

Lake Tahoe Visitors Authority

Strategic Plan

June 2018



Lake Tahoe
Visitors Authority

Mission Statement

The mission of the Lake Tahoe Visitors Authority is to market the South Shore of Lake Tahoe as a unique, year-round destination to the global marketplace and to favorably impact the South Shore economy through overnight stays and tourism spending.

Vision Statement

LTVA will engage in marketing and promotional strategies that increase brand awareness and visitation to South Lake Tahoe through data-driven marketing programs.

Executive Summary

The Lake Tahoe Visitors Authority's strategic plan is a comprehensive framework designed to guide the organization's efforts to maintain and increase travel and tourism in South Lake Tahoe in a way that optimizes its budget, builds on experience, leverages partnerships, and is responsive to the dynamic travel environment.

Guiding Principles

1. **Serve as a marketing platform.**

LTVA will provide a platform to promote the Tahoe South brand and the products and services of its stakeholders. LTVA will be a resource to local tourism businesses by providing marketing opportunities, media relations, web leadership, and tourism research material vital to the success of their operations.

2. **Focus on drive market, out-of-state and international audiences to build and refine the Tahoe South brand.**

LTVA marketing programs will serve to attract visitors to Tahoe South through the power of the Tahoe South brand while providing industry partners with opportunities to reach new markets that might otherwise be cost-prohibitive.

3. **Leverage existing assets and alliances; focus on targeted market development.**

LTVA will promote the Tahoe South brand to drive and fly audience and strengthen our Destination Marketing Organization (DMO) and local partner strategic alliances.

4. **Evaluate program measures and return on investment of major programs.**

LTVA will track and evaluate market penetration and program impacts.

Tahoe South Brand Personality

The destination's personality and attitude are delivered through all creative messages, images, and experiences. **Tahoe South** is young at heart, adventurous, social with a hint of edginess, and a quirky vibe. It possesses an energetic nature that is reinforced by the juxtaposition of the environments in which it lives: year-round, day and night, outdoor adventure and indoor play.

Tahoe South Experience Pillars

To focus our messaging about the range of experiences on the South Shore of Lake Tahoe, Tahoe South has identified four categories of experiences that are the foundation of the brand's pillars. We use these experiences as a guide to craft supporting messages across all marketing platforms.

<p><u>Outdoor Experiences</u></p> <ul style="list-style-type: none"> Snow Play Snow Sports Biking / Cycling Water Sports Hiking Fishing Golf Climbing 	<p><u>Entertainment Experiences</u></p> <ul style="list-style-type: none"> Music Concerts Nightlife Gaming Music Festivals Sporting Events Special Events Meetings Events 		
<p><u>Visitor Experiences</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Beaches Camping Attractions Scenic Driving Weddings State & Local Parks Landmarks & Historical Sites </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Reunions & Get-togethers Dining Health & Wellness Art & Culture Breweries Culinary Shopping </td> </tr> </table>		<ul style="list-style-type: none"> Beaches Camping Attractions Scenic Driving Weddings State & Local Parks Landmarks & Historical Sites 	<ul style="list-style-type: none"> Reunions & Get-togethers Dining Health & Wellness Art & Culture Breweries Culinary Shopping
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Targeted Personas

Below are the top target markets and Personas submitted by nSight. nSight knows when a travel consumer is looking at South Lake Tahoe and/or competitive destination and what that customer looks like (their consumer profile, where they live, their consumer behavior) provides data critical to making marketing decisions.

<p><u>#1 - EXPERIENCE SEEKER</u></p> <ul style="list-style-type: none"> 36-50 years old Professionals, established in a career Double income, no kids HHI @ \$200K+, high disposable income 6+ trips per year Immersive travel experiences Looks at reviews, recommendations from experts and friends Desired experience: Leisure and culture; me time 	<p><u>#2 - BUCKET LISTERS</u></p> <ul style="list-style-type: none"> 66+ years old HHI @ \$100K+ A high percentage of income is fixed, tied to investments 5+ trips per year with longer stay periods Longer lead times, lots of research 2+ trips per year tied to visiting family Engaged in hobbies and interests Desired experience: Culture; breath-taking
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<p>#3 - ADVENTURE SEEKER</p> <p>25-35 years old Moving up in their career No family or very young family HHI @ 100K+</p> <p>6+ trips per year, 2-3 trips around authentic experiences</p> <p>Frequently travels with other individual travelers Active on social media, spends time and money on interests</p>	<p>#4 - DREAM TRIPPER</p> <p>51-65 years old HHI @150K+</p> <p>Couples traveling together; sometimes with friends Lots of planning includes tours and package options 8+ trips per year, 2 big vacations and 6 getaways including visiting family</p> <p>Not highly engaged in social media, loyal to associations Desired experience: Leisure and culture; storytelling</p>
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LTVA SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The Lake • Iconic destination • Natural beauty • Weather • Recreational activities and assets • Local passion for recreation and cultural activities • Entertainment • Fly/drive access • Proximity to large population bases • Legacy and local events • Strategic partner relationships • Affordability • Strength of brand • Marketing technology 	<ul style="list-style-type: none"> • Built environment • Transportation and infrastructure • Surplus and quality of room inventory • Recreation facilities • Direct and consistent air service • Venues large enough and appropriate for legacy events • Technological infrastructure • Culinary reputation • Challenging workforce environment • Fluctuating revenue streams • Community perception • Arts & culture

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Destination markets • Growing on-brand events • New development and redevelopment • Partnerships with local, regional, state, national and international organizations • Decision-making research/analytics • Lodging quality • New fly markets • Responsive & targeted marketing • Niche marketing • Arts & Culture • More shoulder season events • Additional community support • Quantify conversion • Event Center • Promote more non-outdoor activities • Nevada ADR that is closer to CA • Diversify origin, persona/intentions of visitor 	<ul style="list-style-type: none"> • Competitive destinations • Political and economic instability • Weather • Climate change • Natural disasters • Regulatory environment • Sustainability of special events • Consumer perception • Yield management • Lack of workforce housing • Visitor experience/infrastructure • An uninformed public/voting base

Industry Trends

	Trend	LTVA's Proposed Action
ECONOMIC	American leisure travel and spending expectations continue on a stable path.	Maintain/increase marketing efforts against identified Designated Market Areas (DMAs).
	International travel to the US and California continues to grow.	Maintain international relationships and develop new based on state and US identified emerging markets.
	Visitor value increases with distance.	Continue marketing in Southern California. Research new domestic markets. Maintain/expand international outreach. Target fly markets with direct service.
TECHNOLOGY	Geo-targeting and re-targeting provide data to make decisions and to individualize messaging.	Web personalization and data-driven marketing decisions.
	Social media trends	Continue to procure images and video for use across all platforms.
	Mobile use growing for travel-related search information.	Respond to emerging/evolving platforms.
	Millennials expected to travel more. Gen X and Boomers will travel about the same.	General messaging will skew slightly younger but will not alienate broader target.
PSYCHOGRAPHICS	Family travel and multi-generational travel continue to dominate domestic travel.	Digital outreach will include additional resources and targeted messaging.
	Millennials are looking for experiences.	Strengthen existing campaigns to capture this growing market.
	Northern California drive market.	Maintain winter presence but rely on weather messaging. Continue summer with a focus on events.
TARGET MARKETS	Southern California drive & fly markets.	Leverage other DMO efforts for winter messaging. Expand reach to include direct flight regions.
	New destination markets.	Through data analysis, evaluate opportunities for new market penetration.
	International markets.	Through sales, media channels, Visit California, Travel Nevada and Brand USA partnerships, maintain and increase exposure in identified markets.

LTVA Objectives

Objective 1: Market Development

LTVA’s market development plan will guide the organization’s efforts to maintain and increase travel and tourism in South Lake Tahoe, in a way that optimizes its budget, builds on experience, leverages partnerships and responds to dynamic trends and implications.

The objective is to measure the success of its brand advertising campaigns, visitor touch points, and ultimately the TahoeSouth.com website. For reporting, the LTVA contracts with EMC Research using data sources including VisaVue, EMC Research, nSight, and Smith Travel.

Strategies	Tactics
Domestic	Continue to partner with local DMOs to grow new air service markets for longer stay/bigger budget visitors.
Southern California	Grow Southern California market.
	Leverage Visit California, TravelNevada, Brand USA and RASC initiatives.
	LTVA strategies to include ad buy, PR and social media.
	Support volatile winter season, as well as midweek and shoulder seasons.
Regional	Strengthen geotouristic ties within the region – El Dorado County and Douglas County.
	Strengthen relationships with larger DMO’s and state agencies including Visit California and TravelNevada.
International	Leverage relationships with Visit California, TravelNevada and Brand USA.
	Increase international visits.
	Partner with larger DMOs to host media familiarization tours that drive media exposure.
	Maintain relationships/contact with journalists and media to promote new Tahoe South story lines in their region/country.
	Establish effective communication to travel trade partners worldwide.
Sales	Maintain strong relationships with Visit California, TravelNevada and Brand USA.
	Develop and implement sales and marketing strategy for meetings/group market utilizing direct and co-op opportunities.
	Manage contracted General Sales Agents in targeted international markets to increase product knowledge and distribution through third-party vendors of travel.
	Create and publish a travel trade newsletter on a consistent basis with updated and new destination information.
	Increase midweek and shoulder season visitation; meetings market.
	Improve and expand sales outreach.
	Promote redevelopment and revitalization.

Metrics	Oversee EMC Research to ensure they analyze and interpret data for boards and committees to make data-driven decisions.
	LTVA in-house digital team to work with Noble Studios to guide and develop digital milestones.
	LTVA staff to work with agencies to obtain advertising and PR ROI reports.
	Continue to monitor existing markets and identify potential new markets through data sources.
	Work with EMC Research to evaluate the effectiveness of campaigns and brand awareness.
Public Relations	Work with PR Agency to develop and implement digital influencer program.

Objective 2: Position and Differentiate Destination

Strategies	Tactics
Promote brand pillars and experiences	Continue to drive recognition of, and meaning for, the destination as defined by the Tahoe South brand.
	Connect with audiences across all media channels (owned, earned and paid) utilizing identified pillars.
Improve and expand digital capabilities to remain competitive (and compelling to potential visitors)	TahoeSouth.com: manage and refresh as needed with changing technology and trends.
	Develop Video Strategy and increase LTVA owned assets.
	Further develop integrated social media outreach as needed in a changing environment.
	Content acquisition: copywriters, photos, videos.
	Focus on staying relevant as a DMO and be in control of the destination's 'story telling' through strategic content creation and syndication.
	Be informed and nimble with emerging trends.
Promote events that support the Tahoe South brand	Maintain and refine legacy events via collaboration with promoters, strategic partners and agencies.
	Welcome new promoters/events and provide direction.
	Execute sponsorship oversight to ensure the brand is appropriately staged.
	Refine event promotional strategies to reach the appropriate market and broaden appeal.

Objective 3: Build Awareness and Appreciation for the Lake and the Environment

Strategies	Tactics
Promote outdoor recreation	Web design, PR, advertising, social media, and special events.
Showcase geotouristic assets of the region	Blogs, social media, special events, partnerships/alignment with products/producers.
	Partnerships with agencies, promotion and messaging in alignment with stewardship efforts.

Objective 4: Involve Local Businesses and Community Participation

Strategies	Tactics	Role
Position LTVA as tourism resource & authority	Ensure B2B site (LTVA.org) has current and relevant information and data.	LTVA Staff
	Act in an advisory and “connector” capacity for local and regional partners as well as for tourism-related businesses.	LTVA Staff
	Establish role with new and revitalized tourism businesses.	LTVA Staff
	Share local and regional industry knowledge with executives new to the south shore community.	LTVA Staff, Board, & Committees
	Maintain relationships with community stakeholders.	LTVA Staff
	Support partner and local programs.	LTVA Staff, Board, & Committees
	Identify and distribute partner opportunities.	LTVA, Board, & Committees
	Represent destination and partners when and where appropriate.	LTVA Staff
	Communicate progress and success.	LTVA Staff
	Strengthen local programs.	LTVA Staff
Increase awareness & utilization of Visitor Centers	Utilize lead Visitor Information Specialist to liaise with, and educate, constituents to encourage referrals and confidence in our services.	LTVA Staff, Board, & Committees
	Actively reach out to businesses for updated information for the VC’s and also for TahoeSouth.com.	LTVA Staff, Board, & Committees
	Create a deck of event information and graphics to be broadcast on in-room TV and on VC monitors.	LTVA Staff
Develop brand ambassadors	Form partnerships with local bloggers, videographers, photographers and volunteers.	LTVA Staff, & Committees
Advocate for the development of the Events Center	Form partnerships with local community and stakeholders.	LTVA Staff, Board, & Committees with Community