

# **IT'S ALL IN THE NUMBERS**

Conversion analysis and other methods  
For measuring success

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# DELIVERING PERFORMANCE

## *A Road Map for Long Range Marketing Success*

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“There are three kinds of lies.  
Lies, damnable lies, and statistics.”

*Disraeli*



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# Delivering performance

- ◆ In a perfect world . . . We would all know exactly how many of our visitors were motivated to come solely by our efforts.
- ◆ And which marketing efforts were responsible for producing each visitor.



# Delivering performance

- ◆ Unfortunately, there's no perfect world
- ◆ At the very least, you should have in place monitoring and research programs that identify visitors and visitor spending that were *clearly and significantly* generated by your efforts



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***"The bottom of the sea is  
littered with ships whose  
captains failed to put a  
lookout on the bow."***

-John Pelletier, Chairman, Equation Research



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# The role of research

- ◆ To chart your course for long range success
- ◆ To evaluate your ongoing efforts
- ◆ To monitor and maximize performance success



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# What is the value of your work?

- ◆ It is not: When your tourism economy is strong, (as measured by industry indicators i.e. hotel occupancy, airport arrivals, attractions attendance —any more than a weak tourism market should conclude that your performance efforts are unsatisfactory.



Instead, value is based on the quantitative productivity you deliver through marketing programs

- ◆ This includes achievements accurately and quantifiably measured for:
  - Meeting and convention bookings
  - Group leisure bookings
  - Leisure visits from advertising, web development, etc.
  - Media publicity placed



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# The beginning: What is your mission?

- ◆ Your mission statement should serve as the mirror for your organization, the clear reason for its existence, why you are in business.
- ◆ all future business planning and developments must subscribe to it as the foundation of purpose. Therefore, it is critical that there be clarity and consensus.



## Your Mission:

To achieve success through  
incremental business development



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# The Mission Statement should be followed by:

- ◆ Broad-based objectives that support it
- ◆ A series of strategies
- ◆ Specific work programs or tactics



# Tracking Performance

- ◆ **1. Marketing Activity:** literature distributed, visitors serviced at the information center, sales calls made, leads issued, etc.
- ◆ As more activity is produced and targeted appropriately, there should be corresponding increases, over time in marketing productivity.



# Tracking Performance

## ◆ 2. Marketing Performance

**Productivity:** our most important output

- ◆ conventions/sports functions booked, leisure visits, etc.
- ◆ room night revenue, hotel reservations, resulting economic impact, all other important results of your successful marketing efforts



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# Meeting and convention bookings

- ◆ Room nights generated
- ◆ Economic impact generated -- in visitor receipts, resulting tax revenue and jobs generated by visitor spending



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# Group leisure bookings

- ◆ Motorcoach visits
- ◆ # visits
- ◆ Total economic impact



# Leisure visitors delivered via advertising, internet, etc.

- ◆ Numbers of visitors
- ◆ Overnight room generation
- ◆ Total visitor receipts
- ◆ Tax revenue
- ◆ Jobs generated by visitor spending



# Media publicity placed

- ◆ Circulation/readership achieved
- ◆ Dollar value of earned media coverage as measured in advertising lineage inches



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# Tracking leisure visitor performance

- ◆ Conversion studies that tell you the response to your marketing efforts
- ◆ Measure and value the visitors that you produce from advertising, the website or other initiatives



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# Conversion study advertising parameters

- ◆ Design a survey so that your objective is clearly delivered
- ◆ Determine your primary objective for the study. What do you need to learn: whether someone visited and economic impacts derived as a result of advertising, or to what extent marketing was effective?



# Conversion study parameters

- ◆ Add other questions that are appropriate for providing more context to the primary objective: modes of travel, length of stay, accommodation types, visitor party attributes and demographics, domicile, market spending, etc.



# Conversion study parameters

- ◆ Ensure that a survey list is appropriate and either comprises the entire universe of marketing contacts or a representative sample
- ◆ Determine whether a postal, phone or email survey is most appropriate
- ◆ Plan your approach with the need of gathering enough responses to achieve statistical reliability



# Social media

- ◆ With Facebook's more than 750 million active users and Twitter's 200 million users generating 350 million tweets and 1.6 billion queries daily—not to mention 150 million blogs—Tourism marketers are assessing where they should be in developing a social media presence that can extend their brands.



# Social Media: before you take the plunge, do some basic research

- ◆ confirm where your destination/org. is in relationship to your competitors
- ◆ What are they doing that you aren't?
- ◆ How is it working for them?
- ◆ And, do they really even know?



# Tracking social media behavior

- ◆ Are requests for visitor guides being tracked as an indication of a future visit? If so, social media fans who request visitor guides can be measured for future visitation value.
- ◆ Are click-throughs to members/partners measured? If so, social media click-throughs can potentially be measured and valued the same way.



# Make the Distinction Between Social Networking and Electronic PR

- ◆ Track electronic media just as you would traditional earned media
- ◆ publicity achieved through media impressions and potential value



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# Evaluating Performance requirements

- ◆ Adopt a conservative approach when determining the number of visitors generated by your efforts
- ◆ Employ third party evaluation
- ◆ Make sure your ROI is credible and can stand up to external scrutiny



# Monitoring Performance with a Tracking System Report

- ◆ Monthly, quarterly and annually compared to previous periods
- ◆ Use footnotes to explain analyses; how numbers are derived and by whom



# The next step: establishing & delivering performance goals

- ◆ For achieving higher performance for the future. The process begins after the benchmarking of first-year results—and wherever your initiatives can influence and forecast future achievements
- ◆ Then you should begin preparation to produce performance-based goals to be sought for the new year ahead



# Setting **SMART** Goals

- ◆ **S**pecific
- ◆ **M**easurable
- ◆ **A**ttainable
- ◆ **R**ealistic
- ◆ **T**imely



What is the value of your work?



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# What's your value statement?

- ◆ Productive dollar value returns from all performance categories of your work will help answer the question
- ◆ Add them up, and that should be your answer in firm numbers: visitors produced, room nights generated, visitor receipts expended, tax revenue produced, jobs produced/sustained



## Your value statement may read:

- ◆ Last year, operating with a staff of \_\_\_\_\_ and a \$\_\_\_\_\_ marketing budget, the \_\_\_\_\_ organization produced an estimated \$\_\_\_\_\_ in new visitor dollars including \_\_\_\_\_ overnight leisure visitors and conference delegates--an ROI of \_\_\_ to 1.



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What is your vision for your organization of tomorrow?



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# Developing a Vision Statement

- ◆ What will your organization/business resemble for the future—and what values must we embrace to get us there?

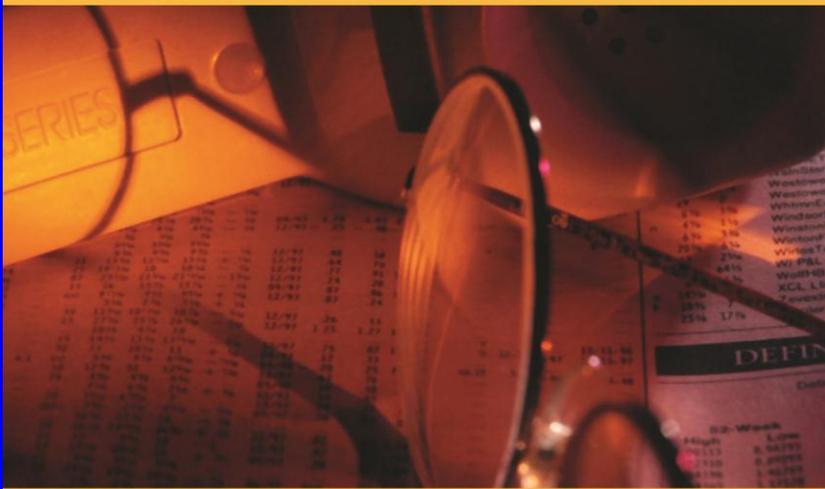


# The Visioning process

- ◆ It is five years from today's date and we have created the optimum organization/business
- ◆ How do we describe it? And what values did we foster and embrace in order to create it?
- ◆ In other words, what do we value and what would we like to see improved?



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HOW TO BOOST PERFORMANCE,  
INCREASE CUSTOMERS,  
AND MAXIMIZE MARKET SHARE

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Thanks for your participation and  
input today!



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