

INSTITUTE FOR PUBLIC POLICY AND BUSINESS RESEARCH  
THE UNIVERSITY OF KANSAS

**Evaluation of General Promotional Programs:  
Division of Travel and Tourism,  
Kansas Department of Commerce**

*prepared for*

KANSAS INC.

*by*

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## Table of Contents

Executive Summary .....	1
Introduction .....	7
Background .....	9
Findings .....	21
Policy Options .....	33
Conclusion .....	39
Bibliography .....	41
Appendix A: Matching Grants Recipients, FY 1991 .....	43
Appendix B: Memo from Jim Kent to Sonya Woertz dated October 3, 1988, and Supporting Documents .....	47
Appendix C: Summary of Comments from FY 1991 Matching Grants Recipients .....	53
Appendix D: Summary of the Responses from the CVBs and Chamber of Commerce Directors .....	59
Appendix E: 1988 Annual Marketing Plans .....	65
Appendix F: Five Year Marketing Plan, Beginning 1990 .....	79

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## Executive Summary

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### A. Introduction

The Institute for Public Policy and Business Research at the University of Kansas, in conjunction with Kansas Inc., conducted an evaluation of General Promotion programs within the Division of Travel and Tourism, (Division) of the Kansas Department of Commerce (KDOC). The objectives of this study were to: a) evaluate the effectiveness of programs in achieving their objectives; and b) propose a tracking system for evaluating General Promotion programs.

Tourism General Promotion includes eight activities:

1. *Brochures and newsletters*—the Division prints and distributes five brochures;
2. *Matching grants*—grants are awarded to non-profit organizations promoting tourism;
3. *America's Heartland*—a cooperative, multi-state promotional travel guide distributed in Canada and internationally;
4. *Linger Longer*—a program which encouraged out-of-state visitors to stay in Kansas at least one night (now called *Kansas Secrets*);
5. *Motorcoach tours*—an effort to develop contacts within the industry and encourage more tours within the state;
6. *Media advertising*—the Division runs out-of-state print advertisements and in-state public service announcements;
7. *Trade and travel shows*—the Division attends several trade and travel shows each year; and
8. *Familiarization tours*—national and regional travel writers, travel agents, and motorcoach operators are taken on tours of Kansas attractions, hotel/lodging establishments, and restaurants.

Survey data was collected from two sources:

1. *Secondary information.* Information from the Division—and outside sources—on past promotional activities was gathered. Types of information collected included annual reports, marketing plans, research studies, and any other hard data.
2. *Interviews.* Interviews with the Division's representatives and clients were conducted. First, past and present Department and Division personnel were questioned regarding the Division's programs, strategy, marketing philosophy, allocation of resources, and organizational structure. Second, the Division's clients, including local Convention and Visitor's Bureaus (CVBs) and Matching

Grant recipients were surveyed to determine the effectiveness of the Division in responding to their clients' needs.

## **B. Summary of the Findings**

When compared to its neighbors—Colorado, Iowa, Missouri, Nebraska and Oklahoma—Kansas ranks 5th in state tourism expenditures for FY 1990. Only one state—Nebraska—has a smaller budget for its state travel and tourism efforts. However, the budget of Kansas' Division of Travel and Tourism has experienced significant gains over the FY 1986-FY 1990 period.

Of the eight promotional activities undertaken by the Division, concrete impact data are available on only one program: the Linger Longer Program, for 1988 only. On the rest of the programs, impact information is not available. For example, Division assisted 30 tour operations interested in Kansas as a tour destination. The Division has begun to gather systematic performance data using an 800 telephone number since June 1991; this data should enable impact estimation in the future. For the matching grants program, our interviews with the last year's grant recipients indicate that the program was well received.

Our interviews with nine CVB directors and two Chambers of Commerce officials show that the Division's activities are perceived well by the tourism industry. Division staff is perceived as being friendly and helpful, having a genuine interest in promoting tourism in the state, and being receptive to the views of the people in the tourism industry. Most effective promotional efforts of the Division for the local tourist industry were:

1. Linger Longer;
2. Providing leads for group tours, and familiarization tours;
3. Promotional literature (particularly travel guides).

In addition, Division is viewed positively for providing information about travel and trade shows, cooperative advertising efforts, quarterly newsletters and other publications, and industry training, such as workshops and seminars. Matching grants were considered valuable, but too small.

Some problem areas mentioned in the interviews were:

1. Lack of a long-term strategic plan;
2. Lack of a consistent image (theme) to promote the state;
3. Inadequate in-state and out-of-state advertising;
4. Arbitrary tourism regional boundaries;
5. Need for more industry training; and
6. Need for Division to attend more trade shows.

Additionally, those not located close to Topeka felt left out: they had a hard time getting promotional materials and being updated on the industry. Some questioned whether the monies spent on the America's Heartland program could be better spent on regional promotional efforts.

The industry would also like to see the Linger Longer program reinstated. Some past problems with this program were felt to be:

1. Four validations were too many;
2. Some retailers had a hard time explaining the program to the tourists because of its complexity; and
3. Coupon booklets should be placed at multiple sites, not just the Visitor Information Centers or CVBs.

### C. **Measuring the Effectiveness of General Promotion Programs**

**Linger Longer.** The Linger Longer program is believed to be a success. In 1987, 1988, 1989, and 1990 it attracted 6,500, 8,500, 9,000, and 9,000 visitors, respectively. The 1988 Department of Commerce Annual Report estimated the impact of the program at \$2 million; an internal department memo estimates the impact at \$227,072. Our examination of the related information shows both to be an over-estimation.

We noticed a 47 percent non-response rate on the coupons returned to the Division. For measuring the impact of this program in the future, it is suggested that the Coleman Cooler award be contingent upon filling out the questionnaire, in order to cut down the non-response rate. Also, the questionnaire should include expenditure information to obtain a more accurate estimate of impact. A follow-up questionnaire should be sent to a segment of Linger Longer participants to obtain demographic, psychographic, and motivational information to fine-tune the program in the future.

**Advertising and Promotional Literature.** One way to compute the impact of advertising and promotional literature is through the inquiry-conversion method. Under this method, a random sample of those who called the 800 number to request promotional literature in response to an ad is surveyed to find out if they vacationed in the state and how much money they spent on vacation. The total dollar impact of advertising and promotional literature is then estimated by multiplying the proportion of those who said they had vacationed in the state by the average amount and by the total number of inquiries generated. Since this method fails to account for non-response bias and factor out those respondents who had decided to visit the state before being exposed to promotional material, we suggest a modified inquiry-conversion method which corrects for these problems. In addition to the conversion method, other ways to measure advertising effectiveness are proposed, such as measuring changes in the awareness and image of Kansas or the share of tourist market in selected target markets.

**Group Tour Promotions.** Currently the Division has some performance figures on the leads generated by mail campaigns, trade shows, and familiarization tour components of the group tour promotion. It is suggested that the effect of *all* components of group tour promotions be measured separately through the inquiry-conversion method.

**Travel Publication Promotions.** The most practical way to measure effectiveness of this promotional activity would be to track the number of travel writers requesting information and

the number of articles published. Once this information is available, a dollar estimate of cost evaluation (an estimate of what would have been the cost to the Division for buying equivalent paid-advertising space in various publications) can then be made by multiplying the respective space figures with the corresponding advertising space rates.

**America's Heartland.** Conversion studies and primary surveys of the visitors could be used to estimate the impact of foreign travel. Performance could also be measured through before-and-after surveys measuring awareness, interest, and image of the Heartland states in foreign markets where the organization is actively promoting the region.

**Matching Grant Program.** The Division does not currently require matching grants recipients to evaluate the effectiveness of their projects. We suggest that some evaluation of the project performance/impact be required as part of the grant application. Also, the Division should require that the recipients inform the Division whether the funded marketing activity is continued in the future.

#### D. Policy Options

It is quite clear that current information on the promotional effectiveness of General Promotion programs is inadequate; unless certain steps are taken, it will be impossible to measure future effectiveness as well. Below is a summary of those steps which should enhance the Division's ability to measure the impact of future promotions:

1. **Create a Comprehensive and Detailed Marketing Plan.** Our review discovered three different marketing plans developed by the Division since 1988, including the one prepared by ERA. Additionally, we are told that the Division is in the process of developing a new plan; hopefully, the new plan will outline very specific marketing and promotional objectives/goals, in contrast to the previous plans which were very general in nature.
2. **Create a Comprehensive Strategy to Focus All Division Activities.** The Division needs to develop a strategic marketing plan. This marketing plan should be based upon a comprehensive strategy which outlines all of the Division's activities. The Division's efforts should not be shaped by its staff in an *ad hoc* manner, seizing upon opportunities, ideas, and individual programs as they arise. Instead, the Division's role in tourism development should be thought of as facilitator for the industry, into one of creating specific programs. Additionally, the Division should focus on clusters of groups.
3. **Determine Baseline Data on Existing and Potential Tourists.** Past data (Linger Longer and ERA study), as well as the data being collected currently through the 800 number, are too limited. Any plan would be unlikely to succeed without detailed information on Kansas visitors. Such data should be gathered through a comprehensive primary survey of Kansas tourists, which should help in target marketing, segmentation, and promotion.

4. **Measure Future Promotional Effectiveness Against Set Goals.** Promotional goals should be set with precision so that results can be compared against benchmark statements. Also, since promotional effectiveness diminished over time, marginal effectiveness of promotions should be calculated. Those promotions with unsatisfactory returns should be modified or discarded.
5. **Set up an On-Going Tracking and Information System.** A state-wide information system should be established to keep track of potential motorcoach tour leads, spending patterns of tourists, etc. The system should be frequently updated with primary information obtained through annual surveys.
6. **Develop a Comprehensive Internal Cost Accounting System.** This is needed to allocate costs to various promotional programs so that return on investment for each component can be computed.
7. **Integrate Research Into the Division's Activities.** The Division may consider adding a part-time or full-time researcher on the staff. At present, no one on the staff has the proper background to handle this function.
8. **Communicate With Tourism-Related Entities in the State.** This is especially true for those organizations that are not located close to Topeka. Communication is essential for tracking the effectiveness of promotions. Input from all parts of the state will be needed; therefore, *all* relevant organizations should be a part of the information system mentioned in Policy Option #5 listed above.



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## Introduction

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### A. Purpose of Study

The purpose of this study, conducted in conjunction with Kansas Inc., was to examine and evaluate Tourism General Promotion programs within the Division of Travel and Tourism (Division) of the Kansas Department of Commerce (KDOC). Based on this evaluation, the study: a) determines whether or not the General Promotion programs have been effective in achieving their goals, and b) proposes future methods to track and evaluate the results of the Division's programs. The scope of this study covered the following General Promotion programs:

1. Brochures developed and distributed by the Division;
2. Matching Grants;
3. Participation in America's Heartland;
4. Division attendance at Travel and Trade Shows;
5. Media promotions;
6. Motorcoach tour development;
7. Linger Longer; and
8. Familiarization tours.

Several recommendations are made, based on information compiled through this evaluation:

1. Create a comprehensive and detailed marketing plan;
2. Determine baseline data on existing and potential tourists;
3. Measure future promotional effectiveness against set goals;
4. Set up an on-going tracking and information system;
5. Develop a comprehensive internal cost accounting system;
6. Integrate research into the Division's activities; and
7. Communicate with tourism-related entities in the state.

### B. Procedures

Personal interviews were first conducted with several individuals and groups with ties to the Division, including: a) key current personnel, such as the Director, Assistant Director, and Marketing Manager; b) key past personnel, such as the former Secretary; and c) an advertising representative. The purpose of the interviews was to determine the Division's:

1. overall strategy and objectives;
2. marketing philosophy and its origin;
3. allocation of marketing resources and information; and
4. organizational structure, staffing, and administration.

Next, a background review of the Division's activities and responsibilities was performed through an examination of all available information provided by the Division, a research firm, and an advertising agency. Information gathered during this stage included budget data from FY 1986 through FY 1991, the marketing plan developed by Economic Research Associates (ERA), advertising/marketing information from Lane Advertising, KDOC annual reports, and all other available information about each program, such as copies of brochures, advertisements, or coupons. A literature review was conducted as well, focusing on other states' tourism efforts, research literature regarding appropriate evaluative measures, and the economic effects of state tourism development. The intent of the review was to determine the:

1. purpose of each of the Division's programs;
2. objectives and goals associated with each program;
3. Division's priorities, as expressed through its objectives and goals;
4. appropriateness of measures used to assess the effectiveness of each program, based on its objectives and goals; and
5. program fit, or the comprehensiveness of the Division's marketing plan.

Finally, two series of interviews were conducted. The purpose of these interviews was to understand the needs of the Division's clients and judge whether or not the Division has been effective in responding to the those needs. The first interviews targeted eleven community Convention and Visitors' Bureaus (CVB), and two Chambers of Commerce. Cities were selected because of their location and/or tourism promotion efforts: Abilene, Coffeyville, Dodge City, Fort Scott, Hays, Independence, Lawrence, Liberal, Overland Park, Topeka, and Wichita. On-site visits were conducted in each city with the head of the CVB or local tourism effort, and a structured interview lasting approximately 30 minutes was used.

A second series of interviews focused on grant recipients from the Matching Grant Program. Two initial on-site visits were undertaken to pre-test the interview questions. After the on-site visits, structured telephone interviews lasting approximately 10-15 minutes were administered to the remaining grant recipients.

### **C. Overview of Report**

This report is divided into three sections. The first section reviews the use of tourism as an economic development tool, the Division and its activities, and the state's economic development strategy and its impact on the Division. In the second section, the report concentrates on the findings of our study, including the objectives and goals of each program, the tracking system used to evaluate program effectiveness, and the appropriateness of the Division's current marketing strategy. Finally, recommendations regarding implementing a tracking system are proposed.

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## Background

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### A. Economic Rationale for State Tourism Efforts

Tourism is an important component of a state's strategy for economic development. A tourist, by definition, is "someone who has traveled to your community from some other location and does not plan to stay permanently." Under this definition, a tourist may be visiting family, undertaking a business-related trip, attending a special event, visiting attractions, or passing through the area (*Tourism USA*, p. 2).

States may embark on a tourism development and promotion strategy in order to achieve the following economic and social benefits:

**Employment.** Tourists account for direct employment in tourist attractions, restaurants, hotel/lodging establishments, retail stores, service stations, and entertainment-related businesses (*Tourism USA*, p. 2). While most jobs associated with tourism generally do not, create high levels of income, they do offer opportunities for seasonal employment and jobs for young people.

**Income and Tax Revenue.** "Exported" dollars, or income from out-of-state tourists, are recirculated within the community. Some income "leaks" out and is re-spent in other areas, but money that stays in the community results in economic growth, creating additional jobs and spending (*Tourism USA*, p. 5). Tourist expenditures also generate additional tax revenue, through general sales taxes and gas taxes. Additionally, specific taxes may be aimed toward tourists, such as transient/lodging taxes and entrance fees (*Tourism USA*, p. 8).

**Economic Diversification.** Tourist industries may broaden the economic base of a community, offering many advantages over other types of industry: continued growth, limited public investment in public facilities, such as schools and hospitals, and "clean" or environmentally acceptable development (*Tourism USA*, p. 5).

**Visibility and Culture.** Communities may be able to turn negative internal and external perceptions about their communities into positive ones through a tourism development program. Programs may also cultivate and enhance the cultural, historical, and artistic strengths inherent within a community (*Tourism USA*, p. 9).

## B. History of the Division of Travel and Tourism

State tourism efforts in Kansas were shaped by the creation of the Division of Travel and Tourism in 1982. State statute outlines the Division's duties:

". . . [to] encourage and promote the traveling public to visit this state by publicizing information as to the recreational, historic, and natural advantages of the state and its facilities for transient travel . . . (Kansas Statutes Annotated 74-5032[a])"

The Division was originally part of the Department of Economic Development. In 1983, the Division was assigned the responsibility of administration and oversight of *KANSAS!* magazine, and departmental reorganization took place in 1986. At that time, the Division became a part of the newly formed Kansas Department of Commerce.

Division responsibilities have essentially remained the same since 1986:

1. maintain General Promotion programs;
2. operate Visitor Information Centers;
3. develop in-state movie projects through the Film Commission; and
4. print and distribute *KANSAS!* magazine.

On average, the Division's total budget has increased over the FY 1986-FY 1991 period by an annual average of 13.5 percent (Table 1). Those areas of the budget receiving the greatest increases—other than General Promotion programs—were the Film Commission and *KANSAS!*

**Table 1**  
**Division of Travel and Tourism: Budget Data (FY 1986-1990)**

	<b>Total Division Budget</b>	<b>Total Salaries/ Wages</b>	<b>VIC Expend.<sup>1</sup></b>	<b>Film Comm. Expend.<sup>1</sup></b>	<b><i>KANSAS!</i> Magazine Expend.<sup>1</sup></b>	<b>Total No. of FT Employees</b>
FY 1986	\$1,195,162	\$356,357	\$82,455	\$ 28,241	\$218,286	16
FY 1987	1,191,971	387,545	53,511	51,308	240,206	19
FY 1988	1,247,800	402,182	42,337	90,370	282,826	19
FY 1989	1,471,539	500,974	48,580	88,849	338,628	22
FY 1990	2,158,184	592,316	57,012	108,598	326,326	22.5
FY 1991	2,121,671	616,262	79,385	102,087	352,078	22.5
<i>Average % change</i>	13.5%	11.9%	3.1%	34.5%	10.4%	7.4%

<sup>1</sup>Figures do not include salaries and wages.

Source: Kansas Department of Commerce budgets, various years.

magazine, with an average annual increase of 34.5 and 10.4 percent, respectively. Expenditures for Visitor Information Centers dropped from a high of \$82,455 in 1986 to 48,580 in 1989 and have witnessed slight subsequent increases since then.

The total number of full-time staff has increased from 16 to 22.5—an average annual increase of 7.4 percent—over the FY 1986-FY 1991 period. The Division is staffed by five administrative persons: 1) Director of the Division; 2) Assistant Director; 3) Marketing Manager; 4) Director of the Film Commission; and 5) coordinator for the VICs. The VICs are also staffed by 14 full and part-time employees, while other operations within the Division rely on 11 staff members.

### C. General Tourism Promotion Budget

The Division promotes Kansas tourism through a mix of eight distinct marketing efforts under the category of General Promotion programs. Over the FY 1986-FY 1991 period, the General Promotion budget has increased at an average rate of 19.2 percent, with the greatest gain in FY 1990 (Table 2). Two programs—the promotion of the Eisenhower Centennial Celebration and completion of a marketing study by Economic Research Associates—account for a portion of that increase. However, the General Promotion budget has fluctuated over the period, decreasing from \$509,823 to \$430,085 (FY 1986-FY 1988), increasing to \$560,001 and \$1,074,338 (FY 1989 and FY 1990), and then dropping to \$971,859 (FY 1991). The number of employees assigned to General Promotion has remained relatively constant.

**Table 2**  
**Division of Travel and Tourism:**  
**General Promotion Programs (FY 1986-1990)**

	GP Expend. <sup>1</sup>	Print/ Advert.	Profess Serv.	Other Commun.	Total Supp.	No. of FT Employees
FY 1986	\$ 509,823	\$25,834	\$331,576	\$ 1,088	\$ 87,337	--
FY 1987	459,823	22,784	334,333	355	43,880	5
FY 1988	430,085	52,114	288,822	3,588	36,043	6
FY 1989	560,001	16,737	416,704	9,026	55,749	5
FY 1990	1,074,338	33,398	735,941	94,599	113,178	5
FY 1991	971,859	42,427	533,670	122,059	121,070	6
<i>Annualized</i>						
<i>% change</i>	13.8%	10.4%	9.9%	157.03%	6.7%	4.7%

<sup>1</sup>Figures do not include salaries and wages.

Source: Kansas Department of Commerce budgets, various years.

Unfortunately, the Division has not maintained adequate records regarding past expenditures by individual programs (Memorandum from G. Gilstrap, 1991); therefore, figures for FY 1986-FY 1991 have been compiled from information in the Division's budget requests. Four expenditure categories—in terms of budget classifications—are shown in Table 2. The types of expenses included are: a) *printing/advertising*—stationery and any printing, such as brochures developed in-house, which is done by the State Printing Office; b) *professional services*—any outside work, such as creation/development of advertisements and brochures by advertising agencies, travel writer stories, or construction of booths; c) *communication*—telephone expenses and 800 number (in FY 1990, FY 1991); and c) *other supplies*—all office supplies, including books and other informational material. However, the types of expenditures which are placed within each category have not been constant over the FY 1986-FY 1991 period due to different accounting procedures instituted over time.

Fiscal year 1992 expenditure estimates are provided specific programs (Table 3). The top three programs—in terms of expenditures—are media advertising (32.8%), Kansas Secrets (23.5%), and brochures (8.8%). The program receiving the least amount of money was Travel and Trade shows.

#### **D. General Tourism Promotion Programs**

The Division's promotional mix includes the following programs:

***America's Heartland.*** America's Heartland was originally a cooperative venture of several states, including Kansas, Oklahoma, Iowa, Missouri, Louisiana, and Texas. For 1992, however, Louisiana and Texas are no longer part of the program, but Nebraska has joined the remaining states. The primary emphasis of the program is a travel guide, distributed internationally and in Canada to travel and tour operators, designed to promote travel tours within those states. The Division has participated in the program since 1989.

***Brochures and Newsletters.*** Over the past five years, the Division has printed five promotional brochures: a) *Travel/Attractions Guide*—a guide to most Kansas attractions, categorized by regional location; b) *Calendar of Events*—a listing of most events in the state, including festivals, fairs, etc.; c) *All About Kansas*—a children's guide to Kansas history, famous Kansans, and historical attractions; d) *Group Tour Guide*—a detailed guide to Kansas communities and their major attractions; and e) *Division Newsletter*—a newsletter which highlights Division programs, activities, and potential leads for tours/ film locations. Brochures are distributed through VICs, the 1-800 number, walk-ins at the KDOC office, Community Visitor and Convention Bureaus/Chambers of Commerce, and direct calls to the Division. Brochures and logos have been developed by Associated Advertising (1988), Lane Marketing (1989-1991), and Admark (1992). The total number of brochures printed over the FY 1986-FY 1990 period is presented in Table 4.

***Matching Grant Program.*** The matching grant program was created in 1989 and assists non-profit organizations in promoting tourism through marketing efforts or education, planning, and research. Grants ranged from \$500 to \$2,500 and must be equally matched. Programs must focus on attracting out-of-state visitors. During the first year of the program, grant monies were

**Table 3**  
**General Promotion Programs:**  
**FY 1992 Budget Breakdown**

Item	Total Amount	Percent of Total
Media		
TV and Radio (KAB) (30,000)		
Print/Direct Mail (180,000)		
Total	\$210,000	32.8%
Kansas Secrets	150,000	23.5
Brochures		
All About Kansas (30,000)		
Newsletters (6,000)		
Calendar of Events (20,000)		
Total	56,000	8.8
Group Tour Promotions <sup>1</sup>	50,000	7.8
Matching Grant	40,000	6.3
Research	40,000	6.3
America's Heartland	25,000	3.9
VIC Marketing	25,000	3.9
Travel Publication Promotion	25,000	3.9
Familiarization Tours	10,000	1.6
Travel and Trade Shows		
Australia Mission <sup>2</sup>	8,500	1.3
<b>Total</b>	<b>\$639,500</b>	<b>100.1%</b>

<sup>1</sup>Based on a range of \$40,000-60,000.

<sup>2</sup>Based on a range of \$7,000-10,000.

Source: Memorandum from Mr. Greg Gilstrap, Director of Travel and Tourism Development Division, October 8, 1991.



**Table 4**  
**Division of Travel and Tourism:**  
**Number of Brochures Printed**

	FY 86 <sup>1</sup>	FY 87 <sup>1</sup>	FY 88	FY 89	FY 90
Travel Guide			250,000	250,000	200,000
Attractions Guide			150,000	150,000	--
Calendar of Events			150,000	50,000	150,000
Children's Guide <sup>2</sup>			50,000	--	100,000
Group Tour News			5,000	5,000	--
Division News			--	--	19,000 <sup>3</sup>
<b>Total</b>	<b>500,000</b>	<b>400,000</b>	<b>605,000</b>	<b>455,000</b>	<b>469,000</b>

<sup>1</sup>No breakdown by brochure.

<sup>2</sup>Now called "All About Kansas."

<sup>3</sup>Newsletter count for partial year.

Source: Performance Indicators, KDOC budgets, various years.

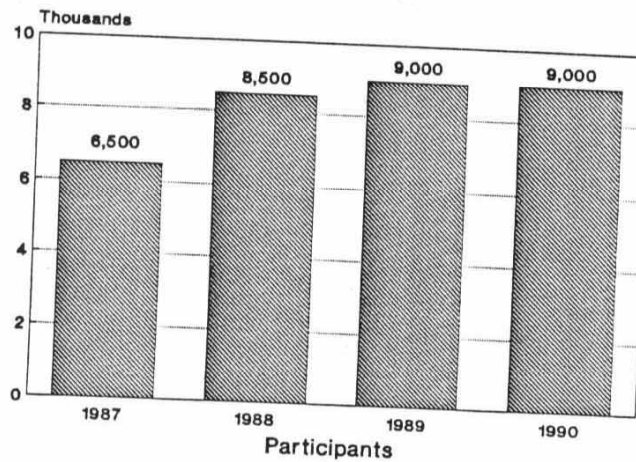
equally distributed (\$40,000 total) among the five tourism districts in Kansas. In the second year, FY 1991, grants were distributed among 18 entities (Appendix A). Grants are awarded through a competitive process based on the proposed project's ability to: a) reach potential visitors outside of immediate location; b) create or maintain tourism-related taxes, jobs, and expenditures; and c) benefit the local community, region, and state.

**Linger Longer.** The Linger Longer program encouraged out-of-state travelers to stay in Kansas at least one night by offering free Coleman coolers to those who visited three participating Kansas businesses, including a(n): a) hotel, motel, or campground; b) restaurant or specialty shop; and c) attraction. The program was created in 1987 and had its own advertising campaign and brochures. Coolers were donated by the Coleman company, and program costs were covered by fees charged to participating businesses. In Spring 1991, Linger Longer was temporarily discontinued and will be reactivated in Spring 1992 under the name of "Kansas Secrets." The number of coolers given to visitors is presented in Figure 1.

**Motorcoach Tours.** Over the last two years, the Division has developed contacts within the motorcoach tour industry. Motorcoach tours were originally pass-through, but the Division has been working with tour operators in an attempt to set up mini-tours which concentrate on areas within the state. In order to accomplish this, the Division has actively participated in the meetings of the National Tour Association and the American Bus Association.

**Media Advertising.** The Division runs in-state Public Service announcements (PSAs) on radio and TV (Table 5). To ensure that the PSAs are run, the Division pays the Kansas Association of Broadcasters approximately \$30,000 per year; however, this agreement prohibits the Division from running any in-state print advertisements. Out-of-state print advertisements have

**Figure 1**  
**Number of Participants in Linger Longer**  
**(1987-1990)**



Source: KDOC annual reports, various years.

been run in the *St. Louis Post-Dispatch*, *Chicago Tribune*, *Denver Post*, *Washington Post*, *Vacation*, *Midwest Motorist*, *Friendly Exchange*, *Destinations*, *Rand McNally Travel Atlas*, and *Home and Away*. In 1990, the Division's advertising philosophy targeted markets which were close to Kansas, as a result of geographic analysis done with information regarding Linger Longer participants. This analysis identified St. Louis, Omaha, Oklahoma, and Denver as target markets. For 1992, advertisements will be placed in *Better Homes and Gardens*, *Friendly Exchange*, *Home and Away/Midwest Motorist*, *Midwest Living*, *Midwest Travel* (newspaper inserts in Kansas, Oklahoma, Arkansas, Missouri, Iowa, Illinois, Indiana, Kentucky, and Tennessee), and *USA Weekend*. The Division has contracted the services company which operates a toll-free number for inquiries generated from advertising.

**Trade and Travel Shows.** Travel and Tourism officials attend several regional travel trade shows each year, as well as the Kansas State Fair. Booths and exhibits are operated at shows, and literature is also provided. The Division has attended trade shows held by the American Bus Association, the National Tour Association, the Travel Industry Association, the Travel and Tourism Research Association, and regional shows in Kansas City, Des Moines, Omaha, St. Louis, and Tulsa. Mailings are also sent the National Tour Association and the Society of American Travel Writers.

**Familiarization (FAM) Tours.** The Division routinely conducts familiarization tours of Kansas attractions, hotel/lodging establishments, and restaurants. National and regional travel writers participate in the tours and usually journey through most of the state's regions. As a result of the FAM tours, articles have appeared in several newspapers and magazines.

**Table 5**  
**Division of Travel and Tourism:**  
**Advertising Expenditures**

	FY 86	FY 87	FY 88	FY 89	FY 90
In state ads:					
radio <sup>1</sup>	\$20,000	\$30,000	\$20,000	\$30,000	\$30,000
Out-of-state:					
radio	--	--	--	--	24,500
print <sup>2</sup>	24,500	24,500	24,500	4,000	60,000
<b>Total</b>	<b>\$44,500</b>	<b>\$54,500</b>	<b>\$44,500</b>	<b>\$34,000</b>	<b>\$114,500</b>

<sup>1</sup>Contract with the Kansas Association of Broadcasters to run PSAs.

<sup>2</sup>Includes budget for international and film advertising.

Source: Performance Indicators, KDOC budgets, various years.

#### **E. Comparison to Other States' Tourism Efforts**

Kansas' state expenditures on travel and tourism promotion were compared to those in surrounding states: Colorado, Iowa, Missouri, Nebraska, and Oklahoma (Table 6). In terms of overall spending, Kansas is well below the average of the six state area, with each totalling \$2,121,671 and \$4,796,871, respectively, in 1991. Only one state—Nebraska—had lower spending for the FY 1989-FY 1991 period. Nebraska's spending ranged from \$1,575,132 to \$1,666,177 over the period.

Not surprisingly, Kansas' advertising effort also lags behind its neighbors (Tables 7-8). While Kansas and Nebraska were the only two states to increase media purchases over the FY 1989-1990 period—to \$175,000 and \$299,385, respectively—both were still much lower than the six state average of \$1,658,209. Printing and production costs were also much lower in Kansas and were a constant \$50,000 over the FY 1989-FY 1990 term. This was considerably lower than the six state FY 1990 average of \$417,069.

Five of the six states have a matching grant program (Table 9). The range of state expenditures for FY 1991 is from \$40,000 (for Kansas) to \$589,745 (for Oklahoma). On average, the five states spent \$194,949 on matching grants programs in FY 1991.

**Table 6**  
**Comparison of Travel Budgets:**  
**Kansas and Surrounding States (FY 1989-1991)**

State	FY 1989	FY 1990	FY 1991
Kansas	\$1,471,539	\$2,158,184	\$2,121,671
Colorado	7,903,936	7,849,000	8,254,000
Iowa	3,359,406	4,353,749	4,180,270
Missouri	5,655,998	6,047,652	6,490,716
Nebraska	1,575,132	1,590,092	1,666,177
Oklahoma	6,331,000	6,887,643	6,068,394
<i>Average</i>	\$4,382,835	\$4,814,387	\$4,796,871

Source: Survey of State Travel Offices, 1990-1991.

**Table 7**  
**Advertising Expenditures:**  
**Kansas and Surrounding States (FY 1989-1990)**

State	MEDIA PURCHASES		% Chg.	PRINTING & PRODUCTION		% Chg.
	1989	1990		1989	1990	
Kansas	\$ 169,164	\$ 175,000	3.4	\$ 50,000	\$ 50,000	0.0
Colorado	3,064,687	2,970,000	-3.1	854,680	518,592	-39.3
Iowa	1,886,825	1,700,000	-9.9	400,000	450,000	12.5
Missouri	3,174,000	3,072,423	-3.2	350,000	328,000	-6.3
Nebraska	232,211	299,385	28.9	307,000	310,773	1.2
Oklahoma	1,839,571	1,732,445	-5.8	862,589	845,049	-2.0
<i>Average</i>	\$1,727,743	\$1,658,209	-4.0	\$470,712	\$417,069	-11.4

Source: U.S. Travel Data Center, Survey of State Travel Offices, 1990-1991.

**Table 8**  
**Advertising for Kansas and Surrounding States (FY 1990)**

	Domestic Media Purchase/ Media Allocation		International Advertising/Promotion/ Media Allocation		International Advertising/Promotion Allocation by Country	
Kansas	Mag.	\$87,500	America's Heartland Program	\$14,000	Canada	\$1,750
	News.	87,500			Mexico	1,750
					U.K.	1,750
				Germany	1,750	
				France	1,750	
				Japan	1,750	
				Spain	1,750	
				Italy	1,750	
	Total	175,000	Total	14,000		
Colorado	Mag.	\$2,820,000	Market Represent. Trade Shows	\$215,000 20,582	U.K.	\$160,582
	TV	150,000			Japan	30,000
					Germany	22,500
				France	22,500	
	Total	2,970,000	Total	235,582		
Iowa	TV	\$980,000	Mag. Membership Trade Shows	\$32,000 23,000 10,000	Canada	\$35,000
	Mag.	350,000			Japan	30,000
	News.	350,000				
	Total	1,700,000	Total	65,000		
Missouri	TV	\$1,316,010	Trade Shows America's Heartland Mississippi River Country	\$32,500 14,000 4,500	Canada	\$30,000
	Radio	840,527			U.K.	14,000
	Other	551,726			France	7,000
	News.	275,000				
	Mag.	89,160				
	Total	3,072,423	Total	18,500		
Nebraska	TV	\$100,100				
	Mag.	100,000				
	News.	80,000				
	Radio	19,825				
	Total	299,385				
Oklahoma	TV	\$923,868	Mag. Trade Shows Other	\$16,018 26,025 13,265	Germany	\$9,000
	Mag.	583,184			U.K.	6,000
	Outdoor	40,000			Canada	4,068
	Other	62,751			Mexico	600
					Japan	450
	Total	1,732,445	Total	55,308	Other	35,190

Source: U.S. Travel Data Center, Survey of State Travel Offices, 1990-1991.

**Table 9**  
**Matching Grant Expenditures:**  
**Kansas and Surrounding States (FY 1989-1991)**

State	FY 1989	FY 1990	FY 1991
Kansas	--	\$40,000	\$40,000
Colorado	180,000	180,000	210,000
Iowa	--	60,000	60,000
Missouri	--	--	--
Nebraska	75,000	75,000	75,000
Oklahoma	514,461	564,745	589,745
<i>Average</i> <sup>1</sup>	280,181	188,949	194,949

<sup>1</sup>For those states with a matching grant program.  
Source: States' departments of commerce.

#### **F. State Economic Development Strategy**

In 1985 the Kansas Legislature authorized funding, matched by the private sector, for a study to analyze the Kansas business climate and develop a state economic development strategy. This study, undertaken by the Institute for Public Policy and Business Research (IPPBR) at the University of Kansas, was responsible for formulating subsequent policy recommendations and served as the foundation for a comprehensive strategy for state economic development (Redwood and Krider, June 1986).

The primary focus of this strategy has been to foster business development and growth within Kansas. Targeted state initiatives were designed to encourage business development through an equal or balanced emphasis on the: a) creation of start-up businesses; b) retention and expansion of existing businesses; and c) attraction of new businesses. In other words, the strategy sought to increase economic growth by building on the state's existing economic base and its strengths, rather than focusing solely on bringing new firms into the state.

Fifty recommendations, or initiatives, were outlined in the IPPBR report. These initiatives balanced state support for business development across seven areas, or foundations of economic development: human capital, financial capital, commitment/capacity capital, infrastructure capital, business environment, technology/innovation capital, and quality of life.

Recognizing the economic importance of tourism as an industry, one of the recommendations stated:

*32. Establish an overall travel and tourism strategy for the state. A funding increase is necessary for the following projects:*

- 1. research on travel and tourism;*
- 2. marketing of Kansas attractions in and out of the state; and*
- 3. development of state parks or other major attractions.*

Travel and tourism is a growth industry in the United States, but Kansas is not currently competitive in developing this industry. Kansas' spending on travel and tourism has not kept pace with other states, and Kansas currently ranks 44th among the states in funding for its travel and tourism office. We believe that Kansas has greater potential in this industry than has previously been recognized (Redwood and Krider, p. 27).

The strategy of the Department and each of its Divisions should flow from the state's overall economic development strategy. In this case, the Division should assist the industry—tourism—in addressing its strengths and weaknesses. Examining the needs of a state's industry does not mean that the Division duplicates the efforts of the industry. The focus and effort of the Division should not be programmatic; rather, it nurtures further development of the tourism industry by addressing those items which are out of the control or capabilities of individual tourist attractions. For example, the Redwood/Krider Report refers to three such items: a) general, state-wide research; b) the marketing of the state as a whole; and c) development of the state's natural resources. The Division's role is one of facilitator, bringing all related entities together.

In creating a strategic plan, it is essential that the strategy guides the future direction of the Division through appropriate activities and actions, reaching specific objectives and goals. Generally speaking, there are three ways of characterizing economic development strategies: explicit, implicit, and ad hoc. Explicit strategies may be highly detailed written documents or unarticulated principles and purposes. The key to an explicit strategy is that it guides the actions of state leaders. On the other hand, an implicit strategy is "rooted in the habits and traditions of state institutions," while an ad hoc strategy seizes upon opportunities as they occur (R. Scott Fosler, p. 316).

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## Findings

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### A. Impact of General Promotion Programs

The primary goal of the various tourism general promotion programs is to attract out-of-state visitors. From 1987 to 1991, the Division's budget has increased from \$1.19 million to \$2.12 million—an increase of 78%. The issue is: are these expenditures on tourism promotion justified? The proponents of tourism claim that increased tourism promotions had a positive impact on the state's economy by attracting out-of-state visitors and by keeping Kansans vacationing within Kansas. The Kansas Department of Commerce 1990 Annual Report (p. 64) claims that tourism is a \$2 billion industry in the State of Kansas, and that expenditures by out-of-state visitors generated more than \$235 million in Kansas tax revenues. Similarly, Economics Research Associates (Tourism Development and Marketing Plan, May, 1991, p. 1-6) estimated that Kansas could gain an additional \$952 million in tourist expenditures if it was performing at the national average. All these claims and estimates are apparently based on a study by the U.S. Travel Data Center (1985).

While reasonable people may disagree about the \$2 billion estimated tourist spending, an even bigger problem is separating the effect of tourism promotions from other factors which may affect travel to the State of Kansas. These include the condition of the national and Kansas economy, changing travel trends (such as people preferring to take shorter, closer to home vacations), effect of promotional activities of other competing states, weather conditions, and general publicity about Kansas.

Of the eight promotional activities undertaken by the Division, concrete impact data are available on only one—Linger Longer—and only for 1988. On the rest of the programs, impact information is not available; however, some anecdotal evidence on performance of these programs is available. For example, Division has kept count of leads resulting from the motorcoach promotions and travel writers' promotion. Since June 1991, Division has also started collecting information on the promotional inquiries generated in response to print and broadcast ads. This information can be used to measure the effectiveness of advertising in the future.

Below, we review the impact data from the Linger Longer program and propose certain modifications to the program. Next, guidelines for reviewing each of the remaining programs are proposed.



## **B. Impact Data: Linger Longer**

The Linger Longer Program is believed to be a great success by the Division as well as by the Kansas tourism industry: not only did it help attract outside visitors to the state, it also created momentum within the state tourism industry. In the four years the program was in effect, it attracted 6,500, 8,500, 9,000 and 9,000 visitors in 1987 through 1990, respectively; however, the economic impact of the program, which is estimated at \$2 million of additional tourist spending in 1988 alone, seems misleading. The 1988 KDOC Annual Report (p. 62) notes that:

The 1988 'Linger Longer' coupon books included several research questions to be completed by the out-of-state visitor. With close to 75% of the visitors completing the questions, some very useful information was gathered. Over 68% of the out-of-state visitors completing the survey altered their travel plans in some manner as a result of the program. Of those altering their plans, 55% visited an attraction not previously planned, 86% ate an unplanned meal in a restaurant, and 73% made a purchase in a specialty shop. 'Linger Longer' participants spent an average of three days in Kansas, the average number of people traveling together was two and 75% visited Kansas for pleasure. In addition, 'Linger Longer' participants visited an average of three additional businesses listed in the directory after completing the coupon book. The economic impact of those 8,500 out-of-state visitors to our state is phenomenal. Based upon an average expenditure of \$100 per day for food, lodging, and entertainment for a family of four and with participants spending an average of three days in Kansas, this translates to well over \$2 million. These are very significant dollars particularly to smaller rural communities.

A more reasonable estimate is provided in an internal memo (see Appendix B, Memo from Jim Kent to Sonya Woertz dated October 3, 1988). Mr. Kent notes in his memo:

. . . that 68% of the customers changed their travel plans after learning about the Linger Longer program, but only 11% changed their plans to stay overnite. The biggest effect of the Linger Longer program seems to be in changing the customer's plans to eat in a restaurant, 86%, and in making a specialty shop purchase, 74%. The customer's plans to visit a Kansas attraction was somewhat less effected by the Linger Longer program at 55%, while the customer's original destination was changed by 57%.

He then goes on to calculate the impact of Linger Longer as follows:

There were 8,665 people who spent a total of 11,131 days in Kansas. If each person spent an average of \$30.00 a day for meals, lodging, and entertainment, that would impact the economy by \$333,930. Taking the effective percentage of the change in travel plans, 68%, times \$333,930, the Linger Longer program had a \$227,072 effect so far this year.

This estimate, too, does not make an allowance for the fact that of the 68% of out-of-state visitors who altered their travel plans, only 11 percent changed their plans to stay overnight; remaining participants changed largely their eating, specialty purchase, or attraction visit component of the trip. Mr. Kent assumes that all 68 percent who altered their plans changed *all* components of the trip.

In order to obtain a better estimate, respondents should have been classified according to which component of their travel plan changed due to Linger Longer. Each respondent should then be differentially weighted based on which component of her/his travel plan was altered. Such a procedure would have required an average estimate of expenditure in each category (e.g., meals, purchases, lodging, etc.).

The way in which data are currently presented does not allow us to accurately estimate the impact of Linger Longer. Moreover, we are told that the original data on the program are no longer available; therefore, it would be impossible to reanalyze the data to get a better estimate. Also, there is a discrepancy in the data. The memo claims 8,665 people, but the data tables show only 5,735.

There are several changes which the Division should consider while reinstating this program as *Kansas Secrets*:

1. *Questionnaire Responses.*

We noticed a 47% non-response rate among the participants. That is, 47% of the participants simply did not bother to fill out the questionnaire at the back of the coupon. Perhaps the Coleman Cooler Award should be contingent upon filling out the questionnaire, which should drastically reduce the non-response rate. (However, this strategy needs to be researched through focus group/indepth interviews to make sure that it will not cause undue reaction from potential participants.

2. *Sample Interviews.*

The Division may consider interviewing a sample of Linger Longer participants as they leave Kansas to obtain average expenditure estimates in each category.

3. *Detailed Questionnaires.*

The Division conducted a geodemographics analysis of the Linger Longer participant data. (Incidentally, such analysis can now be conducted through the University of Kansas.) The Division may consider sending a detailed mail questionnaire to a systematically selected sample of participants, asking information on demographic, socioeconomic, psychographic and other background information, as well as trip-related information.

With 1 and 2, an accurate estimate of program impact could be calculated; with 3, the Division can revise its marketing and promotional activities by learning more about the program's "customers."

### C. Measuring the Effectiveness of Other Promotional Programs

As mentioned earlier, due to the lack of information promotional impact of most promotional activities cannot be estimated. In this section we review all available performance information on each program and describe some methods of measuring promotional impact, assuming we had the needed data. We hope that this approach will help the Division in future planning.

#### *Advertising and Promotional Brochures*

Out-of-state advertising to date has been exclusively through the print media (newspaper, magazine ads) and some limited broadcast advertising on Royals Radio Network. In-state advertising is done only through TV, and Radio Public Service Announcements (PSAs) which are run through the Kansas Association of Broadcasters (KAB).

The Division estimated that last year about \$330,000 worth of radio/TV time in Kansas was obtained for the PSAs through KAB contract (fee: \$30,000). Obviously, this performance measure is not a good indicator of success. What should be determined is whether the PSA advertisements influenced Kansans positively in terms of creating a good image or motivating them to call for more information on various Kansas attractions.

No performance or impact information on out-of-state advertising is available prior to 1991. Since June 1991, the Division has instituted a mechanism whereby an 800 number is included in the ads, allowing readers to call in for more information about Kansas. The 800 service records the caller's name, address, and ad source of 800 number (newspaper/magazine for out-of-state callers and TV/Radio for in-state callers). Promotional brochures are then mailed to the inquirer. The inquiries generated through the 800 number can be used to estimate the effect of advertising and brochures.

The most common method of estimating advertising's impact through inquiry data is called the *Inquiry-Conversion Method*. It requires sending follow-up surveys a few months after the end of a tourism season (Fall, Summer, etc.) of that year to a randomly selected sample of individuals who had requested brochures during the season. The survey primarily focuses on whether they had vacationed in the state and how much they had spent within the state on food, lodging, etc. The total dollar impact of advertising and promotional literature is then estimated by multiplying the proportion of those who said they had vacationed in the state by the average amount spent and by the total number of inquiries generated.

Two major weaknesses of the traditional inquiry conversion method lead to inflated conversion rates (of 60 to 80%) which in turn lead to inflated return on advertising investment, with ratios ranging from 1:23 to over 1:100 (Ballman et al., 1984, Gray, 1982; Muha, 1976).

These weaknesses are: 1) failure to account for non-response bias; and 2) failure to adjust the conversion estimates by factoring out those respondents who had decided to visit the state before being exposed to the promotional material.

Non-response bias refers to the fact that individuals who visit a destination are more likely to respond to a survey than those who did not. Hence, computing the proportion of respondents who vacationed in-the-state (based on the returned portion of the survey) and applying this to the total number of inquiries leads to inflated conversion estimates. Hunt and Dalton (1983) argue that a response rate of at least 80% is required to correct this problem. This may require three or more mailings of the questionnaires to the selected sample, but the costs of these additional mailings must be kept in mind. No more than three mailings are recommended by Woodside and Ronkainen (1984). Many studies have recommended ways to reduce non-response bias (e.g., Kanuk and Berenson, 1975; Houston and Nevin, 1977; Woodside and Ronkainen, 1984). Woodside and Ronkainen, for instance, recommended that the sponsor of the conversion study not be identified and that questions be asked about travel behavior to competing destinations. Doing so may produce higher response rates "since nonrespondents who travelled to competing destinations may be more interested in telling the investigators why they did so." Hunt and Dalton (1974), recommend using telephone surveys instead of mail to increase response rate.

The second problem—factoring out respondents who may have decided to visit a destination before being exposed to the advertising—can be tackled with the *Modified Inquiry Conversion Method* (Ballman et al., 1984). In this method, one of the survey questions asks whether the vacationers had requested information before or after they had decided to vacation in the state. It is assumed that only those who made the decision after receiving the information were influenced by the promotional literature.

This method produces smaller dollar impact of advertising. Financial returns on the investment are computed by relating the total cost of the campaign to the dollars generated by the campaign. It is important to include *all costs* pertaining to the campaign including media production and placement, brochures production and handling, postage, phone charges, conversion study costs, etc. (Ballman et al., 1984).

Conversion rates can be computed overall or by individual media or vehicle. As a matter of fact, conversion studies are very versatile and ". . . are useful for comparing the performance of one ad relative to that of another ad, one media vehicle relative to another media vehicle (e.g., magazine A versus magazine B), and one ad campaign relative to another ad campaign" (Woodside and Ronkainen, 1984).

Despite their versatility, both traditional as well as modified conversion methods have some limitations that users should be aware of. These include:

1. Failure to include people who vacationed in the state but did not call the 800 number for information. This can be a significant downward bias in the estimates especially in case of ads designed to increase awareness and image of the state

and thus influence the target audience independent of the promotional literature;  
and

2. Not separating the impact of media advertising and promotional brochures.

There are other methods of measuring advertising effectiveness which will be discussed later in the context of future research planning.

### ***Group Tour Promotions***

The Division currently has some performance figures on the group tour promotions, primarily in the form of leads generated by the campaign. For example, in 1990, the Division assisted 30 tour operators interested in Kansas as a tour destination. Several—the 1990 KDOC report does not say how many—added Kansas as an extra stop, and one four day tour was dedicated to Kansas as a destination.

There are two problems with the present measurement approach. First, it is not possible to separately measure the effect of each component of the program: direct mail, trade shows, and familiarization tours. Second, the dollar impact of these promotions cannot be estimated with the present data.

It would be advisable to measure the impact of each component separately to determine which ones are more valuable; however, it would require some additional data collection. For instance, the impact of a direct mail campaign can be evaluated with the conversion method described earlier. This will require keeping track of the number of leads generated by the mail campaign and the number of new and expanded tours resulting from these leads, as well as the average amount spent by the tour visitors. Similar tracking will have to be done for trade shows and familiarization tours.

This will require a fairly extensive statewide information network. Currently, the Division lacks continuous information on tour operators. For instance, once tour operators are put in touch with a regional travel entity (e.g., Southeastern Kansas Tourism Region), the region deals with the tour operators, and the Division may or may not receive feedback from either the region or the tour operators.

### ***Travel Publication Promotions***

The current performance measurement of this activity is limited to keeping track of the number of writers who requested research information for travel stories; for example, in 1990, 25 such requests were received. The Division also keeps a partial list of publications in which feature articles about Kansas appear. Publicity as a means of communication is superior to paid advertising because it is more believable and because it gets attention as a news item; however, it is one of those areas for which it is extremely hard to measure an impact. Therefore, for this activity, it is best to measure the performance and use it as an indication of impact. Some of these measures are: number of writers requesting information, number of articles published, and cost-evaluation of article space. A clipping service may be hired to keep track of articles in

publications. Once this information is available, a dollar estimate of cost evaluation (i.e., an estimate of what would have been the cost to the Division for buying paid advertising space equal to the space devoted to publicity articles in various publications) can then be made by multiplying the respective space figures with the corresponding advertising space rates. Rate information is available through services such as Standard Rate and Data Service.

### *America's Heartland*

There is an indication that foreign travel to Kansas has increased, and according to the U.S. Travel and Tourism Administration, Kansas is the fastest-growing U.S. tourist destination among foreign tourists. However, it is impossible to estimate what proportion of this travel is due to the America's Heartland promotional efforts. Again, conversion studies and primary surveys of the visitors could be used to estimate the impact of foreign travel. Also, performance could (and should) be measured through before-and-after surveys measuring awareness, interest, and image of the Heartland states in those foreign markets where the organization is actively promoting the states.

### *Matching Grants*

As part of our evaluation of the matching grants program, we interviewed *all* (18) the recipients of matching funds in FY 1991. The reaction to the program was generally very positive (see Appendix C). One problem mentioned by recipients was the application deadline. The application was due at the end of the calendar year but awarded funds had to be spent by the end of the fiscal year; thus, only six months were given to complete the requirements of the award which, in many cases, was too short. This problem seems to have been corrected now: the most recent application guidelines (FY 1992) allow recipients more time to complete their projects.

In reviewing this program, we noticed two problems. First, the program, at times, may fund projects which meet local goals but not necessarily state tourism goals. For example, the Division required that a project involving print advertising must place ads in the out-of-state publications, and advertising in other media receives priority if it is out-of-state. However, the Division requires that television and radio advertising has a minimum requirement that it reach outside the county and directory advertising is allowed outside of a 100-mile radius of the promoted area or event.

From a local perspective, increased tourist traffic is beneficial; however, if this increase is mainly due only to the in-state visitors, this does not help the state's economy. Increasing tourism within the state may be a reasonable goal, but the primary purpose of the matching grants program is to "attract/increase out-of-state visitors." Given this goal, perhaps the Division should consider giving priority to those projects that are jointly sponsored by many nearby communities/attractions featuring a variety of vacation opportunities over those projects involving single attractions/communities. Joint projects—such as joint advertising—by several nearby communities would have greater potential in attracting out-of-state visitors.

The second problem is that the matching grant application does not require recipients to evaluate the effectiveness of the project once it is completed. Given the small amount of grants and a lack of resources on the part of recipients, it might be unreasonable to require a very scientific evaluation; however, some evaluation must be required for the sake of accountability. Moreover, the Division should require that recipients inform the Division whether the funded marketing activity is being continued in the subsequent years. If the matching grants program is enlarged as recommended in the ERA report, the Division must revise its criteria and require scientific project effectiveness evaluations for those projects receiving larger grants.

#### **D. Impressions of the Convention and Visitors' Bureau and Chamber of Commerce Officials**

Given the lack of hard data in evaluating the impact of general tourism promotions, we conducted a series of interviews with nine Convention and Visitors' Bureaus and two Chambers of Commerce.

The purpose of these interviews was to ascertain whether or not the Division has: a) been effective in providing assistance to various tourism entities; b) been responsive to the promotional needs of these entities; and c) played a role in developing a cohesive regional network for in-state as well as out-of-state tourism promotions. A summary of these responses is given in Appendix D.

The interviews indicated that the Division's activities are well perceived by the industry. The Division staff is perceived as being friendly, helpful, having a genuine interest in promoting tourism in the state, and being receptive to the views of the people in the tourism industry.

Most effective promotional efforts of the Division, viewed from the local industry perspective, were:

1. Linger Longer;
2. Providing leads for group tours and familiarization tours; and
3. Promotional literature (particularly travel guides).

Some problem areas mentioned in the interviews were:

1. Lack of a long-term strategic plan;
2. Lack of a consistent image (theme) to promote the state;
3. Inadequate in-state and out-of-state advertising;
4. Arbitrary tourism region boundaries;
5. Need for more industry training, seminars and workshops; and
6. Need for Division to attend more trade shows and invite key tourism organizations to attend shows with them.

Additionally, tourism officials not located close to Topeka felt left out: they had a hard time getting promotional materials and being updated on the industry. Some questioned whether the monies spent on the America's Heartland program may be better spent on regional promo-

tional efforts or other in-state efforts. Apparently, the Division needs to communicate the benefits/impact of this program more effectively.

The new brochures (especially the attractions guide) are viewed as very good. Some thought that the toll-free number should be listed on all brochures. Promotional materials should include a state map showing all the attractions and tourist sites. Overall, most respondents thought that the Division was doing a good job given the resource constraints.

The industry would like to see the Linger Longer program reinstated. Some past problems with this program were felt to be:

1. Four validations were viewed as too many;
2. Some retailers had a hard time explaining the program to the tourists because of its complexity; and
3. Coupon booklets should be placed at multiple sites, not just the state-run Visitor Information Centers.

#### **E. Difficulties in Measuring Promotional Effectiveness**

1. ***Changing Marketing Plans.*** Promotional planning depends on the marketing strategy; unfortunately, the Division has not yet developed a consistent, stable marketing plan. Our review of documents has unearthed two marketing plans—an annual plan dated August 23, 1988 (Appendix E), and a five-year plan dated January 5, 1990 (Appendix F). We are told that the Division has now developed a new plan but that it cannot be shared with us, for reasons unknown to us.

The previous plans lack specificity with respect to general promotions. For instance, the 1990 five-year plan proposes (for the first year, i.e., FY 1991) "increase out-of-state marketing/advertising activities." This is clearly not a workable objective. The proposed five-year plan by ERA is also not specific enough on this issue. For example, the plan for year one recommends: "Evaluate and refine existing brochures, media buys, information distribution channels" (Tourism Development and Marketing Plan, p. v-14). Without a stable, workable marketing plan, specific promotional objectives cannot be derived and their impact cannot be measured.

2. ***Inadequate Baseline Data.*** The problem with *all* of these plans is that they do not have sufficient baseline data on the existing and potential buyers (travelers). In the absence of this information, this type of planning is similar to shooting in the dark: it has little chance of being successful. The ERA plan *is* based on some baseline data; unfortunately, this information about existing and potential tourists is too narrow. ERA conducted a survey of about 900 out-of-state and 302 state residents. While surveys are useful, they have two major limitations: 1) they do not provide comprehensive information about the visitors; and 2) states surveyed were selected based on the Linger Longer response data. This data represents only those who participated in the Linger Longer program and ignores all others. The Division has conducted a geodemographic study based on the Linger Longer data; however, this is no substitute for primary survey data.



3. ***Target Markets Not Well Defined.*** Based on Linger Longer data, the Division has identified several geographic markets as key target markets, such as Denver, St. Louis, Oklahoma City, and Tulsa. Though Linger Longer data are not broad-based, perhaps these markets are the accurate geographic target markets, given that these are in neighboring states. Most travel literature shows that most people take vacations within a 1,000 mile radius of their homes. With the help of primary data, the Division needs to further segment these into primary and secondary markets; moreover, within each market, traveler segments will have to be identified, determining which segments are more likely to visit Kansas attractions, events, etc. In other words, the Division needs to differentiate between different types of visitors to Kansas and obtain a clear profile of each type. Such fine tuning of segments will make promotions more specific and ultimately more effective.
4. ***Lack of Coherent Positioning/Image for the State.*** The state needs to develop a strategic omnibus promotional campaign to foster a clear image of Kansas as a travel destination state as well as a state which offers interesting tourist attractions for pass-through travelers. While the strategic/image campaign may be targeted at the potential tourists at large and may be run in the television medium, more specifically targeted promotions emphasizing particular benefits appealing to various primary target segments will have to be developed and placed in media which are most likely to reach these respective segments. This again dictates the need to have baseline data on what current and potential travelers to the state want.
5. ***Lack of Specific Promotional Goals.*** Promotional goals are not described with any specificity. There are two primary ways to define the goals for promotional effectiveness: a) in sales terms; and/or b) in communications terms. The sales goal will be set in terms of attracting "X" visitors to Kansas from "Y" market in "Z" time. The communications goals can be set in terms of creating awareness and a positive image of Kansas in given target markets. Many in the industry believe that the goals should be set in terms of communications only because ". . . promotion is the communication function of marketing. This is its unique contribution to the marketing mix, and its impact really should be assessed on that basis" (Engel et al., 1987, p. 195). This argument centers on the belief that since sales—or attracting travelers in the case of tourism promotion—depends on so many other factors, such as state of the economy, competitive factors and so on, it is not fair to evaluate promotions in terms of sale. However, in the long-term, both goals are legitimate. A good promotional campaign should sell over time.

Whether sales or communications-oriented, the goals will have to be set in specific terms, with respect to target market, quantitative benchmarks, defining expected results, measurement criteria and the time period. For example, "increasing the awareness of Kansas as a tourist destination state in Tulsa (Oklahoma) from the existing 25 percent to 37 percent (as measured by the specific aided recall tests) over the next 12 months," *or* "to increase business from the motor coach tour operators participation in the familiarization trip by 10 percent over the existing level in the next 6 months" are illustrations of how specific goals should be set up.

Without specific goals, measuring the effectiveness of a campaign is always risky because you do not have a yardstick to measure success with.

6. ***Budgetary Constraints.*** The program component for the promotional budget for the Division has several constraints, e.g., \$40,000 goes to the matching grants as mandated by the statute and \$30,000 is spent on the Kansas Association of Broadcasters contract. A certain number of brochures and promotional material must be printed to meet the demand for such material, leaving a limited amount of promotional dollars within which the Division must work. In effect, this ends up being an "all-you-can-afford" method of budgeting, which is least desirable. Instead, an "objective-task" method of budgeting—which is more desirable—is based on an estimate of what it would take to accomplish certain promotional objectives.

The Division's internal cost accounting system is woefully inadequate. Even limited expenditures on various promotional activities cannot be accurately allocated to the specific activities, making it rather impossible to know the return on investment of different elements of the promotional mix.

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## Policy Options

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### **Implications for Planning and Research: Future Measurement of General Promotion Effectiveness**

From our review, it is quite clear that the current information on measuring the effectiveness of tourism promotions is inadequate. Furthermore, unless steps are taken to modify the Division's current methods, it will be impossible to evaluate future effectiveness as well. The obstacles to measuring promotional effectiveness, as identified in the previous section, lead us to several implications:

#### **Summary of Specific Program Policy Options**

1. Consider reducing non-response rate in Linger Longer coupon surveys by making Coleman Cooler awards contingent upon filling out the questionnaire.
2. Obtain spending estimates in each category—lodging, meals, etc.—for each Linger Longer participant.
3. Gather more visitor information on Linger Longer participants through detailed mail questionnaires.
4. Use the modified inquiry conversion method for estimating impact through the 800 number. Factor out those who had decided to visit before receiving promotional literature.
5. Measure the effectiveness of print and broadcast media through before and after surveys in primary target markets, assessing awareness and image as well as market share changes in the percentage of active travelers.
6. For group tour promotions, separately track the performance and impact of direct mail, trade shows, and FAM tour campaigns. Collect information on leads, as well as new and expanded tours arising out of each program element.
7. Track articles appearing in various publications as a result of travel publication promotions. Convert them into dollar estimates of cost to obtain performance estimates.
8. Measure the effectiveness of America's Heartland through conversion studies and primary surveys of foreign visitors. Also, do before and after surveys, in cooperation with member states, to measure awareness, interest, and image of Heartland states in foreign markets.

9. Give priority to cooperative marketing programs—through the Matching Grants program—involving multiple attractions/communities. Have all recipients evaluate the effectiveness of their promotions.
10. Examine the effectiveness of the KAB program. Are \$30,000 spent on the contract to get PSAs worth it, especially since the KAB prohibits in-state print advertising by the Division?

### General Policy Options

1. **The Division needs to develop a strategic marketing plan** (covering a span of at least three to five years) and stick to it. Promotional planning is a part of marketing planning; without a marketing plan, promotional planning will remain *ad hoc*. The marketing and promotional plans should be developed in consultation with various constituencies. This plan should be very detailed and specific with respect to the following

- a. **Target Market.** Target markets should be defined not only in geographic terms but also customer characteristics such as demographics, psychographics (lifestyles), motivation and so on. In other words, the target markets should be segmented in relatively homogeneous groups for maximum marketing impact. For example, it is not enough to target Tulsa, Oklahoma, as a market; rather, the Division should be attempting to separate the potential visitors from Tulsa based on their motivation (e.g., those who are primarily interested in visiting Kansas historical sites versus those who want to come for hunting) and their demographics (age, sex, etc.). Such target market profiles are crucial for promotional success. Moreover, an estimate of potential size and growth rate of various segments within each primary geographic market must be obtained.
- b. **Message.** What type of promotional message is to be communicated to the state residents versus out-of-state potential tourists? This will depend on the type of positioning strategy (i.e., the image of Kansas to be portrayed). This, in turn, will depend on the competitive advantage—at least for the out-of-state promotions—or the unique selling proposition of Kansas compared to the competing neighboring states.

It is likely that more than one type of message will be developed for out-of-state advertising. For instance, an omnibus message which attempts to communicate an overall image of Kansas through some promotional theme may be used to unify other, more focused messages, directed at smaller segments of potential travelers and informing them of what Kansas has to offer.

- c. **Media.** In which media would the messages be placed? This will again depend on the nature of communication. A general image/theme ad could perhaps be run on television, whereas more informative, focused ads could run in the magazines/newspapers of choice to the target audience. If the target market is precisely defined, direct mail may also be used.

In addition to paid media, attempts should be made to obtain focused publicity in the primary targeted markets.

- d. **Scheduling of the Message.** Which messages will run in which markets at what times?
- e. **Coordination of the Promotional Efforts.** The promotional efforts of various tourism entities such as tourism regions should be coordinated with the Division's promotional plans to realize maximum impact and avoid duplication. This is also essential for communicating a unified theme/image.
- f. **Budgeting.** The budgeting for promotions will be based on the marketing and promotional goals. If sufficient funds are not available to meet the stated goals, a downward revision of goals will be required. Provisions must be made for contingency funds to take advantage of such unforeseen, but propitious opportunities which may arise from time to time.

2. **The Division needs to develop a comprehensive strategy to focus its direction and activities.** As mentioned in Policy Option #1, the Division needs to develop a strategic marketing plan. This marketing plan should be based upon a comprehensive strategy which outlines all of the Division's activities. The Division's efforts have essentially been shaped by the individual Directors of the Division, which has translated into an *ad hoc* strategic emphasis for the Division, as directors have tended to seize upon opportunities, ideas, and individual programs as they arise. Instead, the Division's role in tourism development should be thought of as facilitator for the industry, not one of creating specific programs.

In working with the Kansas tourism industry, the Division should create a strategy which:

- a. **Targets clusters of groups.** The Division should encourage the market to develop industry clusters based on similar tourism products, customers, or other business interests. For example, clusters could be based on a group of tourism attractions promoting the Old West, or a region built on a distinct tourism emphasis such as natural resources, hunting, and fishing.
- b. **Addresses market weaknesses.** The Division's strategy should address those components which are out of the financial and non-financial reach of the individual tourism entities. For example, the Division has the unique ability to gather internal and external information about the industry. Internal knowledge includes gathering information on activities taking place within the state. The Division also has the ability to network with other state tourism officials and agencies, assembling information about innovative programs, networks, and activities.

Furthermore, the Division has the capability to carry out projects with greater efficiency than the tourism market, such as promoting the state as a whole and

carrying out state-wide research. The key to addressing industry weaknesses is clear, constant communication between the Division and each cluster.

- c. *Fosters self-development.* The driving force behind the Division's strategy should be to develop a cluster network which could, over time, work without the Division's assistance and attention. In other words, instead of turning to the Division for a "dose" of advice, as needed, the entities within each cluster could work with each other—or other clusters—learning and benefitting from each other's successes and mistakes.

3. In order to achieve the type of planning recommended above, *the Division needs to listen to the market place: collect baseline data.* The planners must know in detail who the present and potential customers are, what they know about Kansas, how they perceive Kansas, why they come to Kansas or might want to come to Kansas, etc. Such data are currently not available.

Data from the 800 number represent only those who call for information; and past data from Linger Longer represent only those who participated in the program. Both sets of data tell us nothing about those who did not call or participate. The data collected by ERA, to the extent it relied on the Linger Longer data in preselecting the nine states in which the surveys were conducted, are also non-representative; moreover, ERA did not collect data on a range of variables which are needed for effective planning. For example, it did not report information on visitors' sex, or number of children living at home (to determine family life cycle—an important variable for tourism). Additionally, what type of individuals visit what kind of Kansas attractions and events and how do such individuals differ from one another? For example:

1. How does a tourist who primarily comes to Kansas to look at the historical sites differ from the one who comes primarily for fishing?
2. Did they both use the same information sources?
3. Was their decision-making mechanism the same?
4. Who made the decision to visit Kansas?
5. How far in advance was the trip planned?
6. What were the trip characteristics? and
7. What did they like least/most about Kansas?

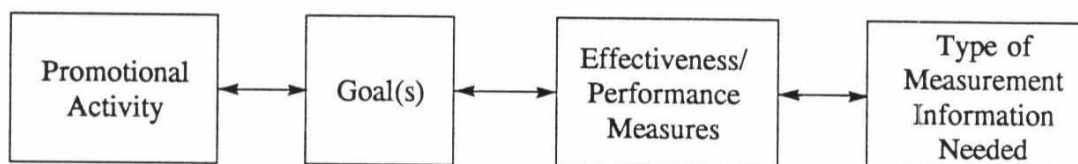
As mentioned above, the Division needs to collect this kind of information. Toll free numbers and responses from selected programs, such as Linger Longer, are "inappropriate surrogates for visitor surveys" (Perdue and Botkin, 1988, p. 76). Using a probability sampling scheme and a comprehensive questionnaire, baseline data should be gathered over an entire tourist season (see, for example, Harris et al., 1990), and the questionnaire should be pre-tested before administration. The baseline data could be used for target market selection, generating overall, as well as segment-specific profiles of visitors to Kansas (e.g., a profile of visitors to the lakes, parks and reservoirs versus historical sites) for message development and media planning. Questionnaire design and data collection should be handled by either a professional research firm or a research institution, such as a state university, with competence in survey design and execution.

4. **Measure Promotional Effectiveness Against Set Performance Goals.** As discussed in the previous section, whether the promotional objectives are stated in sales terms or in terms of communication, they have to be precise and measurable against some benchmark. For the purposes of illustration, consider measuring the effectiveness of a television advertising campaign which runs in Market "X" for six months. One way to gauge the effectiveness of the campaign would be to compute the changes in awareness and image of Kansas in target Market "X". To set a realistic goal, a "before" survey of a sample target audience in Market "X" should be conducted to assess the existing level of awareness and image of Kansas. At the end of the campaign, an "after" survey should be conducted using the same survey instrument. The resulting changes in the awareness and image will then be compared against pre-set objectives to determine the level of success/failure.

Another way to measure the effectiveness of an ad campaign could be to compare the before-and-after changes in Kansas' share of the vacation market in the target city and compare it to the planned objectives.

While measuring the effectiveness, whenever possible, measure the marginal effectiveness of a campaign. Since most promotional campaigns have diminishing returns over time, computing the estimated marginal return on the investment makes sense. When marginal returns become too low, the campaign must be modified.

5. **Set Up a System for Measuring Promotional Effectiveness.** A system for measuring promotional effectiveness should be devised, based on the promotional goals for each program activity. Since each promotional activity would have a prespecified set of goals, the information needed to measure the effectiveness will be dictated by these goals. Fortunately, for all practical purposes, there are finite ways in which the promotional goals can be set for each promotional activity; therefore, the information required to measure effectiveness can be easily determined using the following sequence:



As an illustration, consider out-of-state advertising. The promotional goals for this program may be set either in terms of communications (e.g., increasing awareness of Kansas as a tourism destination in Market "X" by "Y" percent over "Z" months), and/or in sales terms (e.g., a 5 percent gain in market share of active travel vacationers in Market "X" over the next 17 months). Information required to determine effectiveness would be before-and-after surveys of awareness and market share changes in the target market. If the intent is to measure marginal effectiveness, incremental costs and incremental changes in the performance measures will have to be computed, requiring data maintenance over multiple time periods.



Once the information needs for measuring promotional effectiveness are determined for all elements of the promotional mix, the Division should institute a system for gathering and processing this information. Several points are worth noting in this regard:

- a. The Division will need input from all parts of the tourism industry in the state for such a system. For example, measuring the effectiveness of matching grants will require input from grant recipients.
- b. As the promotional activities/goals change, the type of information needed to measure the effectiveness will also change; therefore, the system will have to be dynamic and adaptive to changes.
- c. The information system instituted to measure promotional effectiveness should be part of a larger, more comprehensive information system which should have information on tourist profiles, spending, attendance patterns at various attractions, events, etc. The system should link and be accessible to all parts of the state's tourism industry. The Division should consider ERA recommendations (Tourism Development and Marketing Plan, pp. iv-17, and 18 of ERA report) in this regard.

6. **Keep Track of Promotional Costs of Each Program.** This is critical for measuring marginal effectiveness and judging which programs are worth pursuing and which ones need modifications.

7. **Research Should Become an Integral Part of the Division's Activities.** In order to conduct and coordinate the ongoing research needed for promotional planning and effectiveness measurement, as well as to assist other marketing functions, the Division needs someone who can handle this very important task. According to Hawes et al. (1991, p. 16):

One or more staff members are dedicated to travel research in 43 states, and 46 states and the District of Columbia have ongoing travel data-gathering projects. Of the various types of studies conducted in 1987-88, 36 states conducted an economic impact study, 32 conducted an advertising effectiveness/conversion study, 31 conducted a state visitor profile, and 25 conducted a consumer attitude/awareness impact study.

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## Conclusion

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The Division does not have adequate historical or current data to measure promotional effectiveness. Additionally, it does not have a mechanism to evaluate program effectiveness in the future. However, through our evaluation we have found that the Division has several strengths: 1) **Staff**—The Division's staff is perceived as friendly, helpful, and having a genuine interest in promoting tourism. It is receptive to the views of people within the industry; 2) **Literature**—Promotional literature created and distributed by the Division, especially the travel guide, is seen as effective by the Kansas tourism industry; 3) **Linger Longer**—The former Linger Longer program—now called *Kansas Secrets*—was considered successful by the industry; and 4) **Generating Leads**—The Division is adept at providing leads for group tours and familiarization tours.

Some problem areas—or weaknesses—affecting the Division include: 1) **Strategy**—The Division does not have a long-term strategic plan. Current strategies, including marketing plans, are developed in an *ad hoc* fashion; 2) **Evaluation**—Program evaluations are non-existent. Data collection on program effectiveness is uneven and uninformative. Programs do not have specific goals and objectives; therefore, it is difficult to determine whether or not they have been effective in meeting their set objectives; 3) **Consistency**—The Division does not have a consistent theme or image which is used to promote the state; 4) **Advertising**—In-state and out-of-state advertising is inadequate; 5) **Programming**—There is a need for more industry training and workshops. The Division also needs to attend more trade shows; and 6) **Communication**—The Division needs to continue to communicate with tourism officials throughout the state, soliciting their input in order to better understand their needs.

From our evaluation, several recommended policy options were presented, ranging from establishing a comprehensive strategy for the Division to specific methods of evaluating the effectiveness of promotional programs in the future.

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## Appendix A

## MATCHING GRANTS RECIPIENTS, FY 1991

<u>Recipient</u>	<u>Project</u>	<u>Amount</u>
Big Brutus, Inc.	Big Brutus Video	\$2,500
Butler Co. Historical Society & Kansas Oil Museum	Flint Hills of Kansas Brochure Four-State Test Marketing	503
Columbus Chamber of Commerce	SE Kansas Canoe Trails	700
Coronado Quivira Museum	Brochures and Color Ads	1,671
Ellsworth County Economic Development Committee	Old Highway 40 Tour	2,500
High Plains Museum	Goodland Historic Walking/Driving Tour Brochure and Slide Program	1,000 675
Kansas Landscape Arboretum, Inc.	Kansas Tourist Perceptions of Service Quality	2,500
Kansas State University	Labette County Visitor's Brochure	2,500
Labette County CVB	Liberal Air Museum Brochure Project	1,450
Liberal Air Museum	Winter Texan Marketing Campaign	1,268
Lindsborg Chamber of Commerce	McPherson Scottish Arts Sampler	2,500
McPherson Chamber of Commerce	Montgomery County Information Brochure	2,500
Montgomery County Action Council	North Central Kansas Brochure	2,500
North Central Kansas Tourism Council	NE Kansas Regional Brochure	2,500
NE Kansas Tourism Region, Inc.	Osage County Tourism Expansion Project	2,460
Osage County Economic Development Corporation	Travel Shows	535
Prairie Park Country	America's Heartland Ads	916
Prairie Park Country	Group Tour Ads	1,149
Prairie People Tourism Association	Kansas Frontier Military Scenic Byway Promotion	2,500
Trade Post Historical Society		



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## Appendix B

TEXT OF MEMO FROM JIM KENT TO SONYA WOERTZ DATED OCTOBER 3, 1988  
AND SUPPORTING DOCUMENTS

TO: Sonya Woertz  
FROM: Jim Kent  
DATE: October 3, 1988  
SUBJECT: Linger Longer Demographics

The demographics, to date, for the Linger Longer program are attached. The computer printouts on each question are also attached. It appears that on average, we're receiving a 53% response rate on the questions.

I thought it was very interesting to note that 68% of the customers changed their travel plans after learning about the Linger Longer program, but only 11% changed their plans to stay overnite. The biggest effect of the Linger Longer program seems to be in changing the customer's plans to eat in a restaurant, 86% and in making a specialty shop purchase, 74%. The customer's plans to visit a Kansas attraction was somewhat less effected [sic] by the Linger Longer program at 55%, while the customers original destination was changed by 57%.

The largest traffic flow was no surprise, 56% of the customers were headed west, 19% were headed east, 13% were headed north, and only 8% were headed south.

There were 3,665 people who spent a total of 11,131 days in Kansas. If each person spent an average of \$30.00 a day for meals, lodging, and entertainment, that would impact the economy by \$333,930. Taking the effective percentage of the change in travel plans, 68%, times \$333,930, the Linger Longer program had a \$227,072 effect so far this year.

[Notation on memo:

\$30.00 much too low

National average is \$100.00

Impact for 1st year = \$1 million

Total for 3 years was 23,000 premiums from Coleman]

**1988 LINGER LONGER CUSTOMER DEMOGRAPHICS**

TOTAL CUSTOMERS TO DATE = 5,735

**1. How did you learn of the "Linger Longer" program?**

Type	Number	Percent
Non Response . . . . .	2,723	47
Responses . . . . .	3,012	53
From other travelers . . .	117	4
CVBs, VICs, Chambers . .	1,930	64
Participating businesses .	62	2
Magazines . . . . .	90	3
Newspaper . . . . .	25	1
Television . . . . .	12	.4
Radio . . . . .	5	.2
Atlas . . . . .	13	.4
Banner, road sign . . . . .	451	15
Rest area . . . . .	290	10
Other . . . . .	3	.1

**2. Did any aspect of your travel plans change because of the "Linger Longer" program?**

Type	Number	Percent
Non Response . . . . .	2,721	47
Responses . . . . .	3,014	53
Yes . . . . .	2,055	68
No . . . . .	959	32

**3. Did you plan to stay overnight in Kansas before learning of the "Linger Longer" program?**

Type	Number	Percent
Non Response . . . . .	2,700	47
Responses . . . . .	3,035	53
Yes . . . . .	2,699	89
No . . . . .	336	11

**4. Did you plan to visit a Kansas attraction before learning of the "Linger Longer" program?**

Type	Number	Percent
Non Response . . . . .	2,707	47
Responses . . . . .	3,028	53
Yes . . . . .	1,353	45
No . . . . .	1,673	55

**5. Did you plan to eat in a restaurant or make a specialty shop purchase before learning of the "Linger Longer" program?**

Restaurant		
Type	Number	Percent
Non Response . . . . .	2,725	48
Responses . . . . .	3,010	52
Yes . . . . .	423	14
No . . . . .	2,587	86

Specialty Shop Purchase		
Type	Number	Percent
Non Response . . . . .	3,157	55
Responses . . . . .	2,578	45
Yes . . . . .	675	26
No . . . . .	1,903	74

**6. How many days did you spend in Kansas on this trip?**

Non Response . . . . .	2,774	48
Responses . . . . .	2,961	52
No. of Days Spent	#Customers	Percent
1 to 5 . . . . .	2,543	86
6 to 10 . . . . .	309	10
11 to 20 . . . . .	77	3
21 to 30 . . . . .	25	.8
Over 30 . . . . .	7	.2

Total Number of Days Spent = 11,131  
Average Number of Days Spent = 3.76

\*Percentages are calculated based on the number of responses.

**7. Number of persons in the party.**

Non Response	2,791	49
Responses	2,944	51
<b>Category</b>	<b>Persons</b>	<b>Percent</b>
Total	8,665	
Adults over 21	5,226	60
Persons under 21	2,031	23
Adults Retired	1,778	21

**8. Was your visit to Kansas pleasure, business, or combination?**

Non Response	2,708	47
Responses	3,027	53
<b>Category</b>	<b>Persons</b>	<b>Percent</b>
Business	167	6
Pleasure	2,327	76
Combination	533	18

**9. Was your original destination Kansas?**

<b>Type</b>	<b>Number</b>	<b>Percent</b>
Non Response	2,729	47
Responses	3,006	53
Yes	1,303	43
No	1,703	57

**10. If not, your destination was?**

<b>Type</b>	<b>Number</b>	<b>Percent</b>
Non Response	4,012	70
Responses	1,723	30
Tour/Vacation	33	2
Headed Home	22	1
Visiting Relatives	4	.2
Other	10	.5
Headed North	219	13
Headed South	139	8
Headed West	971	56
Headed East	325	19

**11. How many other participating establishments listed in the Directory did you visit?**

Non Response	3,659	64
Responses	2,076	36
<b>#Establishments</b>	<b>#Customers</b>	<b>Percent</b>
1 to 5	1,896	91
6 to 10	150	7
11 to 20	28	1
Over 20	2	.1

Total # Other Establishments Visited = 6,202  
 Average # Other Establishments Visited = 3.3

## Appendix C

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intentionally left blank.



**SUMMARY OF COMMENTS  
FROM FY 1991 MATCHING GRANTS RECIPIENTS**

This paper summarizes the responses by the Matching Grant recipients for awards given in FY 1991.

**Questions About the Matching Grant Program**

**1. How much did you receive? What was the grant for? Purpose of the campaign/promotion?**

Recipients of matching funds received between \$503 and \$2500. The most common use of the funds by the various organizations was production of brochures depicting their specific attraction or resource. One research grant was awarded to Kansas State University. This was the first grant awarded by the Division of Travel and Tourism. The purpose of the research grant was to survey the Kansas tourists perceptions of service quality at industry establishments such as hotel/motels and eating establishments.

**2. How did you hear about the program?**

Awardees heard about the program through a variety of mechanisms. These included the quarterly newsletter published by T&T, tourism meetings, letters sent by T&T to the different tourism regions, Convention and Visitor Bureaus and Chambers of Commerce located throughout Kansas.

**3. What was involved in the application process?**

Everyone interviewed agreed that the application process was simple and straightforward. The process consisted of completing one application form of about 3-4 pages asking information such as how the money was to be use, where the attraction was going to advertise, etc.

**4. Did you receive help in applying? If yes, from whom?**

About half of the recipients required minor assistance in clarifying questions on the application. Mary Lou McPhail, the Assistant Director of the Division, was the point of contact at T&T and made herself available to anyone who needed help.

**5. How did you hear that you received the grant?**

All grant recipients received an official letter from the Division notifying them that they had been awarded the grant. Most received a phone call form Mary Lou McPhail before the arrival of the letter.

**6. Have you been contracted by KDOC since you receive the grant?**

Most of the recipients had been contacted by T&T over the life of the grant. The purpose of the contact was to inquire about progress and possible problems that had arisen. About one-quarter, or 28%, of the awardees had had no contact with T&T, however.

**7. Based on your experience, how would you improve the process or the grant program?**

One problem that was experienced by many of the recipients was the timing of the award. The application was due to T&T at the end of the calendar year 1990. The funds had to be spent by the end of fiscal year, or June 30th, 1991. This six month time frame was too short for many of the awardees to effectively complete the requirements of the award. One recipient mentioned that more communication by the director of T&T is necessary. This particular recipient had no contact with the Director and she felt this was inappropriate given the political nature of the grant and the Division.

**Questions About Your Project**

**8. What geographical locations were the primary target areas for the campaign?**

The Midwest region, specifically the state of Nebraska, Missouri, Oklahoma, and Colorado were the most heavily targeted markets. All the VIC's in Kansas received promotional brochures from most of the recipients. The different CVB's throughout the state were also heavily targeted. Numerous Trade and Travel shows were attended by grant recipients who distributed the brochures for their attraction or city. A number of secondary and primary schools also received the finished product of grant awardees. Arizona, New Mexico, Texas, and California also received promotional brochures. Many of the recipients advertised in newspapers throughout the state and in newspapers in the midwest. Direct mail to previous visitors of attractions was also a tactic used to reach potential visitors.

**9. Have you evaluated the success of the program?**

Because most of the grant recipients completed their project in the summer, it is still too soon after the completion of the project to evaluate its effectiveness. None of the recipients have completed a formal evaluation at this time.

**10. If so, how did you evaluate its success? What measures, if any, were used?**

The recipients who have conducted informal evaluations have had causal conversations with visitors and have spoken with owners of retail establishments in the area to get their input on the reasons tourists have visited the area. The reason the recipients have talked with retail establishment owners is because these people also have informal talks with visitors of their establishments and the topic of how the visitor came to hear of the attraction or city usually surfaces. Thus, these people are valuable resources in determining the effectiveness of promotional campaigns.

**11. Did the success of the program meet your expectations?**

Although no formal evaluation has been conducted at this point by many of the grant recipients, most are elated with the outcome of the project. Many of the grants are cooperative agreements between different attractions or cities in an area. All of the different people involved in these cooperatives have expressed their great satisfaction with the promotion. In addition, potential tourists have contacted many recipients after receiving or seeing the promotional piece and have asked for more information concerning the city or attraction.

**12. If no, do you plan to evaluate?**

All of the recipients of funds plan to eventually evaluate the success of the program. Most of the recipients will use surveys and informal visits with tourists to evaluate the campaign.

**13. Will the campaign/program run again in FY '92? Why or why not?**

The responses to this question varied significantly. About half of the recipients will definitely run the campaign again in FY '92 or later. Many of the awardees produced brochures and when their supply of the brochures has been depleted, they will print more. The remainder will only run the promotion again if funds are available.

**14. Have you noticed a direct impact on the attraction/city due to the campaign/advertisement?**

Although most of the programs were completed in the summer of 1991, many of the attractions and cities have noticed a direct impact on the site due to the campaign. This evaluation is based on informal conversations with visitors to the attraction or city.

## Appendix D

Pages 58, 59, and 60 were  
intentionally left blank.

## **SUMMARY OF THE RESPONSES FROM THE CVBS AND CHAMBER OF COMMERCE DIRECTORS**

The following summarizes the conversations held with Convention and Visitor Bureaus' and Chamber of Commerce directors throughout the state of Kansas regarding their interaction and impression of the Division of Travel and Tourism. This paper summarizes the response by these industry experts to a number of questions regarding the activities of the Travel and Tourism department.

### **1. What are the primary responsibilities of your organization?**

The responsibilities of the Convention and Visitor Bureaus throughout the state are to promote their respective city to tourists. Many cities actively market their communities as a convention site to meet this goal. The variety of activities engaged in by these cities to bring tourists to their communities is endless.

### **2. What is your interaction with the Division of Travel and Tourism?**

The directors of the CVB's and Chambers of Commerce interact with the Division on a number of fronts:

- a) leads for group tours
- b) leads for motor coach tours
- c) leads for FAM tours
- d) matching grant assistance
- e) industry training in the form of workshops, classes and seminars
- f) promotional supplies and brochures
- g) receive quarterly newsletters and other publications produced by the Division
- h) involved in cooperative advertising efforts with the Division
- i) Kansas Film Commission provides leads for film sites
- j) attend travel and trade shows with the Division

### **3. Evaluation of the Division in terms of its strengths?**

- a) The present staff of the Division was listed as its number one strength. Most everyone interviewed believes Greg Gilstrap is a good listener and makes the most of his human resources throughout the state by soliciting the advice of those in the grass roots industry. Mary Lou McPhail and Sonja Woertz were also mentioned as having professional attitudes and genuinely interested in Kansas tourism.
- b) The pure number of leads for group tours generated by the Division for Kansas communities was mentioned as a strength by those interviewed.
- c) The 1990 Travel and Attractions Guide was rated high by most of those interviewed. These people thought the brochure did a good job covering all the sites and was the most informative brochure the Division has ever produced.

#### 4. Evaluation of T&T in terms of its program weaknesses?

Most of the interviewees focused on five items that an organization needs in order to successfully market itself

- a) Capable people
- b) Long-term vision and commitment
- c) Image
- d) Money
- e) Product Development

The Division of Travel and Tourism has capable people as noted by the comments of the grass roots industry regarding the strengths of the Division. However, the remaining items need further refinements in order for the Division to effectively market itself. They will be discussed in order:

- a) As noted in the strengths section, this is not a problem. The people administering the programs are effective at doing their job.
- b) Long-term vision and commitment

The lack of a long-term strategic plan was criticized by Kansas tourism industry experts. Without long-term missions, goals and plans, the department will not have constancy of purpose. The number one reason given by those interviewed regarding why the Division lacks a long-term goal was attributed to the political nature of the director's position. In addition, most of those interviewed feel the Governor must take a larger role in promotion tourism. The industry personnel interviewed feel more visible support by the governor would be a precursor to better funding by the legislature.

- c) Image

The lack of a consistent theme or image for the state was also mentioned by those interviewed as another major weakness of the Division. Over the years the Division has experimented with many themes, but has never kept one for a long period of time. The Division of Travel and Tourism must decide upon a theme for Kansas and stick with it for a number of years in order for people to have a clear picture of Kansas. Changing themes every two or three years is detrimental to tourism in Kansas.

In order to develop a theme, the Division needs to have a long-term relationship with one advertising firm with an objective point of view - from outside Kansas. The state needs a fresh start with an advertising firm that has no prior experiences in marketing Kansas. An advertising firm from outside Kansas would not be influenced by past promotional efforts and would therefore be more effective in developing a theme or image that encompasses all characteristics of the state.

The level of both in-state and out-of-state advertising was criticized by the grass-roots industry. Two separate themes were suggested for advertising. In-state advertising should make Kansans more aware of the resources that exist in the state. Out-of-state advertising should market Kansas as a final destination spot. Those interviewed are aware, however, that without better funding the Division is unable to advertise more effectively.

d) money

The number one weakness mentioned by those interviewed was the amount of funding for the Division of Travel and Tourism. The Division could do much more for the state in terms of advertising, administration of programs, matching grant funds, etc. if the department was funded similarly to Travel and Tourism departments in surrounding states.

e) Product Development

Many of those cities that are not geographically close to Topeka feel isolated and do not receive the attention that those cities which are close to Topeka receive. They feel the lines of communication could be opened wider to facilitate a better working relationship between all members of the grass-roots industry and the Division. Some of these cities specifically mentioned having a difficult time receiving promotional brochures and not being kept up to date on industry developments.

A great deal of CVB and Chamber of Commerce directors expressed dissatisfaction with the current tourism region boundaries. They feel the boundaries were established without regard to historical significance and cultural heritage.

The need for more industry training and professional development exists in the industry. This should be coordinated by both the Division and TIAK.



## **Appendix E**

KANSAS TRAVEL AND TOURISM

MARKETING PLAN

AUGUST 23, 1988

## TABLE OF CONTENTS

OBJECTIVES .....	1
IMMEDIATE NEEDS .....	1
TELEVISION AND RADIO ADVERTISING .....	1
PRINT MEDIA ADVERTISING PLACEMENT .....	3
ON-GOING ACTIVITIES .....	4
"LINGER LONGER IN KANSAS" CAMPAIGN .....	4
TRADE AND TRAVEL SHOWS .....	4
BROCHURES PRINTED .....	6
FUTURE PROGRAMS TO BE DEVELOPED .....	7
MOTORCOACH GROUP TOURS .....	7
TRAVEL WRITERS .....	8
INTERNATIONAL PROMOTIONS .....	8
MISCELLANEOUS PROJECTS .....	9

## TRAVEL & TOURISM DEVELOPMENT DIVISION

### MARKETING PLAN

PRODUCT: The State of Kansas

OBJECTIVES: To increase the awareness of Kansas as a travel opportunity; to promote the positive image of the State of Kansas; to increase revenue generated from the travel industry for Kansas.

#### IMMEDIATE NEEDS:

##### 1) ADVERTISING

To increase the amount of advertising placed out-of-state in the television, radio and print media.

A) The U.S. Travel Data Center states the average traveler will visit attractions and sites within a 500-1000 mile radius of their home base. The Travel and Tourism Development Division will be researching out-of-state television and radio markets based on these statistics. Also, "Linger Longer in Kansas" research will provide vital information on where the average out-of-state visitor is from.

B) Budget.

1. Development of :30 television commercial. Estimated cost \$125,000.

*Television air time purchased* (based on 13 week frequency during 5:00, 6:00 and 10:00 p.m. news)

Kansas City	\$ 52,000
St. Louis	54,600
Colorado Springs	8,000
Denver	44,000
Oklahoma City	17,300
Tulsa	17,000
Dallas/Fort Worth	<u>75,500</u>
<b>Total Estimated Cost</b>	<b>\$268,400</b>

IN-STATE

*Your Kansas*

Two minute spots featuring Kansas attractions. Spots to be aired on Kansas stations requesting use.

WIBW-13/Topeka to co-sponsor and produce 12 spots per contract.

**Estimated Cost        \$7,000**

2. Development of in-state and out-of-state radio commercials.

A. In-state  
Production of nine commercials:

3 :60 spots

6 :30 spots

**Estimated Cost    \$7,500**

To be aired through Kansas Association of Broadcasters contract as public service announcements.

**Estimated Cost    \$30,000**

B. Out-of-state  
Production of nine :30 commercials.

**Estimated Cost    \$7,500**

To be aired on the Royals Radio Network  
1 :30 spot per game (162 games) on 120 stations

**Estimated Cost    \$39,000**

3. Development and production of advertisement for print media:  
generic and Linger Longer

**Estimated Cost    \$3,000**

A) Newspaper placement

Kansas City Times		2 x 7"	\$1,550.00
St. Louis Dispatch		2 x 7"	1,600.00
Denver Post		2 x 7"	1,500.00
Oklahoma City Oklahoman		2 x 7"	1,800.00
Tulsa World/Tribune		2 x 7"	650.00
USA Today	M-F Travel Section	210 days x 10	2,100.00
USA Weekend	Travel Service	\$3000/region x 4	12,000.00
<b>Total Estimated Cost</b>			<b>\$21,200.00</b>

B) Magazines

1) Travel/Consumer

Midwest Living	1/3 pg 4/C	6,000 x 4	\$24,000.00
Saturday Evening Post	1/3 pg 4/C	6,000 x 3	18,000.00
Modern Maturity			
West Central Edition	1/3 pg 4/C	11,000 x 2	22,000.00
Mature Outlook	1/3 pg 4/C	6,500 x 2	13,000.00
Woodall's Campground			
Directory	1/3 pg b/w	1,400	1,400.00
Rand McNally Road			
Atlas	1 coupon	3,700 x 1	3,700.00
<b>Total Estimated Cost</b>			<b>\$82,100.00</b>

2) Hunting/Fishing/Golf/Consumer

Rand McNally Fishing			
Hotspots/MW	1/3 pg b/w	700 x 3	\$2,100.00
Field & Stream			
MW Ed.	1 pg 4/C	20,600 x 1	20,600.00
Fins & Feathers	1/3 pg b/w	675 x 8	5,400.00
Fishing & Hunting			
News	1/3 pg b/w	100 x 3	300.00
Golf Digest MW Ed.	1/3 pg b/w	1,200 x 3	3,600.00
<b>Total Estimated Cost</b>			<b>\$32,000.00</b>

## ONGOING ACTIVITIES:

### 2) "LINGER LONGER IN KANSAS" CAMPAIGN

This campaign has traditionally been targeted at out-of state visitors to encourage them to travel alternative routes and extend their visits in Kansas. The Travel and Tourism Development division will be expanding on this program and introducing an in-state campaign.

#### A) Phase I - Out-of-state campaign

The Travel and Tourism Development Division will continue with its current campaign. Some print media will be placed out-of-state in addition to banners at the VIC's and posters placed at traveling public accessible points throughout Kansas. The Travel and Tourism Division is also considering the use of a billboard campaign.

##### 1. Budget

"Linger Longer in Kansas" is a cooperative effort with private travel-related businesses and the Coleman Company. A \$25 enrollment fee, and participation fee offset cost of the program. Estimated cost is \$75,000. Program materials to be completed by March, 1989. Distribution points will be Visitor Information Center, KDOC, participating Chamber of Commerce and Convention and Visitor Bureaus. Also some participating vendors.

Additional program costs:

13,000 coolers x \$1.25 = \$16,250

**Total Estimated Cost \$93,250**

#### B) In-State

The Travel and Tourism Development Division is considering the implementation of an in-state campaign to encourage Kansans to travel in Kansas. Estimated development cost is \$43,000.

### 3) TRADE/TRAVEL SHOWS

To promote the positive image of the state and sell Kansas travel destinations, one-on-one representation is a must. Therefore, the Travel and Tourism Development Division attends several shows annually,

#### A) Travel Shows

1. Kansas State Fair - the only in-state show the Division attends. Offers an opportunity to distribute the Division's travel-related information. Cost \$685.

2. Jefferson Tours Travel Show - St. Louis allows the opportunity to interact with motor coach tour coordinators interested in Kansas. Also, general traveling public attends. Cost \$350.
3. Outdoor Boat and Travel Shows - The Travel and Tourism Development Division did not attend shows in FY88. However the Division is planning on attending several shows in FY89 and FY90. These shows specifically target the general traveling public and allows for additional distribution points for "Linger Longer in Kansas" materials and promotional brochures.

TRAVEL SHOW SCHEDULE

Kansas City Sport and Boat Show	\$400.
Kansas City Vacation & Travel Show	450.
Tulsa Sport and Boat Show	400.
St. Louis Jefferson Tours	300.
Omaha Sport and Boat Show	400.
Denver Sport and Boat Show	550.
<b>Total Estimated Cost</b>	<b>\$2,500.</b>

B) Trade Shows/Marketplace

1. National Tour Association Marketplace (NTA) - The national convention is an annual event whereby travel suppliers through one-on-one appointment sell destinations and stop-overs to motor coach tour operators. Over 3,000 people attend this convention, and the Division has the unique opportunity to sell Kansas and the State's destinations. Travel and Tourism Development Division also attends the spring convention.
2. American Bus Association Marketplace (ABA) - The annual convention is held around the same time as NTA. The membership consists of motorcoach tour operators also. However, many are not members of NTA. The marketplace is operated the same as NTA.
3. Travel Industry Association of America (TIA) - International Marketing Pow Wow - An Annual marketplace conducted by TIA. Representatives from over 32 countries attend. Through prescheduled appointments over a three-day period, the Travel and Tourism Development Division sells Kansas as an in-bound travel destination. In 1988, over 80 international contracts were made and followed up.
4. In fiscal year 1989, the Kansas Travel and Tourism Development Division is considering attending an international trade show, in association with America's Heartland region, in one of the following: the United Kingdom, Canada, or West Germany. Cost for registration will be absorbed through America's Heartland Cooperative funds.



TRADE SHOW/MARKETPLACE SCHEDULE

National Tour Association Convention and Marketplace	\$750
National Tour Association Spring Exchange	450
American Bus Association Marketplace	700
Travel Industry Association of America-International Pow-Wow	<u>500*</u>
<b>Total Estimated Cost</b>	<b>\$2,400</b>

\*Actual cost \$1,500; shared with Kansas communities.

4) **BROCHURES**

The Travel and Tourism Development Division is responsible for the production and publication of four travel oriented guides. In FY88, over 35,000 travel kits were sent out in response to requests for travel information. In addition, over 410,615 visitors utilized the information available at the four state-owned and operated Visitor Information Centers.

A) **TRAVEL/ATTRACTION GUIDE**

The Kansas Travel Guide is a 4-color guide to travel opportunities in Kansas. The guide has been organized according to the five tourism regions and includes information on hunting, fishing and camping in Kansas. In FY88, 250,000 copies were printed. However, as reflected in the number of visitors at the Visitor Information Centers and general requests for information (these numbers do not reflect response to requests for materials for conventions, associations, etc), this supply will be depleted within one to two years. In addition, 150,000 copies of the companion Kansas Attraction Guide were printed. It is obvious that the quantity is an inadequate amount.

In FY89, the Travel and Tourism Development Division will print 250,000 copies of the Travel Guide and Attractions Guide. Estimated cost \$127,000.

B) **CHILDREN'S GUIDE**

The Children's Guide is targeted specifically for grade school to middle school level children. In FY88, the Travel and Tourism Development Division responded to an overwhelming number of requests for information from school children writing reports about Kansas, and teachers. The Children's Guide serves as an educational source on Kansas. To continue to create a positive image of Kansas, the State must project the State's heritage and growth to youth within the State, and without.

The Travel and Tourism Development Division will be printing 150,000 one-color brochures. Estimated cost \$15,000.

C) CALENDAR OF EVENTS

The Calendar of Events is produced on an annual basis by the Travel and Tourism Development Division. The publication includes all events and festivals submitted by individual Kansas Communities. In FY88, 150,000 were printed. In FY89, the Division will print the same amount. Estimated cost \$27,000.

D) GROUP TOUR GUIDE

The Group Tour Guide is published for and utilized by motorcoach tour operators. The information is provided to the Travel and Tourism Development Division by individual communities and includes information pertinent to planning and hosting motorcoach tours.

In FY88, 500 copies were printed. In FY89, the amount will remain the same. Estimated cost \$20,000.

**FUTURE PROGRAMS TO BE DEVELOPED:**

5) **MOTORCOACH TRAVEL**

The motorcoach industry is a \$10.5 billion business in the United States, in Kansas it generates \$2 million in revenue. The Travel and Tourism Development Division will begin to develop a comprehensive marketing campaign to encourage the growth of the motorcoach industry in Kansas by attending trade shows and hosting familiarization tours.

A) **FAMILIARIZATION TOURS**

To encourage Kansas attractions, communities, and dining and lodging facilities as motorcoach overnights and/or stops, group tour coordinator must be made aware of travel opportunities available. Regular tours of the State and selected sites provides a means of bringing the group tour coordinator into contact with these opportunities.

B) **THEME TOUR PACKAGES**

Kansas travel opportunities fall into several categories such as: historic, outdoor recreation, ethnic, etc. The travel and Tourism Development Division will outline and coordinated motorcoach tours promoting these travel opportunities.

The motorcoach opportunities will be promoted through the following awareness campaigns.

1. **DIRECT MAIL**

A direct mail campaign will be outlined and coordinated over a period of time (to be decided). Promotional mailing pieces will be designed to draw attention to the State of Kansas and the motorcoach tours available, (i.e., mailing campaign promoting motorcoach stops on the Santa Fe Trail).

2. DIRECT SALES

Through trade show participation and telemarketing, the Division will implement a coordinated effort to promote awareness of Kansas as a motorcoach destination.

C) VIDEO FAMILIARIZATION TOUR

A video designed specifically for group tour coordinators. The video will be a "drive-through" Kansas and feature major communities and attractions. This will allow the Travel and Tourism Development Division to provide video footage to coordinators not able to visit Kansas. In addition, group tour coordinators may utilize the video to promote and sell tours in Kansas.

6) TRAVEL WRITER PROMOTIONS

Travel writers often provide "free" media attention to possible destinations. Often travel writers are associated with major newspaper and/or travel trade publications. The Travel and Tourism Development Division will be working to encourage increased visits of travel writers to Kansas, and in turn, articles produced regarding Kansas travel opportunities.

A) PRESS PROGRAM

A program of monthly press releases will be developed promoting points-of-interest in Kansas. The press releases will be mailed to select travel writers and national/local media and trade publications. The press program will promote awareness of the story opportunities available in Kansas.

B) FAMILIARIZATION TOURS

As with group tour coordinators, travel writers must also be made aware of travel opportunities.

7) INTERNATIONAL PROMOTIONS

Previously the Travel and Tourism Development Division has not actively pursued the international visitor. However, Kansas will be moving into the international market through the America's Heartland. A regional cooperative effort with the state tourism offices of Missouri, Oklahoma, and Louisiana.

PARTICIPATION FEE

Currently	\$5,000/State
Projected increase needed to complete marketing objectives	20,000/State

A) PRODUCT DEVELOPMENT

Currently, the America's Heartland region has a tour "on the shelf" in the United Kingdom. This tour is a fixed itinerary and is being promoted by North America Destinations of the UK. The America's Heartland is expanding on this tour and developing a second product.

The tour is being supported by travel information on each state, and advertising in a travel publication.

The Heartland region will be expanding into West German markets in FY89 and is considering the feasibility of the Canadian market. This expansion will necessitate the development of additional tour itineraries, resource background information and advertisement.

**B) TRADE SHOW PARTICIPATION**

As currently addressed to promote the region as a United States destination, participation and representation at international trade shows is imperative. These shows offer an opportunity to meet one-on-one with international travel promoters and tour coordinators.

**C) FAMILIARIZATION TOURS**

To further promote and project a positive image of the America's Heartland region as a travel destination, familiarization with the area promoted is important. Therefore, the region will be hosting familiarization tours for international travel writers and tour coordinators.

**1. TRAVEL WRITERS**

Tour of the four-state region will feature attractions, historic sites and communities of interest to the international traveler. The "fam tour" will take place October 15-24. Travel writers from the United Kingdom (2), West Germany (2), and Canada (1) will visit America's Heartland region sites and write travel articles about the places visited. All services will be donated through community participation.

**2. TOUR COORDINATORS**

In the spring of 1989, the America's Heartland will follow-up the writers fam tour with one developed for tour coordinators. After visiting sites on a specified tour, the tour coordinators are better able to promote the midwest regions they visited.

**MISCELLANEOUS PROJECTS**

**8) CONSUMER VIDEO**

The Travel and Tourism Development Division will produce a video of Kansas attractions for use at consumer travel shows, group presentation, and in response to requests for audio-visual material.

**9) SLIDE PRESENTATION**

The Travel and Tourism Development Division will be working to update the current slide material available. In addition, a slide presentation will be produced.

**10) INDUSTRY ADVERTISING**

Consideration will be given for allowing industry advertising in the Kansas Travel Guide. Currently, it is not allowed. However, to do so will assist with production costs and provide additional information for the traveling public.

## Appendix F

**PROPOSED  
FIVE (5) YEAR PLAN  
FOR  
TRAVEL AND TOURISM  
DEVELOPMENT DIVISION**

**JANUARY 5, 1990**

**PROPOSED  
FIVE (5) YEAR PLAN  
FOR  
TRAVEL & TOURISM DEVELOPMENT DIVISION  
KANSAS DEPARTMENT OF COMMERCE**

It is with a great deal of pride that I submit the proposed five year plan for our division. This plan includes by year and by program, the activities we feel important for the growth of the industry, Division, Agency and potential economic development resources for the State of Kansas.

I believe it important to note that much time and effort went into this document and was not created hastily and all of the Division's program managers had direct input into the process. It is also important to state that this document *does not* replicate any of the narrative or budget requests that was in the Division's FY 1989 or FY 1990 (current) budgets. The attached document is in addition to those respective budgets and the monies, enhancements, new programs and staff requested, remains intact and is *not* reflected in the attached work plan.

I would also like to point out that the Division is currently under contract with Economic Research Associates, Inc., to conduct a comprehensive market research study. This report will be completed on September 30, 1990 and a by-product of the study will be another "Five Year Plan" with a related "Marketing Plan." Thus, the attached document may be somewhat different in content and scope.

The attached plan *does not* include any reference to the needed funding requirements to accomplish the plan, nor where said funds would come from.

I sincerely hope this information is useful for whatever purpose you require.

Robert N. Salmon  
Director

## FY 1991

### GENERAL PROMOTION:

- 1.) Motor Coach Tour Operators: continue and expand the direct mail campaign to tour operators; attempt to qualify leads and discontinue general mailings.
- 2.) Begin developing video for 1992 promotion.
- 3.) Develop a *unified* promotional theme for the travel industry in Kansas and a new logo.
- 4.) Increase out-of-state marketing/advertising activities.
- 5.) To create and implement an aggressive signage program for all aspects of "Tourism."
- 6.) Begin implementing the recommendations of the Economic Research Associates marketing study.
- 7.) To continue targeting out-of-state markets with follow-up marketing/advertising in electronic and print medias.

### VISITOR INFORMATION CENTERS:

- 1.) Extend the hours of operation at the VICs to: 8 a.m. to 8 p.m. between May 15th and September 15th each year.
- 2.) Continue extensive maintenance and repair; including but not limited to: repainting, revarnishing, etc.
- 3.) Start to provide an extensive training sessions for all permanent and temporary staff prior to the May 15th extension of hours (continue in successive years).
- 4.) Establish a formal network of community VICs, who are willing to function as a "Kansas" VIC, with standards of operation.
- 5.) Provide better outdoor signage at each facility.
- 6.) Provide at least one week-long familiarization tour for VIC staff.

### FILM:

- 1.) Develop a new advertising campaign.
- 2.) Attempt to increase amount of production revenues by targeting other markets: commercial production, documentaries, educational programs, etc.
- 3.) Proceed with a "camera-ready" program to teach Kansas communities how to attract productions.



**KANSAS! Magazine:**

- 1.) Publish a forty-page, full color magazine in the months of March, June, September and December.
- 2.) Maintain a subscription list (at \$8.00 per subscription) for KANSAS! Magazine of at least 52,000.
- 3.) Publish a six-page, black and white publication for students (KANSAS TOO!) in the months of September, October, November-December, February and April and a 12-page, color version in January.
- 4.) Maintain a subscription list (at \$2.50 per subscription) for KANSAS TOO! of at least 3,000.
- 5.) Operate the subscription processing department with two full-time employees.
- 6.) Continue to operate with editor and art and design consultant on contract.
- 7.) Work with Kansas 4-H Foundation and other groups to promote subscription sales with a goal of an increase to 55,000 subscribers for KANSAS! by FY 93.
- 8.) Continue to publish KANSAS! calendar for magazine subscribers with overrun calendars to be sold at the retail price of \$4.00 per calendar. The calendar will be mailed to subscribers with their Winter issues but will be printed and available for sale to retailers in early September.
- 9.) Continue to improve the overall quality of both publications in editorial content, layout and design, and work to streamline the production of the magazine through better typesetting method, etc.

**FY 1992**

**GENERAL PROMOTION:**

- 1.) Begin a coordinated motor coach recruitment campaign and begin making sales calls to qualified leads and attend selected travel shows.
- 2.) Conduct a comprehensive motor coach print media campaign; distribute video and conduct annual fam tour.
- 3.) Conduct the fam tour for selected travel writers and continue direct mail campaign.
- 4.) Develop and implement a complete international promotional campaign and develop the confidential tariffs for said.
- 5.) Install a nationwide 1-800 telephone number to accompany our in-state 1-800 number.
- 6.) Increase the "fulfillment" staff or define and contract a vendor to support the above new telephone number.

- 7.) Bring our marketing/advertising brochures up to the needed quality and quantity to support the increased requests.
- 8.) To identify and create a more solid funding base, i.e. a new dedicated tax plan for the promotion of travel and tourism efforts.
- 9.) To attract and construct at least one major resort/conference center on one of our state lakes.

**VISITOR INFORMATION CENTERS:**

- 1.) Establish a mobil VIC, with a leased motorhome, for operation between May 15th and September 15th, with additional temporary staff and salaries to operate it.
- 2.) Upgrade brochure racks and install display areas in all three of the interstate VICs.
- 3.) Establish a maintenance plan that would allow preventive maintenance and repairing as needed in all successive years.
- 4.) Conduct three week-long familiarization tours for staff (and continue in successive years).

**FILM:**

- 1.) Produce a promotional video about Kansas, targeted for filmmakers.
- 2.) Increase frequency of trade advertising.
- 3.) Develop a program to have Kansas communities establish local film commissions.

**KANSAS! MAGAZINE:**

- 1.) Publish a forty-page, full color magazine in the months of March, June, September and December.
- 2.) Maintain a subscription list (at \$8.00 per subscription) for KANSAS! Magazine of at least 54,000.
- 3.) Publish a six-page, black and white publication for students (KANSAS TOO!) in the months of September, October, November-December, February and April and a 12-page, color version in January.
- 4.) Maintain a subscription list (at \$2.50 per subscription) for KANSAS TOO! of at least 3,200.
- 5.) Continue to operate the subscription processing department of both publications with two full-time staff members.
- 6.) Continue to operate with editor and art and design consultant on contract.

- 7.) Work with a variety of organizations to promote subscription sales with a goal of an increase to 57,000 subscribers for KANSAS! Magazine.
- 8.) Continue to publish the KANSAS! calendar for magazine subscribers with overrun calendars to be sold at the retail price of \$5.00 per calendar. (This is a \$1.00 increase in price over the previous year.) The calendar will be mailed to subscribers in their Winter issues and will be printed and available to retailers in early September.
- 9.) Continue to improve the overall quality of both publications in editorial content, photography, layout and design, etc. Consider adding pages to KANSAS! Magazine and possibly converting KANSAS TOO! to a color format if economically feasible.

### FY 1993

#### GENERAL PROMOTION:

- 1.) Evaluate, enhance and maintain status of motor coach, travel writer and convention recruitment campaigns.
- 2.) Update and implement new print, radio and television marketing/advertising efforts.
- 3.) Develop new brochures; i.e. museum listings, bed-n-breakfast, and consider allowing paid advertising in an expanded visitor guide.
- 4.) Evaluate, enhance and develop a new "Group Tour Guide."
- 5.) Look into the development of certain brochures in various foreign languages for foreign distribution.
- 6.) Create and implement a new program within our division to assist in the attraction of convention business to the state.
- 7.) The division should at this time conduct additional updates to the market research plan and gather new data on the economic impact of travel and tourism. This should be done on a regular basis. This could be done by Economic Research Associates or by the U.S. Travel Data Center (which did the 1985 study for the division).
- 8.) The private sector should begin working with the public sector to examine the dramatic effects of the liability insurance crisis on travel and tourism businesses and development, and identify alternatives for mitigating these effects.

#### VISITOR INFORMATION CENTERS:

- 1.) Open a new VIC on I-35 near I-435, with three (3) full-time staff to operate it. (Could locate in an existing rest area near Olathe.)

- 2.) Provide a system whereby visitors can make hotel reservations toll-free from any state-operated VIC.
- 3.) Install computers in all VICs, with connection of said to the Travel and Tourism Division.

**FILM:**

- 1.) Begin annual update of film services directory.
- 2.) Produce a new photo location guide.

**KANSAS! MAGAZINE:**

- 1.) Publish a forty-eight page, full color magazine in the months of March, June, September and December.
- 2.) Maintain a subscription list of at least 56,000 for KANSAS! Magazine. It will be necessary to raise the subscription price to \$10.00 in January, 1993.
- 3.) Publish a six-page, black and white publication for students (KANSAS TOO!) in the months of September, October, November-December, February and April and a 12-page, color version in January.
- 4.) Maintain a subscription list of at least 3,500 for KANSAS TOO! It will be necessary to raise the subscription price to \$3.50 in January, 1993.
- 5.) Operate the subscription processing department with two full-time staff and the addition of one temporary staff member as needed.
- 6.) Continue to operate with editor and art and design consultant on contract. Consider to begin working with a photographer on contract sometime during this year.
- 7.) Work with various groups and organizations to promote subscription sales with a goal of an increase to 57,000 subscribers for KANSAS! Magazine.
- 8.) Continue to publish the KANSAS! calendar for magazine subscribers with overrun calendars to be sold at the retail price of \$5.00 per calendar. The calendar will be mailed to subscribers with their Winter issues but will be printed and available for sale to retailers in early September.
- 9.) Continue to improve the overall quality of both publications and would consider higher quality paper and photography. Also, would strive to streamline production costs and efforts.

**FY 1994**

**GENERAL PROMOTION:**

- 1.) Maintain current programs and continue to evaluate and "fine tune" where necessary.

**VISITOR INFORMATION CENTERS:**

- 1.) Build additions on three (3) interstate VICs to provide adequate storage and allow the removal of the storage enclosures at the Kansas City and Goodland VICs, in order to again use that area for needed lobby space.
- 2.) Install a computer visitor information system, whereby visitors can acquire any information they want, by simple on-screen prompt instructions. Similar to the ELVIS (Electronic Laser Visitor Information System) as developed by and demonstrated by our good friends in Manitoba, Canada Travel and Tourism Development Division.

**FILM:**

- 1.) In addition to Location Expo, attend trade shows like Cinetex, Show Biz Expo and Independent Feature Film Market.
- 2.) Continue to expand Kansas's market share in the film industry.

**KANSAS! MAGAZINE:**

- 1.) Publish a forty-eight page, full color magazine in the months of March, June, September and December.
- 2.) Maintain a subscription list (at \$10.00 per subscription) for KANSAS! Magazine of at least 58,000.
- 3.) Publish a six-page, black and white publication for students (KANSAS TOO!) in the months of September, October, November-December, February and April and a 12-page, color version in January.
- 4.) Maintain a subscription list (at \$3.50 per subscription) for KANSAS TOO! of at least 4,000.
- 5.) Continue to operate the subscription processing department with two full-time staff members with temporary help as needed throughout the year.
- 6.) Continue to operate with editor and art and design consultant on contract. Begin working with a photographer on contract to take photographs throughout the year for the magazine.
- 7.) Work with groups and organizations to promote subscription sales with a goal of an increase to 60,000 subscribers for KANSAS! Magazine.

- 8.) Continue to publish KANSAS! calendar for magazine subscribers with overrun calendars to be sold at the retail price of \$6.00 per calendar (this is a \$1.00 price increase over the previous year). The calendar will be mailed to subscribers with their Winter issues but will be printed and available for sale to retailers in early September. Plans for this year will be to improve the quality of both the paper on which the calendar is printed and the photography featured.
- 9.) Continue to improve the overall quality of both publications in editorial and photographic content and in layout and design. Possibly have editor and layout and design personnel attend educational workshops.

#### FY 1995

#### GENERAL PROMOTION:

- 1.) To rank no less than in the top 50% of states in total overall budget and advertising budget.
- 2.) To assist in the attraction of at least one major theme park within the state, i.e. Worlds of Fun, Six Flags, Disneyland, etc.
- 3.) To continue to evaluate, enhance and "fine tune" where necessary.

#### VISITOR INFORMATION CENTERS:

- 1.) Open a VIC on Highway 81, south of the Nebraska line, with a Motor Carrier Inspection Station. Two (2) additional full-time staff to work in a new VIC. (Assuming Highway 81 gets upgraded significantly in the highway program and a new permanent Motor Carrier Station is constructed.) (If this location does not work out, another site will be considered.)

#### FILM:

- 1.) Have "Four-Seasons" photo file in place.
- 2.) Begin developing the overseas marketplace.

#### KANSAS! MAGAZINE:

- 1.) Publish a forty-eight page, full color magazine in the months of March, June, September and December.
- 2.) Maintain a subscription list (at \$10.00 per subscription) for KANSAS! Magazine of at least 60,000. Consider raising the subscription price to \$12.00 in January 1995.

- 3.) Publish a six-page, black and white publication for students (KANSAS TOO!) in the months of September, October, November-December, February and April and a 12-page, color version in January.
- 4.) Maintain a subscription list (at \$3.50 per subscription) for KANSAS TOO! of at least 4,200.
- 5.) Continue to operate the subscription processing department with two full-time staff members with the consideration of adding one additional full-time staff member.
- 6.) Continue to operate with an editor, photographer, and art and design consultant on contract.
- 7.) Work with groups and organizations to promote subscription sales with a goal of an increase to 62,000 subscribers for KANSAS! and 4,500 subscribers to KANSAS TOO!
- 8.) Continue to publish the KANSAS! calendar for magazine subscribers with overrun calendars to be sold at the retail price of \$6.00 per calendar. The calendar will be mailed to subscribers with their Winter issues but will be printed and available for sale to retailers in early September.
- 9.) Continue to improve the overall quality of both publications in editorial and photographic content and in layout and design. Consider having the magazine evaluated annually by a hired consultant for enhancement and improvement.

**ONGOING GENERAL (NON-PROGRAM) ITEMS  
FOR  
FY 1991 THRU FY 1995**

- 1.) Meaningful "Matching Grant" program.
- 2.) Increased "Out of State" marketing/advertising activities.
- 3.) To raise the level of public awareness of Kansas which will address our state's image at the same time.
- 4.) To work more effectively with other state agencies.
- 5.) To continue to work with the "America's Heartland" regional approach to marketing/advertising.
- 6.) To continue to work towards the construction of the Oread Studios in Lawrence, Kansas to assist in the promotion of the Kansas film industry. (Which would have dramatic impact on our Film Services Program and its long range plans and staffing needs for said.)
- 7.) The State of Kansas should conduct aggressive media advertising in-state and in surrounding states as the market research indicates.
- 8.) Kansas attractions should actively promote and market their own facilities and events.
- 9.) Cooperative advertising and cross-promotions should be encouraged in Kansas.
- 10.) Kansas should aggressively target the Pass-through traveler with improvements in signage and roadside facilities.
- 11.) Kansas should actively seek expanded business and convention travel.
- 12.) The State Government and the private industry should adopt innovative methods of promoting the State.
- 13.) Multi-county organizations should promote their area to selected target audiences and market segments.
- 14.) The State should conduct market research and economic impact studies on a regular basis.
- 15.) The Travel and Tourism Division should offer technical assistance in product development.
- 16.) Kansas's existing attractions should be enhanced and packaged, and new attractions should be developed.
- 17.) The State should grant the Travel and Tourism industry access to the same financial, tax and other incentives, and economic development resources available to other businesses in Kansas.



- 18.) The private sector (TIAK) and other related associations should keep the private sector travel and tourism industry well educated on the programs and resources available for needed product development.
- 19.) All State-operated facilities relating to Travel and Tourism should be well lighted, maintained and designed to enhance travelers' experiences in Kansas.