OBJECTIVES: I. Realize a greater economic impact from meeting and convention business for our state.

II. Position the Office of Tourism as a resource to all leadsharing cities.

III. Provide meeting planners with current, easy to read and thorough marketing sales tools that clearly position Minnesota as the choice meeting and convention destination.

STRATEGIES: I. Encourage meeting and convention attendee extended stays.

A. Develop extended stay concept into program/brochure for a minimum of three cities to implement as a trial program. Program to be coordinated through use of a tour operator/wholesaler.

B. Promote the MINNESOTA EXPLORER availability, which is to be used as a direct mail piece to delegates.

C. Review results of marketing consultant survey along with the extended stay pilot program results to determine program's impact.

D. Appropriately promote convention business through news releases and trade journal publications.

E. Work with Minnesota Trade Office to promote extended stays for international

II. Increase meeting and convention leads generation for Minnesota.

A. Survey and obtain listing of state employee membership in regional and national organizations to solicit meeting and convention business. Leadshare results of effort.

B. Attend civic and not-for-profit organization meetings as a speaker to solicit for meeting and convention business contacts. Provide a survey card to each member asking for their particular industry affiliation and inform them of services offered by the state. Handout Office Services brochures to each.

C. Encourage local CEO's to keep their meeting/convention business in Minnesota by supporting the services of the local Convention and Visitors Bureaus and Chambers of Commerce and by emphasizing the economic impact of meeting and convention businesses on Minnesota. Provide support letters to each leadsharing city who provides the Office of Tourism with CEO contact names and addresses.

D. Initiate cooperative advertising with Convention and Visitors Bureaus using deck cards to reach targeted regional meeting planners to solicit their business.

E. Contact Minnesota chapters of 100 targeted national organizations for name of their Minnesota representative who attends the national meetings. Encourage site selection committee participation to lobby for their national convention to be held in Minnesota.

IV. Upon request, provide support and assistance to Minnesota organizations and to all leadsharing cities in their efforts to bid on meeting and convention business.

A. Respond to all calls and requests for assistance on a convention bid and provide leadshare information in a timely manner and follow-up appropriately.

D. Annually update the Convention and Visitors Bureaus on the state's efforts in meeting and convention marketing.

E. Develop request form for support letter and send to all leadsharing organizations.

F. Upon request, assist in bid presentations with Convention and Visitors Bureaus for bids which are of major significance for the state. (Up to a maximum of four presentations.)

G. Assist in leadsharing organizations in site selection meetings.

H. Send quantity of Office Services brochures to each leadsharing organization to be included in each bid proposal.

I. Meet with a minimum of eight leadsharing organizations annually.

J. MINNESOTA EXPLORERS, Meeting and Conventions video, and Minnesota Overtures film or video, slides, and booth are to be made available for use in convention.

V. Refine meeting and convention strategies as a result of ongoing evaluation and results.

A. Review the evaluation of past marketing efforts and formulate productive marketing strategies from research study.

B. Solicit feedback and attend MACVB functions, obtain Convention and Visitors Bureaus newsletter.

C. Appropriately mention meeting and convention promotion results and opportunities in Travel Minute newsletter.

D. Develop the Office of Tourism meeting and convention resources to assist meeting and convention cities in their marketing effort; purchase two publications annually; publicize the names of publications and availability in

- EVALUATION:
- I. Evaluate extended stay promotion's effectiveness through tour operator bookings.
  - II. Analyze number of leads generated from State employee memberships, Minnesota chapter memberships, civic and not-for-profit organizations, and from state support letter promotion.
  - III. Maintain log of assistance provided to Convention and Visitors Bureaus and to other Minnesota organizations requesting assistance by the number of support letters written, MINNESOTA EXPLORERS mailed, video, slide and booth loans and the number of site selection and bid presentation meetings attended.
  - IV. Monitor Convention and Visitors Bureaus newsletters for business.

## Travel Trade Services

ACTIVITY: International

PURPOSE/  
BACKGROUND:

The purpose of the international program is to increase the number of Minnesota's international visitors and to increase their length of stay through promotion of Minnesota's vacation, business and educational travel opportunities. The target markets for Minnesota's international activities are German-speaking countries, the United Kingdom, Japan and Scandinavia.

OBJECTIVES:

I. Promote Minnesota as a 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.

II. Position Minnesota in the travel marketplace as a new destination for experienced repeat U.S. visitors.

III. Work with Minnesota's tourism industry to educate members on hosting international visitors.

STRATEGIES:

I. Participate in four major international industry trade shows, including making necessary exhibit arrangements, attending the show and involving the private sector in follow-up activities.

A. Participate with the Great Lakes States USA at the World Travel Market in London, United Kingdom from Nov. 29-Dec. 3, 1988.

B. Participate with the Great Lakes States USA at the International Tourism Exchange in Berlin, West Germany from March 4-9, 1989.

C. Participate in Swedish International Tourism and Travel Fair (TUR) in Gothenburg, Sweden from March 23-26, 1989.

D. Participate in TIA POW WOW '89 in Las Vegas, Nevada from June 3-7, 1989.



F. Distribute a directory of domestic and international trade shows to the Minnesota travel industry.

G. Maintain an accurate listing of trade show contacts.

II. Conduct familiarization (fam) tours for up to 30 travel trade representatives to introduce them to the Minnesota travel product.

A. Work with international air carriers to coordinate fam trips to Minnesota.

B. Assist in fam tour arrangements for Swiss Pan Am travel agents tour to Minnesota in September 1988.

C. Respond to requests for fam tours by USTTA, airlines and international tour operators.

D. Host Werner Schmidt, American Ring Travel, on a familiarization tour of Minnesota, as part of a Great Lakes States itinerary.

E. Purchase an appropriate promotional item for use on fam tours and trade shows. Write a report for each fam tour within two weeks of end of tour. Send follow-up letters to Minnesota industry hosts within two weeks of fam tour end date.

III. Provide financial and staff support for multi-state international promotions.

A. Fund Minnesota's participation in the Great Lakes States USA marketing group.

B. Attend quarterly Great Lakes States regional meetings, establish programs and implement marketing strategies.

C. Fund Minnesota's participation in the Mississippi River Parkway Commission marketing group.

IV. Provide technical assistance to local Minnesota organizations and businesses to improve their international marketing programs.

A. Develop and maintain a database and sales files on international tour operators.

B. Update Minnesota travel industry of international marketing opportunities on a regular basis.

C. Develop list of Minnesota-based wholesalers interested in incoming international visitors.

D. Through Minnesota Convention and Visitors Bureaus, survey lodging properties on the number of international guests hosted.

V. Through public-private partnerships, increase the number of new passengers to Minnesota.

A. Develop cooperative marketing agreements with two tour operators. Possible targets include: Nova Reisen, American Express-Dueseldorf and CanAm.

B. After signing public-private agreement, assist companies in marketing travel to Minnesota.

C. Follow-up and monitor public-private partnership developed in FY88 with Cruise America.

D. Make sales calls on at least five tour operators in the U.S. that are key receptive operators in handling international tourists. One target operator will be American Express, New York.

E. Upon completion, write a final project report for each joint marketing agreement.

VI. Coordinate appropriate international programs with other state agencies.

B. Participate in the Mississippi River Fair at Hankyu Department Store in Osaka, Japan from Sept. 23-28, 1988. Work with the Minnesota Trade Office in coordinating display.

C. Coordinate efforts with Minnesota Trade Office on incoming trade groups and promotion of Minnesota as a destination in target market countries. Minnesota Trade Office locations:

London  
Brussels  
Tokyo  
Taipei  
Hong Kong  
Stockholm  
Oslo  
Rennes, Brittany

D. Serve as staff liaison person for state agencies working on international marketing programs and activities, such as attending meetings about the metric system.

VII. Initiate a targeted German promotion with the goal to increase travel by 1990.

A. Distribute German consumer brochure to German travel trade representatives.

B. Secure an agency in West Germany to supply response materials to any articles, programs or advertising promoting Minnesota.

C. Make sales calls on at least 15 German tour operators in their offices in Autumn 1988. As appropriate, encourage Minnesota industry participation.

D. Work with Minnesota Midsummer Music Festival Committee to bring German performing groups to Minnesota in 1990. A key target is the Berliner Philharmonic Orchestra.

E. Promote Minnesota to German trade and consumer media through news releases, fam tours and trade show contacts, working with Communication Services

geted to Germany, Japan, United Kingdom and Scandinavia.

A. Update Office of Tourism mailing list of air carriers and USTTA offices.

B. Inform air carriers and USTTA of Minnesota's international marketing programs through quarterly letters, and by supplying copies of new publications as they are printed. Work to establish joint program with Northwest Airlines.

C. Monitor use of PAL format films in USTTA and international airline offices.

D. Develop cooperative advertising programs in international markets with air carriers, USTTA and the Minnesota industry, as appropriate.

E. Attend the USTTA International Marketing Conference in Washington, DC.

IX. Work to develop international signage, as well as money exchanges.

#### EVALUATION:

I. Attend each trade show and all related functions. Ask for report of business generated to Minnesota during appointments with tour operators. Include in trade show reports. Monitor tour operator catalogs.

II. Contact fam tour participants in six months by mail or at trade shows. Monitor catalogs for tours and itineraries featuring Minnesota.

III. For multi-state programs, make payments to organizations as due. Attend all meetings. Report on activities to Minnesota tourism industry. Contact tour operators at trade shows and monitor catalogs for Minnesota inclusion in multi-state itineraries.

IV. Monitor involvement of Minnesota tourism industry in international marketing through attendance at trade shows, joint advertising, participation in hosting fam tours and development of

VI. Monitor travel generated from Sweden through USTTA reports. Monitor any product developed by Hankyu Travel Group on travel to Mississippi River States.

VII. Report on sales calls, fam tours, trade shows and advertising results in the German market. Monitor number of Germans to Minnesota through USTTA surveys, airline surveys and other available data.

VIII. Report on meetings, the use of the PAL format films and any advertising programs. Follow-up with users about travel generated.

## Travel Trade Services

- ACTIVITY: Travel Trade Advertising and Promotion
- PURPOSE/  
BACKGROUND: Tour operators, travel agents and meeting and convention planners domestically and internationally look to the travel trade media for information and ideas. Minnesota must maintain a presence in the media to continue to improve its position as a destination for travel.
- OBJECTIVES: I. Expand awareness in the travel trade of the travel offerings available in Minnesota.
- II. Provide an accessible opportunity for buyers to obtain information about the state, e.g. travel trade and consumer brochures, direct assistance, etc.
- STRATEGIES: I. Assist in the development, coordination and evaluation of the travel trade advertising program.
- A. Work with unit advertising agency to develop advertising support for each marketing activity.
- B. Coordinate follow-up responses generated from domestic and international trade advertising.
- C. Provide system of internal review of advertising, direct mail, surveys and other collateral materials generated by agency.
- D. Develop and administer database and tracking system for all leads generated by advertising, direct mail or telemarketing.
- E. Encourage private sector advertising support, as well as cooperative and/or cluster advertising, when and where appropriate.
- F. Publicize travel trade advertising oppor-

II. Maintain memberships in the following organizations:

Meeting Planners International  
American Society of Association Executives  
National Tour Association  
American Bus Association  
Ontario Motorcoach Association  
American Society of Travel Agents  
Travel Industry Association of America  
Great Lakes Council of State Travel Officials  
Sales and Marketing Executives of Minneapolis/St. Paul  
Minnesota Association of Government Communicators

EVALUATION:

I. Monitor and report on number of leads received by geographical area.

II. Work with agency to conduct research to quantify number of trips or tours generated as the result of initial advertising contact.

III. Report on all organizational contacts made and record results.

## Travel Trade Services

ACTIVITY: Minnesota Travel Industry Education

PURPOSE/

BACKGROUND:

Industry education plays a major role in the ongoing maturation process of Minnesota's tourism industry. It helps colleagues market smarter instead of harder and gives them an opportunity to be on the receiving end of methods, trends and changes in the industry.

The roles of the University of Minnesota Tourism Center and the Office of Tourism are not clearly defined and understood. Clients are confused about which organization to approach for specific assistance and information. A clear understanding is needed and the organizations have agreed to work on it.

OBJECTIVES:

I. Achieve the largest number of people involved in programs in order to increase their awareness of industry methods, trends and changes.

II. Provide personal assistance when necessary to achieve increase in industry awareness.

III. Agree on a definition of roles for the Tourism Center and the Office of Tourism that serve the best interests of the state's tourism industry.

STRATEGIES:

I. Develop industry education and involvement.

A. Meeting and Convention

1. Give two meeting and convention focused presentations to industry organizations, i.e. HSMA, MPI, MSAE, MACVB trade organizations.

2. Provide assistance to convention and visitors bureaus or on a one-to-one basis in meeting and convention promotion.

3. Develop workshop for MACVB on Office of Tourism resources to be scheduled with October Annual MACVB Meeting Address



4. Arrange a seminar with Amateur Sport Commission and the convention bureaus at October MACVB Annual Meeting.

B. Group Tour

1. Conduct at least 10 community meetings in key areas to increase understanding of group tour business.

2. Coordinate and conduct group tour seminars in four new communities addressing the needs of those communities through guest speakers, audio-visual support, leave-behind materials, etc.

3. Continue joint ventures with Minnesota communities and organizations to encourage their participation in group tour marketing.

4. Continue subcommittee meetings for group tourism.

C. International

1. Develop a workbook of international marketing strategies for hotel, restaurant, attraction and destination use and distribute to Minnesota travel industry (500 copies).

2. Deliver presentations and provide assistance to local groups about international marketing, upon request.

II. Coordinate Annual Conference on Tourism (Moorhead, January 1989), including program development and promotion.

III. Develop model for Office of Tourism/Tourism Center relationship and assist in coordination of programs with University of Minnesota Tourism Center.

A. Bed and Breakfast Conference (October

D. Hospitality Training Teleconference (Spring 1989).

IV. Compile news information and continue monthly dissemination of TRAVEL MINUTE newsletter.

V. Provide concise, clear materials for Minnesota's travel industry, i.e. tourism organizations, chambers of commerce, convention and visitors bureaus, as well as individual tourism businesses in order to assist them in developing their sales and marketing programs.

EVALUATION:

I. Monitor attendance at state-sponsored educational programs and review evaluation sheets.

II. Evaluate industry's skill in handling groups when on fam tours with follow-up correspondence and suggestions.

PROGRAM: REGIONAL OFFICE SERVICES

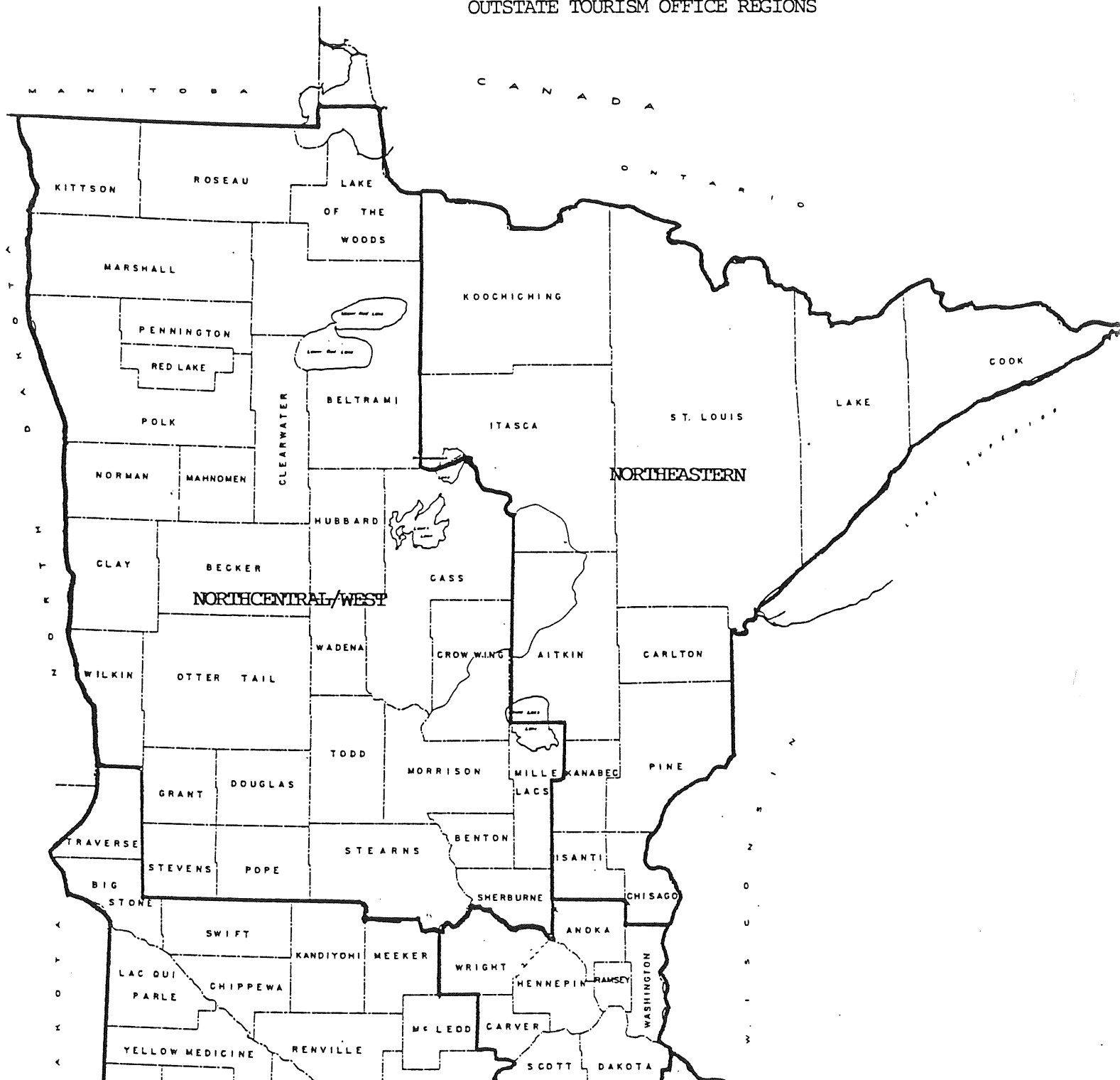
MISSION

STATEMENT: Identify, coordinate, and implement travel-related marketing and support programs for the regions, while working with the communities, the central Office of Tourism and the Regional Tourism Association Boards to obtain insight and direction.

- GOALS:
- I. Identify regional travel-related marketing needs.
  - II. Develop and implement marketing and sales efforts supporting each region, and the overall efforts of the central Office of Tourism.
  - III. Assist local communities in the development and sale of travel products and services.
  - IV. Execute all of the projects identified in the annual work plan.
  - V. Represent the Office of Tourism and the State of Minnesota.
  - VI. Provide support in the field for central office programs.

# STATE OF MINNESOTA

## OUTSTATE TOURISM OFFICE REGIONS



## Regional Office Services

ACTIVITY: Minnesota Travel Industry Relations

PURPOSE/  
BACKGROUND:

The regional offices are in the best position to work directly with Minnesota's providers of products and services, as well as the communities and associations in which they operate, including the county boards in each region. It is, therefore, important for the regional offices to maintain close relationships on the local level and to assist in the administration of Office of Tourism programs that impact those groups.

The Tourism Joint Venture Program, which provides local marketing funds to not-for-profit organizations, will become a major focus for the regional offices.

The regions will also assist with central office and regional needs for data collection that pertain to consumer, media and publication needs, as well as maintaining close personal contact with regional travel industry businesses.

- OBJECTIVES:
- I. Improve the regional tourism base in communities throughout Minnesota and assist in their promotion, especially by working with chambers of commerce, convention and visitors bureaus and county boards.
  - II. Educate, encourage and assist local organizations and communities in taking advantage of the Tourism Joint Venture Program, and to administer the program on a more local level.
  - III. Increase the community contacts within each region to further promote Office of Tourism programs and opportunities, including educational and promotional opportunities.

- IV. Provide the most accurate and up-to-date information available for consumer, media and publication needs about each region, and to serve as a resource

University of Minnesota Tourism Center to service regional needs.

VI. Provide for increased winter business on a regional basis through development and implementation of a winter promotion marketing plan.

STRATEGIES:

I. Joint Venture Program

A. Identify situations where Joint Venture funds may qualify, and hold community informational meetings on the program.

B. Assist in the application and local administration associated with Joint Ventures.

C. Help evaluate the merits of various applications.

D. Assure compliance with Joint Venture evaluation and accounting requirements.

E. Provide Joint Venture guidelines and applications for prospective applicants and explain the procedures, as requested.

F. Provide marketing support as needed to implement approved programs as requested.

G. Initiate and review program in February/March and August/September.

H. Assure continued awareness of the program in regional communities and associations.

I. Review files for final payments and evaluations.

II. Hold community meetings throughout each region, as needed, and provide written report to central office within one week thereafter for follow-up, documenting meetings on an annual basis. Include information on Joint Venture Program and other Office of Tourism programs.

III. Provide for data collection and transmission of information to the central office, including but not limited to, fall color reports, snow depth

V. Maintain communications with regional mailing list through regional edition of TRAVEL MINUTE newsletter, produced by each region every third issue, in cooperation with Travel Trade Services.

VI. Design and review statewide winter marketing plan proposals for research and strategy development.

VII. Work with University of Minnesota Tourism Center and Travel Trade Services unit to provide training to industry, including hospitality seminars.

VIII. Work with other state agencies and local units of government to assure tourism programs and development on the regional level.

IX. Special regional programs

A. NORTHCENTRAL/WEST

1. Work with travel industry representatives from North Dakota, Manitoba and the central office on proposed cooperative promotion for the Explorers High Road of the Red River Valley area.

2. Work with Moorhead community in preparation for 1989 Annual Conference on Tourism and with Pequot Lakes community for 1989 Governor's Fishing Opener.

B. NORTHEAST: conduct a sales training seminar directed to resorters attending sport shows as a prototype for possible statewide offering through Travel Trade Services. Initial seminar should be offered to all Office of Tourism staff, through Administrative Services (Fall 1988).

C. SOUTHERN: work with tour operators to increase bus tours to the region in coordination with Travel Trade Services.

X. Maintain and manage the regional offices to serve each region, the communities and industry

A. Maintain accurate records, files, information and flow of information in an efficient manner, including office computerization.

B. Be a conduit of information, resources, and services and process and deliver programs between regional offices and central office.

C. Provide programmatic and information support for the regional associations and the central office.

D. Carry-out goals and objectives of the central office and the regional associations in a professional and ethical manner.

EVALUATION:

I. Review the quality and quantity of applications for Joint Venture funds from each region.

II. Review results of statewide industry survey, administered Fall 1988 by Office of Tourism as follow-up to 1978 survey.



## Regional Office Services

ACTIVITY: Marketing

PURPOSE/  
BACKGROUND:

The regional offices each produce regional guides, in addition to assisting with promotion of individual communities and businesses within each region. There is, therefore, a need to advertise these products and services, and to generate leads from prospective in-state and out-of-state travelers for regional communities and businesses.

There are also specific opportunities to increase tourism, such as improved winter marketing. Research needs to be done to ascertain market position and to develop a strategy.

OBJECTIVES: I. Develop an advertising program that augments the existing consumer advertising of the Office of Tourism with more regionalized and localized offerings, and generates qualified leads for each region.

II. Become more knowledgeable about new marketing opportunities, e.g. winter travel.

STRATEGIES: I. Regional Postcard Advertising Program

A. Continue to refine the regional postcard advertising program, with specific emphasis on increased participation.

B. Explore different methods of fulfillment.

C. Consider continuation of advertising in AAA Home and Away and Midwest Living, plus other appropriate media.

II. Conduct a national or seven-state area marketing survey and develop a strategy for a winter promotion plan(s) addressing snowmobiling, cross-country skiing and downhill skiing on a regional basis.

III. Regional Advertising Programs: each region

tising agency. The regions will produce prospect lists at least bi-weekly for communities and businesses in their regions, as well as fulfill inquiries generated, working in conjunction with the central office and utilizing in-state and out-of-state tollfree lines.

#### IV. Special regional programs

##### A. NORTHCENTRAL/WEST

1. Investigate continuation of the In-Fisherman magazine postcard program directed toward anglers.

2. Work with Bemidji State University and the Headwaters Regional Development Commission to continue work on the "Tourism in North Central Minnesota" survey. Develop specific questions that can be retrieved and analyzed from the existing database that can assist regional marketing efforts.

##### B. NORTHEAST and NORTHCENTRAL/WEST

1. Continue shared use of out-of-state WATS line, as well as in-state tollfree line.

2. Qualify leads as desired by industry users.

#### EVALUATION:

- I. Track all advertising inquiries and disseminate leads to regional communities and businesses participating.

- II. Use Winter Marketing Study as baseline to develop and measure new programs.

- III. Follow-up on lead generation to ascertain community and business sales.

## Regional Office Services

ACTIVITY: Publications

PURPOSE/  
BACKGROUND:

In addition to the general, statewide publications produced by the Office of Tourism, there is a need for more specific and detailed information for the traveler to specific areas of Minnesota. The regional directories provide that necessary addition to the information system and give the traveler more comprehensive material for each region, including attractions, areas of scenic interest, activities and historic sites. The directories also give information about local communities.

The sale of advertising space in the directories gives local businesses an opportunity to market directly to their audience and also provides the necessary revenue to carry-on additional marketing efforts in each region.

The guides will be advertised as part of the regional marketing program, as well as being available at consumer shows, and will generate additional qualified leads that will be provided to local businesses in each region.

OBJECTIVES: I. Produce a high quality, four-color guide to each region (lure book).

II. Generate revenue from the sales of advertising space in each guide to be used for regional marketing and promotion programs.

III. Produce additional brochures and collateral material, as needed, specific to each region.

STRATEGIES: I. Let contracts for regional guide design and advertising sales that will ensure the best editorial, graphic and advertising product for each region.

II. Print guides in quantities of approximately 150,000 copies, to be delivered in January 1989.

III. Special regional programs: SOUTHERN

A. Produce a Southern Minnesota Historic Sites brochure (January 1989).

B. Produce sub-regional overruns of regional guides (10,000-20,000 copies per sub-region, depending on demand).

C. Produce a sub-regional attractions map of the five sub-regions, including advertising (10,000-20,000 copies, depending on demand).

EVALUATION: Survey regional guide users on effectiveness and presentation of materials.

## Regional Office Services

ACTIVITY: Travel Trade and Media Relations

PURPOSE/  
BACKGROUND:

To maximize exposure of each region, it is imperative that each regional office work with travel buyers, including tour operators, travel agents and meeting and convention planners, to give accurate and complete information and provide familiarization tours, when appropriate.

The media play an important role in generating interest in the various regions of the state and it is, likewise, important that media representatives from print and broadcast, statewide, nationally and internationally, be given first-hand opportunities to experience each region.

OBJECTIVES: I. Increase the number of tour operators, travel agents and meeting and convention planners who book travel into each region.

II. Increase the media coverage of the travel opportunities available in each region, as well as providing visibility for tourism as an industry in the region.

III. Publicize new programs and events in the region through local media.

STRATEGIES: I. Work with regional travel businesses to promote association with travel agents, group tour operators, meeting and convention planners, and the media.

II. Publicize regional attributes to travelers through familiarization trips for group tour operators and travel agents, either directly or in cooperation with Travel Trade Services.

III. Publicize regional attributes to the media through familiarization trips and interviews, either directly or in cooperation with Communication Services.

office on production of news releases of regional significance, including publicity for regional office community meetings and programs.

V. Special regional programs

A. NORTHEAST and NORTHCENTRAL/WEST:  
conduct a northern Minnesota familiarization tour for Canadian AAA travel agents (September 1988)

B. SOUTHERN: continue producing Southern Minnesota Fishing Reports for media use and evaluate at end of season by cost/benefit analysis, including staff time.

EVALUATION: I. For AAA Canadian Travel Agent tour, survey agents to determine numbers of travelers counseled and referred to northern Minnesota as a result of fam trip.

II. Monitor press clips for media coverage resulting from regional contacts and fam tours.

III. Monitor increased sales from tour operators, travel agents and meeting and convention planners.

PROGRAM: COMMUNICATIONS SERVICES

MISSION

STATEMENT: Create and produce communications products and services as needed by the Office of Tourism to promote to consumers and the travel trade Minnesota's travel destinations and travel-related products and services, while being responsive to consumer, business and community needs.

GOALS:

I. Maximize publicity of and public relations exposure to Minnesota's travel destinations and travel-related products and services so as to enhance the gross sales of travel-related products and services in Minnesota, and promote support for the Office of Tourism programs.

II. Communicate consumer travel information in print and audio-visual formats, as well as information needed by the travel trade promoting Minnesota, that will provide a competitive marketing edge so as to help increase gross sales of travel-related products and services in the state, and meet the needs of the Office of Tourism programs.

## Communications Services

ACTIVITY: Audio-visual

PURPOSE/  
BACKGROUND:

Provide high quality visual resources to enhance and promote Minnesota's image and travel attractions to the public and travel industry.

OBJECTIVES:

I. Expand creative quality of and technically upgrade still photography collection, as well as use of images by the media.

II. Expand and upgrade selection of duplicate slides, and determine potential of marketing individual and slide sets for sale (including impact of staff time dedicated to processing of sales).

III. Expand usage of film and stock footage and determine potential of marketing sales of footage for non-tourism use.

IV. Investigate and research cable television programming opportunities.

V. Research and plan instructional and educational video production opportunities to promote Office of Tourism programs.

VI. Research and begin planning of creative, production, and marketing of new Minnesota tourism film(s) for various uses.

VII. Design and produce Minnesota poster series, and investigate wholesale/retail sales opportunities for poster series sets.

VIII. Provide consultant services to other Office of Tourism units, including but not limited to Travel Trade Services, Regional Office Services, and Travel Information Centers.

STRATEGIES:

I. Still Photography

A. Plan up to nine seasonal travel itinerar-



C. Incorporate photo/visual design and direction with editorial content of publications.

D. Edit film from shoots and select pictures for publications.

E. Complete revised lending library system of select original slides to be duplicated and added to lending file.

F. Respond to requests and promote Office of Tourism photo collection (includes color transparencies, color separations and black and white halftones) for use in trade, consumer and specialty publications and visual presentations.

G. Review portfolios of freelance photographers to expand available photography.

## II. Slide sets

A. Expand selection of duplicate slides.

B. Determine feasibility and establish pricing structure for sale of slides.

C. Determine potential of selling sets to wholesale/retail stores.

## III. Film/Video Library

### A. MINNESOTA OVERTURES

1. Continue to service and complete advance booking requests remaining from Modern Talking Picture Services' contract.

2. Maintain free lending library to promote and service future requests for group showing.

3. Continue to follow-up each booking

4. Develop marketing plan for FY89 to include cable television stations with scheduled travel programming, travel agents/tour operators and other travel-oriented groups and organizations.

#### B. Stock Footage

1. Catalog all film and videotape footage owned by the Office of Tourism, and investigate possibilities for cooperative venture with stock footage wholesaler.

2. Transfer all film and videotape footage to one-inch tape format.

3. Obtain 3/4-inch time-coded cassettes of all footage for use in scene selection by potential users of stock footage.

4. Promote and develop use of stock footage for tourism-related projects working in cooperation with regional offices and Minnesota chamber offices.

5. Promote and develop use of stock footage for commercial and industrial use in cooperation with Minnesota Motion Picture and Television Board, independent producers and production houses.

6. Incorporate completed productions into film/video library.

#### IV. Public Television/Cable Television/Video-Film Research and Series Development

- A. Public television: investigate available services to Office of Tourism and potential cooperative opportunities.

- B. Cable television: continue to investigate available services to Office of Tourism, i.e. studio/production facilities, equipment rental, video text for events listings and public service announcements, programming and program distribution.

V. Video-film Research and Series Development

A. Research development of educational and instructional series of taped productions designed to promote Office of Tourism programs and services.

B. Review capabilities of University of Minnesota programs and services to assist in this area.

VI. Film(s)

A. Research vertical market opportunities and audiences, including urban, rural, indoor/outdoor activities by season, etc.

B. Begin pre-production planning, budget, content and marketing strategy for new Minnesota tourism film(s).

C. Survey potential users' needs for video-film productions, including consumer, business traveler, travel trade and travel media, as well as possible use of video news releases.

VII. Poster Series/Sales

A. Select photography representing seasonal and cultural scenes for poster series.

B. Design poster series, investigating design of commemorative series, dated, etc.

C. Review distribution plan, investigating revising distribution to include wholesale/retail outlets for sales of poster series.

VIII. Consultant Services to Other Units

A. Identify and photograph scenes and attractions representing each region.

B. Coordinate and facilitate with regional managers and design consultant, the production of regional guide covers.

D. Assist other units with production of slide/tape presentations, including slide shows for each of the regions to use with speeches.

E. Maintain, purchase and lease equipment required for audio-visual presentations.

F. Assist other Office of Tourism units with creative development and design/production of specialty and collateral materials.

EVALUATION:

I. Monitor consumer, media and industry response to audio-visual projects and design.

II. Maintain records of loan use on all materials.

III. Maintain clip file for media use from collection.

## Communications Services

ACTIVITY: Consumer Publications

PURPOSE/  
BACKGROUND:

To generate consumer interest in Minnesota's diverse travel destinations by providing information in an attractive, comprehensive and convenient format.

OBJECTIVES:

I. Develop MINNESOTA EXPLORER newspaper editorial content and design to more consistently reflect Minnesota consumer traveler profile and general travel trends.

II. Review and determine role of various secondary response publications, including their usefulness and benefit to overall system of publications used for consumer response.

III. Provide travel information for driving traveler in format that will encourage multiple trips to and within Minnesota yearround.

IV. Continue to investigate feasibility and plan format of Explore Minnesota Up-Close magazine to be inserted with MINNESOTA EXPLORER newspaper, possibly in Spring/Summer 1990 edition.

V. Provide design and development consultant services to other units of the Office of Tourism.

STRATEGIES:

I. MINNESOTA EXPLORER Newspaper; 4-color broadsheet; 12-24 pp. (Fall 1988/275,000 issues; Winter 1988-89/175,000 issues; Spring-Summer 1989/1,000,000 issues)

A. Present Minnesota vacation news and features on a seasonal basis.

B. Provide a comprehensive calendar of events on a seasonal basis.

C. Present visual images of Minnesota attractions through the use of photography and

A. Provide consumers with comprehensive statewide directories.

B. Provide all Minnesota lodging and restaurant businesses an opportunity to purchase a listing in a directory and to provide those listings to consumers in easy-to-use format.

C. Assist hospitality associations, as needed, to survey and publish guides, including providing direction for cover design.

D. Survey and publish guides to B&B/Historic Inns and Outfitters as part of lodging series.

### III. Activity Guides

A. Winter Guides: provide winter travelers with updated information on an annual basis about skiing, snowmobiling, downhill skiing and lodging facilities open to accommodate them.

1. Collect information on snowmobile and cross-country ski trails in coordination with the Department of Natural Resources, Trails and Waterways Division.

2. Collect downhill ski facility information in coordination with the Midwest Ski Areas Association.

3. Survey winter accommodations in coordination with Information Services.

4. Assess usefulness of current format and options for future winter publications.

B. Fishing Brochure: reprint as needed.

C. Canoeing/Hiking and Backpacking Brochure: reprint as needed.

D. Biking Brochure: reprint as needed.

F. Assess consumer interest in and cost-effectiveness of a comprehensive outdoor guide to outdoor activities incorporating biking, hiking, canoeing, backpacking, rafting, horseback riding, sailing, etc., to be published 1990.

#### IV. Other Guides

A. Regional Brochures: work with regional offices to develop compatible regional guides in design, editorial content and advertising, to be completed January 1989.

B. Accessibility Brochure: reprint as needed.

C. Facts and Figures: assess use of present children's guide and make recommendations for future publications directed to school children, or alternate fulfillment sources.

#### V. Explore Minnesota Traveler Brochure

A. Suggest specific driving tours and provide an overall directory to arts and attractions statewide, organized geographically.

B. Produce as a four-color "keeper," complementing the entire line of Office of Tourism publications, to be available January 1989.

#### VI. Explore Minnesota Up-Close Magazine

A. Conduct research on consumer acceptance of all-new magazine format and editorial profile, and its role in communication system in conjunction with the MINNESOTA EXPLORER newspaper.

B. Plan prototypes of magazine and collateral materials for possible use with Spring/ Summer 1990 MINNESOTA EXPLORER.

#### VII. Official Minnesota State Highway Map: work with Documents Division, Department of Administration and Cartography Division, Department of Transportation, to produce 1989, 90 map and/or rack

## VIII. Publication and Design/Development Services

A. Office Services Brochure: produce brochure describing professional services available at Office of Tourism.

B. Annual Report: produce an annual report for distribution at annual tourism conference.

C. Assist with production of Tourism Conference materials.

D. Design and produce Fishing Opener materials, as needed.

E. Provide design and creative services to other units, as needed.

F. Provide assistance with design and ordering of stationery needs for the office, including the regional offices and travel information centers.

IX. Work with Information Services to develop a plan and budget for consumer publications to be purchased by office for Information Centers, including, but not limited to, materials produced by DNR and the Metropolitan Council.

### EVALUATION:

I. Include MINNESOTA EXPLORER related questions in seasonal survey, done in cooperation with Information Services, along with general questions about quality and usefulness of other Office of Tourism publications received.

II. Survey lodging and restaurant facilities for effectiveness of guides.

III. Pre-test all new publication designs, format and content with user groups prior to printing; and post-test for effectiveness after use.



## Communications Services

ACTIVITY: Travel Trade Publications

PURPOSE/

BACKGROUND: To develop effective, professional publications and collateral material that provide information on Minnesota in a clear, concise and usable fashion for marketing to the travel trade.

OBJECTIVES: I. To support travel trade unit staff efforts with collateral material in a handy, accurate format for the travel trade, including but not limited to group tour operators, travel agents, meeting and convention planners and the international travel market.

II. To provide concise, clear materials for Minnesota's travel industry, i.e. tourism organizations, chambers of commerce, convention and visitors bureaus, as well as individual tourism businesses in order to assist them in developing sales and marketing programs.

STRATEGIES: I. German Language Brochure: produce a publication in German for distribution with trade shows, 10,000 copies for distribution in August 1988.

II. Special Interest Packets: update materials and make ready for distribution to travel trade and media upon request. Develop new information sheets on birdwatching, golf, flower and vegetable garden tours, and Minnesota youth camps.

III. Minnesota Destinations Manual: conduct planning discussions regarding content for a comprehensive manual.

IV. National and International Trade Shows Directory: develop and distribute 2,000 copies.

V. Office Services Brochure: develop and distribute brochure to Minnesota's travel organizations, by October 1988.

VI. Scandinavian Heritage Brochure: update and

VII. International Group Tour Marketing How-To Manual: assist in development of manual for Minnesota travel trade; 500 copies by February 1989.

VIII. Extended Stay Brochure: produce for Minnesota meeting and convention attendees; 15,000 copies.

IVX. Collateral Material

A. Tourism Conference Materials

B. Handouts for community visits.

C. Joint Venture materials, including contracts and guidelines.

X. Marketing Plan FY89: produce, in cooperation with Administrative Services, a comprehensive annual marketing plan based on our advertising and promotional programs from July 1, 1988 through June 30, 1989, for distribution to Minnesota travel trade.

EVALUATION: Survey sample of publication users to determine effectiveness and incorporate into market research.

## Communications Services

ACTIVITY: Distribution Services

PURPOSE/  
BACKGROUND:

Use of a single response piece, the MINNESOTA EXPLORER, made it possible to mechanize much of the fulfillment activity. Labels could be produced in zip code sorted order and a mail service vendor with a Cheshire machine could label the papers and prepare them for third class bulk postal delivery. (Secondary response and custom orders would still be filled by in-house staff.) With this strategy, the doubling of inquiry rate created some new duties rather than doubling the amount of work performed by the mailroom staff.

In addition to the changes in the fulfillment activity, the merging of the central Tourism office with three remote regional offices has also caused many changes to the mailroom activity. During the last year the mailroom has been asked to take on the additional responsibilities of receiving, storing, monitoring, filling orders for and shipping all the regional guides as well as the packing, monitoring and shipping of brochures to an increasing number of sport shows. They have also been expected to perform mailings for the entire office including a number of direct mail projects, press releases, and specialized activity kit.

Some of these additional duties were not foreseen during the last planning period and therefore the mailroom was not adequately staffed to handle the additional workload. This year, the mailroom will improve its management and monitoring of its new tasks and will add staff earlier in the year to handle the shipping and receiving work demanded for the regional guides and sport show schedules. The mailroom will also try to handle on the amount of work needed by the various work units in the office so they can staff accordingly.

OBJECTIVES: I. Assure timely and economical delivery of brochures to consumers.

II. Assist other state tourism organizations in

STRATEGIES:

- I. Accurately fill orders for travel brochures as specified by travel counselors.
- II. Find the most economical means of mail delivery within the constraints of time.
- III. Monitor brochure supply and order community brochures so that travel center has widest possible brochure selection to offer consumers.
- IV. Update brochure code list so that list is accurate and current.
- V. Keep a current inventory of all office brochures.
- VI. Ship appropriate material to consumer shows.
- VII. Fold, stuff, label and mail office mail projects.

EVALUATION:

- I. About 1,000,000 inquiry orders will be filled annually.
- II. Orders will be filled and materials received by consumer on average within two weeks.
- III. Office brochure inventory will be conducted during first week of every month and inventory will be routed to all managers.
- IV. Brochure code list will be updated to reflect new or out of stock brochures within two days of change in status.
- V. On average, office mailings will be completed within three complete working days after receipt of materials unless due date is later.
- VI. Consumer show shipments will be delivered to show locations before start of show.
- VII. Accurate records of all job orders will be carefully maintained.
- VIII. Orders from daily labels will be filled

X. Seasonal staffing plan will be developed and submitted to Administrative Services in May.

XI. Process to appoint a formal supervisor to mailroom will be initiated by August.

## Communication Services

ACTIVITY: Consumer Media Relations

PURPOSE/  
BACKGROUND:

To increase awareness and familiarity with Minnesota travel destinations and Minnesota travel-planning products and services in all consumer media formats statewide, nationally and internationally.

OBJECTIVES:

I. Establish and/or strengthen working relationships with Minnesota travel/feature editors and producers so as to increase Minnesota travel destination editorial coverage.

II. Provide supplemental editorial support in our regional advertising markets so as to enhance awareness and knowledge of Minnesota travel destinations.

III. Research and review current and potential new national media markets, including publishing centers, that could publicize and promote editorial coverage of Minnesota travel destinations.

IV. Introduce travel media to seasonal travel opportunities available in Minnesota in regular editorial and/or press trip visits, and service their editorial needs.

V. Track editorial coverage of Minnesota travel destinations on statewide, national and international basis, using a system that is easily accessible for review and planning.

VI. Recognize outstanding coverage of Minnesota tourism with awards program, to be presented at annual Tourism Conference.

STRATEGIES:

For all media, respond to inquiries and requests for editorial services promptly and with accuracy.

I. Minnesota Media

A. Media Preview

3. Increase awareness of Minnesota story ideas and feature material (itineraries that tie into national trends).

C. Media Blitzes: publicize Minnesota travel destinations to national media with staff visits to major media centers, e.g. New York, Chicago, Des Moines, Washington, Los Angeles.

D. Media Research: conduct national media survey to establish base line awareness of and attitude toward development of Minnesota destination features (to include II A, above, Regional Media).

E. Press trips: plan for summer and winter familiarization trips.

F. Attend the Society of American Travel Writers Convention (SATW), Kansas City, and develop pre- and post media trips for SATW conference attendees to travel in Minnesota. Solicit support of Northwest Airlines and National Car Rental, as well as from Minnesota's tourism industry.

G. Work with SATW, Outdoor Writers Association of America, Midwest Travel Writers Association, and other professional organizations on an ongoing basis to maintain media contacts.

H. Determine usefulness of potential involvement in annual spring and fall USTTA Canadian media functions that tie-into printed supplements in the Toronto Star.

IV. International Media (predominantly target markets of the United Kingdom, Germany, Japan and the Scandinavian countries).

A. Send news releases every other month to selected international consumer media about new Minnesota events/attractions/sites/publications and packages available.

B. Press Trips: host trips for interna-

D. Work with the World Press Institute at Macalester College to develop contacts.

E. Maintain contact with USTTA offices and airlines in international markets for updates of mailing lists and marketing efforts pertaining to Minnesota as a destination. Input appropriate information into database.

F. Work with the Great Lakes States and Mississippi River states to publicize the region internationally.

G. Meet periodically with representatives of the Minnesota Trade Office regarding international media contacts.

H. In cooperation with USTTA, host Minnesota portion of Fall 1988 Minnesota/Iowa international media trip (4-6 persons) focussing on the Mississippi River and Minnesota (motor-coach or mini-van).

#### EVALUATION:

##### I. Press Clips

A. Collect statewide press clips (through Western Press clipping service or Minnesota Newspaper Association clipping service).

B. Collect national clips through press summary service.

C. Collect international clips through media.

D. Maintain current system of routing and retrieval for planning/review purposes, including distribution to regional offices.

E. Provide copies of clips to local areas, as appropriate.

II. Maintain record of all media contacts and track resultant coverage.

III. Obtain tapes of video and audio coverage



## Communication Services

ACTIVITY: Travel Trade Media Relations

PURPOSE/

BACKGROUND: To develop effective, professional methods of providing information on Minnesota in a clear, concise and useable fashion for use by travel trade media, whose audiences are generally tour operators, travel agents, and meeting and convention planners.

OBJECTIVES: I. To maximize Minnesota's exposure in all trade media forms statewide, nationally and internationally.

STRATEGIES: I. Disseminate information to the domestic and international trade media about Minnesota on a regular basis.

A. Send news releases every other month to trade media about new Minnesota events, attractions, sites, publications, properties and commissionable packages.

B. Maintain domestic and international trade media mailing lists.

C. Develop relationships with domestic and international trade media editors and key contributing writers.

II. Send periodic news releases, as necessary, to Minnesota media about major travel trade events, e.g. international tourism marketing conferences, joint venture awards, tourism marketing awards, etc.

III. Press Clips

A. Work with Travel Trade Services to develop system of clipping and maintain file of trade publication coverage of Minnesota.

B. Maintain two files of clips, one in trade

D. Publicize Minnesota coverage in Travel Minute newsletter and in quarterly report to the Tourism Advisory Committee.

IV. Press Trips

A. Host two domestic travel trade media representatives (either staff of key publications or freelancers with documented assignments).

B. Host international trade media, as needed, working with Travel Trade Services.

V. Respond to inquiries about Minnesota

A. Query trade publications for editorial calendars and offer assistance to those who schedule coverage of Minnesota.

B. Handle all travel trade media requests for information thoroughly and promptly.

C. Maintain log of all inquiries.

EVALUATION: I. Survey sampling of contacts regarding effectiveness of program.

II. Evaluate content of publication clips.

III. Monitor requests for information from trade media.

sections or broadcast features (includes major events, new attractions, story ideas, industry resources, etc.).

2. Increase media coverage of tourism and Minnesota travel destinations by providing background information, itinerary planning assistance, photography, and promoting services of Travel Information Centers, etc., as required.

#### B. Media Swings

1. Publicize seasonal MINNESOTA EXPLORER and the new publications, such as the Minnesota Traveler, events and activities.

2. Plan interviews in major media centers in state for Office of Tourism staff, Lt. Governor, etc. as appropriate during pre- and early season in order to promote seasonal travel, coordinating activities with regional offices.

#### C. Minnesota Broadcasters Association (MBA) Follow-up

1. Provide specific information to MBA stations on Office of Tourism services and Explore Minnesota programs, investigating working with special committee of MBA members to plan future follow-up activities.

2. Provide background information on radio spots that would be useful for announcers, program directors, etc.

D. Generate inquiries to the Office of Tourism through consistent mention of publications and services in the media.

E. Maintain press packets for general media inquiries (review current press kit and update as needed), distribute Travel Alert news brief seasonally and provide support, as

Minnesota materials, as well as to solicit suggestions for additional services from office.

G. Press Trips: plan for fall, winter and summer trips, as appropriate.

H. Work with the Minnesota Newspaper Association, Minnesota Broadcasters Association, and Minnesota Society of Professional Journalists to maintain media contacts.

## II. Regional Media

A. Develop special press packets for use in advertising out-of-state markets, where Minnesota tourism has an initial awareness, including distribution of Travel Alert news brief seasonally.

B. Investigate use of press packets for special project support, such as sales missions, sport shows, etc.

C. Press Trips: plan for summer and winter trips.

## III. National (Domestic) Media (including Canada)

A. Investigate use of press packets for use in non-advertising markets, where familiarity with Minnesota may be minimal, including controlled use of Travel Alert news brief seasonally.

B. Establish media contact system on limited test basis.

1. Establish ongoing relationship with travel and outdoor writers, editors, producers and program directors through systematic outreach program of telephone contact, personal visits, correspondence and reader or viewer specific media (e.g. newspaper, magazine, television program to become familiar with format, target audience, etc.) on a limited basis.

## Communication Services

ACTIVITY: Promotions, Events and Publicity

PURPOSE/

BACKGROUND: To enhance awareness of Office of Tourism services and diversity of Minnesota travel opportunities.

OBJECTIVES: I. Utilize promotional activities in association with other sponsors to market Minnesota travel products and services.

II. Promote media awareness and coverage of Minnesota travel through special events.

III. Develop publicity programs highlighting economic impact of tourism to state during National Tourism Week, Celebrate Minnesota 1990, Olympic Sports Festival, Midsummer Music Festival.

IV. Investigate additional consumer outreach opportunities available through services of highway travel information centers, convention and visitors bureau trade shows, sport shows and interagency projects.

V. Coordinate Speakers Bureau requests, determining impact of staff time devoted to addressing various groups.

VI. Develop public/private partnerships that maximize publicity opportunities.

STRATEGIES: I. Coca-Cola/Explore Minnesota Seasons calendar and promotion (Fall 1988).

A. Design and produce yearly calendar promoting Minnesota scenes and events in conjunction with Coca-Cola sponsored activities.

B. Plan publicity and promotion of Office of Tourism services in conjunction with calendar offer.

II. Minnesota Twins/Salute to Tourism (October 1, 7 pm, Fan Appreciation Night)

B. Solicit the support of the Midwest Ski Areas Association, Minnesota Cross-Country Ski Areas Association, Ski Industries America, and Minnesota United Snowmobilers Association for promotional consideration.

C. Assist with publicizing the weekend, in conjunction with Minnesota Twins and WCCO-AM Radio, etc.

### III. Governor's Fishing Opener

A. Invite top outdoor writers and radio and television personalities from Minnesota and throughout North America, to fish with the governor on opening weekend for walleye. Suggest story ideas and opportunities, provide information on Minnesota fishing and tourism on request, and be available for interviews.

B. Plan event and host media and non-media guests at May 13, 1989 Opener at Breezy Point Resort, Pequot Lakes.

C. Plan pre- and /or post-Opener press trip for select media to other major fishing areas of the state.

D. Prepare bid specifications for 1991 and 1992 Openers (Fall 1988).

E. Begin plans for 1990 Opener at Grand Rapids.

F. Conduct de-briefing within two weeks of Opener.

### IV. National Tourism Week/Explore Minnesota Week

A. Develop and implement special Open House promotions and activities in coordination with industry throughout the week.

B. Work with the Minnesota Newspaper Association and Minnesota Broadcasters Association

V. Celebrate Minnesota 1990

A. Work with Celebrate Minnesota 1990 to maximize publicity for program.

B. Incorporate events into publication and press release calendars.

VI. Speakers Bureau

A. Determine in-house speaker pool, noting specific areas of expertise, e.g. computerization, advertising program, etc.

B. Develop speaking engagement criteria, including size of group, type of group, geographic location, including assistance from regional offices.

C. Review computerized listing of non-Tourism Office speakers available to groups and determine usage or referral policy and process.

VII. Snowmobile Event: develop a media event(s) promoting snowmobiling in Minnesota.

EVALUATION:

I. Track media coverage.

II. Survey speaker request groups to determine effectiveness; possibly develop evaluation form for speakers to take to meetings and collect.

III. Assess impressions or attendance as a measure of success.

PROGRAM: INFORMATION SERVICES

MISSION  
STATEMENT:

Collect and disseminate Minnesota travel information for consumers, businesses, and communities, as well as provide analytical and computer services to the Office of Tourism.

GOALS:

I. Improve the quality of the information provided by the Office of Tourism.

II. Meet the demand for information from the public, travel trade and internal office staff, within resource limits.

III. Communicate travel information directly to the consumer through the most efficient, yet saleable, means.

IV. Computerize appropriate office information and provide research, distribution and computer support internally.



## Information Services

ACTIVITY: Computer System Development and Maintenance.

PURPOSE/  
BACKGROUND:

During the last fiscal year the installation and development of the in-house computer system was significant. A second computer was installed and dedicated to office applications. Both computers were networked to allow data transfer between the machines. Most of the staff were connected to the computer. Among the software applications now accessible to the users are database, spreadsheet, graphics and word processing.

Training needs will also change. After the staff learns word processing they will desire to learn the other available packages. At this time the computer system staff will be responsible for training on those packages, as well.

While the number of users grows, the need for support, tape backups and security issues becomes even more important. The computer system staff must ensure a continuing level of support for a group that is growing. They must also develop and implement a security and backup system that will ensure the safety of users' applications.

In addition to the in-house staff the computer system staff is responsible for evaluation of computer needs and support for the three regional offices. Although they have no immediate desire to change their current system, with the development of applications such as leadshare selling their need for access to the main computer may increase.

OBJECTIVES: I. To continue system evaluation and development.

II. To assist other units in procurement, installation and implementation of hardware and software designed to improve efficiency and data management.

III. To continue staff training and support on all software and hardware applications.

II. Continue maintenance and help-line contracts for existing system hardware and software.

III. Continue staff training and support in available software applications.

IV. Evaluate a networked in-house publishing system.

V. Evaluate a text processing software application.

VI. Install Crystal Document Management system and train users.

VII. Implement a brochure inventory system.

VIII. Evaluate a new spreadsheet package.

IX. Implement and train users on existing electronic mail package. Evaluate other mail packages.

X. Ensure greater system security through use of security passwords and tape backups.

XI. Implement leadshare selling of inquiries.

XII. Modify daily data entry form to qualify inquiry leads.

XIII. Evaluate and purchase calendaring software.

XIV. Create and implement a database application for the calendar of events.

XV. Evaluate and purchase hardware and software to speed up user response time.

XVI. Evaluate and implement an application for the Chamber of Commerce survey.

XVII. Maintain and restore data integrity.

XVIII. Continue application transfer and development for all staff.

XIX. Continue program evaluation and implementa-

Governor's Fishing Opener, Annual Tourism Conference, audio-visual slide library labeling and listing service.

XXI. Generate mailing list/labels, as needed for internal office mailings, and assist with list maintenance.

XXII. Assist Travel Trade Services with development of travel trade database to track contacts and inquiries.

EVALUATION:

I. Troubleshooting will be performed on request and maintenance staff called in when necessary.

II. All inquiry files, and inquiry processing jobs will be run on an average within two working days of receipt.

III. Inquiry summary report will be run the first week of every month.

IV. Maintenance contracts will be established and in place by July 1, 1988.

V. Systems analyst and Data Coordinator will assist other units computerize new applications as assigned.

VI. Systems analyst and Data Coordinator will coordinate computer operation tasks so that systems are run smoothly and accurately.

VII. The Data Coordinator will do daily backups of both computer systems to ensure the safety of user's files.

VIII. Training on various software packages will continue upon trainee's request.

IX. Brochure inventory system will be implemented by August 1, 1988.

X. Data Coordinator will evaluate electronic mail and calendaring software by April 1, 1989.

XI. Data Coordinator will implement application

XIII. Systems Analyst and Data Coordinator will update inquiries application to qualify inquiries by October 1, 1988.

XIV. Data Coordinator will inspect and repair the integrity of data entered by agent 7.

XV. Data Coordinator will produce all necessary reports for the Governor's Fishing Opener within two weeks of either completion of data entry or notification of report specifications which ever comes last.

XVI. Systems Analyst will modify monthly report program to include information sorted by Arbitron markets by September 1, 1988.

## Information Services

ACTIVITY: Contract Service Management and Unit Administration

PURPOSE/  
BACKGROUND:

Over the last three years, the Travel Information Center has experienced an extended period of extreme growth in its inquiry rate and has developed a number of strategies to successfully manage them. One strategy that is being used involves finding the least expensive contract vendors to perform the tasks of brochure order taking, data entry, labeling and sorting large volume mailings, and pre-packing high demand brochure packets.

But use of contract vendors still demands much internal attention to assure that all the components of the systems are running smoothly. The tasks of preparation, monitoring and coordination of various contract vendor services replaces the tasks of doing this high volume work in-house but must still be performed carefully to get accurate, timely service.

OBJECTIVES: I. Process about 1,000,000 inquiries per year in the most efficient manner while minimizing both service/delivery time.

II. Improve efficiency of work unit.

STRATEGIES: I. Continue to work with Carmichael-Lynch on improving coupon design so that handling time is minimized.

II. Procure, train and monitor data entry service for mail inquiries.

III. Procure and monitor mail house service for high volume labeling and bulk sorting of MINNESOTA EXPLORERS.

IV. Staff information center and mailroom at appropriate levels to handle peak demand season.

V. Monitor and batch inquiries when possible for efficient use of services and to minimize postage costs

VII. Continue processing inquiries from and monitoring remote response centers.

VIII. Intervene in process whenever problems are detected.

IX. Work with Carmichael-Lynch to improve communication between remote response centers and Office of Tourism on the details of inquiry processing and coding.

X. Perform administrative functions for work unit.

XI. Monitor spending so that work unit performs functions within budget.

EVALUATION:

I. Incoming mail inquiries will be opened, sorted, coded and prepared for data entry within 24 hours of receipt.

II. Data entry service contract specifications will be written and sent to procurement division by July 15.

III. Mail house service contract specifications will be written and sent to procurement division by July 15.

IV. Computer programs to generate labels will be modified to reflect changes in media buys within one week of notification by Carmichael Lynch of advertising of specific changes.

V. Notification of problems areas in advertising processing will be communicated to advertising representative within one day of detection.

VI. Logs of data entry batches will be carefully recorded when sent out and upon return.

VII. Data entry tapes will be processed and labels generated within 24 hours of receipt.

VIII. Remote response center data tapes will be processed and labels generated within 24 hours of receipt.

X. Specifications for fishing kit stuffing will be written and submitted to Procurement for bid by December 15th.

XI. Specifications for stuffing posters into mailing tubes will be written and submitted to Procurement by July 15th as a Fall poster is produced.

XII. Problems, accomplishments, issues and statistics will be reported quarterly to Tourism Advisory Committee.

## Information Services

ACTIVITY: Travel Counseling

PURPOSE/  
BACKGROUND:

The high growth in inquiry rate has had a dramatic impact on the the Travel Information Center over the last three years. While finding ways to handle the growth, the travel center also has had time to reevaluate its role in disseminating travel information. It became clear that the Office of Tourism could not afford to give up the thorough, individualized service that trained travel counselors provide and, in fact, this personalized service was one of the aspects of Minnesota's travel information systems that gave us a clear competitive edge over our competitors.

Thus this year the Travel Information Center is going to strongly reaffirm its commitment to providing thorough, accurate, up-to-date travel information in a personalized manner. To do this the travel counselors will continue to research, update and expand their files on Minnesota vacation opportunities so that current, detailed information on Minnesota's tourist attractions and facilities are available. The center staff will also continue to improve the organization of the information through well indexed file systems, rolodex systems, computerization or other means that are determined to be the most usable and efficient for the travel counselors.

OBJECTIVES: I. Improve the quality of travel information and materials.

II. Improve the organization of the information and materials.

III. Improve the delivery of the information.

STRATEGIES: I. Assign to appropriate travel counselor all relevant newsclips, articles, brochures, and related materials on Minnesota travel opportunities to be read, reviewed and retained.



III. Continue educational presentations on travel topics, marketing techniques, and tourism resources.

IV. Update regional manuals.

V. Computerize calendar of events updates so that travel counselors have on-line search capability.

VI. Continue to evaluate state of the art travel information systems and incorporate appropriate ideas.

VII. Continue fall color and snow depth services.

VIII. Computerize availability status of all brochures so that list and Inquiry Data Base clearly state whether a specific brochure is presently in stock.

IX. Create a supervisory position within information center so that all communications and projects go through one person who has clear responsibility and authority for decisions and action.

X. Continue to provide thorough, accurate, up-to-date information to the consumer in a courteous manner.

XI. Improve the marketing techniques of the travel counselors so that the information they are disseminating has a greater impact on the consumer.

XII. Improve the Walk-in Center's visitor rate through special promotional events and displays.

EVALUATION:

I. All new brochures, pertinent press releases, articles and other information resources will be read by appropriate staff within one week of assignment.

II. Information from the above resources will be shared with other travel counselors during weekly staff meeting.

III. Staff meeting will be held every Wednesday morning (unless emergency demands rescheduling) to

IV. A minimum of eight staff meetings per year will be scheduled for detailed information about specific areas, activities, or information center subjects.

V. Each full-time travel counselor will be assigned a minimum of two familiarization trips per year and will be required to take notes, shoot pictures, coordinate itinerary with chambers or regional offices and report to other staff about specifics of the area toured.

VI. Each full-time travel counselor will be responsible for updating their regional books. These books will contain all attractions and accommodations within the area.

VII. A calendar of events system will be computerized by August 1, so that travel counselors will have on-line search capability for all events that send notification to our office.

VIII. Updates to the calendar of events will be performed by appropriate travel counselors within two days after materials are reviewed.

IX. Fall color and snow depth information will be gathered three times per week during season.

X. Fall color and snow depth after-hour tapes will be updated three times a week.

XI. Requests for travelogues will be reviewed and the benefits of expanding role of travel counselors into performing these presentations will be examined by September.

XII. Inquiry volume and travel counselor performance statistics will be compiled and reviewed within one week after the end of every month.

XIII. Walk-in Center will create new displays at least three times per year at the beginning of every new tourist season.

XIV. Walk-in Center will work with the Communications unit to design and staff special promotions

XVI. Phone use statistics will be monitored daily with the goal of improving service level without overstaffing.

XVII. Rolodex and central files will be updated by December.

## Information Services

ACTIVITY: Travel Information Centers

PURPOSE/

There are currently 10 Travel Information Centers in operation with two more in the construction process. Past operations have been managed by the Department of Transportation. On July 1, 1988 the service was reassigned to the Department of Trade and Economic Development to be operated by its Office of Tourism.

TIC staff act as frontline representatives of the State of Minnesota. Travel Guides offer travel and safety services to the traveling public. In the past the TICs have focused on road conditions, safety and directional information. This year, in order to support the marketing objectives of the Office of Tourism, the TIC will increase their efforts in the marketing and promotional aspects of information dissemination.

- OBJECTIVES:
1. Establish a sound management base within the Office of Tourism in order to maintain the excellent level of service provided by the TIC program over the past 19 years.
  2. Complete a contractual agreement with MN/DOT to assure continued support and understandings in joint venture activities shared in the operation of the TICs.
  3. Integrate the TIC program into the overall mainstream of the Office of Tourism and promotion of its objectives.
  4. Improve the quality and promotional aspects of the information distribution process.
  5. Develop new construction and renovation of TICs with MN/DOT officials in order to provide travel services to a greater number of Minnesota's travelers.

2. Participate in the negotiation process between the Office of Tourism and MN/DOT to bring about an agreement that will satisfy the need to provide TIC services to the motoring public.
3. Initiate activities and projects that enhance the TICs ability to promote Minnesota, its services, attractions and travel opportunities.
4. Study and recommend possible solutions to the operational needs of the TICs in an effort to determine potential efficiencies and enhancements; i.e. staff training, certification program, etc.
5. Provide TIC supervisors with a better profile and format for carrying out the initial orientation and continuing education programs for their staff. Expand this to include a better training program for the supervisors as well.
6. Participate with the tourism research work group in the development of a survey which could provide a better understanding and approach to the marketing and servicing of Minnesota's travel clientele.
7. Participate with MN/DOT's Site Development Unit staff in developing plans for new and renovated TIC facilities, concentrating specifically on the planning of Worthington and Central Minnesota (new construction) and the general renovation process of six other TICs.
8. Provide the individual TICs with the needed resources and instructions to develop and manage their own budgets and programs. Determine allocation for each TIC and assign responsibilities accordingly.

EVALUATION:

1. TIC Manual will reflect current status and guidelines expected for operation of the TICs by June 1989.
2. A workable agreement will be reached between the Office of Tourism and MN/DOT in the

3. TICs will submit proposals identifying activities that promote as well as inform for review at the Supervisors Annual Meeting (approximately Feb. '89).
4. All TIC staff training plans will be established by TIC supervisors for their respective staffs by the Supervisors Annual Meeting (Feb. '89).
5. TIC and Research Units will develop a survey to be administered through the TICs by the end of FY '89 (June).
6. TIC physical plant "functional design" for new and renovated facilities will provide for a more effective operation and service delivery system. This work is scheduled to continue through FY's 89-90-91.
7. Budget resources will be managed within the allocations assigned, providing a more efficient system in FY '89.

## Information Services

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 made carefully, creatively, and effectively. The role of research is crucial to such investment decisions.

Over the past 10 years the Office of Tourism has initiated a number of different kinds of research studies. It has conducted focus groups and consumer preference studies. It has measured consumer awareness and market share and monitored travel as well as the impact of a number of different government policies on travel. It has also instituted seasonal evaluative surveys analyzing the travel behavior of its information center users and measuring the impact of its consumer information program on them.

Many of the research studies have been conducted in response to a particular question. Other studies have measured consumer response to a promotion and their results have been incorporated into the advertising process. Yet others, such as the United States Travel Data Center (USTDC) reports and the seasonal surveys of inquiries, have become part of the fabric of the office's awareness of travel trends and its role in influencing them.

The experience and knowledge gained from the seasonal evaluation surveys has been invaluable. The scope of the seasonal follow-up studies will be expanded this year by adding survey questions to address demographic and psychographic characteristics of Minnesota travelers as well as to assess travelers' preferences about services provided by the Office of Tourism. In order to accomplish this without significantly expanding the work load, two surveys (spring/summer and fall/winter) will be conducted annually instead of

During the next year, the research staff and the office managers will work with the University of Minnesota's Tourism Center to define the research questions which need answers so that the Tourism Office programs can be directed more effectively to target productive markets.

Inbound and outbound telemarketing (i.e. telephone solicitations) for direct sales was tested by the Office of Tourism in a pilot project last year. Evaluation of this program includes a follow-up survey of people who were contacted during the program. Results of this survey and other results measuring the success of this new marketing strategy will be made available this year.

The Office of Tourism's computerized accommodations data base has served numerous functions in both research and information delivery. A survey to provide updated information for this data base will be conducted this year. In addition, the information in this data base will be used to produce profiles of Minnesota's overnight accommodation facilities.

A draft copy of tourist-travel indicators was prepared last year for the first time in five years. The information provided by the tables in this document covers a broad range of tourist activities and travel expenditures. The indicators will be expanded and updated annually. In addition, lodging receipts will be obtained from cities which impose a lodging tax and will be summarized on a quarterly basis. (Thirty-five cities currently impose a lodging tax for the purpose of raising funds for tourism promotion.)

OBJECTIVES: Monitor travel behavior of clientele, travel trends, industry trends and market trends so the office can measure and improve its effectiveness, better position itself in the marketplace and prepare for changes in consumer behavior and in the travel industry.

STRATEGIES: I. Perform two follow-up surveys on inquirers per year which study travel behavior, travel activities, travelers' characteristics, and customers' perceptions of Minnesota and the services provided



III. Update travel indicator data tables annually and add additional tables as appropriate.

IV. Monitor and review secondary sources on travel trends and route appropriate articles to other work units.

V. Work with other travel researchers to coordinate efforts, establish areas of expertise and assist in data collection, assimilation or analysis and pool resources to conduct efficient research.

VI. Conduct a survey of tourism businesses to evaluate success of the spring/summer season.

VII. Conduct analysis of current issues affecting the state.

VIII. Conduct a survey to update the computerized accommodations base and analyze accommodations data so that regional profiles of accommodations industry can be determined.

IX. Incorporate analysis of media purchases in evaluation survey report.

X. Analyze and summarize results of the survey of individuals contacted during the telemarketing pilot project, as well as other results measuring the success of the telemarketing program.

XI. Obtain and summarize on a quarterly basis lodging tax data collected by 35 Minnesota cities.

XII. Monitor impact of Labor Day school opening legislation on vacation behavior if needed.

XIII. Conduct statewide survey of travel businesses to ascertain recommended directions for the Office of Tourism over the next several years. Survey will be similar to 1980 Survey of Minnesota Travel Businesses.

EVALUATION: I. Spring/summer seasonal evaluation survey instrument will be developed and printed by September 1, 1988.

III. Fall/winter seasonal evaluation survey instrument will be developed and printed by April 1, 1989.

IV. Fall/winter seasonal evaluation and survey analysis will be completed by July 31, 1989.

V. USTDC profile of Minnesota travel findings will be summarized by November 15, 1988 and compared to findings in past two years.

VI. Data for USTDC report on economic impact of travel in Minnesota will be forwarded within one week after Revenue makes it available and findings will be summarized by January 15, 1989.

VII. Travel indicator data tables will be updated by March 1, 1989.

VIII. Ten-year travel indicators report will be produced by April 1, 1989.

IX. Evaluation survey results will include analysis of media buys.

X. Accommodations mailing lists will be updated and a list of accommodations which did not respond to the last data base survey will be turned over to regions for review by August 1, 1988.

XI. Survey for update of the computerized accommodations data base will be developed and printed by September 1, 1988.

XII. Accommodations survey, including data entry, will be completed by March 1, 1989.

XIII. Telemarketing pilot project evaluation will be completed by August 31, 1988.

XIV. Research articles and publications will be reviewed within two weeks of receipt and relevant articles routed to appropriate work units.

XV. Regional profiles of accommodations will be produced by April 15, 1989.

## Information Services

ACTIVITY: Market and Travel Trend Research (proposed)

PURPOSE/  
BACKGROUND:

The Office of Tourism needs to take a pro-active approach to monitoring and assessing its existing markets, evaluating new markets and designing appropriate sales pieces to reach these markets. Many tools for beginning this analysis are already in place such as the vast data base of the names, addresses, media source and desired brochures of the people who use the travel information center, or the follow-up evaluation surveys of these customers which gathers some demographic and psychographic details on the customers as well as data on their vacation habits.

Because we have had little experience in market research, the strategies outlined in this workplan are a guide to the type of activity that will be conducted. Completion of these projects may not be possible within the year.

OBJECTIVES:

I. To monitor and analyze media buys so that the most productive means of reaching potential tourists can be determined.

II. To profile Minnesota tourists so that they can be effectively targeted.

III. To evaluate markets and analyze strategies for reaching them so that effective means to reach new travelers and keeping old can be determined and information given to appropriate Tourism work unit for action.

STRATEGIES:

I. Monitor media sourcing, calculate cost per inquiry, analyze trends in each buy's productivity and make recommendations on which buys are the most effective.

II. Stratify follow-evaluation sample and analyze results so that vacation conversion rate for important media buys can be calculated.

III. Design survey questions and analyze results

V. Measure success of our sales pieces (mostly brochures) in reaching the market segments that are most productive.

VI. Evaluate repeat business and develop effective strategies to nurture more.

VII. Develop and measure strategies for testing new markets (such as direct mail campaigns) and recommend effective ways to reach the markets that seem most receptive.

VIII. Conduct a study on return on investment and cost/benefit analysis using data from seasonal surveys.

IX. Design a five-year research plan for market research projects.

X. Participate in National Family Opinion Study, as available.

EVALUATION: Evaluation measures will be determined when staff are assigned to specific projects.

## Information Services

ACTIVITY: Consumer Shows

PURPOSE/  
BACKGROUND:

This activity enhances our promotional activity in existing advertising markets and can provide an opportunity for market development in prospective markets.

OBJECTIVES:

I. Create more visibility for Minnesota as a travel destination, regionally.

II. Increase travel to Minnesota by consumer show visitors.

III. Represent chambers of commerce and associations.

IV. Develop prospect lists for chambers and associations.

STRATEGIES:

I. Attend 11 consumer shows, including but not limited to:

Chicagoland	Sport, Fishing and Outdoor Show
Kansas City	Sport Show
St. Paul	Minnesota Sportsmen Show
St. Louis	All Sports Show
Indianapolis	Boat, Sports and Travel Show
Omaha	Boat, Sports and Travel Show
Waterloo	Sport Show
Des Moines	Sport Show
Minneapolis	Northwest Boat, Sports and Travel Show
Fargo	Sport Show
Winnipeg	Sport Show

II. Update the region booths with new personalization and photos.

III. Distribute all state publications promoting travel destinations.

VI. Select and train Travel Information Center (TIC) staff to attend shows and develop a lead worker program.

VII. Create policy and training manual.

EVALUATION: Identify sales from prospect list.