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**OVERVIEW
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INDUSTRY
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**1999-2000
Survey of U.S.
State and Territory
Tourism Offices**

**Prepared by the
National Councils Department
Travel Industry Association of America
Washington, DC**

1999-2000 SURVEY OF U.S. STATE AND TERRITORY TOURISM OFFICES
FOUR HUNDRED NINETY-FIVE DOLLARS
FEBRUARY 2000
ISSN: 0361-8370

TABLE A: 1999-00 PROJECTED STATE TOURISM OFFICE BUDGETS BY RANK

1	Hawaii	\$60,000,000	26	Arizona	\$8,849,300
2	Illinois	55,507,500	27	Alabama	8,790,604
3	Florida	54,287,750	28	Colorado	7,300,000
4	Pennsylvania	34,370,996	29	Georgia	7,246,382
5	Texas	30,875,113	30	Kentucky	7,177,800
6	New York	20,808,010	31	Vermont	6,985,079
7	Virginia	19,200,000	32	Montana	6,841,624
8	Iowa	17,589,711	33	Alaska	6,668,500
9	Louisiana	16,758,578	34	New Jersey	6,600,000
10	Wisconsin	15,525,000	35	Ohio	6,380,000
11	Michigan	15,450,883	36	Connecticut	6,094,297
12	Missouri	15,148,409	37	South Dakota	5,547,000
13	Massachusetts	14,162,000	38	Idaho	5,314,027
14	South Carolina	13,543,771	39	Utah	4,829,500
15	California	13,200,000	40	Indiana	4,536,000
16	West Virginia	13,028,002	41	Maine	4,512,158
17	New Mexico	12,868,500	42	Kansas	4,500,000
18	Minnesota	12,770,311	43	Wyoming	4,406,460
19	Mississippi	12,681,198	44	Washington	3,875,020
20	Tennessee	12,052,200	45	New Hampshire	3,502,202
21	Arkansas	11,397,938	46	Nebraska	3,290,000
22	Maryland	10,736,310	47	Oregon	3,122,082
23	North Carolina	10,658,626	48	Rhode Island	2,632,718
24	Oklahoma	9,665,611	49	North Dakota	2,187,513
25	Nevada	9,381,380	50	Delaware	1,176,600
	Grand Total	\$644,032,663			
	Average	\$12,880,653			

Total Budgets

The projected budgets for fiscal year 1999-2000 total \$644 million (50), 12.7 percent higher than last year's \$571.4 million (50) actual budget allocation for fiscal year 1998-1999.



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The **Organization** is managed by a 23-member elected Board of Directors, representing various sectors of the Alaska visitor industry and various regions of the state. Marketing programs are developed and implemented through an extensive committee structure, including advisory committees with the active participation of 40 members. As managers of the contract, the Department of Community and Economic Development must approve the marketing plan prior to implementation.

ATIA Membership is just over 900 and consists primarily of small businesses.

- 61 % have 0 to 5 employees
- 20 % have between 6 and 15 employees
- 10 % have between 16 and 50 employees
- 4 % have between 51 and 100 employees
- 3 % have over 100 employees
- 2 % Convention & Visitors Bureaus (CVB) / Destination Marketing Organizations (DMO)

Regular membership levels start as low as \$100 for small businesses; and marketing partner investment rates increase depending on the number of people employed during the peak season.

FY01 Contract Funding Sources

• Total Contract	\$6,928,571
• State of Alaska	\$4,850,000
• ATIA / Private Sector	\$2,078,571
➤ Cruise Partners	\$ 819,040
➤ CVB / DMO Partners	\$ 342,590
➤ Pay-to-Play Programs	\$ 916,941 +

The ATIA will meet and exceed the match required by the legislature. Under the FY01 contract, there are total funds of \$6,928,571, of which 30% or \$2,078,571 is matched by the ATIA through a variety of contributions. To date, the ATIA has raised 83% of the match or \$1,735,000. The remaining 15% will be collected in the next several months as payments are received.



Official Business

Alaska State Senate

Senate Finance Committee

Mail Stop 3100
State Capitol
Juneau, Alaska 99801-1182

AGENDA

January 23, 2001

9:00 a.m.

Presentation by Alaska Travel Industry Association

**Alaska Travel Industry Association
FY01 Marketing Implementation Plan**



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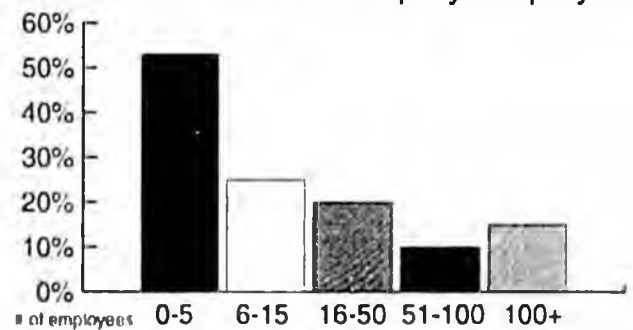
ATIA Overview

The Alaska Travel Industry Association (ATIA) is the new member-based visitor industry trade association for Alaska. ATIA is the result of an industry-led initiative to regain Alaska's competitive position as a visitor destination and to consolidate Alaska's statewide tourism organizations – the Alaska Tourism Marketing Council (ATMC), the Alaska Visitors Association (AVA), and the marketing functions of the Alaska Division of Tourism (DoT) – into one new, non-profit organization. This streamlined structure is the industry's solution to several issues facing Alaska tourism: greatly reduced government funding, continued threats of industry taxes, increased competition from other destinations, and a decline in the rate of visitor growth. Without this renewed effort to regain our position in the marketplace, the Alaska visitor industry is likely to continue to experience a decrease in the rate of visitor growth. The Alaska Travel Industry Association FY01 Marketing Plan will be conducted under contract to the State of Alaska, Department of Community and Economic Development. It is the result of collaboration between visitor industry businesses throughout Alaska and is a blueprint for the beginning of new marketing programs for the industry. This marketing plan includes elements implemented in the past by the ATMC, AVA and DoT, as well as exciting and new initiatives developed by the ATIA members and board of directors.

ATIA's Membership

ATIA's members come from every part of the visitor industry including small bed and breakfasts, charter companies, gift shops, hotels, guiding companies, lodges, cruise lines, destination marketing organizations (DMOs) and tourism support companies. These members have been involved in ATIA's development from the beginning. Through public meetings, forums and committee work, ATIA's membership has been active in the process of shaping and molding how the industry will promote the state of Alaska as a visitor destination.

ATIA Charter Membership by Employment



Board of Directors

The 17 founding members of ATIA's board of directors were elected by the membership in August 1999 to serve terms varying from one to three years. In addition, 6 directors were appointed by the elected directors to serve a one-year term.

The 1999-2000 Board of Directors

Term Expires

Officers

Ann Campbell, Chair: Aurora Consulting.....	2000
Bill Pedlar, Vice Chair: Pedlar Management Consulting.....	2000
Susan Woodward Springer, Secretary/Treasurer: Herring Bay Mercantile	2001
Bob Dindinger, Chair of Marketing: Alaska Travel Adventures	2001
Brett Carlson, Chair of Government Relations: Northern Alaska Tour Company	2002
Tina Lindgren, President & COO	

Directors

Dale Anderson: Admiralty Tours.....	2000
Denise Belkoski: Anchorage Convention & Visitors Bureau	2000
Johne Binkley: Alaska Riverboat Discovery/El Dorado Gold Mine	2002
Greg Champion: Sheraton Anchorage Hotel.....	2000
Ken Dole: Waterfall Resort/Seaborne Aviation.....	2002
Tom Dow: Princess Cruises and Tours	2000
Bob Engelbrecht: NorthStar Trekking.....	2001
Pam Foreman: Kodiak Island Convention & Visitors Bureau	2001
Dale Fox: Chenega Corporation	2000
John Fox: Royal Caribbean Cruise Lines.....	2000
Kirk Hoessle: Alaska Wildland Adventures.....	2002
Alan LeMaster: Gakona Junction Village	2000
Steve Mahay: Mahay's Riverboat Service	2000
Gary Odle: Alaska Highway Cruises.....	2002
Ed Peebles: Warbelow's Air.....	2000
Frank Rose: Alaska Lodging Management	2001
Tom Tougas: Kenai Fjords Tours.....	2002
Brad Walker: Alaska Airlines	2001

Vision Statement

It is important for an organization such as the ATIA to determine the path it will travel into the future. This has been a primary consideration for ATIA as it takes over the role of marketing the state — a role formerly held by three separate agencies. The ATIA Board of Directors developed the following vision statement for the organization:

"The ATIA will be the leading industry organization promoting Alaska as a top visitor destination, communicating and promoting the Alaskan tourism industry as one of the state's major economic forces, and will be the respected voice of the industry for the growth of the industry, while remaining attentive to care for the environment, recognition of cultures, and Alaska's unique quality of life."

Mission

As we strive to attain our vision for the Alaska visitor industry, ATIA will undertake the following.

- To promote and facilitate travel to and throughout the state of Alaska.
- To provide a broad-based association of individuals and companies with an interest in the visitor industry in Alaska.
- To encourage the increase and improvement of quality visitor facilities, services, and attractions throughout the state.
- To plan and execute an international marketing campaign promoting Alaska as a visitor destination.
- To increase the awareness of the economic importance of the visitor industry.
- To develop and implement programs beneficial to the travel supplier and consumer, programs that no other industry component or organization would be expected to carry out on its own.
- To initiate and cooperate with local, state and federal entities in developing and implementing programs, policies and legislation that are responsive to the needs of the industry and to intervene in those issues and initiatives that would directly affect the facilitation and promotion of travel to and within Alaska.
- To work cooperatively with the state on tourism development and long-range planning.



Principles

These fundamental principles have been established to provide direction for the first year of the organization's existence. They will be a guide for the activities of the board of directors, staff and members of the ATIA.

- ATIA programs will be economically beneficial and effective for a wide spectrum of member businesses.
- ATIA will work to create a healthy and friendly economic environment to encourage new enterprises.
- ATIA will be an inclusive and broad-based association and will provide strong and cohesive representation of the visitor industry in Alaska - including small and rural businesses.
- ATIA will provide a unified voice for the tourism industry.
- ATIA will maintain close working relationships with Alaska's destination marketing organizations.
- ATIA will work aggressively to regain Alaska's role as an innovator in the worldwide tourism marketing spectrum.
- ATIA will develop strong partnerships with the non-tourism or indirect tourism-related businesses.
- ATIA will be attentive to the qualities that tourism success is built upon, such as care for the environment, recognition of cultures, and Alaska's unique quality of life.
- ATIA and its member businesses will work to be seen as responsible proponents of sound resource management and environmental quality.

Goals

As a statewide trade association for Alaska's diverse visitor industry, ATIA has diverse roles to play – marketing Alaska as a visitor destination, providing member and community relations, providing leadership on visitor industry policy development and advocacy, providing visitor industry education, and planning for the long-term health of the industry and the association.

Obviously, marketing Alaska as a visitor destination is a primary responsibility of the association. This involves bringing Alaska's message to the marketplace when customers are most receptive. To accomplish this, ATIA will target marketing where dollars go the farthest, provide travelers with planning information, maintain a program that has proven results, be an innovator and market leader for destination marketing and market Alaska year-round. The ATIA will also develop multiple marketing messages tailored to different consumer groups and develop effective marketing partnership programs.

Equally important will be our relationship with our members and with Alaska's communities. ATIA will strive to maintain strong member relations by making membership affordable and equitable and by ensuring good communications with membership. ATIA will also strive to maintain strong community relations by communicating the contributions of the visitor industry to Alaska's economy and communities and working to ensure positive impacts on the quality of life of Alaskan residents.

Marketing Committee

Overall, it is the responsibility of the ATIA marketing program to reach out to the marketplace and communicate with a diverse mix of potential visitors. To accomplish this task, ATIA will assume many of the marketing roles previously undertaken by the Alaska Tourism Marketing Council, the Alaska Visitors Association, and Alaska Division of Tourism. Within ATIA, there will be three major program areas. The board of directors will set overall policy and budget, overseeing the Tourism Industry Services, Administration and Marketing functions. The marketing program will be implemented by a professional staff at the direction of the Alaska Travel Industry Association board of directors and its marketing committee.

The marketing committee of ATIA is appointed by the board of directors and is charged with the responsibility of developing the annual marketing plan, as well as supervising the plan's implementation. The development of the marketing plan for FY01 was addressed by the following 27 representatives, selected by the board of directors, from around the state participating as members of the marketing committee.

Additionally, to ensure even greater membership participation, the marketing committee established several advisory committees to work on specific areas of the plan. A list of participants in these committees is included at the conclusion of this plan. The advisory committees for the development of the marketing plan for FY01 included:

- Strategic Planning Committee
- Advertising Committee
- Collateral Committee
- Research Committee
- Internet Committee
- Public Relations Committee
- Trade and International Committee

Marketing Committee Members

- | | | |
|----------------------------|-----------------------|-------------------|
| 1. Bob Dindinger, Chair | 11. John Mazor | 21. Sheri Gerhard |
| 2. Ann Campbell | 12. Denise Belkoski | 22. Brett Carlson |
| 3. Brad Phillips | 13. Dennis Brandon | 23. Patti Mackey |
| 4. Pierre Germain | 14. Bob Engelbrecht | 24. Dale Fox |
| 5. Gary Odle | 15. Charlie Ball | 25. Brad Walker |
| 6. Kirk Hoessle | 16. Laurie Herman | 26. Deb Hickok |
| 7. Jerre Fuqua | 17. Len Laurance | 27. Tina Lindgren |
| 8. Ron Peck | 18. Bill Pedlar | |
| 9. Susan Woodward Springer | 19. Mary Novak-Beatty | |
| 10. Pam Foreman | 20. Wanetta Ayers | |

Situational Analysis

The History Of Cooperative Marketing In Alaska

Cooperative Marketing in Alaska really began with the creation of the Alaska Visitors Association (AVA) in 1950. The major emphasis of the association was promotion, including production of the Alaska-Yukon Travel Manuals. In fact, between 1959 and 1970, AVA was known as the Alaska Travel Promotion Association and worked on marketing projects with the Division of Tourism after it was formed in the '60s. In 1976 the first formal cooperative tourism marketing efforts between the state of Alaska and the tourism industry began, when AVA approached the state with an innovative proposal to co-mingle private and state funds to draw visitors to Alaska. The idea was simple: combine funding from the state with money, marketing talent, and knowledge contributed by the private sector to build a program to promote the entire state as a destination. Program recommendations were provided by the Alaska Visitors Association Marketing Council and implemented by the Division of Tourism (DoT).

This melding of industry and state tourism efforts went a step further with legislation passed in 1988 to form the Alaska Tourism Marketing Council (ATMC). Jointly managed by the state and AVA, the ATMC oversaw promotion of Alaska to the domestic and Canadian markets, while the State Division of Tourism (DoT) managed the international marketing efforts for Alaska. This unique program created a consistent, high-quality marketing plan that bolstered industry expansion efforts, as evidenced by the phenomenal growth in the number of visitors to the

state. For many years, Alaska's sophisticated marketing techniques and public/private structure served as a model for other destinations. The ATIA is an industry-led initiative to continue the strong tradition of cooperative marketing in Alaska -- while addressing the decline in state spending on visitor industry marketing.

Alaska is Losing Ground

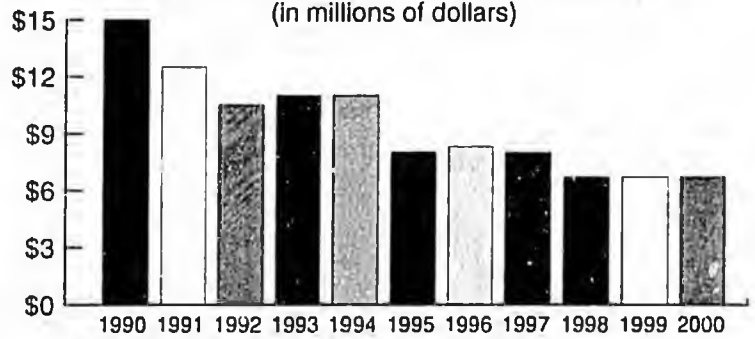
Since 1989, state funding for tourism programs has declined nearly 60 percent, from \$15 million in FY90 to less than \$6.7 million in FY00. At the same time, other states have increased their tourism promotion by 26 percent in the last five years.



Alaska State Tourism Spending

FY90	\$15,029,050
FY91	\$12,446,571
FY92	\$10,526,171
FY93	\$10,933,387
FY94	\$10,913,338
FY95	\$ 8,038,963
FY96	\$ 8,384,047
FY97	\$ 7,990,100
FY98	\$ 6,728,950
FY99	\$ 6,696,950
FY00	\$ 6,668,500

State Tourism Spending 1989-2000 *
(in millions of dollars)

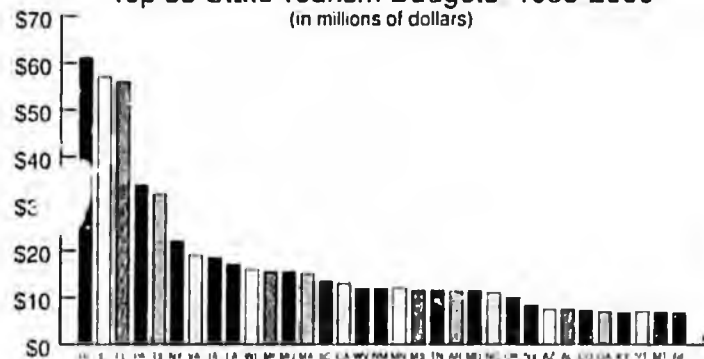


* ATMC and Division of Tourism combined

Competition Is Increasing

Alaska is also losing ground due to increasing competition from other states, countries, and new destinations. While Alaska's most direct competitors are foreign countries, we are also being out-spent in promotion by other states and even cities. This lack of advertising dollars has placed the visitor industry at a competitive disadvantage. Alaska continued its trend of decline among the nation's tourism budgets in 1999-2000, slipping four spots from last year to settle at 33rd place. Over the past decade, funding for Alaska tourism programs has declined by 60 percent – dropping Alaska from 7th place to its current ranking.

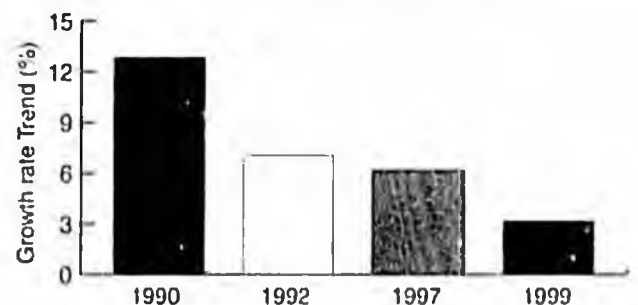
Top 33 State Tourism Budgets 1999-2000
(in millions of dollars)



Growth Rate Is Declining

Alaska's relative decline in marketing competitiveness is being felt within the industry. While overall visitor numbers have continued to rise, the rate of growth has slowed. Some segments of the industry, most notably highway-dependent businesses, have felt the first effects of decline.

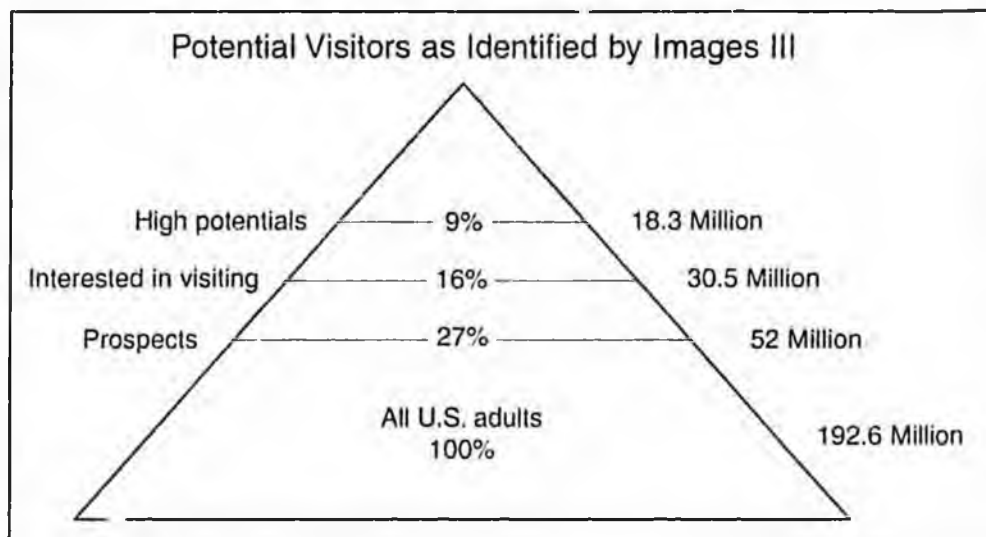
Growth Rate Declines



Alaska's Potential Visitors

Alaska is a unique travel destination. And for many visitors, travel to Alaska is a dream come true. Like any other destination, Alaska has its strengths and weaknesses. According to Images III Study, conducted by the ATMC in 1996, one of Alaska's strengths is the number of potential visitors out there – there are about 18 million U.S. adults with "high potential" to travel to Alaska and 30.5 million U.S. adults "interested in visiting."

Our weakness, though, is that these people believe that travel to Alaska is very costly and the weather is very cold, which are tough perceptions to overcome.



Industry Forum

At visitor industry forums held in Ketchikan, Fairbanks and Anchorage during the fall of 1999, the discussions highlighted the strengths and weaknesses of Alaska as a visitor destination. At each of these forums, the participants identified Alaska's beauty, wildlife, and culture as our strongest attributes and identified the lack of marketing funds, increased competition, and the cost and distance of Alaska travel among our biggest challenges.

Other strengths and weaknesses included:

Strengths

Natural beauty
Scenery
Wildlife
Native cultures
Northern Lights
Adventure
Varied cultures
Year-round opportunities
Winter sports
State and national parks
Fulfillment of a dream
Glaciers
Fishing

Weaknesses

Lack of marketing funds
Cost and time to travel
Lack of statewide image
Increasing competition
Maintaining a quality experience
Lack of winter infrastructure and packages
Trip-planning challenges
Lack of infrastructure
Over-crowding in some locations
Severe winter/climate image

Solutions

Alaska's marketing challenges were brainstormed during each of the visitor industry forums, and participants generally agreed that strong cooperative marketing was critical. Additional strategies and actions identified as important by participants included:

- Strong generic marketing
- Strong overall image campaign
- Strengthen Internet presence
- More cost-efficient ways for small businesses to participate
- Continue strong research efforts
- Cooperative marketing programs for all segments within industry
- Generate qualified, quality leads of potential Alaskan visitors
- More effort to reach repeat visitors
- National television campaign
- Goal-based program with quantifiable performance measures



FY01 Marketing Plan

The goals and objectives for the FY01 Marketing Plan are:

- 1. Goal: Maintain or increase the average length of stay in Alaska.**
Objective: No decrease from 9.8 nights during summer season and 8.2 nights during fall/winter season.
- 2. Goal: Increase year-round employment of Alaskans in the visitor industry throughout the state.**
Objective: Increase visitor-related employment of Alaskans to 30,700 direct and indirect full-year jobs.
- 3. Goal: Attract a diverse mixture of visitors who travel to and within Alaska by a variety of travel modes.**
Objective: Increase travel by all modes.
Objective: Increase travel to all regions of the state.
- 4. Goal: Endeavor to position Alaska as a year-round destination.**
Objective: Increase fall/winter arrivals by 3%.
Objective: Increase summer arrivals by 3%.
- 5. Goal: Increase total visitor expenditures statewide; endeavor to maintain or increase per-trip expenditures.**
Objective: Increase visitor expenditures above the current figure of \$949 million statewide.
Objective: No decrease in per-person, per-trip spending from current estimated level of \$726.00.
- 6. Goal: Increase independent visitation to Alaska.**
Objective: Define current independent visitation and establish benchmark for future tracking.
- 7. Goal: Increase the rate of repeat visitation.**
Objective: Include repeat visitation in the Alaska Visitor Statistics Program (AVSP) to establish a benchmark.
Objective: Include repeat visitors in the Images IV study to establish benchmarks.
- 8. Goal: Increase interest in Alaska as a visitor destination.**
Objective: Increase the number of inquiries to all ATIA marketing programs.
Objective: Complete the Images IV study to establish baseline trends.
- 9. Goal: Increase awareness and participation of businesses in the marketing program.**
Objective: Implement database tracking of total number of businesses who participate in marketing programs.
Objective: Implement tracking program for participation in individual programs.
- 10. Goal: Increase private-sector funding of state tourism marketing programs.**
Objective: Generate at least 30% of program costs.



Market Strategies

The decision process used by visitors to Alaska begins first with an awareness of Alaska and an interest in travel. For some visitors, an Alaskan vacation is a lifetime dream destination, for others, an Alaskan vacation is a recent ambition. Both however, start in the same place – an interest to travel to Alaska.

Once the interest takes hold, the next step for an Alaskan visitor is the actual decision-making and planning of the trip. This process, again, can range from a lifetime of planning to a quick, recent decision to travel. Potential visitors in this mode are gathering information, thinking about alternatives, and trying to decide if Alaska is “on the vacation list.” And then, a decision - “We’re going to Alaska.”

Now, the planning and information search is really on – visitors in this mode are making itinerary and product choices and require information on the variety of options and activities Alaska has to offer. Visitors come in a wide variety, with a variety of interests – no one option or alternative will work for all potential visitors. Hence, the need to ensure that Alaska and its visitor industry businesses respond to these potential visitors with a wide selection of activities, attractions, and experiences.

Overall, it is the responsibility of the ATIA marketing program to reach out to the marketplace and communicate with potential visitors in each stage of the decision process – from the “interest” stage to the “we’re going” stage. And just as the information needs of potential visitors vary at each stage of the decision process, the best way to communicate that information varies at each stage of the decision process. Additionally, it is our responsibility to measure the reach and effectiveness of our marketing efforts; thus, the ATIA marketing program will include a strong market research element.

Image awareness campaigns are the most effective media to communicate with potential visitors who are just developing awareness of their interest in Alaska. The ATIA marketing program has designed a variety of public relations and Internet strategies to reach out and stimulate potential visitors’ awareness of Alaska and to spark their interest in traveling to Alaska. ATIA will conduct image and awareness programs targeted both to domestic U.S. consumers and international consumers and will utilize a wide variety of niche and market segments image and information.

Once an interest exists, how do you find those potential visitors and gather enough information from them to determine if their interest is strong enough to convert to an actual “travel to Alaska” decision? The ATIA marketing program has designed an aggressive direct-response program that will reach out and locate over 581,925 potential visitors and motivate them to request actual Alaska trip planning information via mail, toll-free number, or the Internet. The tactics utilized to motivate potential visitors will include a wide variety of niche and market segment images and information, again attempting to appeal to a wide variety of potential visitor interests. In order to send them Alaska trip-planning information, ATIA needs to know their names and addresses – which will then be made available for destination marketing organizations and Alaska visitor businesses to follow-up with specific regional and product information.

In addition, ATIA will be working closely with tour wholesalers and operators, both encouraging them to bring groups to Alaska and ensuring that they have the knowledge and information they need to book group travel throughout Alaska. As with consumer marketing, ATIA’s work with the travel trade will include both domestic U.S. and international wholesalers and operators.

Target Audience

The target audience for the ATIA advertising program consists of a primary target audience of 35+ year old couples with no kids, and a secondary target of 35+ year old couples with kids and 35 and under singles with no kids. Over the years, these targets have proven to constitute the majority of Alaska's visitors – they have proven to be the folks with the time and money, as well as interest and motivation to travel to Alaska.

Primary Target Audience

Age: 35+
Employed or Retired
Single or Married
No Children

Secondary Target Audience

Age: 35+, Employed, Married with Children
Under 35, Employed, Single, no Children



The Five Major Components Of ATIA'S Marketing Program

The Board of Directors of the Alaska Travel Industry Association and the State of Alaska, Department of Community and Economic Development established the following major components for the FY01 Marketing Plan:

- Consumer Marketing
- Niche Marketing
- Trade and International Marketing
- Inquiry Fulfillment
- Market Research

Consumer marketing will include image campaigns and direct-response programs utilizing a variety of media and tactics. Additionally, special programs will be developed to expand consumer marketing efforts into special niche market segments, such as winter activities, cultural tourism, sports fishing, adventure-eco tourism, highway and marine highway segments, and bed & breakfast accommodations.

Trade and international marketing programs will continue important activities previously conducted by the Division of Tourism. These programs will include image awareness, direct response programs, and education and training programs. Additionally, the Alaska Travel Industry Association will continue Alaska's partnership with the Yukon, British Columbia, and Alberta in the cooperative marketing program Tourism North.

Inquiry fulfillment programs will ensure distribution of travel information that will help motivate potential visitors to plan a trip to Alaska and to provide useful trip-planning and product-specific information. Our Inquiry Fulfillment program will strive to provide extensive, factual information on travel to and within Alaska, the variety of activities available for visitors, and trip and itinerary-planning assistance.

And, finally, Market Research will be conducted to measure the effectiveness of ATIA's programs and to learn more about Alaska's visitors and potential visitors.

The Board of Directors and Marketing Committee for ATIA, along with members of advisory committees, destination marketing organizations and members, have developed the following marketing strategies to address the 10 ATIA Marketing Goals and to ensure that each of the 5 Major Components are significant elements of the program. The following Plan is subject to change based upon fluctuating market conditions, budgetary factors and new information.

The FY01 Marketing Plan will be implemented by the ATIA staff under the supervision of the Project Manager, ATIA President Tina Lindgren, and the general oversight of the ATIA Marketing Committee.



Public Relations

Public relations is a key component to the ATIA marketing program. A positive, visitor-friendly image of Alaska created through feature articles, guidebooks, and television will promote travel to the state. The approach for the public relations effort will be to promote Alaska as a year-round visitor destination. The media will be familiarized with the variety of travel options and modes of transportation. An emphasis will be placed on the uniqueness, beauty, and variety of activities in Alaska not only in the summer, but in the off season as well. The state will be promoted as a whole, highlighting the virtues and diversity of each region.

Strategy 1: Work with the media to generate travel stories that feature a variety of Alaska travel products and regions

Tactics:

- Provide timely story ideas to travel editors at major magazines and newspapers.
- Offer editors and writers timely reminders that ATIA is their first stop for travel information about Alaska, photography, and other assistance.
- Strive to get the toll free number (800-862-5272) and the web site (www.travelalaska.com) placed as a reference sidebar to Alaska editorial.
- Work with the broadcast media, primarily television, in major markets for the purpose of attracting television crews to Alaska to develop feature packages.
- Place well-spoken experts about Alaska's visitor industry on radio call-in programs in target markets.
- Develop a series of Alaska press kits for distribution to key broadcast media outlets and editors in major markets.

Strategy 2: Continue and enhance media center on the ATIA website

Tactics:

- Add new photography, as it becomes available.
- Add new site enhancements and content.
- Develop a more intensive series of links to relevant vendors and destination marketing organizations.

Strategy 3: Assist qualified writers with trip-planning and bring qualified writers to Alaska

Tactics:

- Conduct separate press trips in the winter and summer.
- Provide 5-7 press trip opportunities in conjunction with the World Adventure Congress scheduled in Anchorage in September 2001.
- Attract top-notch writers and editors for individual itineraries.
- Coordinate itineraries, complimentary services, and work with media on story angles, photos, and any other materials to secure maximum coverage.
- Work with destination marketing organizations across the state on media trips, media assistance requests and information requests.

Strategy 4: Continue to include winter and other seasonal promotion as part of the overall public relations effort

Tactics:

- Conduct a winter press trip targeting 12 travel writers or broadcast media and follow-up on story placement.
- Assist Special Olympics organizers with public relations efforts.
- Work with destination marketing organizations and winter operators to conduct targeted winter promotions and contests.
- Develop promotional efforts to draw attention to ice carving and Northern Lights viewing.
- Pitch an ice climbing promotion to outdoor and sports cable channels.

Strategy 5: Feature a variety of market segments and geographical regions in public relations program

Tactics:

- Send out one press release per month about Alaska to feature important events, regions of the state, or a seasonal discussion.
- Send out a minimum of two e-news bulletins each month, using the database that currently contains over 600 e-mail addresses for travel writers and editors. Topic content will focus on seasonal events, regional activities, as well as unique stories about Alaska.
- Solicit input from destination marketing organizations and industry businesses around the state.
- Develop five new stories for publications, featuring new travel trends, new attractions and developing areas of tourism in Alaska.
- Refresh five stories from the story archive.

Strategy 6: Ensure ATIA board is prepared to respond to any travel-related crisis

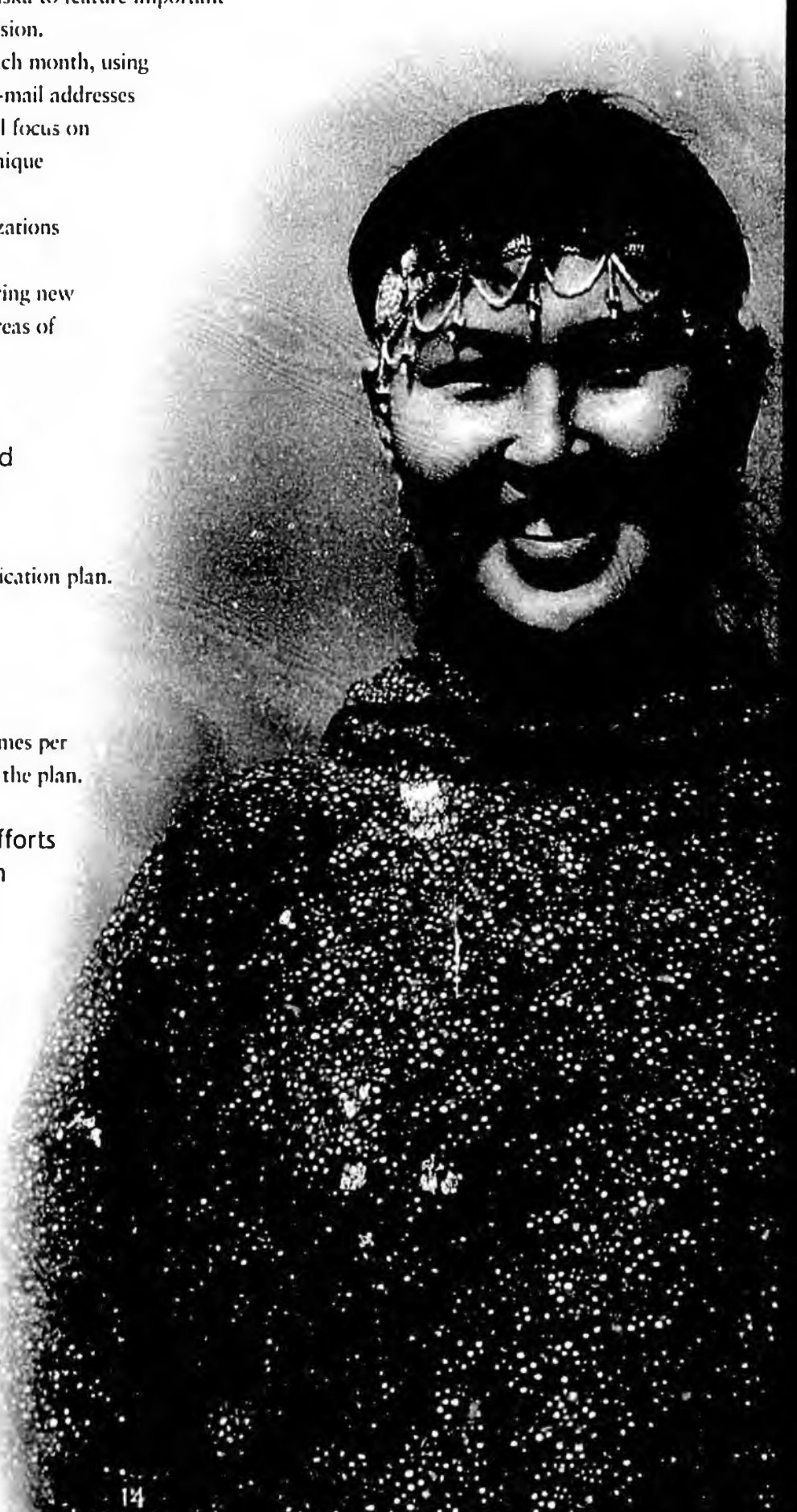
Tactics:

- Update and improve the existing crisis communication plan.
- Work with ATIA staff to determine a core crisis communication team.
- Consider crisis media training as a partnership opportunity for ATIA members.
- Meet with the crisis communication team 2-4 times per year to evaluate and update key components of the plan.

Strategy 7: Coordinate public relations efforts with member businesses and destination marketing organizations

Tactics:

- Identify current public relations efforts within the visitor industry.
- Conduct a public relations conference to exchange and identify possible synergies and means for gaining maximum exposure for all market segments and regions.
- Review opportunities to partner more effectively with Tourism Yukon's public relations efforts, especially regarding winter opportunities.
- Hold monthly teleconference with destination marketing organizations to discuss relevant topics.
- Be proactive in communication with the membership and solicitation of ideas.



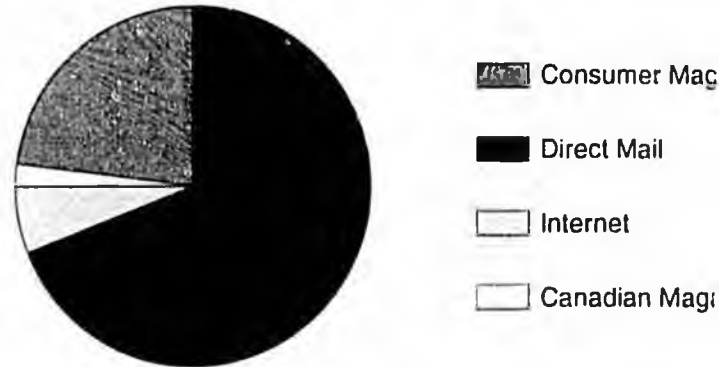
Advertising

The role of advertising in the ATIA marketing plan is to help find potential visitors and gather enough information from them to determine if their interest is strong enough to convert to an actual "travel to Alaska" decision. The ATIA marketing program has designed an aggressive direct-response program that will reach out and locate over 581,925 potential visitors and motivate them to request printed Alaska trip planning information -- via mail, toll-free number, or the website. The tactics utilized to motivate potential visitors will include a wide variety of niche and market segment images and information, again attempting to appeal to a wide variety of potential visitor interests.

Based upon annual conversion studies and previous market segmentation research, Alaska has found that the most efficient media for the direct response program consists of direct mail, consumer magazines and selected Internet strategies. Efficiency is a measurement of both the number of potential visitors reached and cost of advertising. For the FY01 ATIA Marketing Implementation Plan, we will rely most heavily upon our direct mail and consumer magazine campaigns to generate the targeted requests for printed Alaska vacation planning information.

Again, based upon annual conversion studies and other Alaska visitor industry research, the placement schedule for the direct response program begins in September 2000 and continues through March 2001, with the exception of the Internet campaign. The Internet campaign will continue through June 2001 to accommodate late season planners.

Vacation Planning Information Request Generation Source



Strategy 1: Execute direct mail program to generate 400,130 requests for printed Alaska vacation planning information from qualified prospects with high conversion potential and low cost-per-response

Tactics:

- Mail to potential visitors who have requested information in prior years.
- Mail to names from purchased lists that have performed in prior years.
- Mail to subscribers of magazines with high Alaska and/or travel content.
- Mail to purchased names meeting target audience and market segments.
- Test e-mail and Internet strategies.



Direct Response Media Schedule												
	2000						2001					
	July	Aug.	Sept.	Oct.	Nov.	Dec	Jan.	Feb.	March	April	May	June
Consumer Magazines												
Direct Mail			■	■	■		■	■				
Internet												
Canadian Magazines												

Strategy 2: Execute U.S. consumer magazine advertising program to generate 136,357 requests for printed Alaska vacation planning information from qualified prospects with high conversion potential and low cost-per-response

Tactics:

- Place full-page ads, with Business Reply Cards and Internet web site address, in 38 U.S. consumer magazines.
- 23 magazines will advertise Alaska on reader service cards (Bingo).
- 20 magazines will run link on their web sites to ATIA electronic Business Reply Card

Strategy 3: Execute Internet advertising program to generate 32,045 requests for printed Alaska Vacation planning information from qualified prospects with high conversion potential

Tactic

- Feature ATIA's web site address prominently in all consumer magazine advertising and direct mail materials.
- Place banner ads on Alaska travel content to link potential visitors with ATIA web site.
- Execute opt-in e-mail program to send travel information to addresses of prospects that have requested information.
- Execute e-mail newsletter program.
- Attract qualified leads to ATIA web site with search engine optimization.
- Test new Internet advertising opportunities.

Strategy 4: Execute joint Yukon advertising program to generate requests for qualified prospects with high conversion potential

Tactics:

- Place full-page ads, with Business Reply Cards and Internet Website address, in 3 Canadian consumer magazines in Ontario and Western Canada.
- Place full-page ads with business reply cards and internet website address in up to 5 U.S. consumer magazines geared to highway travel.
- Execute internet marketing.

U.S. and Canadian Advertising Plan by Publication

	September				October					November				December					January				February				March			
	28	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	5	12	19	26	5	12	19
Outdoor Adventure/Affinity																														
Canoe & Kayak Magazine																														
National Parks Magazine																														
National Wildlife																														
Outdoor Life																														
Outdoor Photographer																														
Outside																														
Popular Photography																														
In-Flight Magazines																														
Delta Sky Magazine																														
Northwest World Traveler																														
General Travel																														
Arthur Frommer's Budget Travel																														
Travel America																														
Travel Holiday																														
Vacations/Travel 50 & Beyond																														
Highway Travel																														
Arizona Highroads (AAA)																														
Coast to Coast																														
Colorado Motorist (AAA)																														
Home & Away																														
Journey - WA (AAA)																														
Midwest Traveler (AAA)																														
Trailer Life																														
VIA (AAA)																														
Westways (AAA)																														
General Lifestyle																														
Alaska Magazine																														
Audubon																														
Coastal Living																														
Discover																														
Prevention																														
Readers Digest																														
Yankee																														
Canadian Magazines																														
Chatelaine																														
Canadian Living																														
Harrowsmith																														

Note: Many of the publications above Alaska editorial is TBD

Collateral

The state's collateral program, a program that designs and produces the statewide printed material, will be essential to attracting visitors to Alaska. Even as destination marketing takes a turn towards digital collateral, it will never completely replace the selling power of full-color images and planning brochures. The collateral program will consist of three major components that include The Official Alaska State Vacation Planner, Invitation to Alaska (a 24-page, full-color introduction to Alaska), and specialty brochures to address specific markets.

Strategy 1: Provide printed statewide Alaska image information to interested prospects

Tactics:

- Design and produce 375,000 copies of the Invitation to Alaska.
- Prominently feature ATIA's web site address in Invitation to Alaska.
- Design invitation cover to emphasize Alaska's scenery and beauty.

Strategy 2: Provide printed statewide Alaska travel product information to highly qualified prospects

Tactics:

- Design and produce 450,000 copies of the Official Alaska State Vacation Planner.
- Design planner cover to emphasize Native culture and the variety of activities available to visitors.
- Refresh and update editorial content.
- Revise advertising directory to improve usability.
- Design a destination marketing organization marketing partner page for the back cover of planner.

- Change inside back of Planner to highlight participating destination marketing partners and provide mechanism for information request.
- Add destination marketing partner reply card

Strategy 3: Design and produce new specialty brochures for selected market segments.

Tactics:

- Identify potential market segments for brochure development.
- Survey marketing partners for interest in participation.
- Design and produce brochures.



Internet

Internet usage is skyrocketing -- according to a report by the Travel Industry Association of America, the correlation between the online population and travel is so strong that almost all Internet users are also travelers. It is vital that Alaska's visitor industry keeps in line with the progress of technology. Marketing via the Internet also levels the playing field for smaller businesses since establishing a presence on the World Wide Web can be very easy and relatively inexpensive.

The existing Alaska consumer travel website will be greatly expanded to increase the quality and range of information available to potential visitors and to increase the access of Alaska's tourism businesses for a wide range of new customers and markets. "Driving customers to marketing partners' businesses" will become an increasingly important element of the ATIA Internet program. As part of this effort, a significant advertising and promotional campaign will be executed to "drive potential visitors" to the ATIA website; this effort is detailed in the Advertising section of the FY01 Marketing Implementation Plan.

Key elements of the Internet strategy will be small business emphasis, year round content, increased e-commerce opportunities, and content-rich sections for niche market segments such as adventure & eco-tourism, winter, sports-fishing, bed & breakfast and cultural tourism.

Strategy 1: Upgrade existing website content, formatting, and navigation to enhance usability

Tactics:

- Standardize format throughout the consumer site.
- Implement "short-wide" design model to ensure that content, advertisers and marketing partners can be reached easily from all pages of the site.
- Upgrade content to represent the wide spectrum of companies in Alaska's visitor industry.

Strategy 2: Upgrade features to consumer website

Tactics:

- Create "Frequently Asked Questions" section.
- Upgrade the "Trip Planner" section to allow more advanced sorting and planning features.
- Create "Opt-In Newsletter" for consumers.
- Create additional virtual tours.
- Enhance Alaska map to support zooming on regions and hot links.
- Evaluate additional upgrades.

Strategy 3: Integrate existing content from other compatible websites to maximize information and feature availability to consumers

Tactics:

- Integrate content from state and federal agencies, such as National Park Service, Alaska Marine Highway and the National Forest Service.
- Develop cross-linking relationships with marketing partners such as Tourism North and destination marketing organizations.

Strategy 4: Investigate additional marketing partnership opportunities beyond basic listings and links

Tactics:

- Investigate banner ad opportunities at the top of appropriate "inside" pages.
- Investigate enhanced listings that allow descriptive narratives plus links to e-mail and web sites.
- Allow purchase of multiple listings per advertiser.
- Develop lead generation opportunities.
- Develop e-commerce opportunities.

Strategy 5: Expand website to provide portals to marketing partners' product information and websites

Tactics:

- Develop enhanced marketing partner product database.
- Develop enhanced search features for marketing partner product information.
- Investigate e-commerce options.
- Develop benchmarks for measuring effectiveness of site as portal to marketing partners' product.



Inquiry Fulfillment

The role of inquiry fulfillment in the ATIA marketing plan is to provide potential visitors with information that will help motivate them to plan a trip to Alaska and to provide useful trip-planning and product-specific information. Our inquiry fulfillment program will strive to provide extensive, factual information on travel to and within Alaska, the variety of activities available for visitors, and trip and itinerary-planning assistance.

The tactics utilized to provide potential visitors with Alaska printed information will include the distribution of ATIA's printed materials, state of Alaska and regional destination marketing organizations, and other marketing partner materials. Additionally, ATIA will encourage and provide tools to marketing partners, such as destination marketing organizations and visitor industry product industry businesses, to provide product specific information to prospective visitors and travel trade.

What's the difference between the "Invitation to Alaska" and the "Official Alaska State Vacation Planner?"

The "Official Alaska State Vacation Planner" is the brochure that is mailed to potential visitors who request printed information on Alaska and indicate that they will be traveling to the Alaska within the next two years. Also, the "Official Alaska State Vacation Planner" is a combination of image photos and descriptive editorial and of a directory of advertisers representing a wide variety of businesses throughout Alaska.

"Invitation to Alaska" on the other hand, is the brochure that is mailed to prospects who are not certain that they will travel to Alaska or are not certain when they will travel to Alaska. It is primarily an image piece designed to spark their interest in Alaska travel. Unlike the "Official Alaska State Vacation Planner," the "Invitation to Alaska" does not have an advertising directory, but does prominently feature the ATIA web site address.

Strategy 1: Distribute Alaska image and planning information to interested prospects generated through ATIA's marketing programs and other sources

Tactics:

- Distribute Invitation to Alaska to 375,000 interested prospects.
- Distribute Official Alaska State Vacation Planner to 450,000 interested prospects.
- Distribute new specialty brochures for selected market segments.
- Operate ongoing fulfillment program to respond to mail, electronic and phone requests for information.

Strategy 2: Encourage destination marketing organizations and visitor industry businesses to provide product specific information to prospective visitors and travel trade

Tactics:

- Make prospective visitors names and addresses available to destination marketing organizations and visitor industry businesses.
- Update discriminate analysis model to increase effectiveness of leads provided to destination marketing organizations and visitor industry businesses.
- Make trade event contact leads available to destination marketing organizations and visitor industry businesses.
- Make web site and e-mail addresses available to destination marketing organizations and visitor industry businesses, as allowable by law.



Domestic Trade Marketing Programs

Creating interest among the consumer market is only one part of the essential destination marketing for Alaska. Once consumers have made the decision to travel to Alaska, an outlet where they can buy their travel should be available. And since the vast majority of visitors to Alaska are from the U.S., domestic travel trade (travel agents and tour operators) is one of the most important areas for ATIA to target. From the standpoint of the travel trade, the program needs to generate agent and operator interest and offer extensive education. Since Alaska is such a big state with so many different modes of transportation, attractions, and variables in general, Alaska is a potentially difficult destination to sell. The up side to the difficulty a novice agent or operator might have in selling Alaska is that when they actually see Alaska, they are truly committed to learning about and selling the destination. For these reasons the following tactics are suggested.

Strategy 1: Provide Alaska travel information to and contacts with tour operators and wholesalers

Tactics:

- Anchor Alaska's participation at the National Tour Association (NTA) convention and tour & travel exchange in Salt Lake City in November 2000.
- Assist the Anchorage Convention Visitor Bureau with the planning and coordination of the NTA Spring Meet to be held in Anchorage in March 2001.
- Anchor Alaska's participation in the American Bus Association (ABA) convention in January 2001.

- Organize and sponsor Alaska familiarization tours for the travel trade tour wholesalers and operators culminating in Alaska Travel Fair market place for buyers and Alaska sellers in Valdez in September 2000.
- Participate in the Non-Profits in Travel program in February 2001.
- Participate in the Receptive Services Association conference.
- Co-sponsor with Anchorage Convention & Visitors Bureau World Congress on Adventure Travel & Eco-Tourism in Anchorage in September 2000.

Strategy 2: Conduct a series of retail travel agent educational workshops in key U.S. markets

Tactics:

- Schedule in appropriate markets immediately before or after Pow Wow, NTA, ABA, and other planned events.
- Encourage participation by destination marketing organizations and private sector businesses to showcase their destinations and products.
- Survey travel agents on their perceptions of quality and content and apply input to future educational workshops.

Strategy 3: Develop Top-of-the-World Specialist online program for the travel trade

Tactics:

- Make recommendations for content refinements and enhancements.
- Pursue potential endorsement of the program by the Institute of Certified Travel Agents (ICTA) that would allow travel agents the ability to earn credit toward Certified Travel Agent (CTA), Certified Travel Counselor (CTC), and Certified Tour Professional (CTP) certifications.



International Travel Trade Marketing

The role of the international programs in the ATIA marketing plan is to reach out to the highest potential international markets and provide image awareness, trip-planning, and product information. Just as domestic visitors come in a wide variety; so do international visitors. Hence, the need to ensure that Alaska and its visitor-industry businesses respond to international markets with a wide selection of activities, attractions, and experiences.

What is Alaska's international market?

Based upon past experience and Alaska visitor research, we know that the majority of our international visitors (not including Canadians) come from Japan, German-speaking Europe and the United Kingdom (UK), with smaller numbers arriving from Australia and other Asian countries.

Japan has emerged as our most important off-season market, with 50 percent of Japanese visitors coming to Alaska in the middle of winter for activities anchored around Aurora viewing. Northwest Airlines initiated the scheduled turn-around, non-stop air service between Alaska and a foreign country, operating once weekly in the summer of 1998 and 1999. This created tremendous opportunity for substantial growth in summer visitation of Japanese visitors to Alaska. Northwest recently announced it would suspend this service for 2000 and 2001 until the Narita Airport expansion in Japan is completed.

Germany, together with Austria and Switzerland, represents Alaska's largest (non-North American) international visitor market. For five years, seasonal non-stop charter flights have operated into Anchorage from Frankfurt, Cologne and Zurich. The visitors traveling on these flights have a propensity to take long vacations in Alaska, and to visit a wide variety of Alaska destinations.

The United Kingdom continues to show promise as the

next big inbound market for Alaska. As the UK economy strengthens, the UK traveler wants to see more than Florida, New York and California -- and can afford to. This market is also becoming more adventure-based, requiring more active holidays. Although there are no direct flights between the UK and Alaska, increased non-stop service between London or the continent and Seattle and Vancouver, has greatly improved Alaska's positioning as a destination.

The ATIA international program will focus primarily upon the travel trade, with particular emphasis on attending international trade shows and conducting travel trade training and familiarization trips.

Strategy 1: Foster Alaska travel interest and provide planning information within the Japanese market

Tactics:

- Maintain local representation in Japan to enhance, facilitate and assist in providing direction for Alaska tourism marketing and sales activities.
- Participate in Japan Visit USA program to be held in October 2000.
- Organize, sponsor and host an Alaska trade familiarization tour in Alaska in January 2001.
- Host Alaska Trade Workshops in Japan in April 2001.

Strategy 2: Foster Alaska travel interest and provide planning information within German-speaking Europe market

Tactics:

- Maintain local representation in German-speaking Europe to enhance, facilitate and assist in providing direction for Alaska tourism marketing and sales activities.
- Participate in ITB in March, 2001, anchoring Alaska's participation for other destination marketing organizations and private sector businesses by sponsoring a statewide booth and sharing space with Alaskan vendors.

International Trade Show Schedule

	2000						2001					
	July	Aug.	Sept.	Oct.	Nov.	Dec	Jan.	Feb.	March	April	May	June
Japan Visit USA												
ITB - Berlin												
World Travel Market												
TIA's International Pow Wow												

International Travel Trade Workshop/FAM

	2000						2001					
	July	Aug.	Sept.	Oct.	Nov.	Dec	Jan.	Feb.	March	April	May	June
Japan Trade Alaska FAM												
UK Trade Workshops												
Alaska Travel Fair												
Australian Trade Workshop												
Alaska Travel Workshop in Japan												

Strategy 3: Foster Alaska travel interest and provide planning information within the United Kingdom market

Tactics:

- Maintain local representation in the United Kingdom to enhance, facilitate, and assist in providing direction for Alaska tourism marketing and sales activities.
- Participate in the World Travel Market in London in November 2000, anchoring Alaska's participation for other destination marketing organizations and private sector businesses by sponsoring a statewide booth and sharing space with Alaska vendors, and distributing private sector brochures.
- Sponsor a series of travel trade educational workshops in the UK to be held in March 2001, immediately following ITB in Germany.

Strategy 4: Foster Alaska travel interest and provide planning information within the Australian market

Tactics:



- Maintain local representation in Australia to enhance, facilitate, and assist in providing direction for Alaska tourism marketing and sales activities.
- Organize and sponsor a series of travel trade educational workshops in Australia in February 2001.

Strategy 5: Provide planning information within other International Markets

Tactics:

- Maintain local representation in Taiwan for the purposes of distribution of trip planning information.
- Maintain local representation in Korea for the purposes of distribution of trip planning information.

Strategy 6: Organize, sponsor and participate in a variety of activities targeted to international wholesalers and operators

Tactics:

- Participate in the Travel Industry Association of America's (TIA) International Pow Wow in May 2001
- Organize and sponsor Alaska familiarization tours for the international travel trade tour wholesalers and operators culminating in an Alaska Travel Fair market place for international buyers and Alaska sellers in Valdez in September 2000.

Tourism North

Tourism North is a cooperative tourism marketing program between Alaska and several Canadian provinces (The Yukon, British Columbia, and Alberta.) The purpose of this effort is to (1) increase the number of people traveling through northern British Columbia and the Yukon Territory to Alaska, (2) improve the tourism opportunities for highway visitors in each of the three jurisdictions, and (3) increase the length of stay and amount of money spent by these highway visitors per day. Alaska's participation is 20% of the total program budget, and the state's \$250,000 investment is leveraged to a \$1 million + program.

Strategy 1: Provide potential highway and marine highway travelers with planning information

Tactics:

- Produce and distribute 400,000 copies of *North! to Alaska*.
- Refresh and update *North! to Alaska* content.
- Incorporate the Alaska Marine Highway System schedule and tariffs.
- Maintain and upgrade Tourism North's consumer web site.

Strategy 2: Increase awareness of highway and marine highway travel opportunities

Tactics:

- Design and implement a public relations campaign to stimulate news coverage of highway travel.
- Design and implement a direct-to-consumer advertising program through the use of cooperative marketing opportunities

Research

The role of Research in the ATIA marketing plan is to provide market research to Alaska's visitor industry and to measure the effectiveness of the ATIA programs.

Generally, the research undertaken by ATIA will help us accomplish the following:

1. To monitor and evaluate the effectiveness of marketing programs.
2. To learn more about Alaska's visitors – who they are; why they came; their purchase decisions, trip arrangements, and activities; and their perceptions and evaluations of their Alaska trips.
3. To learn more about Alaska's potential visitors – how they plan vacations, who they are, their attitudes toward Alaska travel, their psychographics, etc.
4. To provide tools and information to ATIA members to enhance individual marketing efforts.

Strategy 1: Determine the effectiveness and efficiency of ATIA's marketing program

Tactics:

- Conduct a study of media to determine effectiveness of ATIA marketing activities.
- Survey participants in selected ATIA marketing programs.

Strategy 2: Survey potential and actual visitors to Alaska

Tactics:

- Assist with Alaska Visitor Statistics Program Study of actual FY00 visitors.
- Complete Images IV study of potential and actual visitors, including repeat visitors and Fall/Winter/Spring visitors.

Strategy 3: Provide tools and information to ATIA members to enhance individual marketing efforts

Tactics:

- Conduct seminars to better understand and utilize research from various studies.
- Make research available through marketing partnerships.



Market Segments Program Overview

As part of its commitment to expand the statewide marketing campaigns developed for Alaska's visitor industry, the Alaska Travel Industry Association will feature winter tourism, highway and marine highway, and special niche segments (such as sport-fishing, cultural tourism, adventure eco-tourism, bed & breakfasts) throughout its FY01 marketing activities.

Winter

One of the key goals of the Alaska Travel Industry Association is to "endeavor to position Alaska as a year-round destination." As such, each of the marketing strategies developed for FY01 has a mandated element to include year-round focus and activities. Additionally, special winter marketing tactics have been designed to strengthen Alaska's winter image and to attract new winter visitors.

Featured winter marketing tactics include winter media press trips, proactive efforts to pitch winter story ideas to a variety of media sources, winter image features in our direct-mail and advertising campaigns and our winter web address featured in appropriate advertising, and expansion of the winter section on the ATIA website.

Winter-focused marketing activities and tactics include:

- Conduct press trips during winter season
- Assist travel writers/editors with winter stories
- Pitch winter story ideas to the media to increase their awareness
- Consider winter tourism specialty brochure
- Support winter tourism brochure with specialty magazine advertising
- Feature winter images in direct mail and ad campaigns
- Feature ATIA winter web address in appropriate advertising

- Enhance and maintain ATIA winter section on website
- Enhance website trip planning tool to include winter product
- Include winter product in Alaska Travel Fair in September, 2000
- Include winter product information in travel agent workshops and trainings
- Be active in the annual Winter Tourism Conference
- Survey past winter visitors during Images IV study to learn about travel patterns, attitudes toward Alaska, visitor demographics, etc

Highway And Marine Highway

Another key goal of the Alaska Travel Industry Association is to "attract a diverse mixture of visitors who travel to and within Alaska by a variety of travel modes." As such, the ATIA has developed a variety of marketing strategies for FY01 designed to strengthen Alaska's highway and marine highway markets.

Featured highway and marine highway marketing tactics include advertising in highway travel magazines, sending Alaska travel information to potential highway visitors via direct-mail program, and participating in the Tourism North marketing program that produces and distributes 400,000 copies of North! To Alaska and maintains a highway-focused consumer website.

Highway and marine highway focused marketing activities and tactics include:

- Advertise in highway travel magazines such as Arizona Highroads (AAA), Coast to Coast, Colorado Motorist (AAA), Home & Away, Journey WA (AAA), Midwest Traveler (AAA), Trailer Life, VIA (AAA) and Westways (AAA)

- Send direct mail materials to names from highway travel oriented lists such as Target Source – RV/No Kids, Good Sam Club, Motorhome, Trailer Life, and RV Book and Directory
- As partner in Tourism North, produce and distribute 400,000 copies of *North! To Alaska*, including the Alaska Marine Highway System schedule and tariffs
- As partner in Tourism North, maintain and upgrade Tourism North highway-focused consumer website
- As partner in Tourism North, design and implement public relations campaign to stimulate news coverage of highway travel

Special Niche Segments

An especially important goal of the Alaska Travel Industry Association is to “attract a diverse mixture of visitors who travel to and within Alaska.” As such, the ATIA has developed a variety of marketing strategies for FY01 designed to feature and enhance small business opportunities of special niche segments (such as sport-fishing, cultural tourism, adventure eco-tourism, and bed & breakfasts).

Beginning with the cover of the Official Alaska State Vacation Planner, which will feature an Alaska Native motif, to special e-news bulletins distributed to hundreds of travel press monthly, and including up to four new specialty brochures featuring small businesses from around Alaska, the ATIA FY01 marketing program has a major commitment to attracting a diverse mixture of visitors to Alaska.

Sport fishing tactics include:

- Consider sport fishing specialty brochure
- Support sport fishing brochure with specialty magazine advertising
- Develop sport fishing section on ATIA website to complement specialty brochure
- Test direct mail program to past out-of-state purchasers of Alaska Fishing Licenses

Cultural Tourism tactics include:

- Design Alaska Native motif for cover of Official Alaska Vacation Planner
- Consider Cultural Tourism specialty brochure
- Support Cultural Tourism brochure with specialty magazine advertising
- Develop Cultural Tourism section on ATIA website to complement specialty brochure
- Develop press releases, e news bulletins and new travel stories with cultural tourism content
- Advertise in national magazines that appeal to cultural tourism visitors
- Test direct mail program with lists such as National Geographic Traveler, Alaska Magazine and Premier Luxury Class

Adventure-Eco Tourism tactics include:

- Consider Adventure-Eco Tourism specialty brochure
- Support Adventure-Eco Tourism brochure with specialty magazine advertising
- Develop Adventure-Eco Tourism section on ATIA website to complement specialty brochure
- Develop press releases, e news bulletins and new travel stories with adventure-eco tourism content
- Advertise in national magazines that appeal to adventure-eco tourism visitors such as Canoe & Kayak Magazine, National Parks Magazine, National Wildlife, Outdoor Life, Outdoor Photographer, Outside, and Audubon
- Test direct mail program with lists such as National Geographic Traveler, National GEO Adventure, Adventures Abroad, and Last Frontier Alaska
- Co-sponsor, with Anchorage Convention and Visitors Bureau, World Congress on Adventure Travel & Eco-Tourism in Anchorage in September, 2000

Bed & Breakfast tactics include:

- Consider Bed & Breakfast section on ATIA website.
- Support Bed & Breakfast web section with specialty magazine advertising



Partnership Programs

With a legislative mandate to match public funds with private funds on an ever-increasing basis, the Alaska Travel Industry Association will be very dependent on its Marketing Partnership Programs to generate the private-industry match. Much of this effort will involve the recruitment of new Partners and new Partnership opportunities beyond the traditional ad sales and label programs managed by the Alaska Visitors Association and the Alaska Tourism Marketing Council.

Already, beginning in this first year of the Alaska Travel Industry Association's marketing efforts, innovative new partnership opportunities have been developed and many more are in the works. This year the Board of Directors and Marketing Committee have focused particularly upon new Internet programs and new small business-oriented niche market segment programs for development of new Partnership opportunities.

The Alaska Travel Industry Association will be investing more than \$250,000 in new Internet programs to attract visitors to the ATIA website – where marketing partnership opportunities are being expanded to increase the ability of small businesses to reach new customers and markets. Additionally, the Alaska Travel Industry Association will be investing more than \$300,000 in new specialty brochures that will feature special niche segments (such as sport-fishing, cultural tourism, adventure eco-tourism, and bed & breakfasts). Again, ATIA will be providing new opportunities for Alaska's small visitor industry businesses to attract new customers and markets.

Current Marketing Partnership Programs include:

- Cooperative major-market newspaper ad buys
- Internet advertising strategies, such as Alaska travel discount offer
- Listing, narrative, and display ads in the Official Alaska State Vacation Planner
- Listing, narrative, and display ads in Specialty Brochures
- Business listings and website links on the ATIA website
- Banner ads on appropriate "inside pages" on the ATIA website
- Purchase leads generated through ATIA marketing programs
- Purchase leads generated through travel trade activities
- Participation in domestic and international Travel Trade Shows with ATIA
- Participation in Alaska Travel Fair
- Participation in travel agent educational work shops and training
- Educational seminars designed to explain research programs, how to take advantage of programs, and what we've learned from research results
- Research studies and documents



Appendix

FY01 Marketing Budget

Marketing Research

Conversion Study	\$145,000
Images IV remaining costs	15,000
Program Implementation	24,000
Total Research	\$184,000

Consumer Marketing

Public Relations

Media Outreach & Assistance	\$130,500
Summer Press Trips	27,000
New Story Packages	6,000
Media Kits	2,750
Crisis Communications/DMO Briefings	2,750
1-800 number, Clip Service etc	21,000
BR Agency Administration	30,000
Program Implementation	46,900
Total Public Relations	\$266,900

Advertising

Magazine and Direct Mail	\$2,084,655
Joint Yukon Program	220,000
Advertising of Internet Site	331,000
1-800 Number	15,000
Ad Agency Direct Expense	113,000
Talent, Tapes & Shipping	12,500
List Rental Program	65,000
Program Implementation	278,250
Total Advertising	\$3,119,405

Internet*

Site Development	\$90,000
Site Hosting	10,000
Program Implementation	48,500
Total Internet	\$148,500

Total Consumer Marketing

\$3,534,805

Niche Marketing

Winter Press Trip	\$ 36,000
Winter Promotions	17,000
Niche Advertising	200,000
Tourism North	250,000
Niche Brochure Program	180,000
World Congress on Adventure Travel	22,500
Program Implementation	66,750
Total Niche Marketing	\$772,250

Inquiry Fulfillment

Vacation Planner	\$1,209,712
Inquiry Section	70,000
Program Implementation	194,400
Total Inquiry Fulfillment	\$1,474,112

Trade International Marketing

Travel Shows & Memberships	\$ 103,600
International Contracts	
Japan	267,466
German-Speaking Europe	198,062
UK	109,576
Australia	71,500
Taiwan Fulfillment	3,000
Korean Fulfillment	2,500
Program Implementation & Admin.	207,700

Total Trade & International Marketing

\$963,404

Total

\$6,928,571**

* Promotion of web site listed under Consumer Marketing – Advertising

** ATIA anticipates supplementing the FY 01 Marketing Plan with up to \$489,00 in additional marketing expenditures.

**FY01 DIRECT MAIL
PROJECTED RESPONSE BY DROP MATRIX
VERSION 1.0**

Mailing/Lists	Mail Quantity	% Response Projections	# Response Projections
September - Control Lists			
PI D'00 GOLD GOV	20,000	22%	4,400
PI D'00 BLUE GOV	20,000	16%	3,200
PI D'01 MODEL-GOLD GOV	45,000	28%	12,600
PI D'01 MODEL-BLUE GOV	20,000	21%	4,200
PI D'01 CONTROL- GOLD GOV	45,000	28%	12,600
PI D'01 CONTROL- BLUE GOV	20,000	21%	4,200
PI LIKELY 3YR- GOLD GOV	20,000	23%	4,600
PI LIKELY 3YR- BLUE GOV	20,000	20%	4,000
PI LIKELY ?- GOLD GOV	20,000	23%	4,600
PI LIKELY ?- BLUE GOV	20,000	20%	4,000
ALASKA MAGAZINE	21,400	17%	3,638
NATIONAL GEO TRAV-DIRECT	82,000	16%	13,120
TARGET SOURCE-RV/NO KIDS	46,000	16%	7,130
BUYERS CHOICE/VACATION/CRUISE	60,000	15%	9,240
TARGET SOURCE-CRUISE/FOR/NO KIDS	85,000	15%	12,750
DONNELEY- FOR/NO KIDS	22,000	15%	3,300
BEHAVIOR BANK-COLLEGE/FOR/NO KIDS	18,600	15%	2,790
SUBTOTAL	585,000		110,368
September - Back Test Lists			
GOOD SAM CLUB	25,000	14%	3,500
LIFESTYLE SEL-FF/FOR/NO KID	25,000	14%	3,500
MOTORHOME	25,000	14%	3,500
LIFESTYLE SEL-CRUISE/NO KID	25,000	14%	3,500
TRAILER LIFE	25,000	14%	3,500
ALASKA AIRLINES	9,000	14%	1,260
TARGET SOURCE-DOM TRAV/CAMP/NO KIDS	9,000	14%	1,260
READERS DIGEST-CRUISE/FOR/NO KIDS	9,000	14%	1,260
SUBTOTAL	152,000		21,280
September - Test Lists			
BOTTOM LINE TOMORROW	8,500	10%	850
TRAVEL HOLIDAY CLUB	8,500	10%	850
TRAVEL AMERICA	8,500	10%	850
AARP	8,500	10%	850
RV BOOK AND DIRECTORY	8,500	10%	850
CRUISE AMERICA	8,500	10%	850
ECONO SENIOR TOURS	8,500	10%	850
PREMIER LUXURY CLASS	8,500	10%	850
SUBTOTAL	68,000		6,800
SEPT TOTAL	805,000		138,448

**FY01 DIRECT MAIL
PROJECTED RESPONSE BY DROP MATRIX
VERSION 1.0**

Mailing/Lists	Mail Quantity	% Response Projections	# Response Projections
October - Control Lists			
PI D'00 GOLD GOV	20,750	22%	4,565
PI D'00 BLUE GOV	17,500	16%	2,800
PI LIKELY 3YR- GOLD GOV	20,000	23%	4,600
ALASKA MAGAZINE	21,400	17%	3,638
NATIONAL GEO TRAV-DIRECT	82,000	16%	13,120
TARGET SOURCE-RV/NO KIDS	46,000	16%	7,130
BUYERS CHOICE/VACATION/CRUISE	60,000	15%	9,240
TARGET SOURCE-CRUISE/FOR/NO KIDS	85,000	15%	12,750
DONNELEY- FOR/NO KIDS	22,000	15%	3,300
BEHAVIOR BANK-COLLEGE/FOR/NO KIDS	18,600	15%	2,790
SUBTOTAL	393,250		63,933
October- Test List			
NATIONAL GEO ADVENTURE	8,500	10%	850
ADVENTURES ABROAD	8,500	10%	850
TWA AMBASSADORS CLUB	8,500	10%	850
BACKROADS	8,500	10%	850
LAST FRONTIER ALASKA	8,500	10%	850
NAEA CRUISE AND TRAVEL	8,500	10%	850
FROMMER BUDGET TRAVEL	8,500	10%	850
SUBTOTAL	59,500		5,950
OCT TOTAL	452,750		69,883
November - Control Lists			
PI D'00 GOLD GOV	20,750	22%	4,565
PI D'00 BLUE GOV	17,500	16%	2,800
PI LIKELY 3YR- GOLD GOV	20,000	23%	4,600
ALASKA MAGAZINE	21,400	17%	3,638
NATIONAL GEO TRAV-DIRECT	82,000	16%	13,120
TARGET SOURCE-RV/NO KIDS	46,000	16%	7,130
BUYERS CHOICE/VACATION/CRUISE	60,000	15%	9,240
TARGET SOURCE-CRUISE/FOR/NO KIDS	85,000	15%	12,750
DONNELEY- FOR/NO KIDS	22,000	15%	3,300
BEHAVIOR BANK-COLLEGE/FOR/NO KIDS	18,600	15%	2,790
NOV TOTAL	393,250		63,933

**FY01 DIRECT MAIL
PROJECTED RESPONSE BY DROP MATRIX
VERSION 1.0**

Mailing/Lists	Mail Quantity	% Response Projections	# Response Projections
January - Control Lists			
PI D'00 GOLD GOV	20,750	22%	4,565
PI D'00 BLUE GOV	17,500	16%	2,800
PI LIKELY 3YR- GOLD GOV	20,000	23%	4,600
ALASKA MAGAZINE	21,400	17%	3,638
NATIONAL GEO TRAV-DIRECT	82,000	16%	13,120
TARGET SOURCE-RV/NO KIDS	46,000	16%	7,130
BUYERS CHOICE/VACATION/CRUISE	60,000	15%	9,240
TARGET SOURCE-CRUISE/FOR/NO KIDS	85,000	15%	12,750
DONNELEY- FOR/NO KIDS	22,000	15%	3,300
BEHAVIOR BANK-COLLEGE/FOR/NO KIDS	18,600	15%	2,790
JAN TOTAL	393,250		63,933
February- Control Lists			
PI D'00 GOLD GOV	20,750	22%	4,565
PI D'00 BLUE GOV	17,500	16%	2,800
PI LIKELY 3YR- GOLD GOV	20,000	23%	4,600
ALASKA MAGAZINE	21,400	17%	3,638
NATIONAL GEO TRAV-DIRECT	82,000	16%	13,120
TARGET SOURCE-RV/NO KIDS	46,000	16%	7,130
BUYERS CHOICE/VACATION/CRUISE	60,000	15%	9,240
TARGET SOURCE-CRUISE/FOR/NO KIDS	85,000	15%	12,750
DONNELEY- FOR/NO KIDS	22,000	15%	3,300
BEHAVIOR BANK-COLLEGE/FOR/NO KIDS	18,600	15%	2,790
FEB TOTAL	393,250		63,933
FY01 DIRECT MAIL TOTALS	2,437,500		400,130

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