

## **NOTE TO PLANNERS:**

Please pick 3 stories from the below choices that would appeal to your audience most. They will then be incorporated in to the keynote presentation, including the lessons learned.

### **Organization**

Town of Linden, TN with 28% employment in their county receives stimulus money and spends portion on artist - mentoring program creating murals and more in public spaces. The spectacle draws tourism and resulting revenue is funding major public works projects. Local bakery Armstrong Pies has gone from 77K units a year to a record week of 81K pies and 800K annually. Perry County has record month in July 2010 for tax collection.

### **Strategy**

Build brand

Be more of who you are through expressing community culture

### **Tactics**

Public art produced by professionals along with community members

Promote natural beauty of area and charm

### **Results**

11 open storefronts on Main street down to 4. New businesses arriving.

Tax receipts up 7% in 12 month period

July 2010 tax receipts all time record in history of county

Commodore Hotel +30% in occupancy immediately; s of April '11 sold out for 5 months straight

Fried Pie Baker on Main street has volume increase of 1000%

Bus tour operators are discovering the town

More jobs through tourism

### **Support**

Graphics of murals and signage created by artists and students

Quotes from officials and business owners.

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### **Organization**

Dodge City Kansas - town of

Decided to not participate in The Great Recession.

### **Strategy**

Focus on those who can and will act

Community effort to diversify business base through tourism

### **Tactics**

Establish 1% sales tax for tourism development  
Invest in sports complex, race track, convention center  
and seasonal leisure activities  
Capture momentum from opening of 1st ever State-owned casino  
Reinforce the brand of "Wild West"

### **Results**

28% Guest tax revenue increase during 2008-09  
Unemployment rate 4%

### **Support**

Quotes from Starr report, KS monthly Transient guest tax report  
Collateral material from "Get the Heck Into Dodge" campaign  
*CNN video* interviewing local officials on strategy and reasons for success

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### **Organization**

First Crush Winemaking Experience, Paso Robles, CA

### **Strategy**

Deliver high value rich agri-tourism customer experience  
Target affinity groups  
Target corporate group market

### **Tactics**

Immerse customer in harvest and wine-making processes  
Involve all senses  
Provide Edu-tainment  
Offer Team Building experience  
Community synergy - CVB - other winemakers - channel partners

### **Results**

500% growth of customer base  
New workshops began at +30% projected attendance - 2010  
Added corporate team building in 2010 - took 50% of capacity

### **Support**

2 min video of guests enjoying harvest experience w testimonies

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### **Organization**

Bootleg Canyon Flightlines

### **Strategy**

Offer high adventure experience from scratch with no leases, no expenses and no inventory. Their business would grow as it generated revenue, and it would create a badly needed source of funds for the park owner, Boulder City, the only Nevada community that has never allowed casino gambling. Some of the

Flightlines revenue would be used to tend the bicycle and hiking trails in Bootleg Canyon Park and to protect the wildlife, including desert bighorn sheep, the Nevada State Animal; desert tortoise, ground squirrels and other creatures.

### **Tactics**

Erect a zip-line attraction in a mountain park overlooking Hoover Dam and Lake Mead. Riders would slip into a harness attached to a cable and "zip" down the mountain on four gradual line segments, ending at the bottom of the canyon.

Offer a great product and pay attention to individual needs of each customer.  
Offer free shuttles from Vegas properties, including airport.

### **Results**

Logged 23, 000 riders since  
+70% volume over 2009 through June 2010  
Established 2nd operation at Fremont Experience in Las Vegas

### **Support**

Video on zip-line  
Photos  
WOW Service stories and quotes from ecstatic guests

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### **Organization**

The Lodge at Whitefish Lake, Montana

### **Strategy**

Drastically reduce overhead costs 2008-9  
Owner/operator take "hands-on" approach  
Offer a more affordable lodge experience

### **Tactics**

Restructure positions and responsibilities  
Some full-time employees temporarily reduced to part-time  
Built a 36 room addition, to address need for smaller price point.  
Aggressive sales efforts - reconnected to past clients / targeted Canadian neighbors / benefitted from bookings at ski conventions

### **Results**

Just attained 4-diamond rating  
+300% volume over 2009 through June 2010

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## **Organization**

American Mountain Theater - West Virginia  
527-seat, \$1.8 million theatre - opened July 2007

## **Strategy**

Offer family friendly entertainment unique to region  
Attract family, individual and motorcoach operators in various stages of vacation planning process to spend multiple days stays in area, for benefit of community.

## **Tactics**

Attract out of state visitors to  
3 different live, family-friendly music & comedy variety shows over the course of each season  
Buy media in WV and surrounding states, plus some national publications  
Marketing expenditures in 2009 = \$172K  
Partner with excursion train and local hoteliers now expanding to include attractions and restaurants

## **Results**

In 2008 AMT's attendance/sales increased by 117% over 2007.  
In 2009 AMT's attendance/sales increased by 57% over 2008.  
Through July 31, 2010 AMT's attendance/sales increased 19% versus the same period in 2009  
During the 2009 season, AMT impacted the local economy by an estimated \$5.0-6.0 million.  
Travel spending in Randolph Co. increased by 13% from 2007 (when AMT opened) to 2008. This is well above the average state increase of 7.3% for the same period.  
Sellout crowds have become the norm.  
Town is #1 motorcoach destination in WV.

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## **Organization**

Rock City Gardens - 68 year old family owned natural attraction atop Lookout Mountain, Georgia that transformed itself through new leadership, creativity and establishing a culture of excellence.

## **Strategy**

Rebuild foundation and identity of brand.  
Establish values to guide all efforts:  
Being proactive  
Innovating throughout  
Acting as a learning organization  
Communication as key  
Appreciation of all

## Accountability

### **Tactics**

- Partner with surrounding attractions
  - established a Starbuck's presence on property
  - acquire management contract for neighboring Rail lift attraction
- Expand property use through large festivals and themed events
- Employ aggressive frequent secret shopper schedule
- Engage employees through recognition and celebrations of personal success

### **Results**

- Attendance steady at 400K annually 2007 through '09
- 2007 - '08 profitability +52%
- 2008 - '09 profitability +43%
- #1 guest service rating in Regional Attractions Association - 3 years in a row
- 2010 attendance +6%
- No employee layoffs

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### **Organization**

The Broadmoor Hotel and Resort  
Five star/five diamond conference and resort facility on Cheyenne Mountain in Colorado Springs, CO. recovers from devastating "AIG Effect" and cancellations of corporate meetings.

### **Strategy**

Take bold action to correct major disruption in meetings industry. Re-establish brand awareness through partnering with clients to make responsible decision for return on meeting investment.

### **Tactics**

- Guarantee meeting outcomes to be an exceptional experience for all conference attendees or waive the master account. It's great or it's free!
- Invest in core values of
  - Excellent Service - Broadmoor's People - Guest Experience
- Partner with planners to define "excellence" prior to conference
- Employ third party survey group to poll attendees post meeting

### **Results**

- Immediately energized staff
- Brought 21 Request for Proposal opportunities
- Booked 12 conferences through 2009 ranging in size from 100-300 rooms peak
- Approximate value 15 Million total revenue
- 5 completed; All excellent
- No full-time layoffs to date

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### **Organization**

Maritz, Incorporated

Incentive travel and meetings industry leader reacting to market shift  
develops new innovative products and services.

### **Strategy**

Clients need to reduce travel costs, and other regulatory requirements while still  
reaping rewards of large meetings to

### **Tactics**

Design and produce Web conference, virtual environments, telepresence services  
Make available through local, travel friendly, high-definition digital suite locations  
at Morton's the Steakhouse and Maggiano's Little Italy venues.

### **Results**

Partner locations are operating in 75% of major metro areas.  
(collecting more data)

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