

TRAVEL MARKETING DECISIONS

TIPS & TRENDS FOR TODAY'S TRAVEL MARKETER

FALL 2007
VOL. 9, ISSUE 1



A·T·M·E
ASSOCIATION OF TRAVEL
MARKETING EXECUTIVES



Challenge the status quo



Undo old ways of thinking. Rewrite the history of your business.
Step above the crowd to a powerful new choice.

For further information contact
Joseph Jaquay, at 224 405 1985 or
josephjaquay@discoverfinancial.com

DISCOVER[®]
NETWORK



**ATME
BOARD
OF
DIRECTORS**

Chairman

Joel Chusid, *General Manager,
North America, Hainan Airlines*

Vice Chairman

Frank Camacho, *The Hertz Corporation*

Immediate Past Chairman

Gary Sain, *Orlando CVB*

Secretary

Greg Marshall, *Greater Rochester VA*

Treasurer

Jacqueline Johnson,
Jacqueline Johnson Associates, Inc.

Executive Director

Kristin Zern, *ATME*

Executive Committee Members

Susan Black, *Susan Black Consulting*

Vicki Freed, *Carnival Cruise Lines*

Jeff Senior, *Fairmont Hotels & Resorts*

FROM THE EXECUTIVE...

Chris Austin, *Starwood Hotels & Resorts*

Chris Baum, *Detroit Metro CVB*

Peggy Bendel, *Development Counsellors Intl*

Donald Bussey, *Bloomberg Markets*

Michael Carroll, *Wall St. Journal*

Jeff Foley, *Travel Marketing Solutions, LLC*

Cynthia Fontayne, *The Fontayne Group*

Henry Harteveltd, *Forrester Research*

Joseph Jaquay, *Discover Network*

Ron Mulliken, *Travel + Leisure*

Betsy O'Rourke, *Wyndham Worldwide*

Madigan Pratt, *Madigan Pratt & Associates*

Hugh Riley, *Caribbean Tourism Organization*

Robert Sharak, *CLIA*

Joanne Smith, *Delta Airlines*

Rob Torres, *Google*

Robert Whitley, *USTOA*



331 West 57th Street, Suite 482

New York, NY 10019

Phone: (212) 765-0625 • Fax: (212) 765-0624

www.atme.org

Kristin Zern, Editor/Publisher

Brook Zern, Associate Editor

Jason-Paul.com, Art Director/Designer

For Advertising Info:

(914) 439-2047 or kzern@atme.org

Dear Travel Marketer,

As part of ATME's green initiative, we have decided to publish *Travel Marketing Decisions* both online, in a pdf format (as well as searchable individual articles in separate pdf's) and also emailed to our members and industry travel marketers who have asked to receive publications from us. The saving of paper, postage and transportation represents a positive step toward protecting the earth's limited and diminishing resources. It also enables us to publish *Travel Marketing Decisions* more frequently, at least six times per year.

We welcome submissions! If you would like to contribute an article regarding a case study, an opinion about marketing, recent research, useful marketing tools, etc., please contact me at kzern@atme.org or at 914 439-2047.

Fairmont Hotels/ATME Marketing Education To Meet The Needs Of The Future Generation of Travel Marketing Executives

I would like to take this opportunity to introduce you to an initiative that was devised by Fairmont Hotels & Resorts' **Jeff Senior**, EVP Marketing, and member of the ATME Executive Committee.

Jeff believes, as we do, that it is our responsibility as senior level travel marketers to help the next generation of travel marketers reach their goals. To this end, Fairmont through their ATME Platinum partnership has earmarked a percentage of their contribution to be spent on assisting college students and their professors to attend ATME events.

Students from **Northern Arizona State University** attended the annual conference, and students from the **Rosen School of Hospitality** will attend ATME's Think Tank in Orlando on Story Based Branding this October. At our New York lunches at the Yale Club we will host graduate students from **NYU's Hospitality & Tourism** program.

As more partners join this vital effort we will extend the scope and reach of the program by offering student memberships, scholarships to graduate hospitality and tourism degree programs, and scholarships to other industry educational programs. We'll also set up mentoring opportunities, provide onsite corporate marketing programs for junior marketing team members and more.

The students of today are the industry's future! We need to guide and support them.

Best regards,



Kristin Zern
Executive Director/Publisher

P.S. — If you strongly believe that this is a responsibility that we all need to embrace we would be glad to discuss how your ATME partnership could play a vital role in this important mission. For more information contact Kristin Zern at kzern@atme.org or 914 439-2047.

Thank you to our Platinum partners – DISCOVER Network, American Airlines, Fairmont Hotels & Resorts and the Las Vegas CVA.

TABLE OF CONTENTS

THE LAS VEGAS STORY	p.3
GETTING TO NEXT - TRENDS	p.6
DESTINATION MARKETING 3.0	p.9
TRAVELOCITY'S TRAVEL FOR GOOD	p.12

WHHSH

("What Happens Here Stays Here")

Story

BY ROB O'KEEFE



A few months ago I spoke at a travel conference about the “What Happens Here, Stays Here” ad campaign for Las Vegas – I covered the strategy, showed some ads, results and took some questions. Afterwards, someone approached me and with a cynical expression asked what the *real* secret was – “tell me the truth, how did you really get that campaign made in the first place?” As we enter the fifth year of the campaign it’s a good point to reflect upon.

I wouldn’t call it a secret, but in my experience the difference between break out creative and mediocrity is this – lose the fear. Uncommon success requires uncommon thinking and the willingness to embark on a new path. Let’s face it, there is a lot of travel and tourism advertising that shows pretty pictures and promises you’ll see/experience/discover/explore a real good time. Las Vegas has done some of this in its history. But to really get noticed, you need a bigger idea – and for Las Vegas that meant fully embracing a brand driven approach.

Fear is kryptonite to the super ad campaign – an iceberg to the unsinkable big idea. The key ingredient is being able to stand for something, to not try to be something for everyone, to go to the edge. That means deciding what you are – and *what you are not*. And that can be scary sometimes, but that is how great brands are built.

Of course, there’s a lot more to it, but after painstakingly developing the strategy, writing a rock solid creative brief, running through tedious focus groups and finalizing the idea – someone still has to sign off. That’s what it came down to with this campaign. My agency, R&R Partners, has a 25 year relationship with the Las Vegas Convention & Visitors Authority (LVCVA), which certainly helps when presenting a risky idea – but let’s just say with the original concept we were on the thin end of the limb.

The Business Challenge

Go back to Las Vegas in 2000. The city had just shy of 125,000 rooms and was coming off a decade long growth spurt. In 1990, the destination had less than 74,000 rooms – so in ten years the room inventory increased by almost 70%, and not a single year in that timeframe saw annual city-

wide occupancy below 80%. Hotel-casino developers apparently thought if the 1990s allowed for that kind of increase in supply being matched by a commensurate increase in demand plus an increase in revenue (visitor dollar contribution increased by more than 100%) – “let it roll” seemed to be the mantra.

Into the new century, it became clear the development boom in Las Vegas was still picking up steam with new properties such as the Wynn, expansions at the Venetian and Caesars, and mega-developments such as MGM/Mirage’s Project CityCenter and Boyd Gaming’s Echelon coming on line within the next decade. With this continued investment came the expectation that the

It was not lost on us that while the destination saw terrific growth and success during the 90s, competition was less a factor. Indian and other competitive gaming was gaining ground but had not yet blossomed. After years of smooth sailing, the cruise industry began a significant growth spurt in the late 90s – according to CLIA (Cruise Line Industry Association) the 2-5 day cruise segment grew by a whopping 869% between 1980 and 2005. Clearly, the year 2000 represented a competitive turning point for Las Vegas. There were more players in the ‘tourism economy’ and many of them openly declared their intention of going after a piece of the Las Vegas tourism pie.



The difference between break out creative and mediocrity is this – *lose the fear.*

The Marketing Approach

For Las Vegas to remain one of the world’s most successful tourism destinations a new approach was required. The basis for a lot of tourism/travel advertising is features and benefits – show pretty pictures and guarantee a good time. What was needed was a shift to a brand-driven approach that would define the Las Vegas experience based on an emotional connection between consumers and our destination. After all, ‘brand’ really exists in the hearts and minds of consumers. We needed an emotionally charged advertising campaign that would tap into both. Here’s the approach in three steps:

city would continue to draw new demand and maintain mid-80ish occupancy with increasing revenue. The organization tasked with driving demand is the LVCVA and as their ad agency – we felt the heat too.



1. **ACCOUNT PLANNING** – you can't spend enough time speaking with your customers. Not just talking to them, but interacting with them. Learning not just what they say, but what they actually mean. Finding out not just what they want, but what they need. This is the essence of account planning and we went through an extensive 18 month process engaging consumers in search of the *One Thing* – the single truth that is relevant, compelling and is the building block to defining the experience your destination offers. Consumers told us time and time again that in Vegas they feel like they can cut loose like nowhere else – this was a key insight to build on.
2. **BRAND POSITIONING** – You might have heard that if you can't boil down your brand to three words you're not trying hard enough. For Las Vegas we boil it down to two words: "Adult Freedom."

This is the essence of the Las Vegas brand and sets up our positioning statement – "Adult Freedom means Las Vegas is the place where you do things you can't or wouldn't do anywhere else." This is the guiding principle for the entire marketing effort.

3. **"WHAT HAPPENS HERE, STAYS HERE"** – your brand is not simply your ad campaign, rather the campaign is the articulation of the brand. In our case, we needed something that not only conveyed "Adult Freedom" but actually encouraged it. Something that gave consumers permission to enjoy themselves in a way they don't do elsewhere. The "What Happens Here" campaign became the means of delivering the brand message and reflecting the Las Vegas experience.

Sure "What Happens Here, Stays Here" (WHHS) is provocative. Las Vegas

has always been provocative, sexy and suggestive. All we did was tap into what Las Vegas has always stood for; we packaged its fundamental brand truth. But it was still scary. Even after all the homework, the focus groups, countless iterations of creative concepts – the final campaign was met with more than a little trepidation. The initial presentation of the advertising to hotel stakeholders was met with a daunting silence.

Where were the gorgeous hotels, the fabulous spas and pools, not a single Cirque de Soleil dancer? Instead the first television spot involved a very seductive woman taking a limo ride to the airport who upon exiting the limo had transformed from her 'Vegas-self'. Even with the planning and customer insights to back up the creative approach it was a tough sell. We shifted from showing what Las Vegas has to the attitude that Las Vegas represents – ultimately a much more compelling proposition. So with much

hand wringing the campaign was approved and more than a few fingers were crossed as we launched.

Here's where luck favors the prepared – we sought very high profile programming to launch the new effort, where else but the Super Bowl? As it turns out, the NFL is somewhat picky about who runs ads during their broadcast and gambling was on the no-no list. Yet the spot was not about gambling – they didn't care. So we protested. And that protest was picked up in the news – in fact by dozens of national news outlets. With lead-in lines such as “The TV commercial the NFL doesn't want you to see...” most of the news programs showed the ad for us. In the end, we gained over \$6 million in earned media before spending our first paid media dollar. Touchdown!

Five Years Later

We are just entering our fifth year of the campaign and the results speak for themselves. The phrase “What Happens Here, Stays Here” has become embedded in the popular vernacular. We'd like to say we knew this campaign would take off like it did, but we were even surprised. The line has been used by Jay Leno, Billy Crystal when he hosted the Oscars, as the puzzle on “Wheel of Fortune”, and dozens of other television shows – even the First Lady quoted the line when on the Late Show. My personal favorite was the use of the line in news coverage on selecting a new Pope – “What happens in conclave, stays in conclave”.

Research shows that the campaign has played a significant role in making consumer perceptions about Las Vegas much more positive and our unaided awareness when asked about tourism slogans is regularly over 85%. In 2005, the campaign was credited with assisting Las Vegas in being named the #5 “hot brand” in America by an independent study conducted by Landor & Associates and it was predicted to go to #4 the following year. In fact, in 2006 Las Vegas reached #2 only behind Google.

Most importantly, Las Vegas has continued to flourish as one of the top tourism destinations in the world. The year before the launch we had just over 35 million visitors with an average occupancy rate of 84%; we ended 2006 with nearly 39 million

visitors and average occupancy of 89.7%.

Of course, none of this would have been possible if the destination didn't deliver on the brand promise. Our hotel partners invest in that promise to fulfill the expectations of visitors. Las Vegas is in a continuous state of evolution, constantly reinventing itself, creating ever-more possibilities of what can happen here.

All we did was tap into what Las Vegas has always stood for; we packaged its fundamental brand truth.

Key Insights

1. I don't know if there are any real secrets left in destination marketing. The success enjoyed by Las Vegas begins and ends with the customer. The account planning process we utilized was crucial because you aren't going to discover fundamental “truth” about consumer's passions and desires in focus groups alone. Would you share that with a room full of strangers? There's more to account planning than covered here and you'll find a decent description at: http://en.wikipedia.org/wiki/Account_Planning.
2. Make sure your brand accurately reflects what you have to sell. Find and tell the truth about the experience (not just the attractions and amenities) offered. Remember when some thought that Las Vegas was trying to target families and kids? That's a bit of a myth – yes, some of the hotel properties built attractions such as

theme parks to broaden their appeal. But the LVCVA never actually shifted its marketing effort towards families and children. The result was the product offering starting to deviate from the brand – people didn't “buy” Las Vegas as a family destination. In the years since, the product and brand are in sync.

3. Finally, don't be afraid to take a chance. Do the homework, hold your agency and/or marketing department accountable, let your customers into your planning process – and when it's done right, let the dice roll. You might just be surprised by how successful you can be.

Rob O'Keefe, Group Account Director, R&R Partners. As the leader of the Las Vegas Convention and Visitors Authority (LVCVA) account, Rob manages an \$90 million budget, a staff of over 30 people and coordinates the combined efforts of domestic and global branding, public relations, research, media and digital marketing for the largest tourism account in the country. His ability to juggle the many demands of this dynamic tourism client, stay abreast of industry trends and assist his team in starting a few new ones has made him an invaluable asset to R&R Partners.

Though he helps oversee the wildly popular “What happens here, stays here” campaign, which was labeled by The New York Times as “a stroke of marketing genius,” Rob is never content to rest on the campaign's laurels. His philosophy is always to push the brand further than anyone imagined possible and has led to Las Vegas' being named the #2 brand in the country behind only Google, according to Landor & Associates' 2006 Newsmakers Survey.

Prior to joining R&R Partners, Rob worked for Caesars Entertainment, where he managed all marketing and promotional efforts for Bally's Hotel & Casino and Paris Las Vegas. He initiated the first ever branding campaign for Paris Las Vegas, which led to the highest summertime occupancy and average daily rates that the property had ever enjoyed. He also spearheaded an entertainment strategy that increased profits by creating a new channel of revenue and spiking ticket sales during a traditionally soft period for the property.

Rob is a sought-after speaker on the topics of brand development and strategically integrated communications. He has delivered addresses on “Maximizing Brand Power” at the Travel Industry Association's national conference; “Driving Promotional ROI” at the Promotions Marketing Association annual meeting; and “Building Brand Equity” for the New York Advertising Club. He earned a Bachelor of Arts Degree in mass communications from the University of Missouri and has completed graduate studies in marketing and finance at the Henry Block School of Business.

Getting to Next



BY DENNIS MARZELLA

For 15 years, The Y Partnership National Travel Monitor series has helped the industry stay ahead of trends through our insights and interpretation of the forces shaping consumers' lifestyles and the associated attitudes, intentions and preference for leisure and business travel.

Consumers Have Been Busy

Since 2000, consumers have grappled with everything from terrorism to tumbling tech stocks. From Enron's implosion to eBay's explosion. From tsunamis to hurricanes to energy prices gone wild.

They've voted in two presidential elections and for five American Idols (in the middle of the sixth). They've picked up books recommended by Oprah, listened to music promoted by Apple, and have followed diets espoused by a "fat actress," a doctor named Atkins, and one from South Beach. They've gone on a wild ride in real estate and have given birth to a new generation of decorators, amateur appraisers, and property flippers. They've said goodbye to Anna Nicole. They've traded up to feed their Affluent Attitude*, while at the same time, they've developed an obsession with exceptional values.

Yet despite these widely divergent developments, and perhaps even because of them, there's a different kind of energy in the air. An enterprising spirit and mindset. A sense of movement, growth and even accomplishment. No matter how far and wide consumers continue to be pulled, and regardless of age, they are determined to keep moving along. They're in go-mode and determined to get to "Next." Will you be there to greet them?

What's Next?

Relate to more: Something familiar and comfortable vs. something new and exciting.

New and Exciting

	2002 %	TODAY %
Total	41	56
Echoes	59	72
Xers	49	64
Boomers	36	52
Matures	28	36

Source: YPB&R/Yankelovich Partners 2007 National Leisure Travel Monitor

Generation	Birth Years	Ages in 2006	Size in Millions (U.S. Census, June 2004)
Echo Boomers	1979-1990	16-27	42M
Xers	1965-1978	28-41	57M
Boomers	1946-1964	42-60	78M
Matures	1945 and before	61+	52M

Source: YPB&R/Yankelovich Partners 2007 National Leisure Travel Monitor

Progress in Plain View

Everyday, consumers have been bombarded with an entirely new menu of goods to buy, drink, plug in and rev up. Walk into a library, a coffee bar, a big box store or mall, even the local gym. There are new skill sets everywhere. People know what to do with iPods and cells, Webs and blogs. They know how to recognize good design and how to tell the difference between good and bad cholesterol. They know how to reinvent the wheel — and reinvent it again. Not to mention their facility with an entirely new language — rife with terms ranging from broadband to venti latte — to go with their wares.

Consumers have been reaching forward and making headway across the countless learning curves that life — and the marketplace — have put in their path. Learning curves that involve buying organics, typing with two thumbs, understanding hybrid vehicles and so much more. Learning curves that was virtually nonexistent just several years back.

Some real hard-core schooling has been in session. And while many people have completed their tasks and passages, and have done so successfully, others are still finding and making their way. Here's a partial progress report:

Rate skills highly:

Handling whatever life throws your way	74%
Being able to process new information quickly	73%
Knowing how to get what you need when dealing with customer service	71%
Being able to evaluate the trustworthiness of information	69%
Being able to say "no" when you need to	68%

(Top 3 box on 7 pt. scale where 7 is rate skills as "excellent" and 1 is rate skills as "poor")

Source: YPB&R/Yankelovich Partners 2007 National Leisure Travel Monitor

Regardless of where they've come from, where they currently stand, or what life throws their way, consumers continue to move forward. In this vein, it's interesting to consider the prevailing view of what lies in store.

Likely to be true in the world 10 years from now:

The U.S. will still be fighting the war on terrorism	75%
Identity recognition technology (e.g., eye scans, DNA) in everyday life	71%
Social Security will be bankrupt	55%
Many more people will live past 100	55%
Almost all movies, video games and music will be downloaded rather than being on a disk	55%

There will be no place in the U.S. without free wireless access 48%

Same sex marriage will be accepted in most states 46%

There will be a postage charge on emails 42%

(Top 3 box on 7 pt. scale where 7 is "extremely likely" and 1 is "not likely at all")

Source: YPB&R/Yankelovich Partners 2007 National Leisure Travel Monitor

Getting It Down, Getting It Right

Now, more so than ever before, when it comes to consumers' ability to create the lifestyles and the marketplace experiences that suit them — they're getting it, they're embracing it. They can think faster and work less to find and enjoy what they want.

Self-Invention, Personal Authenticity, and Advantage: Intangibles are Fully Engaged

Three critical values constructs initially identified in the YPB&R/Yankelovich, Inc. 2006 National Leisure Travel Monitor™ epitomize the way consumers now live their lives, the way they expect to live their lives, and how they hope to realize the promise of new benefits and expectations.

SELF-INVENTION: Determined to write their own lifestyle and marketplace scripts, consumers fully expect to participate in the creation of relevant options and meaning. They're not satisfied with simply looking for meaning in what's made available to them. Accordingly, the travel industry must make new inroads to personalizing and customizing travel experiences to feed the hunger for self-invention.

PERSONAL AUTHENTICITY: Consumers are digging deep inside and figuring out what makes sense for them. They're approaching choices with honesty — even if it means venturing into new territory — and feeling empowered enough to put a stake in the ground and say Here I Am. This means consumers have a handle on their priorities. They will sort out and pursue things they want to do whether it is take more family vacations to reconnect with their children,

an adventure travel trip or a romantic escape weekend with their spouse or significant other.

ADVANTAGE: INTANGIBLES: Recognizing the value in what money can buy, and what it can't buy. Consumers are searching for satisfactions beyond material accumulation.

As they explore and strive for the next level of lifestyle and marketplace benefits including travel, consumers are leveraging their power and strengths. Imaginative travel marketers can play into the aforementioned values by creating "experiences" that will give more meaning to travelers' lives. One opportunity is looking at new ways to allow consumers to "reinvent" themselves while they're out of their usual routines. This suggests a rising need to develop or enhance the product development function. At a minimum, marketers should simply think more creatively. As the data below reveal, it is important to facilitate the discovery, not dictate it. Communicate the offerings honestly, exaggeration and hype are not welcome.

They trust their instincts; they know what they want and how to get it.

AGREE MORE WITH "LISTENING TO EXPERTS" OR "FOLLOWING YOUR OWN INSTINCTS"

Following own instincts

2002 62%
TODAY 76%

(Top 2 box on a 4 pt. scale where 4 is "extremely important")

I ALWAYS KNOW HOW TO GET THE INFORMATION I NEED TO MAKE DECISIONS

2002 61%
TODAY 76%

(Top 2 box on a 4 pt. scale where 4 is "extremely important")

They have the confidence and the passion to explore and to commit.

IMPORTANT THAT OTHERS SEE YOU AS SOMEONE WHO IS PASSIONATE ABOUT THE THINGS YOU CARE ABOUT

2002 61%
TODAY 74%

(Top 2 box on a 4 pt. scale where 4 is "extremely important")

They're increasingly nixing hype in favor of the real deal.

IMPORTANT THAT OTHERS SEE YOU AS SOMEONE WHO CAN ALWAYS SEE THROUGH EXAGGERATION AND HYPE

2002 38%
TODAY 58%

(Top 2 box on a 4 pt. scale where 4 is "extremely important")

Consumers have put marketers on notice. They have stolen the say-so, the power to prevail. Many marketers have had to work harder to respond to consumer empowerment, not to mention widespread marketing resistance. This situation suggests the importance of creating charismatic brands that consumers will seek out. Think of your Website as a proscenium to present your show. Long-form "stories" that reflect branded content could tap into consumers' desire for greater value from marketing itself. These "movies" may reside on your Web site giving consumers an opportunity to sell themselves. In the world of iPods, consumers may very well want to download these videos and develop possible "vacation playlists"

THE AMOUNT OF ADVERTISING AND MARKETING TODAY IS OUT OF CONTROL

2005 46%
TODAY 52%

(Top 2 box on 7 pt. scale where 7 is "agree completely")

To be successful in the evolving environment, travel marketers must make marketing itself part of a charismatic brand experience that is honest and appealing.

About Dennis Marzella, Marzella was EVP Brand Strategy & Research at Y Partnership for 19 years. He recently left Y Partnership and joined Quantified Marketing, based in Heathrow, FL as VP, Brand Strategy & Research. Quantified Marketing is a company that works with restaurants within the hospitality industry on marketing strategies.

Destination Marketing 3.0

A Look Back – and Forward – As “I Love NY” Turns 30

BY PEGGY BENDEL



Unquestionably one of the most iconic travel marketing campaigns to have been launched in the history of the tourism industry, New York State's continuously successful I Love New York campaign celebrated the 30th anniversary of its launch on Valentine's Day. (And from the beginning, it was for New York State, not just NYC – though many still don't recognize that.)

For those of us who remember the excitement of watching skyscrapers in Manhattan and Albany light just the right windows to create that now-famous logo, it was a never-to-be-forgotten moment – and seems like “just yesterday.”

In fact, it is light years ago, in terms of the increased sophistication of today's travel marketing, so this seemed the perfect moment to reflect on five broad areas that are vastly different today, having undergone sweeping transformation – and one that hasn't. Yet, despite the changes in travel marketing – the message is as relevant today as it was 30 years ago.

Let's go back to those days of yesteryear:

1. Communications: The Power of THE INTERNET

In capital letters, to denote its profound effect on destination marketing, the Internet has clearly impacted nearly every aspect of our daily lives, and not least of all, how travel – both business and leisure – is marketed today.

Incredible as it seems, there weren't personal computers or fax machines: an IBM Selectric typewriter was state of the art, and the mailman (and most were men) brought colorful travel brochures to the doorstep, in response to clipping and mailing a coupon from a newspaper or magazine.

In the era of three networks, and a handful of travel magazines (yes, life before Conde Nast Traveler!), creating a marketing plan, an advertising schedule that achieved substantial critical mass – and stretching a few million dollars – seems like child's play, in retrospect.

Of course, nothing still outsells word-of-mouth recommendations from friends and family, as we heard from Dennis Marzella

at the April 25 ATME luncheon in New York.

And not surprisingly, there are a growing number of tools on the Internet that can even approximate that, from Dennis' example of ThisIstheLife.com – sponsored NOT by a destination or travel-related entity, by the way, but by Chivas Regal – to tripadvisor.com (where, as I write this, their banner notes “11,389,535 Travelers From 188 Countries Planned Trips Here This Week!”) and blog aggregator realtravel.com.

Despite the changes in travel marketing – the message is as relevant today as it was 30 years ago.

Better than watching those seemingly endless slide shows of yore over onion dip and chardonnay in friends' and neighbors' shag-carpeted rumpus rooms, these sites are rich in content, from “Top 10” lists, to photos of wonderful or disastrous experiences, making decisions easier and recognizing two needs of today's travel: time compression and instant gratification.

While the reviews are regarded as pretty reliable, I expect the ‘net-savvy traveler of tomorrow will want even more assurance their hard-earned dollars will be well-spent: perhaps a credibility rating similar to those which eBay sellers receive from happy - or dissatisfied - buyers.

And if you really DO want to watch the modern-day equivalent of those slide shows,

the kids have probably uploaded them to flickr.com or another photo-sharing site, often while they are still on vacation – instant word of mouth!

2. Increased professionalism

Travel and hospitality marketing degree programs, such as those at George Washington University, NYU and others didn't exist in 1977, let alone the continuing education and high-level conferences that now take place year-round and worldwide.

Now, a quick search (yes, the Internet again) brings more than 1.26 million citations for “Travel and hospitality marketing degree programs,” from Johnson and Wales' Global Tourism Management bachelor's degree program to Florida International University's Graduate Certificate in Hospitality and Tourism Management, and from certificate and Associate degree programs to Masters degrees.

This rich source of motivated and trained staff is an invaluable resource for our rapidly-growing industry, and quite a change from the early days when your willingness to work nights and weekends at trade shows and travel agent seminars was an important criterion (hmmm: that really HASN'T changed!).

Bolstering the classroom instruction, many such degree programs incorporate hands-on experience in the industry: and as we all know, that's where the real learning will take place, and will mitigate our need to introduce recent graduates to the real world.

The continuing education provided by ATME, DMAI, PRSA and a wealth of other industry organizations, through conferences, teleseminars and podcasts, helps keep that knowledge updated, despite the ever-constant challenge of too much to do in too little time with too few resources.

3. Branding for one and all

As relatively sophisticated as the I Love New York campaign was – and a testimony to its power is its longevity, exceeded only by “Virginia is for lovers” – it was not intended as a true branding exercise.

Based on sound research and drawing together the top talent of the day – from Milton Glaser, still an iconic figure in the world of design, who created what may be the world’s most recognized and imitated logo – to Wells Rich Greene whose memorable television commercials won every award in the book – the original I Love New York campaign was actually designed to overcome the negative perceptions of New York City and State in the mid-70s and to jump-start the State’s lagging economy as all those “good manufacturing jobs” were flowing first to the South and then beyond our borders. (Remember THAT gas crisis? And the classic New York Post headline “Drop Dead!” which was President Ford’s response to the prospect of a bankruptcy bailout for New York City?)

Today, the recognition that a clearly articulated and communicated brand is essential in differentiating a community, an airline, car rental firm, a hotel chain or individual property from its competitors is well-recognized.

But there is still a dearth of truly great and distinct brands, and of the acceptance by top management that a brand isn’t just a logo and tagline, or a knock-your-socks-off advertising campaign. The process – which can consume six to twelve months up-front – of in-depth research with appropriate audiences, development and testing of a brand identity and community and trade education that sets the stage for a lasting brand still seems a challenge for many...but the rewards are great.

4. Increased competition

In 1977, New York State saw itself competing within a limited arena: for its upstate “mountains and lakes” segment, the nearby states of New England, New Jersey and Pennsylvania were seen as the primary competitors for that then-sacrosanct two-week family vacation.

Today, the world is easily accessible to any passport holder, and with the new passport regulations removing a long-standing barrier to international travel for many, I predict that we will see an upsurge in well beyond the trips to Canada, Mexico and the Caribbean that prompted so many to storm the passport offices in the past few months.

The siren song of those empty passport pages, combined with lure of reasonable airfares and the ability to find just the right accommodations (yes, of course on the Internet), a long weekend in Northern Ireland or Venezuela is just as accessible to a New Yorker as a ski weekend in Vermont.

This is a threat barely perceived by most domestic destinations: and an opportunity for MANY international marketers. No one seems to be capitalizing on either as yet: stay tuned!

Those products still exist, of course, but the broad market segments to whom the original I Love New York marketing was addressed have fragmented and recombined in ways impossible to have imagined in those early days, not to mention the proliferation and fragmentation of the media – print, broadcast/cable/satellite radio, and now online - to reach them.

Girlfriends getaway, European river cruise, extended family vacations to Australia and New Zealand, Patagonian adventures, backroads travel across the US,

Today, the recognition that a clearly articulated and communicated brand is essential in differentiating a community, an airline, car rental firm, a hotel chain or individual property from its competitors is well-recognized.

5. Increased segmentation/fragmentation/proliferation

Research in 1976 and 1977 indicated that New York State had two primary products:

- New York City, for which the main lure was Broadway theater, followed by museums and shopping, and which was shown to appeal primarily to couples, and
- “Mountains and Lakes,” exemplified by the Adirondacks, the Catskills, the Finger Lakes and more, and which was of particular appeal for families.

a long weekend in Northern Ireland: I’ve experienced them all within the past 12 months, and I’m far from unusual!

Zip code marketing won’t track me down any more: my retired husband (who joined me on only three of these trips) and I live in a NYC high-rise on the same floor with a young couple and a new baby; a single airline Air France flight attendant who lives in France with her husband most of the year; and two recent college graduates whose loud parties we tolerate because they’re such nice guys.

Our vacation patterns are equally disparate, making those of us in zip code 10016 quite the challenge for any marketer. For

example, I don't subscribe to magazines and newspapers at home, though I read them regularly, both at the office and online – and I couldn't afford to subscribe to all of the publications that I read EVERY day from around the world.

Yes, the Internet will help, as will good database marketing from the destinations and properties I've visited, the airlines I've flown, the rental cars I've chosen.

As an active traveler, I'm amazed at how little custom e-marketing I get, encouraging me to return to someplace I've already enjoyed, or to tell my friends who would be interested in my recommendations: why aren't I hearing from that lodge in Belize to which I purposely gave my e-mail address? How about that delightful restaurant in San Francisco? Send me a coupon for a friend who might be going there, and make both of us happy, taking advantage of that all-powerful force, word-of-mouth, to overcome the hurdle of finding new customers in the morass that is today's over-cluttered marketplace.

The take-away here, of course, is that while we may have the technologies literally at our fingertips, we still have to embrace them to the fullest extent possible, starting with these very basic actions.

What HASN'T changed (but I wish it had!)

Why is it still a struggle to convince legislators and other non-travel industry decision-makers that tourism is a powerful economic engine for almost every city and country on the planet!

Australia's leading tourism lobby group, the Australian Tourism Export Council (<http://www.atec.net.au/>) has just issued a White Paper titled "The Missing Link" calling for the funding of a new non-political body to drive and coordinate national industry development and policy on a range of issues. It's an interesting read, available at: <http://www.atec.net.au/uploaddocs/editordocs/Missing%20Link.pdf>

According to Roger Dow, President of Travel Industry Association (TIA), the United States Congress is still poorly-informed about the impact of our \$1.3 trillion U.S. travel industry. Anyone who

Why is it still a struggle to convince legislators and other non-travel industry decision-makers that tourism is a powerful economic engine for almost every city and country on the planet!

works for a State or local destination, and depends on bed tax collections or legislative appropriations knows that is, by and large, true on that playing field as well.

Let's work together to change that, and make the transformation complete, as destination marketing 4.0 takes shape!



Peggy Bendel, Senior Vice President/Travel Marketing of Development Counsellors International, was a key staff member during the development of the "I Love New York" campaign. She joined DCI, the leader in marketing places (www.aboutdci.com), to handle PR for the Australian Tourist Commission's "Come and Say G'day" campaign, and has worked with more than two dozen US and international destinations.

I ♥ NY
MORE
THAN
EVER

From Planting Trees in the Wetlands of Louisiana to Volunteering at an Orphanage in Rwanda

– CMO Jeffrey Glueck Helps Redefine Tourism for Travelocity

BY JEFFREY G LUECK

From community outreach such as building homes and schools to environmental-related projects, people are simply looking for ways to give back and get more involved in important causes. Catastrophic events such as 9/11, the tsunami in Southeast Asia and Hurricane Katrina have inspired people around the world to give more of themselves.

But with demanding work schedules and hectic lifestyles, many are forced to get creative when it comes to finding the time to volunteer. Call it modern day multi-tasking, but an emerging trend is surfacing throughout the world as community members are now choosing to give back while actually on vacation, immersing themselves in unique cultures while at the same time giving back to cultures that have given so much.

One corporation has extended this philosophy company-wide. From the ground up, Travelocity is passionate about giving back and that extends to executives and employees alike. In fact, chief marketing officer, Jeffrey Glueck feels so passionate about volunteer efforts that he chose to spend part of his honeymoon in Rwanda helping orphans in need.

The Inspiration

Before getting married Jeff and his fiancé Amy Ziff dreamed of how they could create a truly unforgettable honeymoon experience. Originally they had their sights set on a destination neither one had experienced before, but to do something that represented who they are as a couple -- something that would enrich them as well as others. They abandoned thoughts of exotic places with luxurious hotels catering to their every whim and opted instead to focus on a less traditional kind of vacation. They decided to volunteer on their honeymoon.



“You don’t often get several weeks away from the office in our busy lives. We really wanted to see Africa as it really is, and meet local peoples, and give something back. It was something that spoke to both of us,” said Jeffrey Glueck, chief marketing officer for Travelocity.

They chose Rwanda as their destination of choice and began working with a group called Orphans of Rwanda (ORI) based in the capital city of Kigali. ORI is dedicated to helping orphans and vulnerable children in Rwanda of all ages, from toddlers to high school students. ORI is the first to fund university scholarships for orphans who could not otherwise afford college in Rwanda. These kids are those who have survived both diseases like tuberculosis common in Rwanda and the genocide of more than a decade ago. Their self-sufficiency and strength make them the potential future leaders for their country. ORI provides holistic support, including school fees, health care and housing, to ensure students have everything they need to excel.

With kids ranging from pre-school to high school, there were numerous ways to make a difference -- from playing, reading, talking and laughing with the children. Jeff and Amy brought along a bag full of books, games and toys which were met with incredible enthusiasm. “The kids mastered whiffle ball in minutes,” said Jeff.

“All around Rwanda we were reminded of how blessed our lives are in the US, and at the same time impressed by the determination and even the eager enthusiasm of these kids for learning and making a life for themselves. The kids are so full of life and energy. We were simply floored,” said Glueck.

Volunteering provided a glimpse into the Rwandan culture recovering from the atrocities of genocide, in ways no other experience possibly could have. While the past is grim and sobering, and certainly not the typical honeymoon, the newlyweds left feeling hopeful and confident about the future of Africa’s smallest nation.

“We found that a little money goes very far in Africa and a little love goes even further,” said Glueck. “It was truly the best way to start a marriage between two people committed to making the world a better place not just for our own family but for others.”

Bringing It All Home

As Glueck planned his own volunteer vacation, he realized how lucky he was to have had the opportunity to work with ORI as they typically only accept volunteers for longer multi-month stays. He and his fiancé were able to participate only because they had an old friend who was on the Board of the orphanage, due to his leading the local UN Development Program.

Jeff recognized that most travelers don't necessarily have these kinds of connections but many say they are very interested in volunteering for at least part of their vacations, but don't know where to start. Travelocity, with approximately one million visitors a day, had a bully pulpit that could help.

Glueck, along with a number of Travelocity employees, formed an internal committee to evaluate how the company could take a more proactive role in promoting voluntourism and making it easy for ordinary citizens to find well-vetted opportunities.



rebuilding forests, wetlands and other elements of nature, Travelocity was the first major online travel company in North America to allow customers to purchase “carbon offsets” when they buy a vacation package.

Go Zero allows customers to effectively “zero out” or offset the carbon emissions generated by their flight, hotel, or car usage through a donation to The Conservation Fund, which then plants trees that absorb carbon dioxide. The carbon offsets are

program. The program makes it easy for volunteers to find opportunities through a partnership with top volunteer organizations, including Cross-Cultural Solutions, Earthwatch, Globe Aware and Take Pride in America, all of which can be accessed through the Travelocity Web site at www.travelocity.com/travelforgood or from a link on the Travelocity home page.

Although Travelocity's members for the most part can afford a volunteer expedition as an alternative to their traditional family vacation, Travelocity recognized that there are many people who could not afford to go on their own. So Travelocity has since announced Change Ambassadors grants will be awarded each quarter. Travelocity will award two \$5,000 grants per quarter to customers and one \$5,000 grant per quarter to an employee.



Travel For GoodSM

The result was a multifaceted initiative called Travel For GoodSM. The program is comprised of two main components:

- Go Zero: a carbon offset program
- Change Ambassadors: A volunteer vacation program

To support the growing number of customers concerned with the prospect of climate change or simply interested in

offered as an option that customers can add during check-out when booking a vacation package on Travelocity. Through their efforts with The Conservation Fund, Travelocity has planted over 9,000 trees in the Bogue Chitto National Wildlife Refuge, located just outside of New Orleans, that will offset over 21 million pounds of carbon over their lifetime.

Additionally, to help bring the idea of “voluntourism” to a broader audience, Travelocity launched its Change Ambassador

“The Travel for Good initiative came from passionate employees who believe in our role promoting responsible tourism and giving back,” said Glueck. “We think traveling responsibly doesn't just help the communities it touches, but also gives a deeper experience to the volunteer—a chance to see local cultures and challenges from the inside, a fresh perspective, and the joy of sweat equity. Problems like reforestation and climate change or rebuilding homes in New Orleans demand something from each of us. It's really a good thing no matter which way you look at it.”



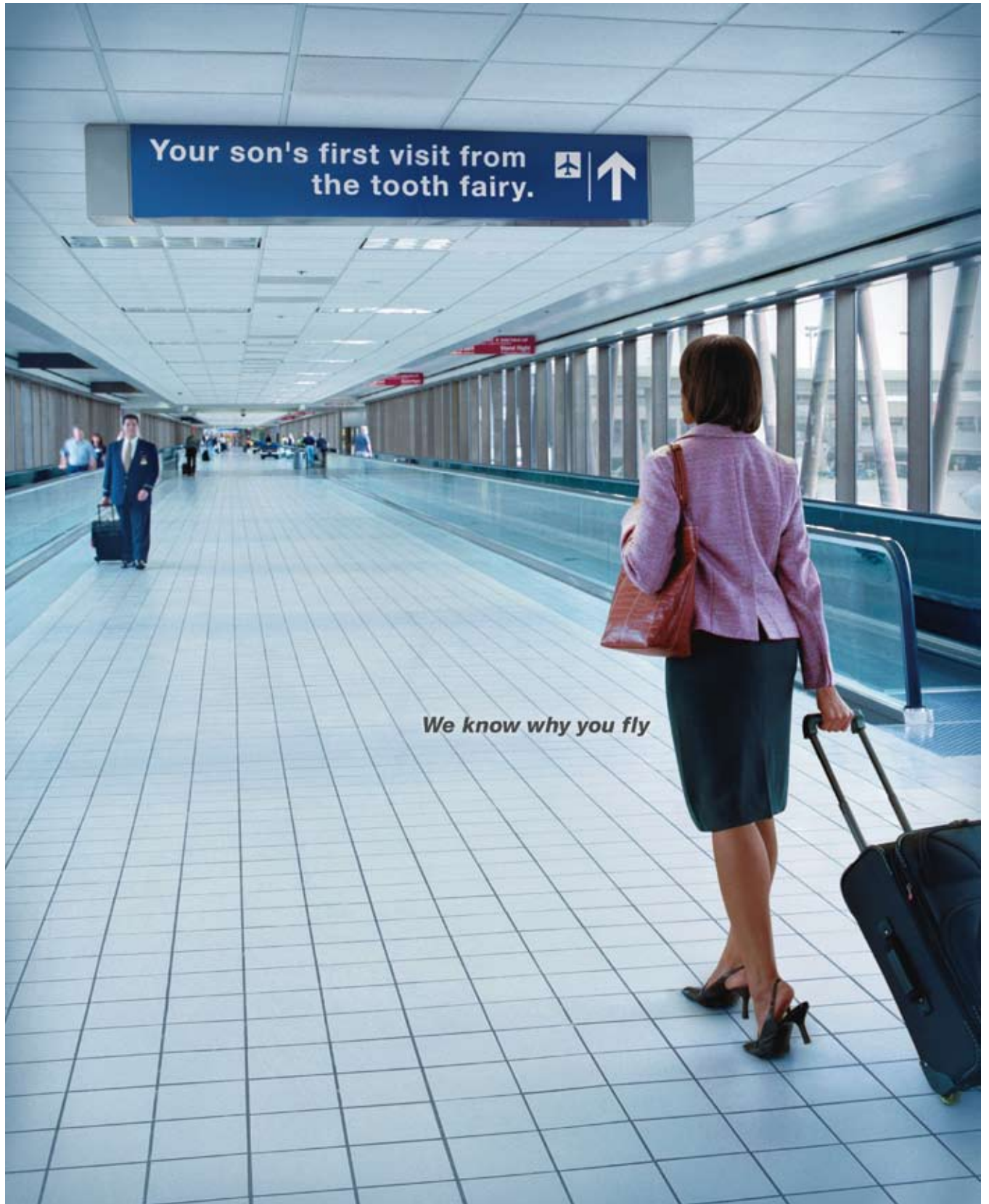
What happens here, stays here.™

VisitLasVegas.com

ONLY
Vegas

1-877-VISIT-LV

Includes American Eagle®. We know why you fly and AA.com are marks of American Airlines, Inc.



We know why you fly

250,000 people. On 3,900 flights. Every day. Including one to the most important meeting of your day.



American Airlines[®]
AA.com

