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Ms. Lori Hill
Tourism Director
City of Broken Arrow
1700 West Detroit
Broken Arrow, OK 74012

RE: RFP Tourism Market Research and Asset Inventory

Ms. Hill,

Young Strategies, Inc. and Destination Services, LLC are pleased to submit the enclosed response to the above reference RFP for tourism market research and asset inventory issued by the City of Broken Arrow.

Young Strategies, Inc. (YSI) and Destination Services, LLC (DS) specialize in destination research and thoughtful strategic planning. YSI and DS have worked with over 100 destinations across the United States on projects ranging from strategic planning to facility development feasibility studies to economic development assessments and organizational restructuring. Our clients respect our thoughtful approach to planning that engages the leaders of the community in the process. We encourage you to contact any of our former clients and learn first hand about their experiences with Young Strategies and Destination Services.

Why would you retain Young Strategies and Destination Services to conduct this study? We have a proven track record of completing destination research and planning that unifies leaders behind a carefully developed plan. We are successful at working with destinations like Broken Arrow. Similar recent clients include Loudoun County, VA; Abingdon, VA; Tupelo, MS; and Natchez, MS. We know the travel industry, we don't just study it. We have a dynamic team that has hands-on experience in operating destination marketing organizations (CVB's), convention centers, hotels/resorts, Chambers of Commerce and attractions. The breadth of our experience includes working with many municipal governments, cultural heritage districts, historic districts and sporting event destinations.

We want to work with Broken Arrow! We are eager to provide a research based strategic action plan that provides highly credible data upon which realistic decisions can be made with confidence. All of our research will be specific to your destination and crafted with an emphasis on stakeholder input and realistic implementation strategies. We would be very interested in sitting down with you and discussing the specific destination objectives you want to accomplish and then designing the research focus to meet those desired objectives.

Please feel free to call should you have questions or require additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Berkeley Young".

Berkeley Young
President
Young Strategies, Inc.

A handwritten signature in black ink, appearing to read "Steve Powell".

Steve Powell
CEO
Destination Services, LLC



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Proposal for Broken Arrow, Oklahoma Tourism Asset Inventory Market Research Strategic Planning



Proposal Submitted: February 9, 2016

RESEARCH OBJECTIVE:

To provide a research-based tourism asset inventory and strategic planning study that:

- Engages community leaders in a thoughtful and strategic planning process using research as a foundation.
- Identifies the current segmented markets, visitor geo/socio-demographic profile and spending levels.
- Identifies the attractors/motivators to visit Broken Arrow, Oklahoma.
- Identifies the core elements for future brand development.
- Analyzes hotel guest mix and potential for increases in occupancy.
- Identifies target markets, segments and strategies with the optimal ROI.
- Analyzes the cultural, sports, convention/group markets and recommends strategies for growth and development.
- Develops an overall comprehensive strategic action plan for the Broken Arrow travel industry and City leaders.

Proposal prepared and submitted by:

Young Strategies, Inc.
Berkeley W. Young, President
byoung@youngstrategies.com
704-677-4018 mobile

Destination Services, LLC
Stephen Powell, President
stephenpowell@sbcglobal.net
314-575-8416

P.O. Box 12600, Charlotte, North Carolina 28220-2600
704-770-3333 ~ 704-677-4018 ~ byoung@youngstrategies.com
www.youngstrategies.com

1. QUALIFICATIONS

Evidence of Qualifications, Project Team and Experience

Young Strategies, Inc. (YS) and Destination Services, LLC (DS) are research and planning firms focusing on destination marketing organizations and travel destinations. We custom tailor each research and planning study to the specific needs of our clients and provide reports that are succinct and easy-to-read with recommendations for action. YS, a Charlotte, NC based company was founded in 2004. DS was founded in 2006 and is located in St. Charles, MO. YS/DS are small boutique firms that develop close bonds with our clients who are devoted to our process that delivers clear actionable strategies for future growth. The members of the consulting team for this project (see pages 4 & 5) have worked with over 100 destinations in twenty-seven states. The project team's hands-on experience includes CVB/DMO management, hotel/resort management, community economic development, convention center management, association management and parks/recreation administration.

The project team, both individually and collectively have conducted destination research in the following states:

- Alabama
- Arizona
- California
- Florida
- Georgia
- Illinois
- Iowa
- Kansas
- Kentucky
- Louisiana
- Massachusetts
- Minnesota
- Mississippi
- Missouri
- Nebraska
- New York
- North Carolina
- North Dakota
- Oklahoma
- Pennsylvania
- South Carolina
- South Dakota
- Tennessee
- Texas
- Virginia
- West Virginia
- Wyoming

The YS/DS consulting team has an unparalleled record of success at performing for our clients to deliver actionable research and planning. We encourage you to contact our clients and see what they are saying about our performance. YS/DS have conducted research and strategic planning for the following destinations in 2014/2015:

- Buffalo, NY; Visit Buffalo Niagara – Patrick Kaler (716) 852-0511, kaler@visitbuffaloniagara.com
- Panama City Beach, FL; PCBCVB – Dan Rowe (850) 233-5015; drowe@visitpanamacitybeach.com
- Cedar Rapids, IA; CRACVB – Aaron McCreight (319) 398-5009; aaron@cedar-rapids.com
- Enid, OK; Enid CVB – Marcy Jarrett (580) 616-7368; marcy@visitenid.org
- Syracuse, NY; Visit Syracuse – David Holder (315) 470-1911, dholder@visitsyracuse.org
- Nacogdoches, TX; Jim Jeffers (936) 559-2501, jeffers@ci.nacogdoches.tx.us
- Oxford, MS; Mary Allyn Hedges 662-232-2477, maryallyn@visitoxfordms.com
- Abingdon, VA; Abingdon CVB - Kevin Costello (276) 676-2282; kcostello@abingdon-va.gov
- Lake Charles, LA; LCSWLACVB – Shelley Johnson (337) 436-9588; sjohnson@visitlakecharles.org
- Montgomery, AL; Montgomery CVB- Dawn Hathcock (334) 261-1109; dhathcock@montgomerychamber.com
- Oakland, CA; Visit Oakland - Alison Best (510) 208-0526; alison@visitoakland.org
- Ontario County, NY; Finger Lakes Visitor Connection – Valerie Knoblauch (585) 394-3915; valerie@visitfingerlakes.com
- Tupelo, MS; Tupelo CVB – Neal McCoy (662) 841-6521; nmccoy@tupelo.net
- Cleveland, MS; Cleveland Tourism – Kelli Carr (662) 588-2784; kelli@clevelandmschamber.com
- Cabarrus County, NC; Visit Cabarrus – Donna Carpenter (704) 456-7961; donna@visitcabarrus.com

Reference: Oakland, CA – Benchmark Destination Research and DMO Reorganization

Oakland, CA is not known as a travel destination and yet it is a great city with three professional sports teams, a redwood forest, a vibrant waterfront, an international airport, new development, a hip dining and arts scene and a diverse attractions and lodging market. A benchmark destination study was conducted under dynamic new leadership at Visit Oakland to establish the segmentation and visitor profile of traveler segments to the destination. A destination marketing strategic plan was developed with ample input from Visit Oakland staff and community leaders to formulate a new vision and direction for destination Oakland. The result is a high energy DMO working in concert with dynamic community support. It's a new day in Oakland since the plan was developed over the last year.

Visit Oakland

Alison Best, President & CEO

463 11th Street, Oakland, CA 94607

510-839-9000; alison@visitoakland.org | visitoakland.org

Reference: Panama City Beach CVB & Bay County TDC, FL – Ongoing Research and Strategic Plan

The Bay County Tourist Development Council with an annual budget exceeding \$13 Million oversees the operation of the Panama City Beach CVB. In recent years the Panama City Beach Community has endured hurricanes, the national economic downturn and a massive gulf oil disaster. YS/DS was retained to conduct lodging and rental market analysis, visitor profile research and a long-range strategic planning process involving over 350 community leaders. On-going presentations are made to the Bay County TDC Board to keep them apprised of the research based planning conducted by the research team and CVB staff working in partnership.

Panama City Beach CVB & Bay County TDC

Dan Rowe, Director

17001 Panama City Beach Parkway, Panama City Beach, Florida 32413

(850) 233-5015; dan@visitpanamacitybeach.com

Reference: City of Nacogdoches, Texas – Comprehensive Market Analysis, Research & Strategic Plan

YS/DS conducted and intense analysis of the Nacogdoches CVB, community assets and community conference/meeting facility. The research team executed an in-depth organizational review of the CVB and conference center staffing, budget allocations, sales and marketing efforts and the ROI from lodging tax funding. Lodging market analysis determined room demand by travel segment (leisure, sports, meetings/events) and identified the specific periods when increased room demand was needed. The research team also analyzed operational policies, expenditures, revenues and bookings for the conference center. A detailed vision plan for the Nacogdoches travel industry was developed to guide future marketing and development.

City of Nacogdoches, City Manager

Jim Jeffers

202 E. Pilar, Nacogdoches, TX 75961-5030

(936) 559-2501; jeffers@ci.nacogdoches.tx.us

Project Team

BERKELEY W. YOUNG, PRESIDENT, YOUNG STRATEGIES – PROJECT TEAM LEADER

25 years of travel/tourism marketing and management experience including destination marketing and hotel management. Young's experience includes serving as the Executive Director of a start-up convention and visitor's bureau and chamber of commerce in which he oversaw the creation and success of a research-based tourism marketing program for a rural county in the mountains of North Carolina. Then, Young was hired as Director of Sales and quickly promoted to General Manager of a large golf resort managed by Interstate Hotels Corporation. Young joined Randall Travel Marketing in 1998 as Vice President conducting research for DMOs throughout the United States. He opened Young Strategies in November 2004 focusing on strategic planning and research for destination marketing organizations. Young is a top rated speaker at regional and national conferences. As the project team leader Berkeley Young will serve as the primary client contact and chief strategist. Young's experience as an hotelier uniquely qualifies him to lead lodging market analyses for destinations. The total research methodology will be tailored to the needs of Broken Arrow and actionable strategies will be developed from the resulting data and community leader input. Young is known for his team building, active listening and thoughtful consideration when developing a plan for a community.

STEPHEN POWELL, PRESIDENT, DESTINATION SERVICES – DEVELOPMENT SPECIALIST

30 years of experience in marketing, tourism product development, destination branding and management, budgeting and research. With experience at the local, state and federal levels of government, he brings a wealth of political experience, techniques for public support and political advocacy to the project. As the former Director of the St. Charles Missouri, Convention and Visitors Bureau, his efforts moved the destination from a day trip market to a full service year round destination which involved the development of seventeen attractions including a 152,000 square foot convention center and a casino. During his tenure as the CEO for the Peoria, Illinois, Convention and Visitors Bureau, Powell reorganized the Bureau into a more focused regional sales organization and as a result, increased booked business by 40%. Currently, Powell works with both public and private entities to develop destinations and solve complex issues related to the overall management of the destination. His specialty is marketing, strategic planning, product and attraction development, destination branding, sales, research and political strategy.

AMY STEVENS, VICE PRESIDENT, YOUNG STRATEGIES – RESEARCH OVERSIGHT

15 years of travel, tourism and marketing experience. As Vice President/Research Director, Stevens is responsible for writing surveys, conducting research, analyzing data and writing reports for Young Strategies. Stevens worked with Randall Travel Marketing prior to working for Young Strategies. Stevens also worked with Navigant International, the second largest travel management company in the United States, and was responsible for sales, business travel accounts, training/development and conflict resolution. She handled written and multi-media presentations and developed marketing materials and programs to increase both leisure and corporate business travel. Stevens will take the research lead on the Broken Arrow market research study to keep all steps in the process on schedule and well organized to deliver maximum results for the client.

LARRY GUSTKE, PHD, PROFESSOR EMERITUS NC STATE UNIVERSITY

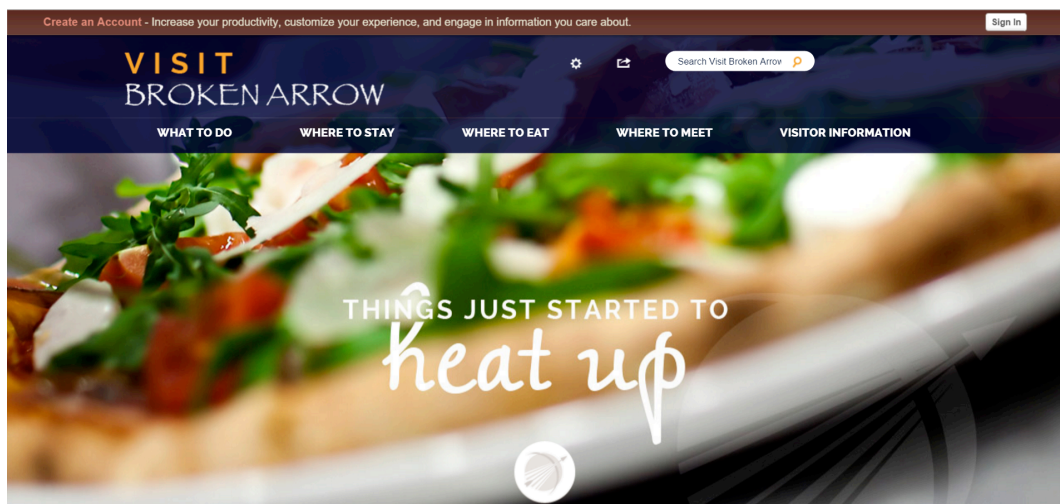
Over 30 years' experience in conducting research on outdoor recreation, tourist behavior and tourism marketing. Dr. Gustke has conducted research in over 30 U.S. states and internationally. As professor emeritus, NC State University, Dr. Gustke has designed the research methodology proposed in this study based on his years of experience with destinations across America. He received his Ph.D. from Texas A&M, and is considered one of the most accomplished tourism researchers in the field today. Dr. Gustke is active in many academic and professional networks related to tourism research.

ALEXA GIFFORD, YOUNG STRATEGIES - RESEARCH COORDINATOR

25 years of marketing and management experience including destination marketing and facility management. Gifford's experience most recently includes serving as the Executive Director of a start-up wine and culinary center in which she oversaw the creation and success of educational programs that developed partnerships with producers, vendors, farmers, winery owners and educational institutions across New York State. Prior to that Gifford was president of a 14-county regional tourism association. While at this association, Gifford successfully lead the development and implementation of research based marketing and sales programs for this diversified vacation destination. Alexa's role on the team is to work closely with constituents within the destination to collect data, monitor research return rates and data accuracy as well as assisting in the compilation of final report data.

Contact Information

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byoung@youngstrategies.com
www.youngstrategies.com



2. PROJECT APPROACH AND WORK PROGRAM

Young Strategies (YS), a Charlotte, NC based destination research and planning firm in partnership with Destination Services (DS) a Saint Charles, MO based destination research and planning firm propose to conduct scientific research to develop a strategic plan and brand guidelines for tourism growth in Broken Arrow, Oklahoma. The research project will ultimately create an overall strategic destination action plan, which identifies the best roadmap with a list of priorities to capture increased market share and compete effectively in the marketplace.

Maximizing ROI through the allocation of resources based on research data will be the focus of a strategic action plan. Secondly, YS/DS will also assess the current segmentation of overnight visitation and visitor behavior to Broken Arrow. Finally, the YS/DS team will conduct an intensive asset inventory and analysis of Broken Arrow as a destination with the goal of creating a list of development/policy/organizational objectives which should be achieved in order to overcome market shortfalls.

The YS/DS team has proven success stories in working with communities and CVB/DMO's on the development of broad-based plans for all segments of the travel industry including: Arts, cultural, heritage, sports, nature, meeting, conference, events and leisure.

YS/DS will work with Broken Arrow travel industry stakeholders including cultural, sports, meeting, attractions and lodging properties, attractions, community/civic leaders and others to develop a research based development, marketing and operational strategy that will:

- Enhance Broken Arrow's position as a viable travel and tourism destination with analysis of any specific travel segments as identified by the client
- Increase market share, booking performance and hotel occupancy (room demand)
- Develop creative approaches that embrace strategies used in successful destinations
- Increase the ROI generated from tourism marketing expenditures

The YS/DS team specializes in the development of strategic plans for destinations. Our record of success with destinations across the United States is demonstrated best by asking our clients. A list of YS/DS client contacts has been provided on page 2 and 3 for the committee to confirm our reputation.



Part One: Asset Inventory and Market Research (4-5 months)

A. Client Meeting, Destination and Organization Review:

- Four-day site visit and meetings –Berkeley Young and Steve Powell will visit Broken Arrow to tour the area, meet with civic/community leaders and the Broken Arrow CVB staff, gain market knowledge first-hand and meet key travel industry leader/partners.
- Meetings with the Broken Arrow CVB/City staff will include a detailed review of project objectives, current marketing programs and project materials needed for the research study.

B. Lodging Market Analysis - Lodging Survey, STR Analysis and Hotelier Interviews:

- YS/DS will survey all lodging properties in Broken Arrow to determine market segmentation, primary feeder markets, walk-in occupancy, and taxable room percentages.
- Interviews with Broken Arrow area hoteliers and innkeepers.
- Smith Travel Research (6-year trend report) - detailed analysis of the Broken Arrow market statistics and trends by geographic area and lodging type including ADR, RevPAR, Supply & Demand as well as annual, monthly and weekly occupancy analysis.
- Comprehensive lodging market analysis for the Broken Arrow meetings/group/sports market.

C. Visitor Profile Research by Market Segment (online surveys & intercept interviews):

- Purpose: You must understand the profile and planning behavior of the visitor segments in order to drive increased visitation. Surveys will document the size (universe) of the potential market from each of the identified group segments, identify the perceptions of Broken Arrow as a destination, and assess satisfaction levels, expenditures (economic impact) and unmet needs.
- The segments recommended to be surveyed (pending Client approval) include: leisure travelers (day-trip & overnight), meeting/convention attendees; cultural travelers, individual business travelers, team sports travelers. NOTE: partnership from Broken Arrow CVB staff, hoteliers, attractions and other travel related businesses in sending survey links to 2015/16 Broken Arrow visitors and inquirers is essential to the success of this research. Survey links can be deployed on social media platforms and in emails directly to Broken Arrow visitors and inquirers.
- Intercept interviews with visitors will be conducted at specific times during the study to provide balanced data collection from attendees at events.
- Final Report Data to Include (Segmented by Market):
 - Profile of overall size (universe) of each identified group segment
 - Profile of current and most likely potential groups by segment
 - First time vs. repeat group patterns
 - Rank order of desired new products
 - Most effective outreach messages and methods with ROI of current marketing

D. Community Leader & Broken Arrow Resident Surveys - SWOT Analysis/Gap Analysis

- YS/DS will survey local travel industry and community leaders to identify destination strengths, weaknesses, opportunities and threats. Strategies will be recommended to overcome any market challenges and a product develop plan will be prepared to address issues within the destination.
- YS/DS will survey residents of Broken Arrow to determine community values, priorities, perception and value of core services, desired tax policy and effectiveness of municipal operations in Broken Arrow.



Part Two: Strategic Planning (2 months)

E. Strategic Planning Workshop

YS/DS project team leaders will conduct a planning workshop with any selected Broken Arrow community/civic/travel industry leaders desired. The format of the session will include:

- Presentation of all project research segments in detail with analysis.
- Analysis of the Broken Arrow market as a travel destination by segment (leisure, business, sports, meetings, etc.).
- Proposed research identified recommendations for Broken Arrow sales and marketing programs.
- Staff, board and leader input and discussions of research and recommended strategies.

F. Strategic Action Plan

Based on research findings a comprehensive, written strategic action plan for Broken Arrow will be completed. This plan will include an analysis of each market segment targeted in the study with action steps for growth in each.

- Cultural Assets Inventory
- Sports assets inventory
- Conference/Meeting/Events Assets Inventory
- Community SWOT/Gap analysis
- Direct sales efforts and/or incentives required.
- Marketing and promotions needed to target each segment.
- New product development/infrastructure anticipated and/or needed to remain competitive.
- Branding analysis and recommendations regarding future branding.
- Specific recommendations and conclusions for improving Broken Arrow's competitive position as well as the number of room nights booked and ROI.
- On-going research and tracking.

Research Study Deliverables

- PowerPoint presentation of research findings and recommendations to Broken Arrow travel industry leaders in planning workshop format.
- A digital format final report including all research segments and written recommendations.
 - Asset inventories
 - Research data and analysis
 - Strategic Action plan

Broken Arrow, Oklahoma Tourism Market Research

PROPOSAL COSTS

PROFESSIONAL FEES

- Fees are allocated by research segment as proposed.
- All travel expenses are to be billed as incurred.
- Client is requested to obtain comp. lodging rooms to defray billable travel expenses

<u>Research Project Section</u>	<u>Billing Month (BM)</u>	<u>Fee</u>
A. Project Planning, Project Initiation	1	\$ 5,500
B. Destination Site Visit & Reconnaissance Lodging Survey, STR Analysis and Hotelier Interviews	2	\$ 6,550
C. Visitor Research 1 (online & intercept surveys):	3	\$ 8,375
D. Asset Inventories (Cultural, Sports, Meeting/Events)	4	\$ 7,280
E. Visitor Research 2 (online & intercept surveys)	5	\$ 8,675
F. Resident & Community Leader Survey SWOT Analysis/Gap Analysis	6	\$ 5,280
G. Strategic Planning Workshop	6	\$ 4,250
H. Strategic Action Plan	7	<u>\$ 3,850</u>
Research Project Cost		\$49,760
Travel expenses will be billed as incurred and added to project cost		
Site Visit Travel Expense Estimate	(BM#2)	\$3,200
Strategic Planning Site Visit Estimate	(BM#6)	\$1,200

Project Timeline –

Week	Action Steps	Hours
Weeks 1-3	Contract approved; Project team conference calls with the Broken Arrow for scheduling meetings, reviewing research methodology, etc.	20
Week 4	YS/DS team in Broken Arrow for reconnaissance and meetings YS/DS TEAM Meeting with Staff & Project Leaders Review project goals with staff Meeting with lodging managers to solicit survey participation/distribute survey Monthly update	260
Weeks 5-10	Visitor survey questions & format approved by Broken Arrow YS/DS sends first online surveys out to visitors – continue through March Client sends inquiry databases to YS/DS for Feb. survey deployment YS/DS & Broken Arrow staff review lodging survey non-response & begin calling. Asset Inventories begin	96
Weeks 11-15	Online visitor survey continues Online inquiry survey deployed. Lodging survey underway, data and market analysis Current Organizational review	138
Weeks 16-20	Online visitor survey continues/Lodging report draft complete Current Organizational review complete Resident & Community leader survey deployed Competitive market analysis complete Research status update to Broken Arrow	60
Weeks 21-24	Inquiry/Intercept surveys closed data tabulation begins. Inquiry survey draft report complete Online visitor survey draft report complete Community leader report complete Competitive market report complete	95
Weeks 25-27	All data analysis finalized and report sections ready for proof Conference call with Broken Arrow to discuss findings and possible recommendations Draft recommendations and full research report ready for presentation Broken Arrow staff/leaders retreat with Report Presentation	96
Weeks 28	Final report with recommendations and strategy sent to Broken Arrow	55
	Total Project Team Hours Estimate	820

THIS BID IS INVALID IF NOT SIGNED BY THE PROPOSER AND NOTARIZED PROPOSAL AFFIDAVIT

The following affidavit is to accompany the proposal:

STATE OF: Missouri COUNTY OF: Saint Charles

Stephen L. Powell, of lawful age, being first duly sworn, on oath says: 1. (S)he is the duly authorized agent of Young Strategies, INC. Destination Services, LLC, the proposer submitting the competitive offer which is attached to this statement, for the purpose of certifying the facts pertaining to the existence of collusion among proposer and between proposer and city officials or employees, as well as facts to pertaining to the giving or offering of things of value to government personnel in return for special consideration in the letting of any contract pursuant to the offer to which this statement is attached; 2. (S)he is fully aware of the facts and circumstances surrounding the making of the offer to which this statement is attached and has been personally and directly involved in the proceeding leading to the submission of such proposal; and 3. neither the proposer nor anyone subject to the proposer's direction or control has been a party: a). to any collusion among proposers in restraint of freedom of competition by agreement to submit an offer at a fixed price or to refrain from submitting an offer, b). to any collusion with any city official or employee as to quantity, quality or price in the prospective contract, or as to any other terms of such prospective contract, nor c). in any discussions between proposers and any city official concerning exchange of money or other things of value for special consideration in the letting of a contract.

X [Signature]

Subscribed and sworn to before me this 8th day of February 20 14

My Commission Expires: April 28, 2017
[Signature] Notary Public (or Clerk or Judge)

