

LOUISIANA DEPARTMENT OF CULTURE,
RECREATION & TOURISM

NEW ORLEANS TOURISM
MARKETING CORPORATION

NEW ORLEANS METROPOLITAN
CONVENTION & VISITORS BUREAU

2006 - 2007
MARKETING PLAN

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MARKETING PLAN

LOUISIANA: THE BIG PICTURE

On August 29th, 2005, the greatest natural disaster in US history took place. Hurricane Katrina struck Southeast Louisiana, heavily damaging four parishes and the city of New Orleans. Less than one month later, on September 24th, Hurricane Rita hit Southwest Louisiana severely impacting six parishes and the city of Lake Charles. The affect on the tourism industry in New Orleans and Louisiana has been significant.

Tourism is the second largest industry in the state and the largest industry in New Orleans. In 2004, Louisiana tourism generated a robust \$9.4 billion in visitor spending and more than \$600 million in tax revenues. Louisiana has already lost more than \$1 billion since Aug. 29 - when Katrina hit. If Louisiana lost 20% of all visitors' spending in one year (approximately \$2 billion), the loss of state tax revenue would be approximately \$80 million.

In a recent impact study conducted by Cunningham Research Group through the Louisiana Department of Culture, Recreation and Tourism, the findings showed:

- 34 percent of potential visitors surveyed are less interested in visiting Louisiana this year than they were before the storm - the worst rating of any Gulf Coast state.
- 20 percent of leisure travelers will not even consider visiting the state during hurricane season.
- 50 percent believe "there are many places that have been destroyed and Louisiana isn't a good place to visit now."
- 62 percent say they have less interest in the region because attractions are no longer available.

These results demonstrate the dire need for informing potential travelers that Louisiana, including New Orleans, is a safe and attractive travel destination. Past research has shown that for every dollar spent on advertising, \$13.90 is returned in state taxes spent by visitors who were convinced to come to Louisiana.

MARKETING PLAN

Overall Objectives

- Rebuild Louisiana to worldwide preeminence as a top tourist destination in the minds of regional, national and international leisure travelers.
- Increase intent to visit among our target audiences.

Targets

- Adults- age 25-54
- Household Income of \$40,000+
- Frequent domestic travelers 4+ times/year
- Mature Market, Multicultural Market, Key International Markets

Strategies

- Develop and implement an integrated PR/marketing/advertising campaign
- Communicate that Louisiana is open for business
- Develop a cooperative marketing program to promote LA tourism destinations outside of New Orleans that sustained damage as a result of Katrina/Rita
- Encourage locals to support in-state destinations allowing the state to retain revenue that would otherwise be spent elsewhere
- Domestic target markets will include:

In-state

Alexandria	Lafayette	Opelousas
Baton Rouge	Lake Charles	Shreveport
Hammond	Monroe	Thibodaux
Houma	New Orleans	

Regional/National

Austin TX
Atlanta, GA
Beaumont, TX
Birmingham AL
Columbus-Tupelo-West Point MS
Dallas-Ft.Worth TX
Houston TX
Little Rock, AR
San Antonio, TX
Tyler/Longview, TX

- Target key international markets - France, Germany, UK, Canada - to lure visitors who will stay longer and spend more dollars

Tactics

- Create an Awareness Campaign that communicates that Louisiana is open and there is much to see and do. The campaign will include print, tv and internet media
- Utilize Public Relations to expand the message by hosting FAM tours and seeking editorial opportunities
- Communicate via the website, Louisianatravel.com, using an interactive map showing what areas are open. Also offer travel package discounts and other incentives, including an Online Marketplace for Louisiana products. Implement an online marketing program including banner ads, email blasts and key word opportunities
- Target Multicultural, Mature and Golf Markets with special messaging
- Market Louisiana's Key Events/Festivals to lure travelers with special interests to select Louisiana as a travel destination

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NEW ORLEANS: THE BIG PICTURE

The tourism and hospitality industry is the primary driver of the New Orleans economy. By any measure it is the leading creator of jobs, the key developer of quality of life infrastructure and the force that stimulates business growth in virtually all other economic sectors in the region. Pre-Katrina, it generated one third of the revenue streams supporting city services. Pre-Katrina, the industry was comprised of more than 6,000 companies and employed 85,000 people in a parish with a population of less than 500,000. In short, the \$5 billion of annual direct visitor spending was the economic engine that drove the local economy. Currently, that engine is severely damaged.

The repair and subsequent return of the tourism industry will determine the very survival of New Orleans' economy. It will have an immediate and critical effect, generating vital funding for city and civic services, education, job restoration and growth, and will help the more than 15,000 local businesses negatively affected by the hurricanes. This rebirth will be marked by the retention of small- and medium-sized businesses and will serve as the primary means by which the largest sector of working people of New Orleans will be able to return to the city, reestablish their lives, bring their families home, rebuild neighborhoods and repopulate the city.

There are two separate and distinct entities charged with marketing the city and driving leisure tourism, conventions and business travel to New Orleans: The New Orleans Tourism Marketing Corporation (NOTMC) and The New Orleans Metropolitan Convention and Visitors Bureau (NOMCVB). Working together, they have produced a marketing plan that aims to rebrand the city's image, drive leisure and convention travel to pre-Katrina levels, and rebuild the economic and tax base of the city.

The New Orleans Tourism Marketing Corporation (NOTMC) serves as the City's official leisure tourism promotion agency, and our Board of Directors includes representatives from throughout the City's tourism industry. NOTMC works year-round to position New Orleans as the premier leisure travel destination in America through a broad marketing program which includes advertising campaigns and ongoing public relations. NOTMC is a private economic development corporation created under Louisiana State Law to foster jobs and economic growth by developing the tourism industry in New Orleans.

The New Orleans Metropolitan Convention and Visitors Bureau (NOMCVB) is the largest and most comprehensive tourism sales and marketing corporation in Louisiana, with offices in six countries, and serves as the official state statutorily authorized entity in Louisiana to market tourism in New Orleans and receive state authorized hotel tax funding. The NOMCVB is the primary marketer to major conventions, corporate meetings, incentive travel, international tourism markets (group and consumer), and domestic wholesalers, packagers, brokers, tour series operators, travel agents, special events, and national sporting events.

Tens of thousands of jobs and billions of dollars of private capital will flow back to New Orleans if – and only if – our brand is repaired in the minds of those who choose the city as a place to have a meeting, have fun, learn about our culture and discover our unique heritage. This will only happen through a major national campaign of coordinated marketing, promotion, public relations and direct sales.

Without the funding for these efforts, New Orleans as a tourism destination and cultural capital will not recover.

NEW ORLEANS TOURISM AS AN ECONOMIC ENGINE

Pre-Katrina, New Orleans tourism was on a record-breaking pace, having fully recovered from the effects of 9/11 by 2004 and riding that momentum into 2005 (by all indications set to become a record year). On August 29, 2005, Katrina brought that momentum to a dead stop, eliminating 100% of all conventions through April 2006 and 75% for the end of that year. This costs New Orleans more than \$15 million each day in lost and unrecoverable revenue - in total, \$900 MILLION IN UNRECOVERABLE REVENUE.

Contrast the economic impact of tourism pre-Katrina with the same indicators post-Katrina:

	Pre Katrina	Post Katrina
Economic Impact	\$5.8 billion/yr	\$1.2 billion
Jobs	85,000	25,000
Payroll	\$2.3 billion/yr	\$750 million
State Income Tax	\$100 million	\$32.5 million (\$67.5MM loss)

Tourism is the economic engine of New Orleans, accounting for 35% of the City of New Orleans' annual operating budget (\$210 million paying for jobs, safety, transit, etc.). The hotel tax provides \$10.5 million to the Orleans Parish Public Schools operating budget, and is the funding source of the bonds for the Superdome and Convention Center operations (supporting major corporate meetings, entertainment events and sporting activities such as the Super Bowl and NCAA National Championships).

New Orleans receives a strong return on its tourism marketing investment. Historically, there is an approximate return of \$14 for every marketing dollar invested. Reestablishing that success and effectiveness is primary. Until then, a multi-billion dollar asset and the catalyst of New Orleans' recovery remains under-optimized.

NEW ORLEANS AS A BRAND

Brand is a hard asset. Recognized by Wall Street in real dollars. For instance, 60% of Coke's market capitalization is attributed by financial analysts as "brand" - of its 2005 \$120 billion total value, \$70 billion of its equity is brand. Brand valuation is a bottom line asset, now required for compliance with U.S. and International Financial Reporting.

Brand value is directly related to reputation. Strong reputation increases value. Weak or damaged reputation reduces the value of a brand.

Interbrand, the world's leading expert on brand valuation (based on investment analyst methodology, utilized by *Business Week*, etc.), releases an annual report ranking brand strength. Its rankings are determined by market value.

Given the value of brand as a primary asset of an organization, brand management is a vital, C-level, full-time responsibility. In a time marked by challenge or worse, such as the unprecedented disaster visited upon New Orleans by Hurricane Katrina, brand

management is a matter of survival. In 1982, following tampering allegations, Tylenol invested more than \$100 million over a six-month period to recover the brand's reputation and value. Three weeks after the terrorist attacks on the World Trade Center towers, New York City allocated \$40 million to reposition its brand and recover its value.

The New Orleans brand faces similar challenges in terms of repositioning and recovering its value. It is a challenge that falls on the New Orleans tourism industry, which, in coordination with the Louisiana Office of Culture, Recreation and Tourism, is the de facto manager of the New Orleans brand.

New Orleans' brand is worth billions. Applying Interbrand's formula, a conservative estimate of the New Orleans brand (based on tourism's economic impact alone) values it at approximately \$18 billion pre-Katrina. That brand - and its value - has been degraded severely by media coverage, virtually all negative, totaling tens of millions of dollars in paid advertising equivalency.

COMBATING MILLIONS OF DOLLARS IN NEGATIVE ADVERTISING

The damage done to the New Orleans brand by media reports containing images of a flooded city, of violence and neglect, must be immediately countered to reestablish the brand value of the city. These negative images, which continue daily, are the equivalent of tens of millions of dollars (or more) in paid advertising. Virtually all are negative. These images will surely be rehashed again and again in the media cycle, including Mardi Gras coverage in late February and the onset of the 2006 hurricane season in June. New Orleans will again be depicted as flooded, broken, unsafe, unhealthy and deserted - a message in sharp contrast with the reality of the city, which was on pace to draw more than 12 million visitors to the city in 2005. The negative depiction of New Orleans must be countered with strategic marketing.

The tourism industry has moved quickly to replace the negative images with images New Orleans visitors know and love, allocating its annual budget in the first quarter of 2006, but clearly, these resources are not adequate. Like the intensity of Tylenol's \$100 million response in 1982 or the strategic plan by New York to shift international consciousness from that of horror and sympathy to active support best demonstrated by visiting the city and spending money. While the terrorist attack on New York was a great tragedy, it did not encompass the entire city. The complexity of the challenge facing New Orleans is arguably greater. Sensitively communicating that the historic districts are ready for visitors, while other parts of the city have been destroyed, requires significant effort and resources (the controversy of relaunching Mardi Gras - a billion-dollar economic catalyst - illustrates the complexity).

71% of New Orleans cultural institutions remain closed because tourism has not been restarted. Tourism and culture have a symbiotic relationship in New Orleans. People visit for our authentic, world-renowned culture. And tourism provides much of the means to support and sustain our culture. The authenticity of New Orleans culture is also central to the citizens' quality of life.

TOURISM CAN DELIVER ROI FASTER

While marketing is primary to activating the brand, the value of the New Orleans brand, like Nike, Apple, Coke, IBM or any great brand, is hardly a result of marketing. Brands are great because of the discipline with which their promise to their constituents is delivered. The New Orleans brand is an authentic brand, a manifestation of our storied, unique cultural heritage and a sophisticated tourism infrastructure regarded internationally as one of the finest. The marketing of New Orleans is a part of that sophistication, aligning promise with the delivery of an authentic experience. This is why Brand New Orleans is the catalyst of the New Orleans recovery, why the value of the New Orleans brand has never been greater or more important.

New Orleans tourism is the protector of the culture and the medium of the New Orleans brand. And this valuable and powerful tool can be deployed immediately because the brand's assets - the historic districts of the city and the tourism infrastructure that provides access - are undamaged. The New Orleans tourism industry can be more quickly reconstructed than any other economic sector of the region.

New Orleans is a brand. Worth billions if recovered expertly and quickly. Incalculable in terms of its multiplier effect on the social, political and economic fortunes of New Orleans.

The New Orleans tourism industry has accountably and effectively marketed New Orleans as a destination. The industry's success is well documented. Today, working together at the state, regional and local levels, the tourism industry has leveraged its historic success to respond to this challenge with a comprehensive strategic plan to restore, redeploy and maximize the New Orleans brand. To make real the New Orleans Rebirth.

A PERCEPTION PROBLEM

As the greatest national disaster in American history, Hurricane Katrina and its aftermath ranked #1 on the list of Top Ten Global Media Stories for 2005 (*The Global Language Monitor*, December 16, 2005). Yet the media storm that followed it was far more damaging. To this day, five full months after the storm made landfall, the media continues to send out images of flooding, destruction, disaster and despair in New Orleans, painting a picture that is quite different from the truth. This perception problem continues to cause a major setback for the return of the city's #1 industry—tourism.

The Importance of Leisure Tourism

Leisure travel is the force that drives New Orleans' tourism engine year-round. In 2004, visitation to New Orleans set new records at more than 10 million visitors. **More than 7.5 million were purely leisure visitors**, with another 20% of business travelers extending their trips to New Orleans for leisure. Approximately **\$3.7 billion** of the \$4.9 billion total visitor spending was **leisure visitor spending**. Local spending by individual leisure visitors averaged **\$637 per trip** (2004 *UNO Visitor Study*). Therefore, from an economic standpoint, the importance of rebuilding leisure visitation cannot be overstated.

Nor can we afford to overlook the increasing role family travel has played in the city's overall tourism profile, as families with children may be most sensitive to negative images of the city. In 2004, 15.5% of all visitors to the city arrived with their families—

more than double the percentage from the year before. In fact, just a few months before the storm, New Orleans had been voted the #1 family destination of the year by *National Geographic Traveler* and *Yahoo Travel*.

Insights fielded through research

Research regarding current perceptions of New Orleans as a leisure travel destination, as well as intent to visit post-Katrina, was conducted in conjunction with the state of Louisiana (LCRT) in national markets as well as the key New Orleans visitor markets of Atlanta, Houston, Dallas, Pensacola, Memphis, Jackson, Mobile, and Birmingham from January 8 to 13, 2006.

Perception vs. Reality: The responses are not encouraging

- About half of all respondents believe there is a lack of a police presence due to layoffs related to Hurricane Katrina.
- About half believe that the city's historic districts, such as the French Quarter, are severely damaged or destroyed.
- About 40% believe that some neighborhoods still have standing floodwater.
- 34% of respondents from Atlanta and 47% of those from Houston—our top two markets—believe that the water treatment and distribution system was damaged, leaving the water unsafe to drink.
- About a fourth of all respondents believe that the air is contaminated and poses a health risk.

Manage the message now

The media storm of negative images since Katrina has greatly set back our ability to attract visitors to the city—imperiling not just tourism, but the larger economy as well. To make our challenge even greater, reminders of the storm's tragedy will continue to pound television screens and newsstands in 2006 as the media mark the month and year anniversaries of Katrina, as the city encounters a row of major milestones (Mardi Gras, hurricane season, etc.).

New Orleans must act swiftly and aggressively. It must tell the true story of New Orleans' rebirth. Since the national media is not yet focused on this story, the city must become its own media—one that consistently charts the progress of the recovery of New Orleans tourism and welcomes visitors back **now**.

- **We must change perceptions** of New Orleans from injured to intact; from unsafe to unforgettable; from flooded and trashed to green and clean; and from the site of a major tragedy to the home of a civic rebirth and cultural renaissance unlike any this nation has seen.
- **We must build awareness** of all that is up and available right now—our restaurants and hotels, our music and museums, our nightlife and neighborhoods, and our shopping and cultural attractions.
- **We must regain our pre-Katrina market share** as one of the most well-known and popular travel destinations in America, with 10.4 million in annual visitation.
- **We must reach out to the entire nation to attract** travelers who want to be a part of the rebirth of one of America's greatest cities, home to the nation's most distinct collection of culture riches.
- **We must control the channels of information distribution** by telling our story with consistency and frequency. To do that we cannot rely on the news media. While our public relations efforts help frame our messages, the only way to ensure the right message gets to the right audience is to develop and execute an aggressive and impactful paid media strategy.

Simply put, we must marshal every available resource to market our cultural assets and bring leisure travelers back to our city - because New Orleans is ready to welcome visitors now. While we know we may have to move a mountain to change false and negative perceptions, we must commit to a bold multiyear plan to reach our goals. The organization that can provide the leadership to take us there is the New Orleans Tourism Marketing Corporation.

NEW ORLEANS TOURISM MARKETING CORPORATION

This section is prepared as an executive summary of critical funding requested from CDBGs and other federal and state government sources to rebuild the primary economic driver, tax revenue generator, and 85,000 jobs in New Orleans commerce.

Who We Are

The New Orleans Tourism Marketing Corporation (NOTMC) serves as the City's official leisure tourism promotion agency, and our Board of Directors includes representatives from throughout the City's tourism industry. NOTMC works year-round to position New Orleans as the premier leisure travel destination in America through a broad marketing program which includes advertising campaigns and ongoing public relations. NOTMC is a private economic development corporation created under Louisiana State Law to foster jobs and economic growth by developing the tourism industry in New Orleans.

What We Do

NOTMC works year-round to position New Orleans as the premier leisure travel destination in America through advertising campaigns and ongoing public relations. NOTMC designs and launches a major summer promotion; four simultaneous niche efforts aimed at cultural, family, multicultural and GLBT travelers; and a fall campaign promoting Christmas New Orleans Style. We produce the City's official leisure travel publications: *New Orleans: The Official Guide To The City*, *Museums New Orleans*, and the *Christmas New Orleans Style* guide. We also produce and manage *NewOrleansMuseums.com*, *HearNewOrleansMusic.com*, and *NewOrleansOnline.com*, the City's official leisure tourism website.

MARKETING TO INDIVIDUAL LEISURE TRAVELERS

Overall Objectives

1. Reestablish New Orleans as one of the nation's most desirable travel destinations in the minds of regional and national leisure travelers
2. Increase intent to visit among our target audiences

Targets

1. Primary target:

- Regional and national leisure travelers in high potential and top volume markets
- Ages 25-64
- Household income of \$50,000+
- Taken at least one overnight trip in the last 12 months that included a hotel and/or bed & breakfast stay
- Visited New Orleans previously – in 2004, New Orleans had 65% repeat visitation

2. Niche targets:

- Cultural travelers
- Multicultural travelers
- Family travelers
- GLBT travelers

Strategies

1. Clearly and aggressively communicate that New Orleans is tourism friendly and ready to welcome visitors now
2. Demonstrate that the elements that made New Orleans such a compelling visitor destination in the past – our unique culture, distinctive food, music and history – are intact and can be enjoyed now
3. Execute a consistent marketing strategy with the New Orleans Convention and Visitors Bureau (NOMCVB) to ensure one strong tourism voice
4. Develop a research-based, multichannel marketing communications program
5. Control the channels of information distribution with consistency and frequency through paid advertising messages
 - Change negative perceptions that New Orleans is unsafe, unhealthy and unfit for visitors
 - Overcome the misperceptions that historic districts, such as the French Quarter, are severely damaged or destroyed
6. Utilize public relations to aggressively counter ongoing negative news stories of danger, destruction and despair
7. Target highest potential geographic and psychographic markets
8. Track results and measure success against benchmark research data

Tactics

1. Launch Consumer Awareness Campaign with Tactical Messaging

Develop a multimedia campaign to change negative perceptions and create awareness that most tourist areas of the city – and especially the French Quarter – are open for business and ready to welcome visitors now.

- Utilize television as an awareness-building medium, which includes a tactical call to action
 - Network TV to reach our national target audience
 - Local spot TV to reach our high potential and volume markets
- Utilize newspaper travel section ads to generate awareness and drive visitation through tactical offers that let consumers know New Orleans is open for business
- Create a newspaper Cooperative Advertising Program (CAP)
 - Provide individual hotels and businesses the opportunity to market themselves effectively and efficiently through cooperative advertising
 - Feature advertorial that highlights New Orleans as a unique travel destination – food, music and culture
- Utilize regional and national consumer magazines (ads, advertorial spreads and inserts) to build awareness and drive website visitation
 - Place larger ad units and a higher frequency of insertions

- Develop an online marketing program to build awareness and provide tactical offers and incentives for booking hotel rooms
- Produce *New Orleans: The Official Guide To The City*, to utilize as the key fulfillment piece to persuade potential visitors to come to New Orleans

2. Rely Heavily on Public Relations and Publicity

Focus on what is happening in New Orleans now, maximizing the positive images of Mardi Gras, French Quarter Festival and Jazz Fest as they happen. Aggressively respond to negative messages.

- Establish New Orleans Tourism Media Center as the epicenter for tourism messaging
- Capitalize on the tremendous media attention on and in New Orleans
- Serve as field producers for good news pieces
- Host "Thank You" events in top feeder markets
- Offer familiarization trips for media
- Hold editorial board meetings in key cities
- Produce and issue video news releases, music CDs and in-flight videos
- Produce a Rebirth celebration documentary on the one-year anniversary of Katrina featuring well-known musicians and actors, to be distributed via national public television

3. Create a New Mini Website with a Sense of Immediacy and Fun

Provide content about what is happening and available to New Orleans visitors now.

- Offer new post-Katrina images and downloadable video clips updated weekly
- Show the well-known, fun side of New Orleans to illustrate the normalcy that has returned to the city
- Link new mini website to NOTMC's website, NewOrleansOnline.com, which currently ranks #1 on Google searches for New Orleans

4. Develop and Implement an Online Marketing Program

Reach qualified consumers as they use the Internet to make travel plans.

- Develop exciting, interactive, eye-catching online ads to draw consumers' attention and increase traffic to the new mini website
- Create an email marketing program to drive traffic to the site, including regular updates on the city's progress
- Partner with Travelocity and other major travel sites

5. Target Niche Markets with Specialized Programs

Pursue our growth markets of African American, Hispanic American, cultural, family and GLBT travelers, with relevant and compelling travel experience messages.

- Collaborate with New Orleans' museums and arts centers to promote New Orleans as a cultural destination and attract affluent travelers
 - Produce *Museums New Orleans* to be distributed in targeted regional markets and key national markets

- Feature NewOrleansMuseums.com as a comprehensive guide to the 41 museums in the city
- Partner with American Express to reach targeted niche markets
- Build new and return visits by African American and Hispanic American travelers, in partnership with the New Orleans Multicultural Tourism Network
 - Create multicultural media FAM tours
 - Utilize newspaper and radio ads in key urban markets
 - Develop targeted direct mail
 - Maximize partnership with *ESSENCE* magazine
 - Produce NOMTN's Soul of New Orleans
- Reconnect with family travelers by creating awareness of New Orleans attractions as they reopen
 - Place local spot TV to reach our high potential and volume markets
 - Utilize newspaper travel section ads to generate awareness and drive visitation through tactical offers that let consumers know New Orleans' family attractions are open for business
 - Develop targeted direct mail campaign aimed at previous family visitors
 - Host media FAM tours for top family publications and key media outlets
- Grow visitation to New Orleans among the affluent GLBT travel market
 - Develop a new guide to the City specifically tailored for the gay and lesbian audience
 - Participate in special GLBT newspaper inserts targeting top metro markets
 - Implement online marketing strategies to drive qualified traffic to NewOrleansOnline.com

6. Market New Orleans Festivals

Provide marketing support to encourage visitation and support festival attendance to events and programs such as French Quarter Festival, Jazz Fest, and Satchmo SummerFest.

- Run advertising in key markets
- Design remarketing efforts to reach past attendees
- Develop an email marketing program
- Provide public relations support

7. Remarket to Previous New Orleans Visitors

Reach our very best visitation prospects - those who have already visited the City are much more likely to return.

- Develop an email marketing program
- Create targeted direct mail
- Focus on our highest potential visitation markets based on past experience

8. Launch a Fall Marketing Campaign to Promote Christmas New Orleans Style

Fund and promote the month-long December celebration to attract leisure tourists to New Orleans during this traditionally slow season

- Utilize a multimedia approach
 - Spot and network TV
 - Newspaper travel section ads
 - Newspaper Cooperative Advertising Program (CAP)
 - Consumer magazine ads, advertorial spreads and inserts
 - Online marketing
 - *Christmas New Orleans Style* guide

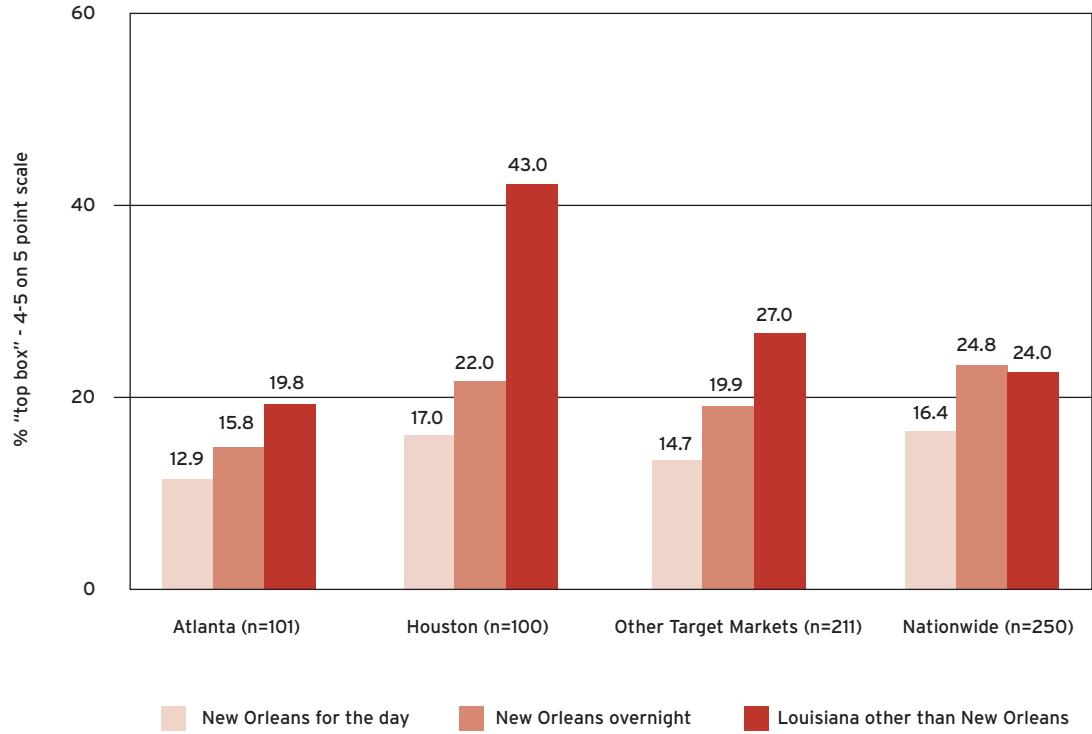
9. Partner with Major Travel Promotion Entities

Seek out partners with extensive communications channels, and develop partnership opportunities targeting the leisure visitor

- Collaborate with American Express travel marketing
- Create tie-ins with other credit cards, airlines and travel-related entities
- Partner with AAA to reach drive markets

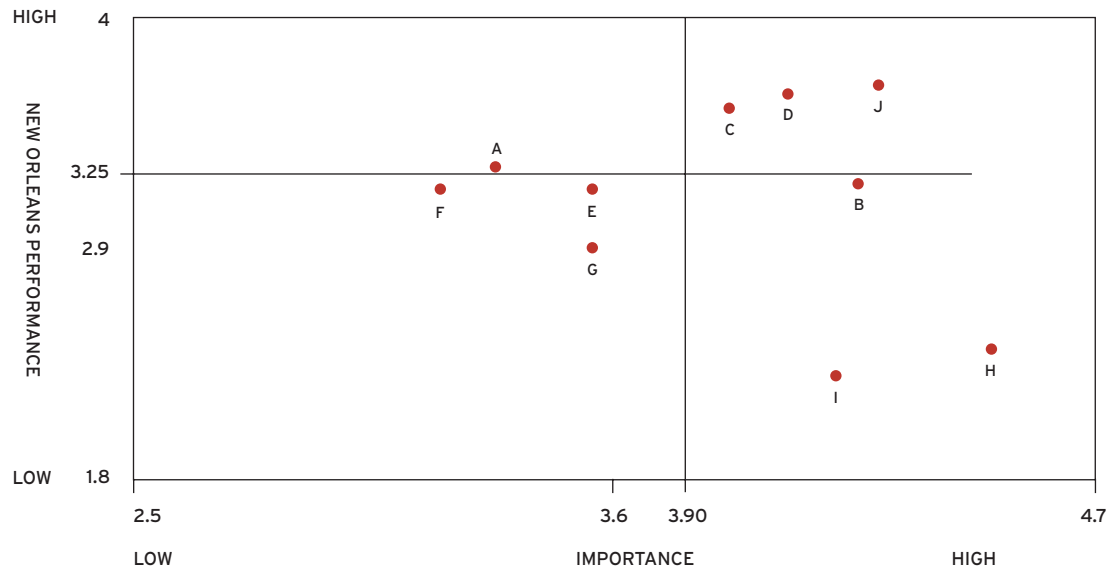
LIKELIHOOD OF VISITING NEW ORLEANS AND LOUISIANA IN THE NEXT 12 MONTHS

BY SAMPLE GROUP



IMPORTANCE/PERFORMANCE

NATIONWIDE SAMPLE
BASE = 250



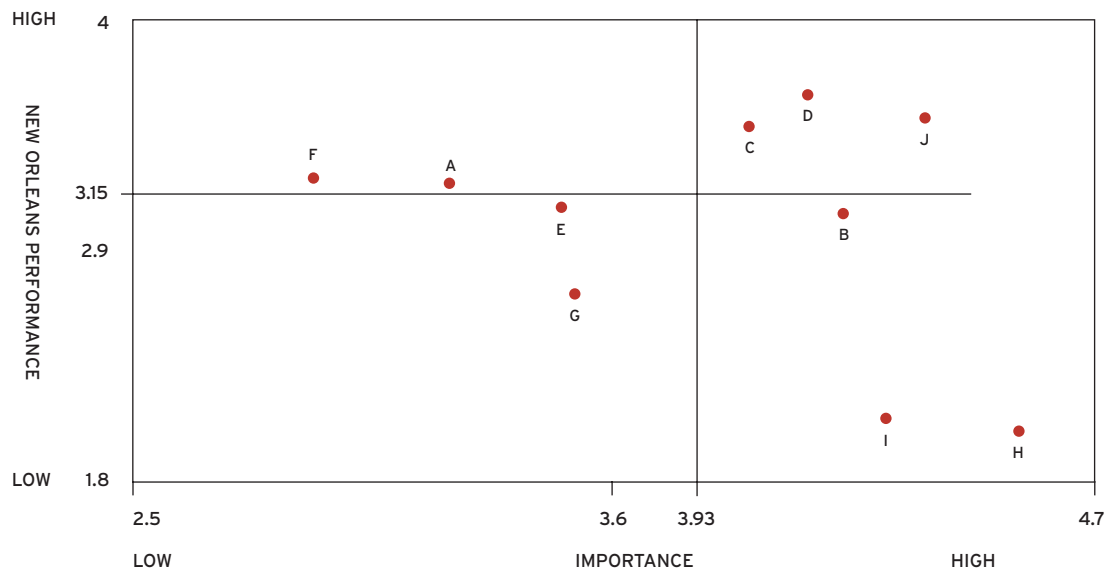
- A. Luxury accommodations
- B. Moderately priced accommodations
- C. A variety of historical and cultural attractions
- D. Restaurants that offer superb local cuisine
- E. Unique shopping opportunities
- F. Exciting gaming and nightlife venues
- G. Attractions that the whole family, including children, can enjoy
- H. Crime under control so that you feel safe
- I. Streets that are clean and free of trash and debris
- J. Unique experiences that you cannot get anywhere else

IMPORTANCE/PERFORMANCE

KEY TARGET MARKETS

(ATLANTA, HOUSTON, DALLAS, PENSACOLA, MEMPHIS, JACKSON, MOBILE, BIRMINGHAM)

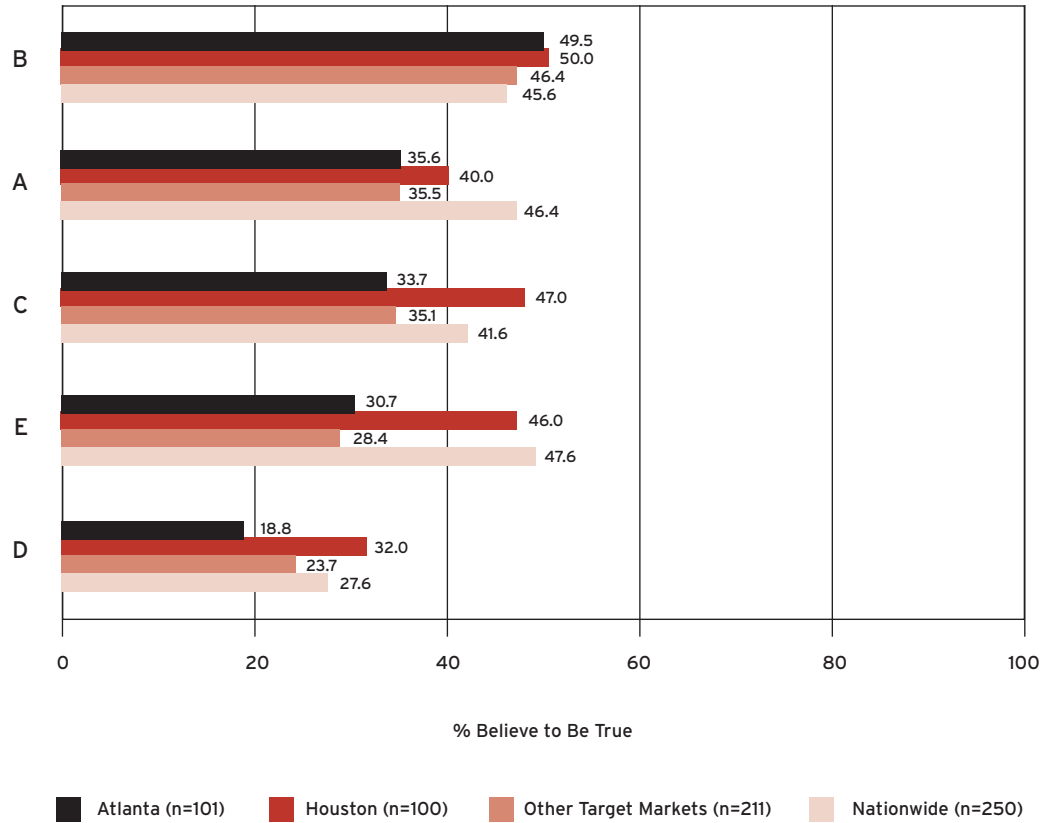
BASE = 412



- A. Luxury accommodations
- B. Moderately priced accommodations
- C. A variety of historical and cultural attractions
- D. Restaurants that offer superb local cuisine
- E. Unique shopping opportunities
- F. Exciting gaming and nightlife venues
- G. Attractions that the whole family, including children, can enjoy
- H. Crime under control so that you feel safe
- I. Streets that are clean and free of trash and debris
- J. Unique experiences that you cannot get anywhere else

BELIEVE ABOUT NEW ORLEANS CURRENTLY

BY SAMPLE GROUP



- A. Some neighborhoods still have standing floodwater from Hurricane Katrina
- B. There is a lack of police presence due to layoffs related to Hurricane Katrina
- C. The water treatment and distribution system was damaged due to Hurricane Katrina and the water is not safe to drink
- D. The air is contaminated due to the devastation of Hurricane Katrina and poses a health risk
- E. Historic districts, such as the French Quarter, are severely damaged or destroyed by Hurricane Katrina

NEW ORLEANS METROPOLITAN CONVENTION & VISITORS BUREAU

This section is prepared as an executive summary of critical funding requested from CDBGs and other federal and state government sources to rebuild the primary economic driver, tax revenue generator, and 85,000 jobs in New Orleans commerce.

Overview

The tourism and hospitality industry is the primary catalyst and driver of the New Orleans economy, the leading creator of jobs, and the key developer of quality of life infrastructure and capacity that stimulates business retention and growth in all other economic sectors.

The return of the tourism industry will determine the very survival of the New Orleans economy. This survival will be fashioned from the retention of small- and medium-sized businesses and the generation of one third of the revenue streams supporting city services, but the recovery of tourism will be the primary determinant of whether the largest sector of working people of New Orleans are able to return to the city, reestablish their lives, bring their families home to live, rebuild neighborhoods and repopulate the city.

The New Orleans Metropolitan Convention & Visitors Bureau's (NOMCVB) immediate mission is to return the New Orleans hospitality and tourism industry to at least pre-Katrina levels and to reset the foundation for previous annual growth and job creation.

Acquisition of marketing, direct sales and promotion dollars is the springboard to unleash the private sector to generate critical funding for city and civic services, restore more than 60,000 jobs lost throughout the area, and help the more than 15,000 businesses who were negatively affected by the hurricanes.

The tourism and hospitality industry is comprised of large- and small-scale association and corporate meetings and conventions, rotations of most of the major national sporting championships, leisure and family travelers, small and large packaged-tour series, a popular foreign traveler destination, and many of the most important special events in the nation such as Mardi Gras, the *ESSENCE* Festival (the world's most important annual African-American culture and music festival), the New Orleans Jazz and Heritage Festival, the French Quarter Festival, Satchmo SummerFest, the Sugar Bowl, The BCS Championship of college football, NCAA basketball playoffs, the Super Bowl and many more.

The industry is served directly by more than 6,000 companies and employs 85,000 people in a parish (county) of less than 500,000 persons. The entire retail, banking, professional and service industries depend on the more than \$5 billion of annual direct visitor spending and additional several billion dollars of spin-off impact. Not only is the impact direct through visitor spending, but the 85,000 workers employed in the industry are the primary depositors in banks, purchasers of the largest segment of retail goods, and generally drivers of the overall health of the economy and the success of its large and small businesses.

The current brand and image of New Orleans is severely damaged in the minds of most American consumers, convention and meeting decision makers, and foreign travelers. This costs the city, small businesses, the hospitality industry, our public schools, and our cultural attractions millions of dollars per day and prevents tens of thousands of citizens from reclaiming their jobs and returning home.

Tourism does not just happen. It is the result of buying decisions made by millions of leisure visitors, special-event managers, travel agents, tour operators and packagers, foreign travelers, convention and meeting directors, and corporate and association executives and boards.

Tens of thousands of jobs and billions of dollars of private capital will flow back to New Orleans only if the brand and images of the city are repaired in the minds of those who choose the city as a destination. This will only happen through a major national campaign of marketing, promotion, communications and direct sales. Without the funding for these efforts, New Orleans will die as a major city and cultural capital.

The citywide convention business alone is projected to lose over \$331 million in hotel room revenue. The group leisure travel is losing room revenue of over \$300,000 per day. This does not include the additional spending of each visitor - spending that supports small businesses, merchants, the retail sector, arts and cultural attractions, and tens of thousands of non-hotel and non-restaurant jobs. Just as important, the hotel tax supports the public schools, city services and numerous city jobs, the streetcar and bus system, and revenue bonds for the Superdome, New Orleans Arena and the Convention Center. These are all dollars that cannot be recouped. They have been lost. We must reopen for business. The stakes are staggering.

Events such as the Jazz Fest (\$300 million), the French Quarter Fest (\$75 million), Bayou Classic (\$150-200 million), Mardi Gras (\$220 million), Sugar Bowl (\$250 million already lost), and numerous others bring in enormous revenue for New Orleans and our business community. Without an aggressive campaign to not only educate the public about the true condition of New Orleans, but to excite them and encourage a return to the city, these events will not generate the revenue sources upon which the city depends.

The NOMCVB must implement an aggressive, smart, creative and targeted campaign that rapidly changes these negative impressions of New Orleans and returns the convention and leisure travel business to pre-Katrina levels.

Goals

The NOMCVB's primary focus in the wake of the hurricane/flood catastrophe of 2005 is to restore the brand image and perception of New Orleans. We must immediately overcome the enormous impact of the overwhelmingly negative media coverage of the city. The restoration of the brand and images will allow us to drive buying decisions to visit or utilize the city as a destination and thereby to:

1. Reforge the economic contribution and tax base generated through the convention and leisure travel industry
2. Restore hotel occupancy and the conventions and meetings customer base that generate the revenue and opportunities on which thousands of small businesses depend for their business models

3. Re-create the more than 60,000 jobs that have been lost in the hospitality industry
4. Provide for neighborhood restoration by returning the population and small merchants, who then reinvest in the historic sections of town, resulting in even more tourism revenue
5. Reestablish the funding levels for our public schools, streetcar and city bus transportation, and the revenue bonds of key city assets such as the Superdome, Arena and the Convention Center, all of which are dependent on the hotel tax
6. Restore financial stability to the numerous entertainment venues and cultural attractions in the area - a majority of attractions are still closed today due to lack of customers - through the renewed presence of leisure and convention visitors

Targets

The NOMCVB will attack the above goals through an aggressive marketing, direct sales, and communications approach that targets our most important consumer and trade industry leaders and the influencers of our customers, including:

1. Convention and Meeting Planners
2. Corporate Incentive Travel Planners
3. Corporate Meeting Planners
4. Corporate Executives and Boards
5. Travel Professional Trade Organizations
6. Group Leisure Travel Influencers
7. International Travel Influencers
8. Press/Media
9. NOMCVB Members (to leverage their marketing and promotional efforts)

Strategies

With a marketing and sales effort focused on these specific targets, the NOMCVB has three defined strategies:

1. Rebrand, reposition, and re-image New Orleans
2. Restore previous and drive new convention and meetings business
3. Restore previous and drive new group and leisure travel business, both domestically and internationally

NOMCVB MARKETING COMMUNICATIONS STRATEGIES

MAKE WAY FOR THE REBIRTH

Rebirth Campaign

New Orleans has been damaged - not only by the hurricanes, but by the enormous amount of continual negative press and images portrayed in the national media. Restoring the convention and leisure travel industry requires the establishment of a new image - one that represents a strong, growing and successful New Orleans. A place where the things you love - the culture, music, food, and entertainment - are alive and well. A place that is prepared to welcome you and take care of you in a safe and secure environment.

Make Way for the Rebirth is the communications theme that will resonate throughout all the marketing efforts. This campaign will illustrate the city's return to glory, the restoration of the hospitality industry and the opening of restaurants and cultural experiences. This message, designed to change the current damaged perception of New Orleans and create renewed consideration and interest to visit the city, will be delivered to our target markets.

Interactive Marketing Plans

The initial efforts of the Rebirth campaign will focus on the NOMCVB website and interactive marketing strategies and tactics.

Goals

- Utilize the website as a place where our target audience can access current, credible and dynamic information regarding the Rebirth of New Orleans
- Actively distribute updates on the Rebirth and current videos of the city to our targets on a consistent and regular basis
- Answer the question: Is the New Orleans experience still intact?
- Inspire NOMCVB inquiries and visits to New Orleans

The website and interactive strategies are designed to "push" new information to our constituents and generate renewed interest in the Rebirth efforts. Internet marketing will be utilized to drive interest to the NOMCVB website.

The site will also combat the negative images of New Orleans portrayed in the media with new visual representations of the city (via still photography and video) and the honest, accurate picture of its status and growth. Our constituents need to "see" the city as it is today and regain confidence in the city's recovery and capacity to deliver the New Orleans experience.

Strategies and Tactics

1. Redesign current NOMCVB website to showcase post-Katrina images, stories, news, updates and information for interested visitors.
2. Create a new mini-site, targeted to the news media and industry trade leaders, that catalogs the most recent videos, news reports, press releases and openings of cultural attractions. This mini-site will provide a link to the current NOMCVB site.
3. Create compelling and credible signature visuals showcasing the Rebirth in motion. This will include:
 - Weekly progress report videos distributed via email and posted on the website
 - Third party and celebrity endorsement video testimonials distributed through email and posted on the website
 - Tourism and cultural videos distributed through email and posted on the website
 - Podcasts
 - Interactive map with overlays identifying the tourist areas in relationship to the damaged areas, downloadable from the website
 - Email newsletters
 - Event related emails
 - Loyalty program development
 - Interactive communications with our database of more than 300,000 contacts
4. Develop online marketing and advertising tactics that drive customers to the mini-site and the main NOMCVB website, including:
 - Search engine optimization
 - Keyword buys
 - Online advertising
 - Email distribution of video and news content through the media

GROUP LEISURE TRAVEL, TOUR AND TRAVEL, TRAVEL TRADE, TRAVEL PRESS AND INTERNATIONAL MARKETS

Overview

The NOMCVB is the primary link of the city's largest industry to domestic and international wholesalers, packagers, brokers, tour series operators, travel agents, domestic travel writers, the foreign press and the international consumer.

The NOMCVB drives both domestic and international group travel, the individual foreign traveler, and the FIT market. Prior to the hurricanes, the domestic group travel market alone accounted for approximately 7.5% of total hotel occupancy, or approximately \$306,000 of room revenue per day. This equates to a total spending and revenue stream of approximately \$1.2 million per day.

With the level of cancellations and current projections for the domestic group travel segment alone, revenue losses of approximately \$960,000 per day are forecasted for the hospitality industry as well as the small businesses that support this segment. This is a major revenue stream and key market segment desperately needed by our industry, by the small businesses that support the industry, by our cultural attractions and entertainment venues that are dependent on the visitors for support, and ultimately the 60,000 jobs that have been lost as of today.

Decision makers and buyers in group leisure travel have tremendous influence on American travel. They have a major impact on the mature traveler in particular who have higher spending and retail impacts and has a growing component of the traveler demographics.

The NOMCVB's marketing to 55,000 travel agents is a major driver in the individual leisure segment. Travel agents play a large role in influencing consumer decisions, and the utilization by the agents of packaging is critical to the local industry.

The NOMCVB operates or partners in foreign offices in Canada, Mexico City, Paris, London, Italy, Brazil, Japan and Germany. These offices and marketing dollar allocations are grossly insufficient to address the extreme brand damage and buyer reluctance that have occurred overseas.

Strategies

The strategies implemented for the group leisure travel industry include 12-month calendar plans for both 2006 and 2007. The 2006 tactics are consistent with marketing that has been successful for this audience in the past, but at much more aggressive levels to address brand and image degradation and the reluctance of consumers and trade professionals to make buying decisions. The 2007 plan will include the same tactics as 2006 but at levels appropriate to the budget.

1. Travel Professional & Trade Advertising

Advertising will continue in the trade- and industry-specific publications that have been utilized in the past, but must be upgraded with more saturation, imagery and content, and frequency. These print advertising efforts will include publications such as:

- *Travel Agent*
- *Travel Weekly*
- *Recommend*
- *Agent@Home*

2. Group Travel Customers

Historical information identifies those group demographics and segments with whom New Orleans is most popular. Advertising will target the consumers within these groups in order to influence their decision to visit the city and/or join their specific travel groups coming to the city. This advertising will communicate the Rebirth of New Orleans and help allay the fears they might have of the city today. Advertising will be very targeted into niche publications that directly influence group and individual decision makers.

3. Direct Sales Efforts and Missions

Direct sales and trade missions will be directed toward priority feeder markets. The NOMCVB staff must expand efforts to cultivate relationships with potential customers and decision makers, secure the commitments of existing customers and sell the Rebirth of the city and progress on a trust-focused personal basis. These markets include:

- Houston
- New York
- Orlando
- London
- Paris
- Frankfurt
- Mexico

4. Hosting Conventions of Segment Partners

Hosting conventions will be a vital part of regaining the trust and confidence among the leisure travel customer base. While the number of conventions will ultimately grow, the NOMCVB is currently scheduled to host these conventions:

- National Tour Association 2009
- American Bus Association
- Louisiana Purchase Agent Trade Show

5. International Support

The NOMCVB employs a staff of international sales professionals and maintains offices in priority markets throughout the world. Given the current image and perceptions that the international market has of New Orleans, it will be imperative to support these sales efforts through new, visual and exciting sales materials that can illustrate the true status of New Orleans and the hospitality industry. The top international offices include:

- UK
- France
- Germany
- Mexico
- Brazil
- Japan
- Italy

CONVENTION AND MEETINGS MARKETING

Overview

The NOMCVB is the sole link of the city's largest industry to national and international association and corporate conventions, meetings, and special events, which together represent the highest valued segment of the \$5 to \$8 billion hospitality industry employing 85,000 New Orleanians. Most of these 85,000 employees are in entertainment and commercial enterprises that brand New Orleans internationally for its hotels, food, music, and entertainment, and drive its economy. They depend largely on this segment for sustained year-round industry impact.

The NOMCVB is funded by a hotel tax that has now been abolished and by a member dues base that will be nonexistent for at least two years.

The NOMCVB operation must be sustained because its sales manager base has all of the data and relationships with the worldwide convention and meeting professionals community. The industry is primarily relationship-driven on the convention and meetings side. If those employees are laid off and hired elsewhere, billions of dollars of competitive information and data would leave Louisiana, crippling the entire rebuilding process of New Orleans largest industry. It would likely be a death knell for the city's economy and the return of its citizens if our employees are lost to competitors.

Neighborhood rebuilding, regeneration of tens of thousands of jobs, and restoration of the tax base would be set back for years and would likely never see former levels. The economic and human impact is almost unfathomable.

The citywide (non in-house) convention visitor segment accounts for 16.7% of total visitors to New Orleans, or approximately 4,622 visitors per day. This equates to more than \$873,000 per day in total spending - revenue that the hotels, restaurants, workers and small businesses are vitally dependent upon. Should the convention business continue to operate at its current projected level for 2006, we will continue to lose more than \$690,000 per day in revenue generated in New Orleans, and millions in state taxes - just from the loss of citywide convention business.

The convention and in-house meeting business and special events also account for approximately 65% of the hotel occupancy, and normally more than \$2 million of room-generated revenue per day.

The citywide convention business alone is projected to lose over \$331 million dollars in hotel room revenue. This does not include the additional spending of each visitor - spending that supports small businesses, merchants, the retail sector, arts and cultural attractions, and tens of thousands of non-hotel and non-restaurant jobs. Just as important, the hotel tax supports the public schools, city services and numerous city jobs, the streetcar and bus system, and revenue bonds for the Superdome, New Orleans Arena and the Convention Center. These are all dollars that cannot be recouped. They have been lost. We must reopen for business. The stakes are staggering.

The convention industry is also the major source of revenue for small businesses in the service sector - far beyond just restaurants and hotels. Conventions support small businesses such as florists, corporate video companies, trade show display companies, decorators, shuttle companies, tour operators and numerous other businesses that provide goods and services, either directly or indirectly, to conventions. Over 15,000 businesses

in New Orleans are closed today - that represents countless jobs, financial streams for the city, goods and services for the citizens of New Orleans, and a deteriorated quality of life for all those who live here.

Every major scheduled convention through the end of March 2006 has been cancelled. Over 80% of those between April 1 and December 31, 2006 have been cancelled. Given that the normal lead time for decision making and planning a corporate meeting or convention is a minimum of 3-18 months, we are rapidly losing all opportunity for 2006 and 2007. In fact, we are working feverishly now to save conventions previously confirmed as far out as 2009 and generate new leads and bookings for other years. The timing and extent to which we can aggressively implement our marketing, incentive and sales efforts directly impacts the ability to recapture the convention business and rebuild the economic foundation of New Orleans.

A new key strategy for the convention marketing efforts is the "Captains of Industry" campaign. Historically, the NOMCVB's effort to influence this group has been strictly through the convention and meeting planners who serve as the gatekeepers to the business executives and decision makers. Our plan for 2006 and 2007 is to implement a campaign directly to this group to tell the Rebirth story and influence the decisions that complement the campaign to the convention and meeting planners. This campaign will not only make the selling job of the planners easier, but will influence the business executives to inquire about and direct planners toward New Orleans. In addition, for the first time, NOMCVB will establish a new relationship and line of communication directly with our end customer, using this communications channel and distribution network to influence growth within specific industries.

This approach has great cross-pollination capacity with other economic development efforts, as we link economic relationships made in conventions and meetings to expanding other business growth opportunities.

The additional importance of the "Captains of Industry" strategy is the fact that this customer spends an average of \$801 to \$900 per trip, which is \$200 to \$300 more per trip than the average leisure visitor. In addition, this convention visitor often extends their trip with pre and post stays, generating millions of dollars in additional revenue. Developing this new line of communications - and ultimately relationships - will also drive future leisure travel from this high-net-worth group. A disproportionately large segment of the repeat visitor base on the leisure side is driven by the experience of attending a meeting or convention in the city.

Strategies and Tactics

The strategies and tactics outlined below will be implemented for both 2006 and 2007. The 2006 plans will be more aggressive on the front end, in order to jump-start and establish momentum. Plans for 2007 will implement similar tactics, but will be adjusted throughout the year to maintain consistency and according to budget availability. These plans include:

1. Convention Meeting Planner and Trade Marketing

The Rebirth theme, new images of the Convention Center, and the destination and convention sales messages must saturate the more influential trade publications read by the meeting planners. Print insertions will run continually based on a 12-month calendar in publications such as:

- *Meeting and Conventions*
- *Association News*
- *Meeting Planners Guide*
- *PCMA/Convene Magazine*
- *Successful Meetings*
- *The Meeting Professional*

There will also be a cooperative effort with the Morial Convention Center and the New Orleans Hotel and Lodging Association, which will secure advertising in targeted publications such as:

- *USA Today*
- *Continental Magazine*
- *Southwest Spirit*
- All in-flight magazines of airlines serving New Orleans
- *Corporate Meetings & Incentives*

2. "Captains of Industry" Marketing

As expressed above, this strategy is designed to target the corporate executive and decision makers. Through this marketing effort the NOMCVB will begin a dialogue directly with this high-end customer and use their interest in New Orleans to influence both the meeting planners and individual delegates of the convention. This effort will also help to rapidly change the brand image and professionalism and begin to allay concerns this target audience may have with the city and its ability to serve their needs. This marketing effort will include advertising in publications such as:

- *Forbes*
- *Newsweek*
- *Time*
- *Fast Company*
- *Business Week*
- *Fortune*
- *Smart Money*
- *Wall Street Journal*
- Medical and scientific publications

3. Delegate and Exhibitor Marketing

It is incumbent upon the NOMCVB to assist the specific convention and meetings executives in attracting and gaining participation from their potential attendees and exhibitors. The NOMCVB shares the responsibility to ensure each convention has maximum participation from its delegates and exhibitors and thereby maximize hotel occupancy and economic impact on the city. These marketing efforts are even more critical today, given the American consumer's perception of the city and concerns regarding safety and the preservation of the New Orleans experience. These marketing initiatives include:

- Email campaigns
- Direct mail
- E-Newsletters
- Links to the mini-site hosting the NOMCVB videos
- Ads to run in the association publications and newsletters
- Press releases for distribution

4. FAM Trips

The NOMCVB will host the industry press and planners during multiple events in New Orleans in order to illustrate our ability to meet the needs of individual conventions and their attendees.

5. Client Events

The NOMCVB will produce major client events in cities such as Washington, D.C., New York, Atlanta, Chicago, Dallas and Seattle. The Bureau will also support local members of national associations, as well as the local destination management and meeting planner organizations.

6. Market Research

The NOMCVB will consistently survey meeting attendees and exhibitors to gauge the overall impression of the city, how well we are meeting needs, and what can be done better to improve the experience. Research focused on developing strategies to drive higher attendance by attendees and exhibitors will affect thousands of jobs in the local service industry. It will also ultimately affect future bookings and the stability of the industry, and its investment and employment decisions.

DIRECT SALES, PROMOTIONS, COMMUNICATIONS, MEDIA, PUBLIC RELATIONS

Overview

The convention and group leisure travel industry, the international markets, and travel press are relationship-driven and influenced by a defined group of planners, agents, corporate decision makers and media within the industry. The NOMCVB must maintain a consistent and high-level profile at industry trade show and association meetings, with industry press, and engage an expanded direct sales effort in all major markets. The NOMCVB must also greatly expand its public relations programs in all major markets to overcome the current stigma and misperceptions attached to New Orleans as a destination.

Strategies and Tactics

To be successful, these relationships must be maintained at a very "high-touch" level. To that end, the direct sales marketing efforts include the following tactics and considerations:

1. Trade Show Participation

On an average of three to four times per month, the NOMCVB will participate in convention and/or group travel trade shows. These shows will be attended by a team of executive staff and sales staff, who will display the most recent video presentation of New Orleans, distribute collateral material and information specific to that show's attendees, and host groups of attendees for more direct and personal presentations and sales activities.

2. Trade Show Booths

Two new trade show booths must be developed featuring the Rebirth New Orleans theme and designed around post-Katrina imagery. One booth will be designed for convention and meetings shows and the other for consumer shows.

3. Collateral Material: Sales, Media, Public Relations

Collateral material will be designed for and communicate specifically to individual constituents and attendees of trade shows, addressing their individual needs and concerns. Media kits, hard collateral for media, and PR-focused materials are essential as well. An artistic travel poster series created by a renowned artist must be developed for domestic and international distribution.

4. Multimedia Sales Support Materials

Support materials and presentations, such as multimedia presentations, will be designed to support the direct sales efforts of the sales staff.

5. Sales Staff Development/Direct Sales Personnel Costs

The relationship-driven nature of this industry requires a highly trained and consistent sales force. To that end, the NOMCVB must not only maintain its current sales force in order to retain those relationships, but also add staff in order to more aggressively and actively develop new relationships and achieve successful sales results. The NOMCVB has already lost one third of its current staff. Remaining staff are focused primarily on damage control and maintaining previously booked business. Little time is available for new sales and bookings, creating potentially damaging gaps in future revenue for the city. When a staff member is lost or laid off we not only lose the expertise of the staff member but the relationships they have cultivated, and we send a potentially negative impression that the city is not successfully returning to its pre-hurricane status. This translates into the loss of thousands of jobs and hundreds of millions of dollars of economic impact.

6. Public Relations National Tour and Events

A large-scale, event-based national publications tour utilizing prominent ex-patriots in business and entertainment is critical. This would include appearances on morning and daytime TV and radio talk shows, meetings with newspaper editorial boards, and special events.

7. Research/Testing/Focus Groups

Serious market and brand evaluation is highly necessary because of the brand damage. Sector and segment research, target evaluations and analysis, visitor surveys on-ground and online, focus grouping of customers across all segments, perception analyses, cognitive language in advertising and messaging research are among the strategies needs immediately.

8. Special Events Marketing/Co-Branding

A large-scale program to design and drive special events and harness the national entertainment community's willingness to partner would produce significant ROI and new job creation. Many existing special events need funding support and marketing support that is currently not possible. The economic benefit of these special events such as the New Orleans Jazz and Heritage Festival exceeds \$1 billion.

9. National Sports Marketing and Promotion

Our ability to secure and manage the most prominent special events in American sports such as Super Bowl, NCAA Final Four and Regionals, Sugar Bowl, BCS football games, Olympic Trials and others is severely damaged. The Host Committee structure is greatly weakened.

Summary

New Orleans is losing time and \$15 million of tourism generated revenue each day in its battle to recover. Media coverage, amounting to the equivalent of hundreds of millions of dollars in paid advertising, has cemented the image of a city that is not ready and undesirable to visit. But the historic districts of the city - the parts of New Orleans that drew 10 million people each year, sit undamaged. An accountable, intensive, sophisticated marketing campaign can overcome this challenge. For over 20 years, New Orleans has been among the best, most accountable and effectively marketed destinations in the world.

With the proper resources, New Orleans tourism can be quickly mobilized as the catalyst for the New Orleans recovery, generating desperately needed revenue for city services, creating jobs, salvaging the tens of thousands of small businesses dependent on tourist dollars, accelerating the return of displaced citizens, preserving valuable cultural assets, and restoring hope and confidence in citizens and a nation alike.

Any way you look at it, dollars allocated to marketing New Orleans offer a cold, hard return.

Sources

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