

**Massachusetts Office of Travel & Tourism  
Regional Tourism Grant Program  
FY2011 Application  
Marketing Plan**

**#1. FY2010 Results:**

Select two programs from your FY2010 marketing plan, one which you consider 'successful' and the other 'unsuccessful'. Be sure to provide results of these two programs as they relate to:

- Initial goals set
- Achieved goal or not
- Lessons learned and how they will be incorporated into FY2011

<b>PROGRAM #1 'SUCCESSFUL'</b>	<b>DETAILS:</b>
<b>Program Name:</b>	Facebook Advertising
<b>Program Date/s:</b>	September/October 2009
<b>Nature of Program:</b>	We launched our first Facebook.com ad campaign in September-October 2009, allocating \$3,000 for the two-month campaign. The campaign carried our tagline of "We all need a little Cape Cod" and was accompanied by a colorful photo depicting a beach pail on the beach. We targeted the ads to women, ages 35-54, who lived within 25 miles of Boston & 50 miles of Hartford, CT.
<b>Purpose of Program:</b>	Our Facebook fan page had been generating solid web traffic to our travel website, so our hope was that Facebook advertising would build upon this momentum.
<b>Initial Goals:</b>	Our objective was to drive visitors to CapeCodChamber.org for travel planning information, our online booking engine, special events and seasonal value packages.
<b>Goal/s achieved or not:</b>	The campaign generated over 11,432,000 impressions for our ad and 5,455 click-throughs to CapeCodChamber.org. A Google Analytics report showed Facebook.com as our top referring website for the months of September and October, ranking higher than even Google. In addition, searches on the online booking engine were up 16% in September-October 2009, versus September-October 2008.
<b>Lessons learned:</b>	We considered the Facebook campaign a great success, based on the amount of web traffic it generated using limited ad dollars. As a result, we launched another Facebook campaign in April 2010, which will run through June.
<b>If you were to repeat this program, how will lessons learned from FY2010 be incorporated into FY2011?</b>	We will be including seasonal Facebook.com ad buys in our FY-11 scope of services, and intend to make a slightly larger investment in FY-11, now that we have seen how well it works for us.

<b>PROGRAM EXAMPLE #2 'UNSUCCESSFUL'</b>	<b>DETAILS</b>
<b>Program Name:</b>	Comcast.net Advertising
<b>Program Date/s:</b>	September/October 2009
<b>Nature of Program:</b>	We launched a banner ad campaign on the homepage of Comcast.net in September-October 2009, allocating \$9,000 for the two-month campaign. We targeted the ads to consumers within the Boston market.
<b>Purpose of Program:</b>	Like the Facebook advertising, the campaign carried our tagline of "We all need a little Cape Cod" and featured a "Win a Cape Cod Getaway" promotion. The call to action drove people to our website to sign up to receive our Visitor E-newsletters, for a chance to win the getaway.
<b>Initial Goals:</b>	Our objective was to drive visitors to our website for travel planning information and our online booking engine, and to capture email addresses for our visitor subscriber database.
<b>Goal/s achieved or not:</b>	While the Comcast ad campaign did generate a lot of impressions (over 1.2 million), there were only 1,632 click-throughs to our website, which was disappointing in comparison to the Facebook campaign. In addition, Comcast.net ranked only #40 in the top referring sites to our website in September-October. The campaign did capture 350 new email subscribers for us, though this is significantly less than similar online promotions we have run in the past (which generated an average of 1,500-2,000).
<b>Lessons learned/what went wrong?</b>	All in all, the Comcast buy was not completely unsuccessful. Industry standards show the 0.13 click-through rate that our campaign delivered as relatively average. However, the results from our concurrent fall buys on Comcast and Facebook showed us that Facebook is a better avenue for us in terms of leveraging our limited ad dollars and driving visitors to our website. We feel this was in large part attributed to the fact that Facebook advertising allowed us to more narrowly define our target audience (by age group, education level and gender) than Comcast did.
<b>If you were to repeat this program, how will lessons learned from FY2010 be incorporated into FY2011?</b>	Based on the results of our fall campaign, we do not plan to advertise on Comcast.net in FY-11.

## #2. FY2011 Strategic Approach:

Present your organization's strategic approach to tourism marketing for FY2011:

<b>MARKETING PLAN MISSION STATEMENT &amp; OVERALL GOALS:</b>	
Increase visits on travel websites in FY-11 by 5%; leverage seasonal ad dollars through co-op advertising with MOTT and the other RTCs, especially the Island Chambers; continue to invest in our domestic & international PR; expand promotion of Chamber-sponsored special events, including Quahog Day; support niche markets at trade shows: meetings & incentive, group tour, sporting events & international	
<b>Competitive Analysis:</b> List those organizations/properties you consider as your competition and why:	<b>Target Markets:</b> How do you plan to identify your primary and secondary markets?
The overwhelming majority of respondents in our Cape Cod Chamber visitor survey indicate that their next getaway would be taken in another New England state, or within Massachusetts. Trips taken by New Englanders within New England are the #1 market for all New England destinations; as a result, all New England states are marketing to one another. A Fall 2006 online survey conducted for the Cape Cod Chamber by Case & Mann consulting corroborated these visitor survey findings. Seventy-one percent of online survey respondents who had taken multiple getaway trips that year identified four New England destinations among their top seven destinations visited: Maine, Vermont, New Hampshire and Boston.	Our research has shown that our core group of visitors continually visiting Cape Cod is 45 years or older, married and travel with their family. They have mid- to high household income, and primarily come from MA. Our secondary group of visitors is in the 31-45 age group and travel in a couple. They tend to be financially stable, able to spare time for getaway trips, and hail from CT and NY. Almost all want good value for their money, regardless of income, and the automobile is overwhelmingly the mode of transportation. Our beaches remain the primary reason people visit, followed by outdoor adventure, shopping, events and the arts. In spring and fall, many couples are traveling for shorter 1-2 day stays. In summer, the majority of travelers are families staying 3 days or longer.
<b>Regional challenges, trends, and issues:</b> Identify challenges, trends and issues and indicate how you plan to address them:	<b>New Initiatives/New Approaches:</b> Describe any new programs or new approaches to existing programs:
<ul style="list-style-type: none"> <li>- The current economy and a significantly reduced marketing budget remain our largest challenges; this again presents an opportunity for resource-sharing &amp; regionalization with the Island Chambers</li> <li>- For the first eight months of FY-10, Smith Travel Research data shows occupancy in Barnstable County down an average of 5.95%; our own accommodations surveys echo this, showing occupancy down anywhere from 3-10% in FY-10</li> <li>- Cape Cod National Seashore reports annual visits down 7.1% in 2009; Barnstable Municipal Airport reports operations down 10.2% in 2009</li> <li>- While occupancy and visitation figures are down, demand among travelers remains strong. Unique website visits were up 3.4% in 2009; there were 45,642 searches on our online booking engine</li> <li>- Sagamore Bridge construction in fall 2009 and spring 2010 generated some negative press for the region. We tried to be pro-active and combat this with a positive PR campaign and a popular social networking promotion called "#1 Reason to Cross the Sagamore," featuring comments by regional celebrities &amp; weekly contests. This will be a challenge again for us in FY-11 when work commences on the Bourne Bridge.</li> </ul>	<ul style="list-style-type: none"> <li>- Promotion &amp; marketing of the new Cape Cod Smart Phone App via PR efforts and our social networking channels; eventually expanding the App to include cooperative advertising opportunities for the Cape Cod hospitality industry</li> <li>- Participation in an innovative online co-op with fellow RTCs in one of Madden Media's Expandable Rich Media campaigns (geographically/ demographically targeted and an online lead producer)</li> <li>- Due to budget limitations, we will partner with the Martha's Vineyard Chamber in FY-11 on our year-round domestic &amp; international public relations campaign, which is outsourced to MPDC of Hyannis</li> <li>- Leverage ad buys with remnant opportunities and through industry donations as trade (i.e. radio &amp; online giveaways and our Cape Cod bus wraps on the back of two Plymouth &amp; Brockton buses)</li> <li>- Grow our social networking presence through Cape Cod giveaways and contests</li> <li>- Appeal to value-conscious travelers by putting more marketing emphasis on the "Hot Deals &amp; Value Packages" section of our websites; and by encouraging lodging properties to package stays around events like Quahog Day or Maritime Days</li> </ul>

## #2. FY2011 Strategic Approach: [con't.]

<p><b>Collaborative programs:</b> List collaborative/marketing partnerships and identify what the program/s will be:</p>	<p><b>Research methodology:</b> What research methods will be used to track and evaluate FY2011 marketing programs?</p>
<ul style="list-style-type: none"> <li>- Seasonal ad campaigns with Martha's Vineyard and Nantucket Chambers</li> <li>- Year-round PR campaign with Martha's Vineyard</li> <li>- Participate in MOTT co-op programs</li> <li>- Participate in the Cultural Coast international tourism marketing partnership with Plymouth &amp; Bristol counties, Quincy and the Islands</li> <li>- Partner with Arts Foundation of Cape Cod, Coastal Community Capital and Island Chambers to market 2<sup>nd</sup> edition <i>Arts &amp; Artisans Trails Guide</i></li> <li>- Team with Arts Foundation and Cape Cod Commission to produce Cape Cod Maritime Days</li> <li>- Support the local Chambers in marketing their special events/festivals by offering complimentary banner ad space on our travel website homepage to promote signature events (*new opportunity)</li> <li>- Provide staff and promotional support to the planning boards of various special events, including the first Cape Cod Summer Entertaining Expo in May, Pilgrim Monument's 100<sup>th</sup> Anniversary celebration in August 2010, the annual Cape Land &amp; Sea Harvest (CLASH) in September 2010, etc.</li> <li>- Green tourism initiative with local Chambers</li> <li>- Collaborate with MOTT and fellow RTCs on the monthly statewide Arts &amp; Culture E-Bulletin</li> <li>- Participate in Historic Ports initiative</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor lodging industry data, through such research mechanisms as Smith Travel Research, state rooms tax receipts and accommodations surveys collected from the Cape lodging industry</li> <li>- Web traffic &amp; activity on our travel websites using Google Analytics</li> <li>- Statistics from our online booking engine</li> <li>- Visitor email database numbers</li> <li>- Downloads of digital Cape Cod Travel Guide</li> <li>- Statistics on our new Smart Phone App usage</li> <li>- # of fans on Facebook.com/VisitCapeCod and Facebook.com/CapeCodMassachusetts</li> <li>- # of followers on Twitter.com/VisitCapeCod</li> <li>- # of articles placed and photos disseminated as a result of our ongoing PR efforts</li> <li>- Travel Guide sales via newsstands and online</li> <li>- # of domestic and international fam trips hosted</li> <li>- # of M&amp;I leads generated and M&amp;I business booked in the region</li> <li>- # of Group Tour leads and Group Tour business booked in the region</li> <li>- # of sporting events lured to region; overnight bookings generated as a result</li> <li>- # of Arts Guides sold</li> <li>- Database growth for MA Arts &amp; Culture E-Bulletin</li> <li>- # of Reader Service leads generated from ads</li> </ul>
<p><b>Visitor Services:</b> Describe how your plan addresses visitor services including use of: web, print, fulfillment, and hospitality training.</p>	<p><b>Moving Forward: 3-5 year plan:</b> Forecast unique marketing opportunities or one-off events: milestone celebrations, grand openings, sporting events, etc.:</p>
<ul style="list-style-type: none"> <li>- Continue to operate our Route 6 Welcome Center in Hyannis on a year-round basis, using our managerial team to staff the Welcome Center and field visitor phone calls in shoulder seasons</li> <li>- Provide portable toilets at Route 25 Visitor Center and static info boards</li> <li>- Keep travel websites updated with fresh content</li> <li>- Continue to offer online booking engine on our website (27,945 availability searches so far in FY-09) and a toll-free phone line (6,459 calls in 2009)</li> <li>- Distribute our visitor e-newsletter eight times per year (23,021 active subscribers)</li> <li>- Fulfill visitor requests via website/MOTT leads/reader service with lure brochures &amp; Travel Guides</li> <li>- Offer a downloadable version of Travel Guide on our travel websites</li> <li>- Interact with potential visitors via our social networking channels (36,182 fans on our two Facebook fan pages and 1,641 Twitter followers)</li> <li>- Host quarterly Tourism Meetings to educate hospitality industry about the latest market trends</li> </ul>	<ul style="list-style-type: none"> <li>- Our goal is to keep our existing marketing programs strong in the face of limited resources and a significantly reduced budget, and to continue to explore new opportunities for leveraging our ad dollars, including partnering with neighboring regions &amp; MOTT on co-op advertising</li> <li>- Continue to lure k-12 school sports tournaments and other large sporting events to the region, and partner with the Town of Barnstable to market the state-of-the-art Hyannis Youth &amp; Community Center (Colgate-Army hockey game in Oct. 2010 at HYCC will bring 1,000+ alumni to the region)</li> <li>- Strategize how to maintain our market share if casino gaming does come to Massachusetts</li> <li>- Promote 100th anniversary of the Pilgrim Memorial Monument in Provincetown (8/5/2010)</li> <li>- Continue to grow and expand Quahog Day, held every year on June 21<sup>st</sup></li> <li>- Maintain our focus on keeping our travel websites informative and competitive; and hold onto our spot as #1 in the Google search engine rankings</li> </ul>

**#3. Program Elements: List each proposed FY2011 marketing program:**

Program Description	Program Objective (how it relates to goals/mission)	Evaluation Methodology
Seasonal Advertising Campaigns (fall, winter, spring, summer)	Destination branding via seasonal campaigns to promote year-round travel to Cape Cod, using a diverse media mix, including radio, print and online. Leverage the grant amount to a greater degree by participating in co-op advertising with MOTT, the RTCs and the Island Chambers.	Web visits; toll-free phone line usage; STR data; rooms tax receipts; accommodations surveys distributed to the Cape Cod lodging industry
Internet Marketing	Grow visitor email database; maintain active social networking presence on Facebook, Twitter & YouTube; offer online booking engine on websites; update websites regularly with fresh content and photos; promote new Cape Cod Phone App. Our FY-11 goal is to increase web traffic by 5% to the Chamber's two travel websites, resulting in an increase in rooms booked online and member referrals.	Web visits; Google Analytics report data; statistics from online booking engine, email database numbers; downloads of digital Cape Cod Travel Guide; statistics on our Phone App usage; # of fans on Facebook.com/VisitCapeCod and Facebook.com/CapeCodMassachusetts; # of followers on Twitter.com/VisitCapeCod
Publications (printing and distribution)	Continue destination branding with fulfillment pieces and collateral that reinforce our branding and message. Publications include <i>Cape Cod Travel Guide</i> (190,000 copies printed), <i>Cape Cod Lure Brochure</i> , <i>Smart Guide</i> , <i>Group Tour Planner</i> , <i>Meeting Planner Guide</i> , <i>Official Cape Cod Map</i> and <i>Arts &amp; Artisans Trails Guide</i> . Collateral also includes b-roll, visitor e-newsletter, podcast, etc.	Reader response leads; online Travel Guide sales; distribution count; visitor email database numbers
Public Relations	Encourage visitation to Cape Cod through year-round domestic and international PR efforts; host press visits from domestic & international media; maintain online press room; disseminate story ideas & images; assist with location scouting/permitting for films. We plan to collaborate on our PR efforts in FY-11 with the Martha's Vineyard Chamber.	Number of articles placed; # of media fam trips hosted; # of images disseminated (direct and via online press room)

International Trade Shows/Missions	Pursue the international market and continue to establish relationships in our top international markets (Canada, UK and Germany). Work closely with MOTT on all fam tours to MA and Cape Cod; showcase Cape Cod at trade shows and sales missions; contribute staff time to Cultural Coast international marketing initiative.	Number of international visitor inquiries & fams; web activity on TheCulturalCoast.org; room occupancy stats
Meeting & Incentive	Promote Cape Cod as a premier meeting destination at trade shows; sell shoulder season M&I business; publish the 2011-12 <i>Meeting Planners' Guide</i> ; maintain memberships in M&I organizations; maintain and update CapeCodMeetings.com	Number of leads generated and M&I business booked; web activity on CapeCodMeetings.com
Motorcoach/Group Tour	Distribute upon request the 2009-10 <i>Group Tour Planner</i> ; promote Cape Cod as a premier group tour destination at trade shows; maintain memberships in group tour organizations; support seasonal visits of Group Tour business; maintain and update CapeCodGroupTours.com	Number of leads generated and Group Tour business booked; web activity on CapeCodGroupTours.com
Sporting Events	Promote special events via press and Chamber marketing channels; attend trade shows to promote Cape Cod sites, including ECAC and TEAMS; work alongside ECAC, MA Sports & Entertainment Commission and Town of Barnstable to market athletic facilities on Cape Cod to event organizers and sports associations; market the new Hyannis Youth & Community Center	Number of events lured to region; overnight bookings generated from sporting events
Arts & Culture Marketing	Market 2nd edition <i>Arts &amp; Artisans Trail Guide</i> ; partner with RTCs and MOTT on the statewide "Arts & Culture E-Bulletin" and grow the E-Bulletin database	Number of Arts Guides sold; readership of MA Arts & Culture E-Bulletin
Special Events Marketing	Expand promotion of Chamber-sponsored events, including Quahog Day and Cape Cod Maritime Days; encourage hospitality industry participation; solicit sponsorships and trade to support efforts	Press coverage; website visits; attendance at events