

Destination Door County

2020-2022 STRATEGIC MARKETING PLAN







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“Our industry has enjoyed years of growth and development, but today we face emerging economic, political, social and environmental pressures that are forcing us to adapt to new realities.”

- Paul Ouimet, President MMGY Next Factor



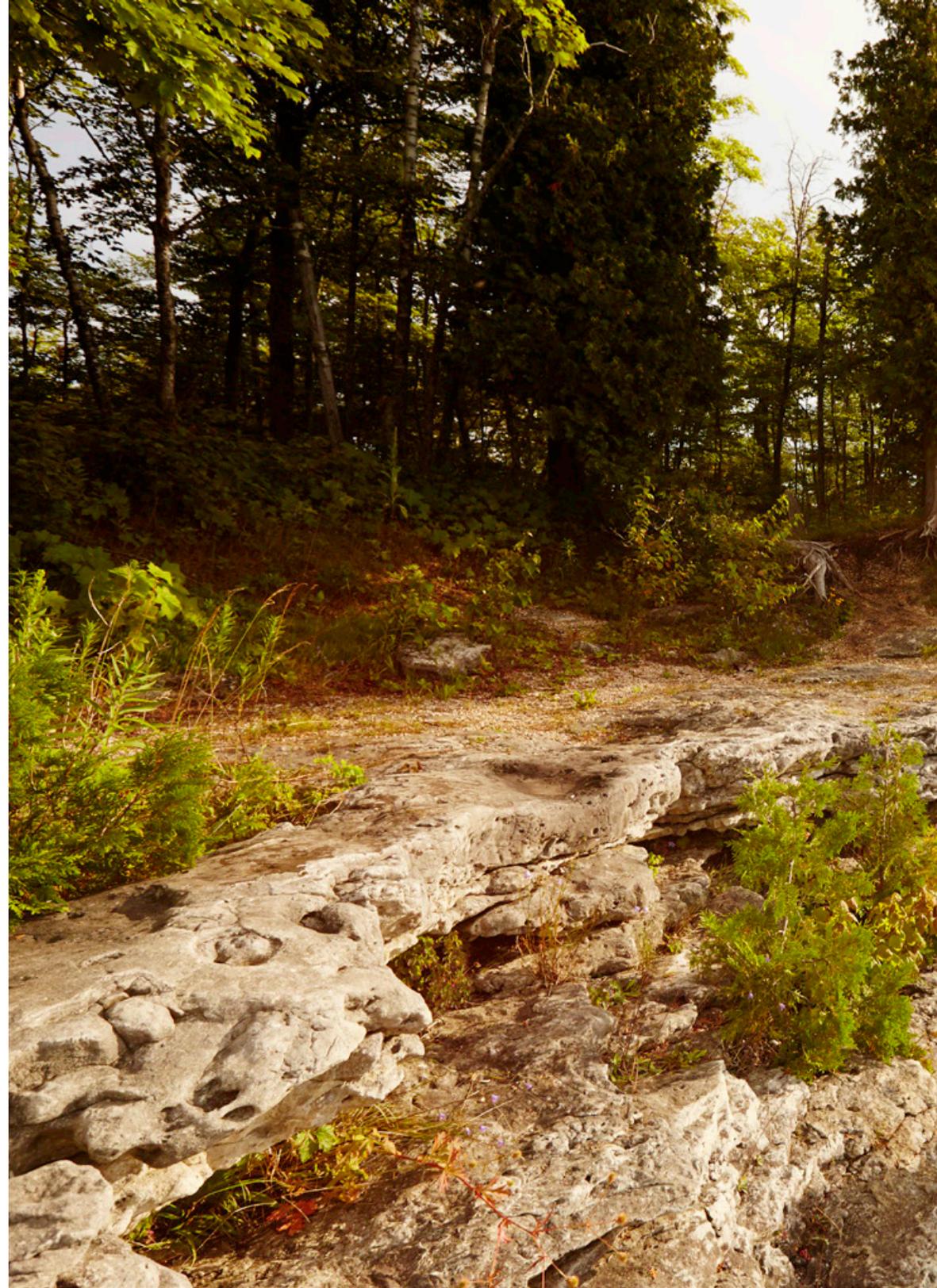
STRATEGIC OVERVIEW

As Door County's Destination Management Organization, our strategy is to sustainably manage visitor-related development, coordinated with resident interests, to preserve our region's unique identity. We will bring stakeholders together and work collaboratively to transform the region's set of attractions, activities and services into a cohesive and compelling travel experience.

This plan expands on the previous years' mission filter tests to include these imperatives:

- **Optimize economic impact through visitor expenditures**
- **Support & empower Door County's tourism industry**
- **Strengthen destination image**
- **Enhance the visitor experience**
- **Provide sufficient returns given available resources**

The imperatives remain, but the actions guiding Destination Door County reflect new awareness, priorities, concerns and opportunities. At the core of the plan is the reinforcement of Destination Door County's strategic evolution as a Destination Management Organization, as opposed to a Destination Marketing Organization.





We need to concentrate on developing and protecting the places that attract visitors.

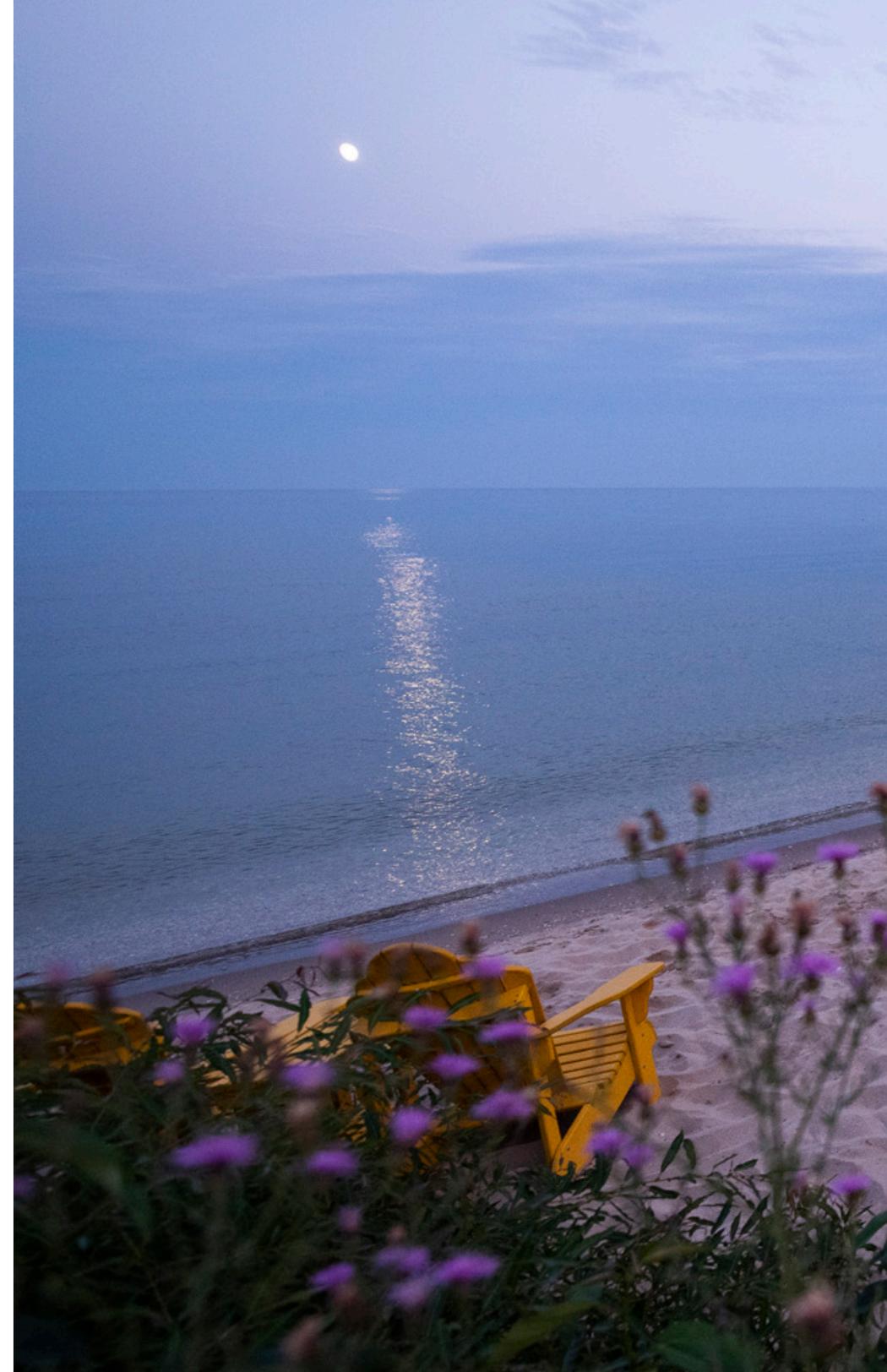
This progression from marketing to management reflects the maturity of Door County's tourism industry and is possible because of our long-standing, resolute focus on responsive marketing, innovative sales, strategic partnerships and the robust development of new tourism products and experiences. Destination management activities inspire travel to and within a destination, improve the visitor experience and enhance and protect destination assets. It's a virtuous cycle of sustainable economic impact.

It's with success that new and dynamic challenges arise, especially in a world where minute-to-minute changes shake up consumer trends, economies and climates. At Destination Door County, we are also caught in this interplay of opposites. On one hand, we are confident in the power and effectiveness of Door County's tourism. On the other hand, we know the industry needs more diverse and broader roots to ensure stability and resilience. We need to concentrate on developing and protecting the places that attract visitors while giving our partners the tools they need to inspire these

visitors to choose their destination. We also recognize the power of marketing to educate our visitors on ways to travel in a sustainable way.

This plan highlights our shared awareness of the industry as stewards of the communities, the arts and culture and environmental resources that make Door County special. It's a call for innovation, inclusion and outreach to rural, secluded destinations and marginalized communities. It's about supporting Door County's tourism product and experiences and ensuring their resilience, enhancement and preservation through sharing diverse stories of all Door County's people and places. We bring our passion for bold long-term visions and solutions while remaining nimble and focused on the priorities called out in this plan.

The plan embraces new and daring ways to empower Door County's tourism industry and addresses the need for longer, developmental, adaptive approaches to optimize the tourism industry for county-wide economic impact now, and a hundred years from now. And it all begins here.





VISION / MISSION / GOAL

The Door County Visitor Bureau (DBA Destination Door County) is a 501 (c) (6) non-profit destination management organization representing Door County, Wisconsin. We are a membership-based organization that supports and provides valuable exposure for tourism-focused businesses while driving incremental economic development through promotional strategies that prioritize sustainable tourism.

VISION

A better life for all of Door County through strong, sustainable practices supported by strong local communities that welcome a diverse group of explorers.

MISSION

To inspire travel that drives community enhancement. Through innovation and partnerships, we will share stories of Door County's people and places, deliver world-class experiences, strengthen the industry, work to ensure all travelers feel welcome and preserve Door County's way of life and its natural resources.

GOAL

Lead the efforts to make tourism a viable tool for conservation, protection of bio-cultural diversity, and sustainable community development in Door County.

LONG-TERM DESTINATION PROMISE

We will promote travel to Door County in a way that aims to minimize the environmental and social impact while maximizing economic impact. We strive to foster a local sense of place to ensure quality of life for residents that creates a positive impact on the county.







MEASUREMENT STANDARDS

All of the core performance indicators that are at the heart of Destination Door County will continue to be monitored, analyzed and reported. The key measurables discussed in this document are aimed specifically at the five imperatives in the plan.

The continued shift from “Marketing” to “Management” means that we must develop an appetite for qualitative, real-time and ethnographic data. In marketing, math and statistics are the coin of the realm. And they are important in management too...yet numbers are not enough. In simple terms, Destination Door County is committed to making an art of listening to real people, in real-time, talking about real topics and making real-time decisions.

As you review the key measurables in this plan you may notice that a metric may need to change year over year, or that a measure really isn't technically a measure or that the plan for analysis may depend on what we discover. Each year of the plan we will analyze the results and adjust accordingly.

KEY MESSAGING

CONSUMER MESSAGING

Surrounded by water on three sides, the county's 300 miles of scenic shoreline are dotted with 11 historic lighthouses, five state parks and 34 named islands. Amidst Door County's natural beauty are charming waterfront villages containing museums, artists' galleries, boutique shops, family-owned restaurants, wineries and performing arts venues.

Kayaking, biking, hiking and sailing provide opportunities for active fun. Relaxing comes in the form of walks along one of Door County's 53 public beaches and boat tours of breathtaking coastline, views of bays, bluffs, islands and lighthouses.

With 300 miles of shoreline, you can watch a sunrise and a sunset over the water without leaving the county. You can see thousands of acres of orchards, explore art galleries, devour cherry pie, sip on local wines and brews, splash in the lake or paddle along the bluffs, stroll through five state parks or tour 11 historic lighthouses. No matter what you're looking to get out of your vacation, our 19 unique communities allow you to live life well.

LOCAL STAKEHOLDERS

DDC (Destination Door County) is committed to creating a sustainable and responsible travel experience for those visiting for the first time, coming back to explore and for locals exploring their communities.

Door County is extremely fortunate to have a visitor base who's dollars support many services and businesses that we enjoy as residents. In 2018 tourism in Door County generated \$366.6 million in direct visitor spending and had an overall economic impact of \$469 million.

In 2018 Door County room tax collections provided it's 19 municipalities with \$1.46 million in revenue in conjunction with Destination Door County's Strategic Community Partnership Fund which provided an additional \$355,000 (2019).

No matter what you're looking to get out of your vacation, our 19 unique communities allow you to live life well.





IMPERATIVE 1

Optimize County-Wide Economic Impact

Leading up to the development of this plan, we invested in an array of studies, self-assessments and research, as well as stakeholder and visitor surveys that evaluated visitor and local tourism satisfaction. All who are impacted by the Door County tourism industry, including business owners, land managers, volunteers, non-profits, policymakers and more were invited to participate.

Through our own experiences as tourism professionals and Door County locals, the hundreds of pages of industry feedback and the plentiful research and data collected, we know that while there is plenty of Door County to go around, it may not always feel that way. The challenges posed by seasonality and

capacity constraints in certain areas are evident. This is why we feel it is necessary to continue to facilitate the development of world-class tourism products and experiences with a focus on priority gap areas. By concentrating on these priority gap areas, we can continue to optimize the county-wide economic impact of tourism while also helping to mitigate the impacts on highly visited natural attractions.

Destination management and the development of tourism product go hand in hand. We see destination management as inspiring travel to and within a destination, improving the visitor experience and enhancing or protecting the destination's assets.





“The tourism industry and DMOs face a consequential strategic choice — to continue to promote their destinations more, or to change their roles completely and switch to capacity building (enabling) via destination management to ensure that the destination generates maximum net benefit from visitor spend.”

*- Anna Pollock, Founder
Conscious Travel*



OPTIMIZE COUNTY-WIDE ECONOMIC IMPACT

A tourism product is anything that contributes to or enhances the visitor experience, like a signature experience attracting a traveler to the area for the first time.

The first key to this measure is the word “optimize”. While we certainly want to increase and grow economic impact, we recognize that “growth” alone is not the answer, and, when done without foresight and planning, it can be a problem.

We need to join with industry partners to develop and elevate experiences that draw a specific type of high-value visitor invested in the sustainability of the county.

To support this, we will analyze our current geographic markets and our current target audiences’ demographics and psychographics to align with these criteria.

To accomplish the goals set out in this plan, Destination Door County can’t simply “go and do” the plan. We will need to find ways to invite, engage, support and respond to partners who have skin in the game.

In order to do so, we will need more partners and more investment. In turn, we will do more to increase our membership/partnership buy-in.

ACTION STEPS

- Execute a year-round responsible tourism master plan that targets consumers likely to spend more and stay longer.
- e.g. Equipping frontline staff with key talking points and collateral to encourage eco-friendly visitation.
- Identify our local businesses’ staffing needs in order to develop and execute a job recruitment campaign while also encouraging local businesses to use JobsinDoorCounty.com.
- Develop a supplemental tourism campaign that encourages shoulder season visitation.

KEY MEASURABLES

- Maintain room tax collections YOY by encouraging innkeepers to utilize yield management practices through the year.
- Monitor direct tourism spending through Tourism Economics reporting with a goal of growing shoulder season visitation through sustainable practices and marketing efforts.

IMPERATIVE 2

Support and Empower Door County's Tourism Industry

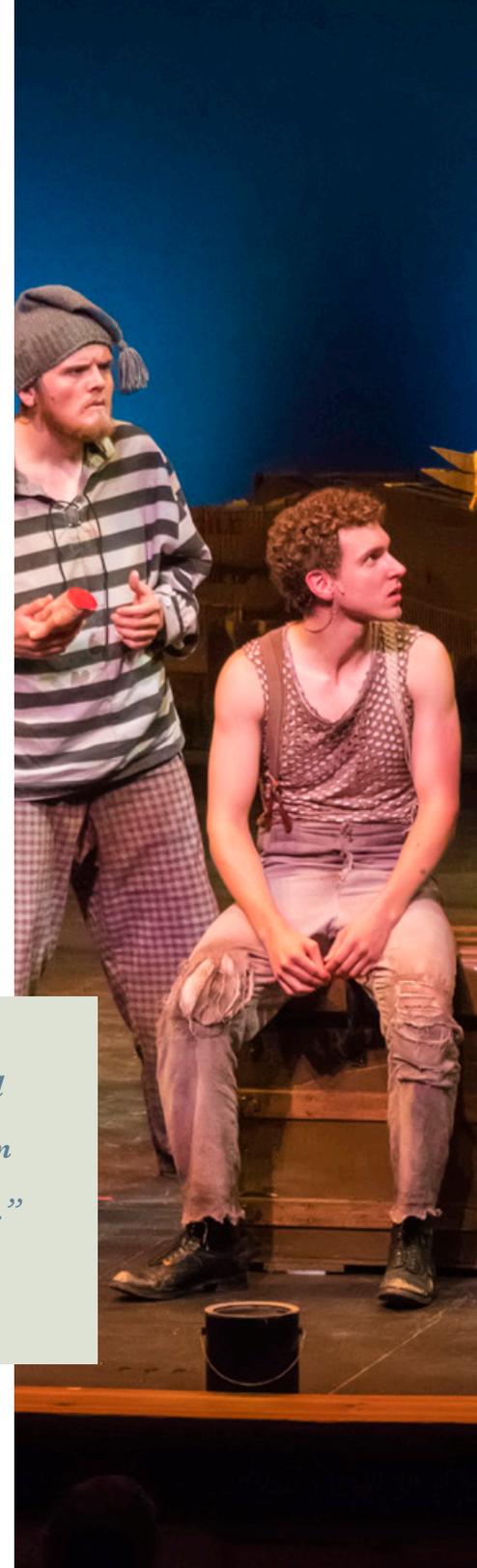
As the Destination Management Organization for Door County, one of our main strategies is to provide community benefit by ensuring the economic and social benefits from tourism are there to help local residents, resources and businesses. While developing improvements designed to encourage market differentiation and pride, we must remain cognizant of the area's natural and cultural heritage and remain authentic throughout the process.

There is a growing need to focus on resident collaboration and engagement to achieve greater net benefit for our 19 municipalities to determine how much tourism they believe they can manage - i.e. how many guests can be welcomed and served with sincerity, pride, dignity and passion without damaging the quality of our destination.

To accomplish this we must leverage community-wide support, advocate for ourselves and educate the community at large — not just tourism stakeholders — about the destination organization mission. We can create positive buzz about our destination by simply having a conversation.

“The more destination organization staff are involved in your community, the less resistance the destination organization will encounter during times that matter.”

- Destination International





ACTION STEPS

- Continue to cultivate the 19 communities through leadership and knowledge, and the inclusion of industry trends, market research, product development and sustainability by being “the voice of tourism”.
- Identify ecotourism opportunities, resources and initiatives to shift and become better aligned within the county to ensure that energy, income, information and knowledge can flow unimpeded to all corners of Door County.
- Be stewards throughout the county by giving back and setting an example.

KEY MEASURABLES

- All 19 communities remain in the Door County Tourism Zone.
- Presentations made a minimum of once per year to city, town or village boards.
- Increased attendance YOY at Destination Door County events; summit, breakfast and annual dinner.
- Clear and frequent communication maintained with county, community stakeholders and residents via monthly member newsletters, timely media releases and other outreach with local media outlets in print, radio and online.
- Staff volunteers a cumulative 100 hours to Door County geotourism initiatives.

IMPERATIVE 3

Strengthen Destination Image

Our destination's image is an important aspect of successful tourism and destination management. It has a direct impact on economic, social and environmental effects throughout the county. To strengthen our image we will provide a county-wide marketing and communications platform that promotes awareness of our brand by protecting and enhancing our destination's appeal, marketing selectively and fostering product diversity.

STRATEGY

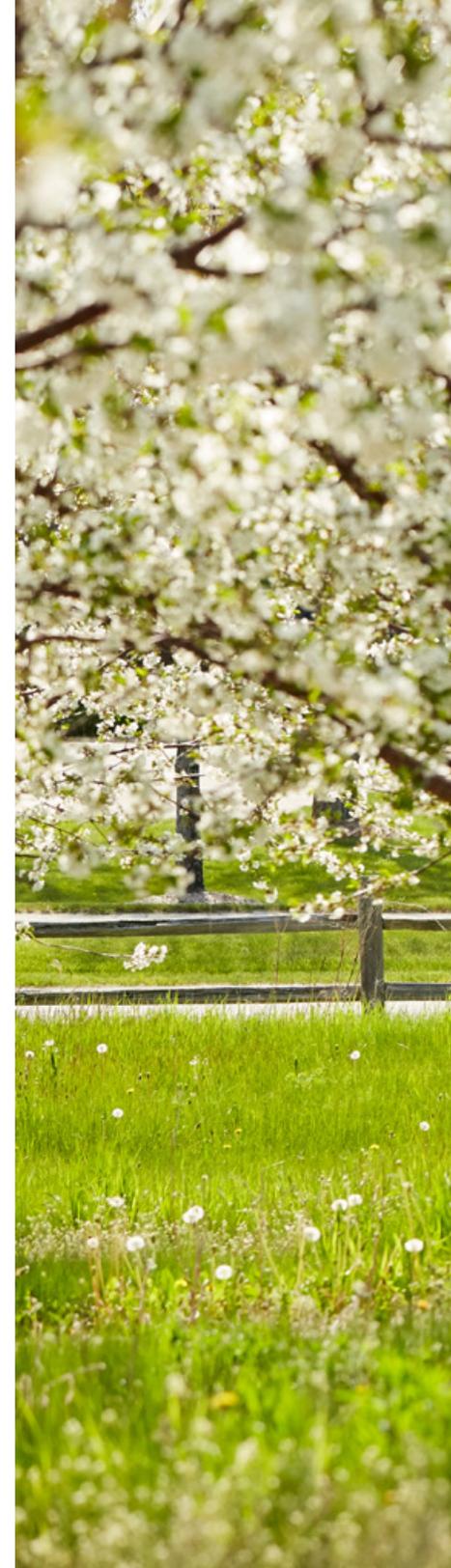
Protect and Enhance Destination Appeal: Encourage businesses to balance usage with protection of resources. Guide tourism by understanding and managing capacity and reinforcing the county's brand reputation.

2020 CREATIVE APPROACH

The 2020 campaign for DCVB will be an evolution of the current "Moment" campaign that shifts in both tone and content towards a younger

audience, and looks at the Door County experience through the lens of the new management initiative. We will continue to key in on quintessential Door County experiences while adding new and more active pursuits. The end product remains the same, but the context with which we surround it is now more focused on being a responsible traveler.

By creatively maintaining a single-focus, no-sell approach, we are able to stay true to the Door County brand while making it more relevant and appealing to a younger audience, as well as an audience that cares about sustainability. The reality that Door County is a place to rejuvenate and reinvigorate hasn't changed fundamentally, but the way residents and visitors think about it has shifted.





STRENGTHEN DESTINATION IMAGE

ACTION STEPS

- Create brand equity and efficiency across all channels, ensuring key partners understand the brand architecture, voice and purpose.
- Develop a toolkit and associated messaging for Door County partners to leverage the Live Life Well brand and identify opportunities with local, regional, national and international organizations who may be interested in leveraging it.
- Increase shoulder season visitation by working with our communities to identify opportunities for a more evenly distributed visitation.
- Deliver eco-focused messaging through press trips, media relations activities, social media, brand partnerships or influencers to encourage travel to lesser known areas of the county at different times of the year.
- Develop an official eco-pledge that residents and visitors opt into to preserve the county's past while protecting its future.
- Rebrand ourselves as Destination Door County to better align with our key imperatives, and overall mission and vision.
- Research opportunities for brand partnerships that align with our goals and objectives.
- Procure video and photo assets (UGC, aerial, still).

KEY MEASURABLES

- Monitor and evaluate shoulder season overnight stays and average daily rate through the Tourism Zone collection data.
- Host a minimum of 70 travel journalists and three influencers throughout the year.
- Increase social engagement by two percent YOY.
- 5,000 participants sign the Door County Pledge by 2021.
- Distribute a minimum of four media releases highlighting the seasons of Door County to targeted media outlets and/or travel journalists.

STRATEGY

MARKET SELECTIVELY: Encourage growth in tourism market segments most likely to appreciate, respect and disseminate information about distinctive assets of the destination. Plan not just for “tourism” but for each individual type of tourist, seek out tourist segments with the best cost/benefit ratio and measure success by benefit rather than headcount.

GEOTOURISTS - WHO THEY ARE AND HOW THEY TRAVEL

There are at least 55.1 million Americans who can be classified as “sustainable tourists” or “Geotourists” out of 154 million American travelers. The travel habits of three Geotourist segments - Geo-savvys, Urban Sophisticates and Good Citizens are guided by a high awareness of the world around them. These travelers have ceaseless expectations for unique and culturally authentic travel experiences that protect and preserve the ecological and cultural environment. These groups are demographically different, but all have strong geotourism inclinations.





STRENGTHEN DESTINATION IMAGE

GEO-SAVVYS ARE YOUNG, WELL EDUCATED AND ENVIRONMENTALLY AWARE TRAVELERS

One in four Geo-Savvys is under age 35, giving this market segment an adventurous flair. Many Geo-Savvys are affluent, although most young Geo-Savvys have not reached their peak earning years. They show a distinct preference for destinations with authentic historic sites, different cultures and educational experiences. Of all the geotourism segments, Geo-Savvys are most likely to be aware of travel companies' practices to preserve the environment of destinations.

URBAN SOPHISTICATES ARE THE MOST AFFLUENT TRAVELERS WITH STRONG PREFERENCES FOR THE CULTURAL AND SOCIAL ASPECTS OF TRAVEL

These travelers are highly educated and are the most likely to hold executive, managerial or professional occupations. Over half (56%) of Urban Sophisticates live in large urban areas and one in five lives in a second-tier city. Not surprisingly, Urban Sophisticates'

affluence and cultural affinity have a strong affect on their travel preferences. The majority of Urban Sophisticates (67%) prefer high quality accommodation with excellent facilities and fine dining. They also tend to seek destinations that offer authentic historic sites (73%) and cultural/arts events or attractions (74%). Most Urban Sophisticates prefer trips where they can explore historic and charming towns and locations (86%). Extensive travel experience makes these travelers highly aware of what destinations do to preserve the history and culture of their communities.

GOOD CITIZENS, WHILE OLDER AND LESS SOPHISTICATED ARE SOCIALLY CONSCIOUS TRAVELERS

Good Citizens' demographic profile reflects an older, but wiser set with an element of affluence. Along with Urban Sophisticates and Geo-Savvys, Good Citizens are well educated and have an average household income above \$75,000.

What distinguishes Good Citizens is a heightened level of cultural and environmental awareness in their everyday lives. Good Citizens are more likely than any other group to make donations to historic, cultural and educational organizations. Similarly, this group is also more likely to choose destinations that protect and preserve their environmental and cultural assets and will choose that destination even if it costs more.

- *Geotourism: The New Trend in Travel*,
Travel Industry Association of America

STRENGTHEN DESTINATION IMAGE

2020 MEDIA STRATEGY

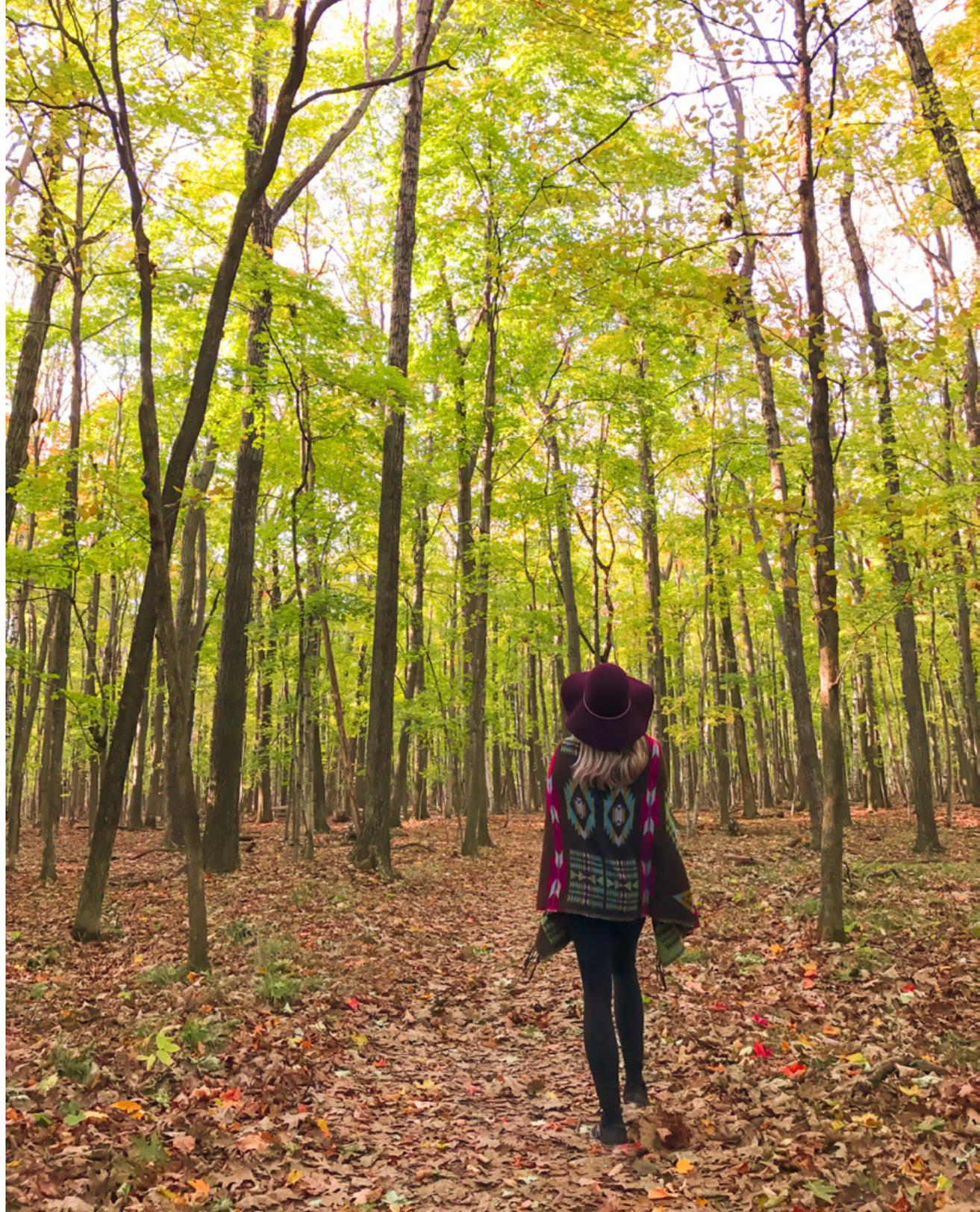
The paid media campaign will continue to use data on current travelers and encourage them to add travel at other times of the year, as well as explore more widely and wisely. Marketing technology will be used in order to market selectively to adults that are interested in geotourism; therefore digital media will be the center of the campaign as it allows for tighter targeting and more measurable results.

ACTION STEPS

- Develop campaigns and programming that increase length of stay, primarily mid-week and shoulder seasons.
- Create awareness of Door County among the three Geotourist segments — Geo-Savvys, Urban Sophisticates and Good Citizens.
- Develop consistent messaging throughout the year through a well-rounded media buy across multiple mediums to both leisure and business travelers.
- Utilize media research and analyze trends to effectively decide which mediums best reach our target audiences.
- Conduct strategic regional media campaigns to reach shorter-lead media within the Midwest and particularly within a five-hour drive of Door County.
- Geo-target key markets in Milwaukee, Chicago, Green Bay/Appleton, Madison and Minneapolis that continue to drive the most traffic to DoorCounty.com and the most room nights based on historic area lodging partner data.
- Educate key industry partners (travel agents, meeting planners, tour operators and receptives) on all aspects of Door County.
- Deliver targeted Geotourist messaging through press trips, media relations activities, social media, brand partnerships and influencers to encourage travel to lesser known areas of the county at different times of the year.

KEY MEASURABLES

- Increase web traffic to DoorCounty.com by two percent YOY.
- Increase web traffic to Group & Meeting landing pages by two percent YOY.
- Attend group travel shows throughout the year to promote Door County and network with qualified tour operators and planners.
- Host a minimum of 70 travel journalists and three influencers throughout the year.
- Attend or sponsor shows hosted by meeting, event or wedding market leaders.
- Capture a minimum of 7,000 qualified email addresses to grow our email database.
- Monitor lodging data to ensure media buy is effective in our targeted areas.





STRENGTHEN DESTINATION IMAGE

STRATEGY

FOSTER PRODUCT DIVERSITY: Encourage a full range of dining, lodging and retail facilities to appeal to the entire spectrum of the geotourism market.

As we stay ahead of changing attitudes and reposition our organization to be seen as a vital cause to get behind instead of an exclusive club with benefits, more business owners are coming to us for advice and support.

SUMMARY OF OBJECTIVES

- Advance the mission of Destination Door County through engagement of local industry partners to generate a positive impact for our communities.

ACTION STEPS

- Focus on business partnership retention & recruitment.
- Continue open communication through partner newsletters.
- Host educational programming that creates opportunities to strengthen our community businesses.
- Act as a conduit to build social networks within our local business community.

KEY MEASURABLES

- 725 Member Partnership monitored by business type and membership level.
- Host four event/mixers.
- Conduct four educational programs.
- Distribute a minimum of 20 member newsletters.

IMPERATIVE 4

Enhance the Visitor Experience

As Door County's destination management organization we strive to understand what our consumers expectations are and what opportunities we have to exceed them. Visitors are looking for personalized travel experiences that immerse them into the local way of life.

To enhance our visitors experiences we look for initiatives that ensure visitor enthusiasm and increase demand for our destination. Opportunities like an enhanced welcome center that can welcome, educate and service visitors so that they will explore our communities more widely and wisely. In-county messaging will solidify our brand, increase regional stewardship and inspire front-line employees and volunteers to turn every visitor encounter into a positive experience.

STRATEGY

ENSURE VISITOR ENTHUSIASM: Identify quality experiences that tourists want to share with others, thus providing continuing demand for the destination.

ACTION STEPS

- Design and develop a new space to welcome, educate and service our visitors' basic travel needs.
- Develop ways to connect with customers through all stages of their experience, from awareness to interest to booking to visiting and posting about their visit.
 - e.g. Text chat, Google Beacon, Itinerary Builder, web visits, welcome center.
- Promote and encourage user generated content on our social channels and in publications.
- Provide meet and greet service to overnight and day trip tour groups to enhance overall experience while in the county.

KEY MEASURABLES

- Monitor traffic through the welcome center.
- Track Meet & Greet stops.







ENHANCE THE VISITOR EXPERIENCE

STRATEGY

CONSERVE RESOURCES: Encourage and promote environmentally friendly visitor and business practices.

ACTION STEPS

- Partner with Leave No Trace to establish our Seven Minimum Impact Principles – for anyone visiting the outdoors.
- Incorporate ‘green’ practices into the new welcome center and encourage our communities to do the same. e.g. EVS, Waterfill and Recycling Stations.

KEY MEASURABLES

- Distribute and embrace Door County’s 7 Principles to provide minimum impact practices for anyone visiting the county.
- Monitor and promote EVS stations throughout the county.

ENHANCE THE VISITOR EXPERIENCE

STRATEGY

INVOLVE COMMUNITY: Base tourism on community resources, encouraging local businesses and civic groups to promote and provide distinct and honest visitor experiences.

As Door County's destination management organization, it is in our best interest to increase regional tourism stewardship by inspiring front-line employees and volunteers to turn every visitor encounter into a positive experience. To do that we have partnered with a nationwide certification company to create the Door County Certified Tourism Ambassador Program.

ACTION STEPS

- Recruit and train front-line staff county-wide to become Certified Tourism Ambassadors in both English and Spanish (CTAs).
- Offer complimentary training to all information center employees in the county.
- Develop a CTA of the Month contest to roll into the CTA of the Year award.
- Continue an "Employer of the Year" award program.
- Increase awareness of the CTA program through non-traditional routes (Leadership Door County, Learning in Retirement and speaking engagements).
- Host free or low-cost educational and networking events.
- Develop and send newsletters highlighting events, freebies and discounts, upcoming classes and other opportunities to keep the CTA program top of mind.
- Continue to seek out additional training opportunities.

KEY MEASURABLES

- Increase certification levels by training an additional 100 new CTAs.
- Maintain recertification/retention of 60% of CTAs in 2020.
- Host two networking events.
- Distribute quarterly newsletters to CTAs and their employers.



Building coalition among the public and private sectors to move a destination toward a common goal requires engaging many different audiences with opposing agendas. Therefore, destination organizations are focusing more on community advocacy to serve their residents. This increases buy-in and improves community alignment, which helps drive competitive advantage for the destination.

2019 DestinationNEXT



IMPERATIVE 5

Provide Sufficient Returns Given Available Resources

In the interest of enhancing our visitor experiences, Destination Door County is working strategically with the communities to utilize the strategic community partnership fund from the 11% of our 66% of room tax dollars for marketing. We are also partnering with numerous Door County Coastal Byway and Travel Green certified businesses and working toward the development of a county-wide circuit of electric vehicle charging stations.

Developing experiences is not new to us. What's different in this plan are the actions aimed at developing and marketing experiences that focus on priority gap areas, and actively managing and mitigating unintended impacts that can occur when too many people visit a destination at the same time. These

actions are essential for Door County's long-term tourism promise. We must preserve Door County as an outdoor recreation destination and ensure the conservation of natural areas and rural communities. Our efforts need to attract visitors to stay longer and explore more widely. And we need to encourage them to come back again, perhaps at a different time of year.

STRATEGY

USE LAND WISELY: Apply proactive techniques to prevent environmental degradation.

ACTION STEPS

- Manage tourism growth to preserve local assets and alleviate congestion in high areas of visitation by shifting messaging to encourage visitation during different times and places throughout the year.
- Establish a partnership with the Volunteer Center of Door County to encourage and promote volunteer tourism (Voluntourism) that inspires visitors to give back and preserve the community.

KEY MEASURABLES

- Monitor number of volunteer hours visitors log.

PROVIDE SUFFICIENT RETURNS GIVEN AVAILABLE RESOURCES

STRATEGY

PLAN: Recognize and respect immediate economic needs without sacrificing long-term character and geotourism potential of the destination.

ACTION STEPS

- Research additional funding options outside of room tax.
- Develop a 501c3 to put into the community through educational grants.
- Keep a current crisis plan and ensure that there are funds for marketing assistance in the event of a crisis.
- Foster partnerships that can help mitigate the impact of tourism on the county.
- Increase adoption of sustainable best practices.

KEY MEASURABLES

- Distribute and send updates of the crisis plan twice a year or as needed.
- Add \$25k each year to the Crisis Marketing Fund to offset a local, regional and/or national crisis impacting tourism in Door County. (Fund needs board approval for any expenditures).
- Apply for a minimum of two grants.

STRATEGY

ENCOURAGE INTERACTIVE INTERPRETATION: Engage both visitors and hosts in the learning process.

ACTION STEPS

- Create an educational summit that provides updates on industry trends and best practices.
- Host an annual breakfast to inform stakeholders of the current year's initiatives.
- Create a distribution piece that shows the impact of tourism in our destination.
- Encourage sustainable business practices.

KEY MEASURABLES

- Create and distribute the *Power of Tourism* piece to every household and lodging permit holder in Door County.
- Track sustainable business practices around the county.

STRATEGY

EVALUATE EFFORTS: Measure development and marketing practices, along with the stewardship and conservation efforts to understand the full value of sustainable destinations. We must determine the appropriate community benefit and desired return on investment.

ACTION STEPS

- Develop performance indicators that speak to our organization's relationship with local residents and community organizations.







IN CONCLUSION

A big thank you to everyone that filled out the surveys, shared a cup of coffee, or showed up at the table and contributed to our new vision and direction. We are excited to move our organization forward by embracing the mind, body and spirit of Door County that has had a direct impact on our tourism industry and residents.

With this new direction we understand there will be new sets of challenges and we embrace that challenge. Through content monitoring, evaluation and stakeholder feedback we will be able to adjust and react accordingly to optimize economic impact through visitor expenditures, support and empower the County's tourism industry, strengthen our destination image, enhance the visitor experience and provide sufficient returns given our available resources.

STAFF

ADMINISTRATION

Julie Gilbert	President/CEO
Yvonne Torres	Director of Finance & Administration
Chris Surfus	Housekeeping

COMMUNICATIONS & PUBLIC RELATIONS

Jon Jarosh	Director of Communications & PR
Jen Rogers	Communications & PR Manager

MARKETING & SALES

Michelle Rasmusson	Director of Marketing & Sales
Laura Bradley	Senior Marketing & Sales Manager
Cathy Lynch	Content & Publications Manager
Whitney Meza	Social Media & Digital Content Specialist

MEMBERSHIP

Phil Berndt	Membership Director
Morgan Rusnak	Membership Manager

VISITOR INFORMATION

Pat Nash	Director of Visitor Services
Amy DeMeter	Destination Information Specialist
Greta Meleen	Destination Information Specialist
Laura Lloyd	Destination Information Specialist

BOARD OF DIRECTORS (2022)

EXECUTIVE COMMITTEE

Todd Trimberger (Chairman)
Mona Christensen (Treasurer)

Tim Guckenberg
Vicki Wilson

BOARD MEMBER

Carol Ash
Andy Boettcher
Meredith Coulson-Kanter
Nick Dokolas
Jennifer Gentry
Steve Jenkins
Bjorn Johnson
Jeff Lutsey
Bryan Nelson
Ken Pabich
Hoyt Purinton
Ann Renard
Brit Unkefer

BUSINESS

Bliss
Birch Creek Music Performance Center

Wagon Trail Campground
Door County Coffee & Tea

BUSINESS

Kick Ash Products
Door County Medical Center
White Gull Inn
Segway the Door
One Barrel Brewing Co.
Door County Economic Development Corp
Pinkert Law Firm
Waseda Farm
Blacksmith Inn On The Shore
County of Door
Washington Island Ferry Line
Renard's Cheese
Wild Restaurant Concepts

GLOSSARY

3rd Party Booking	Sites like Kayak and Expedia that offer deals to consumers by buying up empty rooms in hotels and empty seats on airplanes.
A/B Testing	The process of comparing two variations of a single variable to determine which performs best in order to help improve marketing efforts. This is often done in email marketing (with variations in the subject line or copy), calls-to-action (variations in colors or verbiage), and landing pages (variations in content).
ABA	American Bus Association
Accessible	Handicapped accessible. A hotel, restaurant, or attraction can accommodate people in wheelchairs, or who have other disabilities.
ADR	Average daily rate is calculated by taking the average earned from rooms and dividing it by the number of rooms sold. It excludes complimentary rooms and rooms occupied by staff.
Advertorial	A newspaper or magazine advertisement giving information about a product in the style of an editorial or objective journalistic article.
Advocacy	The act of speaking on the behalf of or in support of another person, place, or thing.
Agritourism	Any agriculturally based operation or activity that brings visitors to a farm etc.
Analytics	The discovery and communication of meaningful patterns in data.
AOR	Agency of Record
API	Application Programming Interface – A set of functions and procedures allowing the creation of applications that access the features or data of an operating system, application or other service.
ASMR	Autonomous Sensory Meridian Response – The sole purpose of ASMR is to relax people causing a viewer to experience a relaxing tingle at the back of their head and/or spine. ASMR videos usually involve one of the following things; gentle whispering, relaxing hand movements, smacking of the lips, nail tapping/scratching on hard surfaces and brushing sounds.
Benchmarking	Comparing results with similar tourism businesses or assessing the business against an industry average.
Bleisure	The activity of combining business travel with leisure time.
Bounce Rate	Website bounce rate – The percentage of people who land on a page on your website and then leave without clicking on anything else or navigating to any other pages on your site.
Brand Awareness	The degree of consumer recognition of a product or service by its name.
Buyer Persona	A semi-fictional representation of your ideal customer based on market research and real data about your existing customers.

Carbon Footprint	The amount of carbon dioxide and other carbon compounds emitted due to the consumption of fossil fuels by a particular person, group, etc.
CASL	"Canadian Anti-Spam Legislation." It's a Canadian law passed in 2013 that covers the sending of "commercial electronic messages" that may be accessed by a computer in Canada. CASL covers email, texts, instant messages, and automated cell phone messages sent to computers and phones in Canada.
CDME	Certified Destination Management Executive. Offered through Destination International and is the industry's highest individual educational achievement.
Churn Rate	A metric that measures how many customers you retain and at what value.
CMS	Content Management System – A software application or set of related programs that are used to create and manage digital content.
Community Based Tourism	Travel that benefits both the traveler and the destination. Community based tourism is based on the premise of collective responsibility, allowing the local community to have an active involvement in the development and management of tourism in the area.
Co-op	Two or more organizations coming together to share the cost of advertising through partnerships.
Cord Cutters	Viewers who dislike paying for bundled content and choose to consume online content via a high-speed internet connection rather than a cable or satellite provider.
CTA	Certified Tourism Ambassador Program – An industry-recognized certification program that was implemented to enhance the visitor experience by aligning a destination's people infrastructure, its stakeholder businesses and front-line.
CTR	Click Thru Rate – A metric that measures the number of clicks advertisers receive on their ads per number of impressions.
DAM	Digital Asset Management System
Demographics	Statistical data relating to the population and particular groups within it.
Destination Management	The coordinated management of all elements that make up a destination, including the attractions, amenities, access, marking and pricing.
Destination Marketing	Tourism advertising for a specific location (town, city, region).
Earned Media	Equivalent of online word of mouth and is the vehicle that drives traffic, engagement and sentiment around a brand.
Ecotour	A tour designed to focus on preserving the environment, often environmentally sensitive areas. Also known as a responsibility touring or sustainability travel.
Editorial	A newspaper article written by or on behalf of an editor that gives an opinion on a topical issue.
E-marketing	Electronic marketing, using the Internet and other forms of electronic communications to communicate in the most cost-effective ways with target markets.
Engagement	The use of strategic, resourceful content to engage people, and create meaningful interactions over time.

Ethnographic	Relating to the description of peoples and cultures with their customs, habits and mutual differences.
Evergreen Content	Content that continues to provide value to readers no matter when they stumble upon it. In other words, it can be referenced long after it was originally published, and even then, it's still valuable to the reader.
EVS	Electric Vehicle Charging Station
Experiential Marketing	A holistic approach to customer relations and branding that focuses on making an emotional and physical connection with the customer, rather than merely describing features and benefits.
FAM	Familiarization Tour
Geotourism	Tourism that sustains or enhances the distinctive geographical character of a place-its environment, heritage, aesthetics, culture, and the well-being of its residents.
Glamping	Glamping is an abbreviation of the term 'glamorous camping'. It refers to the act of camping with additional amenities and resort-style products and services that are not associated with ordinary camping.
Google Adwords	Ads displayed on Google and its advertising network and are only charged when the ad is clicked on.
Group Tour/Motorcoach	A vehicle carrying many passengers for the purpose of guiding the passengers through areas as a group.
Hashtag	Hashtags are a way for you and your readers to interact with each other on social media and have conversations about a particular piece of content. They tie public conversations on Twitter, Facebook, and Instagram together into a single stream, which users can find by searching for a hashtag, clicking on one, or using a third-party monitoring tool.
Hub and spoke tours	Tours which utilize a central location with side trips of varying length to nearby destinations.
Imperative	Of vital importance.
Impressions	The number of times the particular page is located and loaded.
Interactive Banner	The use of a typically rectangular graphic display that stretches across the top, bottom, or sides of a website or online media property.
IPW/Pow Wow	The largest international travel marketplace held in the United States, sponsored by the Travel Industry Association of America.
J-1 Visa	A non-immigrant visa issued by the United States to research scholars, professors and exchange visitors participating in programs that promote cultural exchange, especially to obtain medical or business training within the U.S.
Keyword	Sometimes referred to as "keyword phrases," keywords are the topics that webpages get indexed for in search results by engines like Google, Yahoo, and Bing.
KPI- Key Performance Indicator	A type of performance measurement companies use to evaluate an employee's or an activity's success. Marketers look at KPIs to track progress toward marketing goals, and successful marketers constantly evaluate their performance against industry standard metrics.
Landing Page	A landing page is a website page created for a specific use often containing a form that is used for lead generation.

Lead Generation	The action or process of identifying and cultivating potential customers for a business's products or services.
LGBTQ	Lesbian, gay, bisexual, transgender and (questioning) or queer.
Look-a-Like Targeting	A machine learning process that identifies people who look and act just like your target audiences to find more users who will take that action.
Marketing	A continuous, sequential process through which management plans, researches, implements, controls, and evaluates activities designed to satisfy the customers' needs and wants, and its own organization's objectives.
Media	A means of communication that reaches a wide variety of people, such as newspaper, radio, television, magazine, and Internet.
Meet & Greet	An organized event where tour operators can meet with destinations to familiarize themselves and establish a contact person.
Mission Statement	A formal summary of the aims and values of a company, organization, or individual.
Mobile Optimization	The process of adjusting website content to ensure that visitors that access the site from mobile devices have an experience customized to their device.
Native Advertising	A type of online advertising that takes on the form and function of the platform it appears on. Its purpose is to make ads feel less like ads, and more like part of the conversation.
Niche market	A market segment in which individuals possess homogeneous needs and characteristics, formed by a) needs to meet b) unmet needs to wakeup and/or c) communication.
Non-Traditional Lodging	Lodging options other than traditional hotel accommodations. e.g. Airbnb, Hostels, Home Exchange and Couchsurfing.
NTA	National Tour Association, comprised of domestic tour operators.
OTA	Online Travel Agency – An agency engaged in selling and arranging accommodations, tours, transportation and trips for travelers on an online platform. For example: Expedia, Booking.com, Orbitz and Travelocity are all OTA's.
OTT	Over the Top advertising refers to film and television content provided via a high-speed internet connection rather than a cable or satellite provider.
Out-of-home (OOH)	Channels in four major categories: billboards, transit, alternative outdoor, and street furniture.
Overtourism	Destinations where hosts or guests, locals or visitors, feel that there are too many visitors and that the quality of life in the area or the quality of the experience has deteriorated unacceptably.
PPC	Pay Per Click (on the internet) is a business model whereby a company that has placed an advertisement on a website pays a sum of money to the host website when a user clicks on the advertisement.
PRAT	Premier Resort Area Tax. A .5% sales tax on tourist-type expenditures as PRAT identified businesses (items such as meals, room rentals, liquor sales and sporting goods). A PRAT tax would share the cost burden of street maintenance and replacement with visitors and tourists who use local streets.
Press (Media) kits	A pre-packaged selection of promotional materials, such as press releases, articles, photographs, brochures and CD/DVDs, that is made available and distributed to the press.

Press Trips	Organized trips for travel writers and broadcasters for the purpose of assisting them in developing stories about tourism destinations. Often journalists travel independently, though with the assistance of a DMO.
Press/News releases	Short articles about organizations that try to attract media attention, leading to media coverage or the material contained within the releases.
Print media	Newspapers, magazines, direct mail and other printed materials in which advertising can be placed.
Public relations	Activities designed to generate and maintain awareness of a destination, product or service among target markets and other organizations through nonpaid communication or information about what is offered.
Reach & Frequency	Reach refers to the number of households exposed to a given advertisement, while frequency refers to the number of times they are exposed.
Responsive Design	Web pages built to detect the user's screen size and orientation and change the layout accordingly.
ROI	Return on Investment – A performance measure used to evaluate the efficiency of an investment or compare the efficiency of a number of different investments. ROI tries to directly measure the amount of return on a particular investment, relative to the investment cost.
SCP	Strategic Community Partnership is funded from 11% of Destination Door County's 66% room tax portion and is returned to the communities that collected it to use for their business association marketing initiatives.
SEO	Search Engine Optimization is the process of increasing the quality and quantity of website traffic by increasing the visibility of a website or a web page to users of a web search engine.
Shoulder Season	Those periods between the peak and off season when destination demand is moderate.
Step-On Guide	A highly knowledgeable guide who “steps on” an incoming motor coach and provides narrative interpretation for the experience. Some CVBs offer step-on guides for free. Sometimes an independent company offers this service for a fee.
Sustainable Tourism	According to the World Tourism Organization, “Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities.”
Target Market	The group of customers who will be the focus of a company's marketing efforts.
Trend	A phenomenon that influences things for a long period of time, potentially shifting the focus or direction of industry and society in a completely different direction.
TZC	Door County Tourism Zone Commission is charged with collecting and redistributing room tax dollars back to the municipalities and it's contracted Destination Marketing organization.
UGC	User Generated Content is the term used to describe any form of content such as video, blogs, discussion form posts, digital images, audio files and other forms of media that was created by consumers or end-users of an online system or service and is publically available to others to consume.
User Experience	User Experience (UX) encompasses all aspects of the visitor's interaction with your company. This includes their pre-travel information search experience, booking, selection of products, services and experiences, plus their online and face-to-face interactions across all touchpoints.
VFR	An overnight visitor whose purpose is to visit friends and relatives.
VI	Visitor Information Specialist

Viral Content	This term is used to describe a piece of content that has become wildly popular across the web through sharing.
Vision	An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future.
Visitor Experience	The sum of all perceptions, senses stimulated, emotions evoked and interactions a traveler has with the people, places and cultures of a destination, the communities and businesses they encounter.
Voluntourism	A form of tourism in which travelers participate in voluntary work, typically for a charity.
WIGCOT	Wisconsin Governor's Conference on Tourism
Word of Mouth	An unpaid form of promotion in which satisfied customers tell other people how much they like a business, product or service.

