

City of Victoria

Strategic Communications Campaign Report



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INSPIRED COMMUNICATIONS

City of Victoria, MN

Strategic Communications Campaign Report

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Executive Summary

Overview

With 11 lakes, 23 parks, numerous bike trails, and the University of Minnesota Arboretum at its doorstep, the city of Victoria has no shortage of outdoor activities and amenities for all. However, the city is currently faced with the challenge of discovering their target audience, communicating to their target audience about the various offerings, and attracting them to the city.

Situation

The city of Victoria is looking for solutions to boost visits to the city for ecotourism purposes. They believe this will, in turn, drive tourism for their local businesses as well. Current competitors are nearby towns, who offer similar outdoor activities as well as more retail stores. While development of the city has expanded, Victoria still has yet to discover their unique niche in the market.

The main goals of the research and campaign plan found in this report are to 1. Discover Victoria's target audience. 2. Find a way to reach them through media platforms. 3. Attract them to the city of Victoria.

Research

Three different tactics were used in order to gather information about potential audiences and messages. First, two surveys were conducted: one for residents of Victoria and one for non-residents. From residents of the city, we sought to learn the strengths of Victoria and what made the city unique and special. Non-residents were surveyed to learn what they looked for when traveling to other towns and how long they were willing to drive for various activities. Three in-depth interviews were also conducted: one with a Victoria business owner, and two with people who had previously visited the city of Victoria.

From the research, it was discovered that what makes Victoria unique is its small-town, quaint feel. However, good restaurants and drinks are most important to visitors of a city, not the charming and friendly community. This information proved very useful later in the campaign plan. It was also discovered that most people are willing to travel more than 46 miles for day trips. This indicates that Victoria can reach out to and attract Minnesotans well past neighboring towns.

One of the biggest insights gained from the in-depth interviews is that Victoria's bike paths are not known to the robust biking community in the Twin Cities area. Since Minneapolis is America's most bike-friendly city, according to Forbes, Victoria's beautiful

Minnetonka LRT trail should be heavily used; however, it is not. This was another tip that proved very useful in planning the campaign.

With the idea that Victoria could tap into the extensive biking community of Minneapolis, while also advertising their Minnetonka LRT trail and local breweries and restaurants, Inspired Communications devised the following Big Idea:

After a long adventurous bike ride, cool down with a cold brew.

Campaign

Objective

Increase visits of bikers to Victoria for eco-tourism purposes or by eco-friendly means (ex: biking) by 25% within the next 12 months.

Strategy & Tactics

Partnerships

ZAP!

The ZAP! program is essentially a rewards program for cyclists. Each biker attaches a tag to their bike, and any time they ride through a ZAP! zone, their mileage is tracked with points. They can then redeem these points for coupons and other rewards from area businesses. This program already exists in Minneapolis and St. Paul, and we would like to bring it to Carver County.

Bikes & Brews

To launch the ZAP! program, the event, Bikes & Brews, is suggested. This event would incorporate partnerships with Chrome Industries, a bicycle accessories company, One On One, a neighboring bike shop, and the city of Victoria's own Enki Brewery. The event would begin in Minneapolis, at the neighboring businesses, Chrome Industries and One On One. Technicians from One On One would be present to check the attendants' bikes. ZAP! personnel would also be present to get attendees started with the ZAP! program. A cyclist leader from Chrome would then lead the participants via the Minnetonka LRT trail, along which they would collect ZAP! points, to the city of Victoria, ending at Enki Brewery.

Objective

Increase awareness of the city of Victoria as an eco-tourism destination for day trips for outdoor enthusiasts living within 50 miles of the city by 50% within the next 12 months.

Strategy & Tactics

Social Media Campaign

Trusted Bloggers

To reach outdoor enthusiasts, we suggest reaching out to local bloggers who focus on travel, green initiatives, and outdoor related activities. These opinion leaders have well-established audiences who enjoy partaking in ecotourism related activities. By capitalizing on the pre-established trust, the city of Victoria can access these consumers via already established networks.

#MyVictorianCharm

Those who are attracted to the city of Victoria via the opinion leader bloggers will be encouraged to publicize their encounters with the city with the hashtag, #MyVictorianCharm. This will then create a full-fledge social media campaign across several platforms, including Facebook, Twitter, and Instagram.

Objective

Increase positive attitudes towards the city of Victoria as an eco-friendly destination by outdoor enthusiasts and bikers by 15% within the next 12 months.

Strategy & Tactics

Story of Victoria

Vlog

To showcase Victoria's unique charm and quaint nature, a video blog series will be created. Each week, a Victorian business owner or a frequent visitor to the city would be featured in the vlog. By documenting each guest, the day-in-the-life video will hopefully establish positive perceptions of the city and its community members.

North Star Bicycle Festival

The North Star Bicycle Festival is an annual event which benefits Special Olympics Minnesota. The festival offers bike racing opportunities for all levels of bike racing experience. Offered in several cities throughout the state, this is a great opportunity for the city of Victoria to get involved. By sponsoring such an event, Victoria can hopefully change negative attitudes consumers may have towards the city.

Conclusion

Inspired Communications has successfully identified the city of Victoria's target audience and created messages intended to elicit action, raise awareness, and sway consumer attitudes towards the city of Victoria. With the aforementioned methods, we believe the city of Victoria can successfully expand their ecotourism industry.

Organizational Analysis

Organizational Background

Overview

The city of Victoria, although small in population, has been named the City of Parks and Lakes. With over 11 lakes and 23 city parks, the city has an abundance of outdoor activities for people of all ages. There are many bike paths that connect to neighboring cities like Excelsior and downtown Minneapolis. The challenge is that at the present time, not many people outside of Victoria know about what the city of Victoria has to offer. The city of Victoria's residents want visitors to their town to appreciate it for the same reasons that they do; however, it is unknown who these visitors will be or what is the best way to reach them. Therefore, the focus of this research will be to find the target audiences and develop a strategic messaging plan that tells the story of Victoria and brings the target audience to the beautiful city. In the report that follows we have included detailed research that will help us move forward with our campaign.

Purpose

The city of Victoria's main purpose is to manage and efficiently run the city. They provide natural amenities for their community as well as neighboring communities and tourists. Amenities include, but are not limited to parks, lakes, outdoor activities, and restaurants.

Relevant Publics

The city of Victoria is unaware of all of their current publics. Currently, they know that members of the Victoria community and other neighboring communities use their amenities.

Funding

The current funding for the campaign is \$4,000 to \$20,000. The city of Victoria has approached stakeholders to provide input into the campaign. The possible partners include Minnesota Landscape Arboretum, Southwest Metro Chamber of Commerce, and city of Chaska. Carver County Parks and cities of Carver and Chanhassen may also be interested in participating.

Competition

It is in the city of Victoria's best interest to observe how other neighboring cities such as Excelsior and Wayzata draw non-residents to the products and services within their city. From personal experience, Excelsior has done an excellent job connecting with the community and residents of Minnesota by marketing their most popular services in order to create a buzz that makes people want to go there when they are visiting the area. The shops and restaurants near the water of Lake Minnetonka are a favorite to many people throughout Minnesota. Excelsior has made its products and services something residents enjoy and want to spread the word about to friends and family throughout

the state. The city of Victoria has its own excellent services and products such as its lakes, parks, wineries, and breweries.

Industry

Ecotourism is an up and coming market that has been growing in popularity in the recent years. According to the International Ecotourism Society, Ecotourism can be explained as “providing effective economic incentives for conserving and enhancing biocultural diversity and helps protect the natural and cultural heritage of our beautiful planet.” The city of Victoria can help promote a greater understanding and appreciation for nature through its beautiful parks and lakes.

Interpretation

The city of Victoria currently has no target demographic, so it is our job to find one to market to. The biggest issue with analyzing each of the necessary parts of a strategic plan is that the direction is not clear. Once a target demographic has been identified, it will be much easier to view the competitors, industry, and funding. We will then determine which parts to imitate and which to create for our own marketing/ strategic plan.

Communication Analysis

Summary

The city of Victoria does not currently have a strong voice in regards to their communication with the public. The current residents of Victoria gave the city excellent ratings, but there is very little feedback or information regarding tourists of the city. They have recently begun entering social media channels such as Facebook, Twitter, and Instagram; however, the communication is not engaging. Since they do not know who their target audience is, there is no consistent message throughout their communication channels.

Image

According to its residents, 4 in 5 of Victoria's residents have rated the city as having a good or excellent overall rating, and 92% said Victoria said the quality of life as good or excellent (National Citizen Survey, 2015). According to MSN Money, the city of Victoria has been ranked as the wealthiest city in Minnesota with a median household income of \$122,171. In comparison, the state of Minnesota has a median income of \$59,836.

Communication Initiatives

All of their social media has been initiated recently. They also create and distribute new brochures throughout the year that give information about the activities offered during that season.

Communication Channels

The city of Victoria is currently using the social media channels Twitter, Facebook, and Instagram. Although they have a social media presence, it is not very strong. With infrequent postings and little to no engagement from their audience, the city of Victoria's messages are not well received.

The city's Twitter, @VictoriaMNCity, was created in January of 2015. In the short nine months it has been active, only 144 tweets have been constructed and 57 tweets favorited. With an average of 16 constructed tweets a month and 6.33 favorited tweets a month, this shows that the city's Twitter account is not very active, and that the city does not take an effort to reach out and engage with its followers. The city's account is also only following 239 accounts and is being followed by 236 accounts. Most of its followers are other community-related accounts such as other neighboring cities and local restaurants.

Victoria's Instagram has only been active for about six months. The city has only posted 17 times, which has only allowed the city to gain 32 followers. Many of its followers are also community-related accounts such as local hotels and businesses.

Facebook has been Victoria's longest used form of social media. Its Facebook account was created in January of 2014 and maintains 565 followers.

Victoria uses their website as an important form of communication. Community resources, events, FAQs, and other community services are made available on the city's website in order to inform their community members of the necessary information.

The city also distributes a newspaper-like newsletter called Victoria Spirit aimed to inform the city's residents of the latest city council decisions, upcoming events, and even neighborhood happenings.

Messages

Based on the city of Victoria's social media channels, the types of messages the city is communicating are informational. Even on their Instagram, which is a more visual form of social media, the city uses informational, hard sell images of events and happenings around town. Their communication with their audience offers very few opportunities for engagement and conversation.

Interpretation

Overall, the city's communication efforts are lacking. Their social media fail to engage and reach out to new and existing audiences. Although the city is attempting to reach out to an audience, it is difficult to create the type of content they need to entice their audience since they don't exactly know who their audience is.

Situation Analysis

The city of Victoria has come to us looking for possible solutions to boost their ecotourism numbers. With vast attractions ranging from lakes and parks to wineries and brewery tours, it is clear Victoria has a setup for success. However, it lacks the appropriate vessel and way to go about telling its story.

Based on the client briefing, the city of Victoria has identified its main competitors to be Wayzata and Excelsior. The city itself consists of people within a fifty to sixty mile radius as being the pool from which to select its target audience. Within that area are 3,867,573 people, 1,509,785 households, and 967,176 families. The median age within that area is 36.8, and the median household income is \$66,236.

According to recent survey data collected by the city of Victoria, Minnesotans within a 60-mile radius of Victoria spend over two billion dollars a year on various recreation expenditures. Broken down, each household spends an average of \$780 per year on things such as admissions to theater and movies, fees for recreational lessons, and membership fees to social and recreational clubs. In addition to that, the average household spends another \$142 per year on toys and games, \$235 per year on recreational vehicles and fees, and \$216 per year on sports, recreation and exercise equipment. In total, the average household within a 60-mile radius of Victoria spends over \$1,373 per year on recreational activities (Appendix A).

Development

The city of Victoria has greatly increased its development over the past decade. According to its website, "Downtown Victoria now has two trade areas: one for convenience establishments and a second for stores that draw from a further distance referred to as destination trade area. The convenience trade area covers approximately 71 square miles and has a 2010 population of 30,753. The destination trade area covers approximately 80 miles and has a 2010 population of 91,975." This information is very valuable for our campaign as it proves they have great potential and leverage for more tourism. The website also goes on to say, "Victoria has expanded its retail and service establishments over the past four years. These additional stores have expanded Victoria's trade areas and attracted more customers to the community. Victoria's favorable trade area demographic characteristics will be attractive to retailers that desire to serve Victoria's growing trade area households". This solidifies the previous points made about potential tourism growth.

Other main attractions include the Minnesota Arboretum, upscale buildings, and live music events. It is also said that Business owners feel that the fact that Victoria is centrally located and in close proximity to other small towns, is a strength that Victoria offers local business owners.

Some weaknesses the city has seen include the change in law for snowmobiles, the road closing of Highway 5, not enough access to the lakes, and a lack of common areas with park benches. There is also a problem seen in sustainability for retail because of the population. In other words, there is a large need for employment. There is also a weakness, but opportunity for growth with the amount of bodies of water. Currently, they are being underutilized but could be taken advantage of by increasing the amount of activities and events centered around the water and bike trails.

Current Position

The city of Victoria currently brands itself as “the City of Lakes and Parks.” It is the wealthiest city in Minnesota, and was summed up by our client as having a lot of space and lakes, not a lot of people. They are currently working to determine their current position and audience to tailor a campaign focused on ecotourism in and around their city.

The main goal is to find a current demographic and a way to reach them through multiple channels but with one voice. The city of Victoria hopes to make their downtown a destination.

Preliminary Target Publics

The major public of the city of Victoria is its citizens. However, the audience we are trying to reach with our strategic communications initiative is community members of surrounding towns. The city of Victoria also has to worry about its employees, as well as other government offices within the area.

Based upon demographic and behavioral research conducted of Carver County, we have found that 12% of all households reported engaging in road bicycling in the past twelve months (see Appendix B). They also spend an average of \$24.90-\$58.96 per household on out-of-town trips (see Appendix C). We also found that on those out-of-town trips, citizens of Carver county spend an average of \$61.10-\$143.30 per household on movie and other admissions, and \$24.90-\$58.96 on other entertainment services on those out of town trips(see Appendices D and E). They spend an average of \$136.43-\$373.65 on fees for recreational lessons per household (see Appendix F). Based on this information, we find the suggested target audience of those in and around Victoria, MN, to be a viable option for this campaign, and hope to narrow it down even further as we conduct more research.

Thus far, we are not entirely positive on the perceptions of the city of Victoria by its publics. We know that the city of Victoria is the wealthiest city in Minnesota, which may not be a positive aspect if people view the city's citizens as stuck up or snobbish. Part of our research will be to determine the attitudes of the city's audiences, which we can then either alter or utilize.

Primary Research

Overview

In order to gather firsthand information about the city of Victoria residents and potential eco-tourists, we implemented both a survey and in-depth interviews. The survey was intended for two different audiences: current Victoria residents and families of surrounding towns. The in-depth interviewees were conducted with a Victoria business owner and two tourists who had previously been to Victoria.

Current residents were surveyed in order to gain insights into the strengths of the city of Victoria. The insights can later be utilized in our communication campaign. We also surveyed residents of cities surrounding Victoria. By finding out more about this target, we can discover their needs and wants when traveling to other cities.

The in-depth interviews were used to gather further insights and deeper responses that the survey wasn't capable of capturing. We interviewed a business owner to obtain strong evidence of Victoria's strengths. We also wanted to find out what the typical consumer consisted of in order to better understand the type of person that would respond well to our campaign. We reached out to Instagram users that posted about their trip to Victoria in hopes of learning more about their experience. This would in turn help us understand what tourists like about Victoria and what they would change about it.

Problem

Since the city of Victoria had no specified target to reach out to, our major problem was finding a target audience. In our client briefing, Ben Landhauser explained that before the city could begin promoting Victoria as a day-trip destination, a target audience needed to be identified. This need became our starting point for conducting our campaign, and it is the underlying focus of our research endeavors.

Our secondary problem is finding a way to effectively communicate with our target audience. Within our research, we asked specific questions about how the respondents preferred to communicate with the city of Victoria. These results will aid us to better facilitate the strategic communication plan.

Research Questions & Hypotheses

With our research, we hoped to discover a few things about the city of Victoria and what draws people to it, as well as what people look for when they plan day trips and their outdoor activities. Specifically, we asked the residents of Victoria what they enjoyed about their city and what amenities they utilize. This information can hopefully be used to promote the city and attract our target audience.

Our major research questions were:

1. What makes the city of Victoria special?

2. Who would be willing to travel to the city of Victoria?

To the non-residents, we sought to discover their underlying motives for planning trips and outdoor activities, how far they were willing to travel, how often they made day trips, and the activities that they engaged in during those trips. Knowing this information along with our previous preliminary research will help us to determine if the target audience we had previously identified is viable, and also allow us to narrow it down even further.

Research Methods

We used both an online survey and in-depth interviews for our primary research. The online survey was used to gather both quantitative and qualitative data and the in-depth interview for qualitative research.

We conducted three in-depth interviews in October, 2015 (see Appendices A, B, & C). Two of our interviews were from non-residents and one was from a business owner in the city of Victoria. We found the business owner from a list given to us. From there, we selected a business we thought aligned best with eco-tourism. We chose to interview a business owner because we believe they can give us insight on who currently uses Victoria's amenities, such as the businesses and restaurants. We also believe they could give us insight on a reasonable target audience.

Our non-resident in-depth interviews were found on Instagram. On Instagram, we searched people who had geotagged the city of Victoria in their posts. We found two cyclists who had used the bike paths in Victoria and reached out to them in hopes they could offer a tourist viewpoint. They would also be able to tell us what they enjoyed/didn't enjoy about the city of Victoria from an outsider's perspective. These in-depth interviews were conducted through Instagram's chat function.

Our survey was created with Qualtrics with a convenient sample. We had two surveys, one for the residents of Victoria and one for non-residents. We chose this method because we thought it was one of the easiest ways to reach our population. The survey was created as one unified survey, although we separated questions for both groups. (see Appendices K & L for full survey).

Our sample size for our surveys was 75 non-residents and 29 residents. We used Ben's resources for the resident survey and he put our survey link on the city of Victoria Facebook page, Twitter and on the city of Victoria webpage. He also emailed local businesses and the homeowners association with our link.

For the non-resident survey, Inspired Communications sent it through various social media sites including personal Facebook and Twitter accounts as well as through email. We encouraged friends and family to send it out through methods of their choosing as well. We wanted to record only non-resident respondents that live within 50 miles of Victoria. In our non-resident survey, we asked our respondents for their zip codes. This way, we can tell who lives within a certain distance of Victoria.

Findings

Survey

Of the 104 respondents, 29 were residents of Victoria and 75 were non-residents of the city. Of the residents, 48% had only been living in Victoria for 2-5 years; however, when current residents were asked to describe their hometown special in three words, we received a variety of answers ranging from "small town" to "up and coming." Overall, we were able to identify some trends as displayed in the graphic in Appendix D. The overall theme seemed to be that Victoria, MN, is a friendly, charming, small town community.

Residents make use of the city's amenities. According to the results, some of the most popular amenities are its parks, trails, and retail stores (see Appendix E). Nearly each amenity seems to be used by more than 50% of the city's resident respondents. Conversely, an astounding 93% of the residents visit neighboring cities due to the lack of amenities in the city (see Appendix F). Many complain of lacking amenities necessary to live such as large retail stores, grocery stores, and hardware stores. Residents did not leave the city due to lack of parks and recreational activities.

Of the 75 non-resident respondents, 44 of those respondents had never been to Victoria. However, of the 30 who had been to Victoria, 46% of those respondents have visited the city more than 7 times. More than half of previous visitors said they visited Victoria for personal leisure, and they enjoyed the small town feel of the city (see Appendix G). They also claim they found out about their city from their family or friends rather than Victoria's communication methods (see Appendix J).

When it comes to tourism, most people are willing to travel for a day trip. Of non-resident respondents, 49% would be willing to travel more than 46 miles for a day trip (see Appendix H). Ideally, people look for good restaurants and food to attract them to a certain city, however, outdoor activities and a bustling city are also ranked as important.

Overall, outdoor recreational activities leave a positive impression on respondents. 95% of respondents say they have a good time while participating in outdoor activities (see Appendix I). However, when asked if participating in outdoor activities changes their

mood (gives them a sense of accomplishment, confidence, or challenge) more respondents feel neutral or disagree with those statements.

Both residents and non-residents prefer email and Facebook as their primary method of communication. Of residents, 68% ranked email and Facebook as their #1 method of Victorian communication. Other popular forms of communication are word of mouth and Victoria's website. Non-residents prefer email as their #1 form of general communication, with Facebook ranked as their #2.

In-Depth Interviews

Our non-resident in-depth interviewees are both outdoorsy males with a love for biking. Respondent A, Dylan Stanton, is a 28 year old CAD technician from Northeast Minneapolis (appendix G). He had only heard of Victoria from a mutual friend, who is also an avid cyclist. Stanton claimed he would visit Victoria again because of Carver Park. "It's a nice campground that is not far off the path and is welcoming to cyclists," he says. To him, what sets Victoria apart from the other surrounding cities is the fact that they offer camping. However, he doesn't think Victoria takes advantage of the Minnetonka LRT trail that starts in Minneapolis and ends in Victoria. Additionally, although the city is welcoming to cyclists, he doesn't think they offer many accommodations like appropriate bike racks and bike care. The most memorable part about this visit to Victoria were the breweries, Enki Brewery in particular.

Respondent B, Manual Milan, is a 36 year old engineer from Maple Grove (appendix H). Milan loves to discover new places and enjoy nature, which is how he stumbled upon Victoria. Although he had never been to the city prior to that initial visit, it was the bike trails that led him to Victoria. He said he would go again because it "seems like a nice, quiet place," which is what he prefers when he bikes.

We also did an in-depth interview with a local business owner of Victoria, Marta Christianson (Appendix I). Marta has lived in Victoria for 19 years and has owned her florist shop, Victoria Rose, for 10 years. Marta's current client base is mostly residents of Victoria and surrounding areas that are ages 40-60. Marta would like to see a younger demographic visit the city of Victoria. As a business owner and resident of Victoria Marta thinks the trails and campsites are the highlight of Victoria. The city is quiet and quaint but has been steadily growing over the past few years.

Interpretation & Application

Survey

Although there were not many respondents who had visited the city, a large amount of respondents have visited the city multiple times. In fact, for those respondents who had visited Victoria before, 46% of them had visited more than 7 times. This indicates that the

city offers something that their visitors want and their positive experiences keep bringing them back. If we can persuade our audience to visit the city of Victoria once, there is a strong chance they will return again and again.

According to our results, resident and non-residents agree about one thing: Victoria's small town, quaint feel is what makes Victoria, Victoria. However, when it comes to tourism, people don't indicate a small town feel as their main reason for visiting. Instead, a majority of respondents noted good restaurants and drinks as their most important attribute to look for when choosing a tourism destination. These tourism results are contrary to the results about Victoria itself. With these findings, we think it is important to show the variety of what Victoria offers, however, while still maintaining the integrity and small town feel. More so, this is the perfect opportunity to take advantage of Victoria's breweries and wineries. Most of these businesses are independently owned by people who love the city itself. Showcasing these independently owned breweries and wineries is the perfect opportunity to showcase Victoria's small town, community feel, while also offering the bustling city vibe.

Another interesting finding is people's willingness to travel. We wanted to market Victoria as a destination day trip option, but were unsure about how far people were willing to travel. According to our findings, 49% of non-resident respondents would travel more than 46+ miles for a day trip. This led us to think about popular Minnesotan cities such as Duluth, Red Wing, Stillwater, and Taylor's Falls, which are all more than an hour away, yet very popular day trip destinations for people who live in the Twin Cities. With these results, we can definitely say we can target the demographic who live in the city who have that thirst for adventure and would be willing to travel the extra distance in order to visit Victoria.

Social media is a popular communication method with our survey respondents. Email is also very popular. We can use both tactics to reach both existing and new audiences. Word of mouth is also an organic and genuine way to spread word about Victoria, which is how one of our in-depth interviewees heard about the city. Social media and word of mouth tactics are both channels we can utilize to create promotion for the city.

In-Depth Interviews

The two interviewee respondents have very similar lifestyles. Neither have kids. They both have technical jobs, and are avid cyclists. Both respondents also had similar experiences in Victoria. Because these two men live similar lifestyles and had similar experiences, their responses will be extremely useful when planning our campaign.

One of the biggest insights ascertained from the in-depth interviews is that Victoria's bike paths/trails are not well known within the cycling community. Stanton had to be told by his friend about Victoria, while Milan accidentally wound up in the city. This shouldn't be the case, especially since Minneapolis was named America's most bike-

friendly city, according to Forbes. The Twin Cities area is heavily populated with a bike enthusiast community, which means a beautiful and scenic trail, like the Minnetonka LRT, should be heavily used.

Another insight from the interviews is the preference to sit down and have a cold beer with friends after a long bike ride to Victoria. Stanton stated the most memorable part of his visit was the brewery. We can also use this information while planning a communication campaign for Victoria since the city and surrounding area has many breweries and wineries.

From our in-depth interview with Marta we learned that, like many of our survey respondents and in-depth interview participants, she believes the parks and campgrounds to be a highlight and attraction of Victoria. She would also like to attract a younger generation to the city.

Data Limitations

Our data was heavily skewed by female respondents aged 19-24, which is the same category of all six members of our campaign group. Due to the short time span we had to conduct our survey and the difficulty of access to non-college student aged respondents, our data might be heavily biased by college aged females.

SWOT Analysis

Strengths

- Atmosphere
- “City of Parks & Lakes”
 - 24 Parks, 12 Lakes
- Small-town charm
- Bike trails
- Campgrounds
- Orchards/Vineyards
- Relatively uncharted

Weaknesses

- Lack of awareness
- Lack of advertising
 - Parks, lakes, bike trails
- Lack of bike racks for cyclists
- Little to no eco-tourism
- Consumer perceptions, wealthiest city in MN
- Small city
- Lack of uniqueness

Opportunities

- New demographic
- Local partnerships
 - Chrome, Nice Ride, etc.
- Utilize bike trails
- Social media expansion

Threats

- Neighboring cities
 - Similar attractions/amenities
 - More businesses
 - More well-known

Key Publics

Our primary target audience is avid bikers. Although they are not competitive cyclists, cycling is a huge part of their lifestyle. For many, biking is their primary or only form of transportation, so they're used to biking long distances. Also, because of this, they spend a good amount of money on gear for their journeys. They would rather have high quality bikes and gear that would last them throughout the years. Our target market also loves buying local and supporting their community. They take advantage of community based events and support local businesses as much as possible. To them, their community is everything and they do everything in order to build and maintain a strong, tight-knit community.

Our main secondary public is Outdoor Enthusiasts. These consumers are related to and affiliated with our target market, Avid Bikers. We want to reach all those who would be excited by outdoor activities and eco-tourism, to tell them about Victoria and all of the potential activities they might be interested in.

Campaign Plan

Overview

The city of Victoria is looking to become an eco-tourism destination for people within a 50 mile radius of the city. It is seeking to utilize its vast network of parks and lakes that the city is known for, as well as its proximity to orchards, arboretums, wineries and breweries. The city of Victoria is looking to leverage the existing park and recreation infrastructure and promote its accessibility by bike.

The statement of our goals is two-fold; to raise awareness for the city of Victoria, and to capture the regular tourists of Victoria and emphasize the city's eco-tourism. This goal statement plays off of the city's main problems of low awareness, and knowledge of the city's eco-tourism amenities.

The goal of the eco-tourism campaign is to leverage the city of Victoria as a destination for natural environments. We hope to get people to go to Victoria for the purpose of using their eco-tourism amenities. With the city's 24 parks and 12 lakes we would like to raise awareness of the city by unifying conservation, community and sustainable travel.

The overall plan of the campaign was to combine planned community-based events with local sponsors such as bike shops or outdoorsy stores to bring tourists to Victoria, as well as to promote the city of Victoria on social media, in local newspapers, brochures at local businesses, and other cities' bike trails as an eco-tourism destination.

We have three general outcomes we hope to achieve as a result of the persuasive efforts of the eco-tourism campaign. First, we want non-residents to become more aware of the city of Victoria. Second, we want Victoria to become a household name as a location for great outdoor activities. Third, we hope to establish Victoria as a prime day trip destination for biking enthusiasts. These outcomes assisted us in choosing an effective plan.

The plan will raise the overall awareness of Victoria as an eco-tourism destination as well as bring people to Victoria for eco-tourism events. Since our research has shown that people who have previously visited the city have returned, getting them to come to Victoria just once would help foster a lasting perception of Victoria as an outdoorsy destination.

Big Idea

Based on our research results, Victoria offers something that larger cities do not: small town charm and lots of green space. Parks, trails, breweries and restaurants are some of the main attractions people look for when traveling to other cities for day trips, and Victoria has these. The city of Victoria also has a major bike trail which they fail to advertise properly. Thus, we have decided on a two pronged approach:

After a long adventurous bike ride, cool down with a cold brew.

We have decided to target the cyclists to Victoria because of how diverse and abundant the biking community in Minneapolis is. Cycling is a lifestyle and bears no age minimum or maximum. In fact, cycling such a way of life, that many residents of Minneapolis use it as their only form of transportation. The Lake Minnetonka Regional Trail connects downtown Minneapolis and Victoria, which acts as a perfect day trip excursion. The nearly 24 mile trip acts as a challenging, yet beautiful and scenic way to spend the day, which many cyclists look for during their trips. With the two-pronged approach we are able to connect what we found to be everyone's favorite part of Victoria, which is the quaint, small-town feel.

The two-pronged approach is necessary because of our research findings. Although many visitors love the small town charm of Victoria, it's not necessarily enough to keep them coming back for more and enough to get new tourists to Victoria. Instead, the excitement of a bustling tap room or winery helps keep the tourists of Victoria wanting to come back time and time again.

Consumer Profile

Vicky is a hardworking project manager who works downtown Minneapolis. She bikes into work every day because she has no use for a car and public transportation is too troublesome. Although she's in the office quite a bit, she loves being active in her free time by rock climbing, biking, and doing yoga. She loves going to the farmer's market on the weekend and getting involved in her community, but she also enjoys taking long biking trips to get out of the city.

Plan Theme

We want to engage members of the Minneapolis bike community by showcasing Victoria's greatest amenities: bike paths and local breweries. With our campaign focus on "Bikes & Brews", we believe we can utilize Victoria's already existing amenities in order to increase awareness of this incredible city. We believe that biking is a huge part of our target market's lifestyle, so much so that biking is their only form of transportation. Additionally, our target market appreciates simplicity, and Victoria's tight-knit and local based community is a huge draw for them. The breweries, being all locally owned, not only heavily contribute to the local community, but also provide the delicious post-ride beverage that many bikers enjoy.

The main goal of the organization is to entice non-residents to Victoria by creating a unique story for the city. By telling Victoria's story, new visitors will be intrigued to visit this quaint town, increasing eco-tourism, and boosting the overall community feel. This plan will help increase awareness of the city, promote a positive viewing of Victoria's eco-tourism offerings, and also bring more visitors who will take advantage of the city's natural amenities.

Strategic Programming

Theories & Principles

Within our campaign we utilize one important theory, the theory of *diffusion of innovations*. This theory outlines how opinion leadership shapes the diffusion of messages through interpersonal channels and social networks. Bikers, outdoor enthusiasts, bloggers, vloggers, and the Chrome community are considered innovators in our campaign plan. They will visit Victoria first, try out the amenities the city has to offer, and pass those experiences on to others. Their opinion leader status will hopefully influence others to join in and experience all Victoria has to offer.

Several principles of effective communication will also be present in our campaign. Our campaign will feature several bloggers who will be spokespeople for the city of Victoria. Their honesty and lack of payment for their opinions will hopefully give us source credibility with our audience. We will also utilize two way communication on social media to allow further access to the city of Victoria. A value proposition will be made in our messages to our target audience. The value of cycling and the cycling community will hopefully lead our audience to embrace the city of Victoria and its bike paths.

Our target audience, outdoor enthusiasts, are the recipients of all of our messages. We hope to increase visits to the city of Victoria by eco-friendly means by partnering with nearby cities to launch the ZAP! program in the area. To launch this program, we will hold an event, Bikes and Brews, for which we will partner with Chrome, One On One, and Enki Brewery to encourage people to bike to the city of Victoria. We will reach our audience through interpersonal communication and flyers in heavily trafficked areas for cyclists.

To increase awareness of the city of Victoria, we will reach out to bloggers to help position the city of Victoria as a quaint destination for outdoor activities. This outreach initiative will take place mostly online. However, we want these bloggers to visit the city of Victoria and give their honest opinion. We hope the communities following each blogger will be inspired to frequent the city of Victoria as well. The blog series will be followed by and hopefully spark a social media campaign with which our audience can interact.

Finally, to increase positive attitudes surrounding the city, a vlog series, highlighting members of the city of Victoria community and business owners will be enacted. The videos will hopefully show the city in a more positive light. The city of Victoria will also sponsor the North Star Bicycle Festival, even further persuading our audience to think positively of the city. Both of these initiatives will be interactive: the videos will be online, where people can comment, like, and share, and the festival will allow the audience to connect with city leaders.

Obstacles

While enacting our strategic plan, we may encounter a few problems. The partnership with ZAP!, Chrome, One On One, and Enki Brewery, bloggers, and community members for the vlog series is vital. If any of these does not want to participate, our plan would need to be revised. To avoid these obstacles, positive relationships with these partners is required. The city of Victoria must show that these initiatives will be beneficial to all parties.

Audience participation is also a very important factor in these campaigns. Without follows, online referral, and word of mouth advertising online, the social media aspects of these strategies will not perform well. To ensure this interactivity, strong relationships must be forged with the already-formed audiences belonging to Chrome, One On One, and the bloggers.

Messages/Creative Strategies

For the city of Victoria's eco-tourism campaign, we plan to use a relatable and engaging message strategy to both create awareness and drive people to visit the city. This will go beyond simply using creative copy and will be illuminated in the colors and images used and quality videos presented. Since we are targeting bikers and athletic individuals, the language used will be congruent with that of the target public. However, since our target public is not professional bikers, we will stray from using terms that the average person would not be familiar with. An example of this is included below in our bikes and brews event flyer (Appendix T). Notice the inviting teal and golden colors and the lack of technical jargon.

People currently perceive the city of Victoria as uppity and posh. In contrast, we will incorporate terms that position Victoria as quaint and welcoming. One way we will implement this strategy is through a social media revamp. This will utilize the hashtag #MyVictorianCharm, hopefully provoking engagement with visitors and providing highlights of the city to potential visitors.

We will also capture the authentic persona of Victoria through the use of vlogs. This will allow the public to see real people's perceptions of the city. The message we are sending with the vlogs is that we aren't the only people who think Victoria is great, but all of these individuals agree. Here, we will be using the two-sided argument. This is because the vlogs will consist of people who may not have always loved Victoria, thus presenting the cons in addition to the pros of the city.

Based on the information given above, it can be concluded that we are using both a rational and emotional message for our campaign. The rational message comes through in the bike component of our campaign. This is because the event is utilizing the information model of a communication process to let publics know there is an event going on that would appeal to them and it happens to end in the city of Victoria.

Emotional appeal is used more specifically in the vlog since it incorporates personal opinions from various individuals. This will play on positive emotional appeals, varying person by person.

Media Strategies

Overall, our goal for digital media is to increase interest and awareness of the city of Victoria. We plan on creating an increased social media presence that will hopefully change people's existing opinions of Victoria to be more positive. We have created a year-long social campaign that encourages people to use the hashtag #MyVictoriaCharm. The My Victoria Charm social campaign will allow more people to see the small town feel that we found to be many people's favorite part of Victoria. Having a hashtag for Victoria is the best way to reach our target audience and will increase the interest of the city and therefore increase visitors of the city.

Along with the ongoing social campaign, we also plan on using social media to advertise for the events happening that we discuss in our Objectives, Strategies and Tactics. Utilizing social media to advertise for the city of Victoria will attract many potential eco-tourists. Each event will have a Facebook event page and be shared on each existing social media platform (Facebook, Twitter, Instagram). Many people use Facebook to look for upcoming, interesting events and things to do in their area, so a Facebook event will reach what we project to be a couple hundred people.

Our last media tactic is a blog series lasting a total of four months (4 series each 1 month long) with four MN travel, outdoor bloggers during the months of April, May, November, and December. All of our tactics will be advertised throughout the state of MN, since people are willing to travel over fifty miles for a day trip.

Objectives

- Increase visits of bikers to Victoria for eco-tourism purposes or by eco-friendly means (ex: biking) by 25% within the next 12 months.
- Increase awareness of the city of Victoria as an eco-tourism destination for day trips for outdoor enthusiasts living in within 50 miles of the city by 50% within the next 12 months.
- Increase positive attitudes towards the city of Victoria as an eco-friendly destination by outdoor enthusiasts and bikers by 15% within the next 12 months.

Strategies & Tactics

Objective 1:

Increase visits of bikers to Victoria for eco-tourism purposes by 25% within the next 12 months.

Strategy 1:

Utilize local and relevant partnerships.

Tactic 1:

ZAP!

In order to entice cyclists to explore Victoria's trails, we suggest implementing a new program called ZAP! to the Carver County area. Although the ZAP! Program already exists in Minneapolis and Saint Paul, it does not extend to the Carver County area, which is a prime network of trails.

The Carver County ZAP! program would be exclusive to the area. Rides from the Minneapolis and Saint Paul zones would not count towards the Victorian incentives. The program would include all of the cities within the county, including Victoria. This partnership with surrounding cities creates incentives for bikers to ride their trails. Checkpoints would be placed throughout the Carver County trails so that every time a registered cyclist rides by a ZAP! zone, their tag would be zapped and their ride recorded. Each ZAP! counts towards a Carver Buck, which is redeemable towards gift cards to local Carver businesses. Essentially this is a rewards program for bikers.

In order to register for the program, each cyclist would visit any participating city's City Hall and pick up a tag to attach onto their bicycle. After receiving the tag, users would download the ZAP! app in order to view the ZAP zones. This app also allows users to view their points, view prizes, and use the health tracker.

This tactic helps meet the objectives because it gives incentives for bikers to head out to the Victoria area, increasing the number of actual visitors. Rewards often give consumers a reason to repeat the intended action. Also, this tactic supports local businesses because the rewards are offered by local businesses such as breweries, restaurants, and clothing retailers. (App Prototype Appendix S)

Tactic 2:

Bikes & Brews

The Minnetonka LRT trail is an incredible trail, not only for its scenic views, but also because it connects downtown Minneapolis to Victoria. This allows us to target the biking market in Minneapolis, which is ample and active.

To launch the ZAP! program, we could create an event called Bikes and Brews. Bikers would meet downtown at the Chrome Industries store, which is known as a gathering spot for many biking enthusiasts. There, cyclists can get their bike checked by Chrome's neighboring bike shop, One On One, in order to ensure a safe ride. A team of ZAP! crew members would be on site ready to register all the event's attendees. Then, a member of the Chrome cycling team would lead the way to the start of the Minnetonka LRT trail.

He or she would act as the lead throughout the 24 mile bike trail. On the way, cyclists would ride by multiple ZAP! zones and start racking up their Carver bucks.

The final destination would be local Victoria brewery, Enki. After the long bike ride, cyclists would be able to relax and socialize with their peers and experience some of Victoria's finest beers. Each rider would receive a token valid for one free beverage.

Chrome and One On One already have very established clientele and community. We would utilize those established networks to spread the word through social media, word of mouth, and in-store posters.

This event helps fulfil the objective because it allows bikers to sample Victoria and all it has to offer. By offering an event designed by the people who know Victoria best, the most interesting and exciting amenities of Victoria will be highlighted, and new riders are intrigued and hooked on the city's exciting offerings. (Promotional Posters Appendix T)

Objective 2:

Increase awareness of the city of Victoria as an eco-tourism destination for day trips for outdoor enthusiasts living within 50 miles of the city by 50% within the next 12 months.

Strategy 1:

Position Victoria as a quaint destination for outdoor activities.

Tactic 1:

Trusted Bloggers

To reach audiences outside the Carver County areas, we suggest reaching out the local bloggers or other opinion leaders related to travel, green initiatives, and outdoor related activities. These opinion leaders have a well-established audience reach and their audience trusts them. These bloggers all have different backgrounds and cater to different niche segments, therefore extending the reach well beyond one single audience.

Each blogger would spend a day in Victoria and document their experience to their audience, on their blog and other social mediums, all using the hashtag #MyVictorianCharm. Although these opinion leaders have the freedom to do with their day as they please, they are strongly encouraged to utilize all of Victoria's amenities such as local businesses, bike trails, parks, and running paths. Ideally, we would have an opinion leader for every season in order to represent Victoria's variety of seasonal activities.

This tactic is effective because it utilizes each blogger's established community. This is important because Victoria doesn't have a strong social media following. By using

various bloggers from different backgrounds, multiple publics are reached and new audiences are introduced to the varying amenities of the city. The following bloggers have been identified as having appropriate audiences for our campaign messages.

Blogger 1: Jenna and Micah Kvidt at Wander The Map

Wandering the world since 2012, Jenna and Micah have racked up over 26k followers in Twitter and have traveled to exotic places such as Iceland, Greece, and Curaco. These Minnesotan natives love their home state and all it has to offer.

Blogger 2: Chris Chavie at MN Bike Trail Navigator

Claiming himself as Minnesota's source for everything biking, Chavie has nearly 7,500,000 total page viewers. Chavie aims to keep his audiences well informed with all things biking.

Blogger 3: Annie D'Souza at Midwestival

Annie is the founding blogger at Midwestival. She aims to tell the stories of the people, places, and things that make the Midwest, the Midwest. With over 13,000 followers on Instagram, the Midwestival is a great way to connect with the creatives and #LiveAuthentic type consumers in the Midwest.

Blogger 4: Paul at Bothrops1=

Paul is an influential style blogger within the Minnesota Men's Heritage movement. With dozens of Red Wing Boots, and an affinity for all things foodie, Paul is a great example of how authenticity can make you big. Racking up over 27,000 followers on Instagram, his style and foodie influence is a useful tool for Victoria to utilize.

Tactic 2:

#MyVictorianCharm

After the blogger outreach, interest in Victoria's eco-tourism amenities would be sparked, thus, creating more visitors to the city. The hashtag, #MyVictorianCharm, would carry on into a full-fledged social campaign. With so many outdoor adventurers using social media to document their activities, this is the perfect opportunity to utilize Victoria's beautiful scenery for all to see on social media.

With the heightened interest in documenting beautiful outdoor spaces, it is necessary that Victoria joins the conversation. This tactic helps increase awareness of Victoria because of how impactful social media can be, especially visual mediums like Instagram.

Objective 3:

Increase positive attitudes towards the city of Victoria as an eco-friendly destination by outdoor enthusiasts and bikers by 15% within the next 12 months.

Strategy 1:

Change negative perceptions of Victoria of being an uppity, rich city.

Tactic 1:

Vlog Series

This would be a weekly series showcasing Victoria's charm and quaint nature. Each week, a Victorian business owner or repeating outdoor visitor would be highlighted in the series. This would be a "day in the life" sort of documentation, with each guest individualizing their visits of Victoria. Each guest vlogger would come from different backgrounds and have different interests so that many audiences are intrigued.

This tactic helps change perceptions of Victoria because of the vlog's authentic account of the city. By using real visitors and business owners, the best and most genuine elements of Victoria are highlighted. This tactic also gives Victoria content for their social media platforms, which is necessary for retaining social media followers.

Tactic 2:

North Star Bicycle Festival

The North Star Bicycle Festival is an annual bicycle festival benefiting Special Olympics Minnesota. This festival offers a professional, amateur, and kid friendly bike racing opportunities, with the Grand Prix race in multiple cities throughout the state. This gives Victoria an opportunity to sponsor the festival and offer their trails as a component to the race. Sponsoring a race would not only bring many visitors to city, but would also allow visitors to experience Victoria's authentic and welcoming charm.

The sponsorship helps alter negative attitudes primarily due to the fact that it benefits Special Olympics. Consumers love knowing that their money and activities are helping a good cause. The sponsorship leaves a positive attitude in the consumer's mind about Victoria's empathy and warm charm.

Timetable

(See Calendar, Appendix U)

Budget

Outline of Budget for Strategic Activities (see Appendix V for complete budget)

I. Objective 1: Increase visits of bikers to Victoria for eco-tourism purposes by 25% within the next 12 months.

- A. Costs for partnering with surrounding cities to create ZAP! Program
 - 1. Installing ZAP! sensors throughout the Carver County bike trails: \$3,000
 - 2. Purchasing ZAP! tags for event attendee's bikes: \$200
 - 3. Develop ZAP! App for users to track mileage and rewards: \$3,500
- B. Costs for Bikes and Brews event
 - 1. Printing of collateral materials to place in partners' places of business before event:
 - a. 1000 promotional fliers: \$400
 - b. 1000 foldable maps of Carver County bike trails: \$600
 - 2. Refreshments at Enki: \$2,000

II. Objective 2: Increase awareness of the city of Victoria as an eco-tourism destination for day trips for outdoor enthusiasts living within 50 miles of the city by 50% within the next 12 months.

- A. Costs for opinion leader outreach to engage various audiences
 - 1. Contingent on bloggers: sponsored posts, incentives, etc.
- B. Costs for Victoria social media campaign
 - 1. Social media intern stipend: \$1000

III. Objective 3: Increase positive attitudes toward the city of Victoria as an eco-friendly destination by outdoor enthusiasts and bikers by 15% within the next 12 months.

- A. Costs of weekly vlog series
 - 1. Covered by stipend for social media intern
- B. Costs of sponsorship of North Star Bicycle Festival
 - 1. Community Partnership: \$3,000

IV. Total cost estimate for all plan activities: \$13,700

Staffing

The staffing for all of these events would be covered by a combination of current staff and employees of the City of Victoria's Parks and Recreation department who are familiar with the bike trails and the city, and employees from Chrome, Enki and One on One who would lead the riders to the event at Enki. Because of these partnerships, the personnel and staffing costs would be minimal, and all of those working and involved with the event would have expertise in the city of Victoria, biking, or Enki brewery.

Technology

The main technology needed to execute the plan will be the app developed for the Carver County ZAP! program. This technology would allow users to track their miles and points, as well as view any rewards in the city of Victoria that they may qualify for. The app would also act as a method of payment when cashing out the rewards. The necessary equipment consists of the ZAP! sensors and tags for the bikes. Lastly, the city of Victoria will need a camera and a social media account to use to film and promote their vlogs as well as the Bikes and Brews event.

Evaluation

At the end of the 12 month campaign we will do a summative evaluation in order to measure the success of the three objectives we set. It is important to evaluate the outcomes of each objective in order to learn what was successful and what wasn't in the campaign as well as how to move forward.

The first objective was to increase visits of bikers to Victoria for eco-tourism purposes by 25% within the next 12 months. Tracking the exact amount of bikers that visit Victoria is very difficult so we are going to evaluate the success of each of our tactics. The first tactic is the Zap program we will get quantitative data by looking at the number of Zap downloads and the amount of rewards redeemed from points on the app. We will also be able to see the amount of bikers that reach the check-in point in Victoria. We will evaluate the second tactic by looking at ticket sales and overall attendance of the Bike and Brews event. We will also send out a post-event survey to all participants asking what they liked and disliked about the event and if they would return to Victoria. We will evaluate the success of our communication efforts by any publicity in response to the event.

The second objective is to increase awareness of the city of Victoria as an eco-tourism destination for day trips for outdoor enthusiasts living within 50 miles of the city by 50% within the next 12 months. Our tactics involve a social media campaign and blogger outreach. We will track and monitor impressions and mentions for the social media campaign and the blogs created. We will also look at comments to see what the audience's response is to both tactics.

The third objective is to increase positive attitudes towards the city of Victoria as an eco-friendly destination by outdoor enthusiasts and bikers by 15% within the next 12 months. We will keep a timeline of subscribers and viewers on each of the individual vlogs. Similar to the blogger outreach we will evaluate all comments and shares of the vlogs to gauge the perceptions and attitudes of the viewers and subscribers.

In our primary research we sent out a survey that asked questions regarding the awareness of the city of Victoria. We will send out post campaign surveys asking the same questions regarding awareness and attitudes towards Victoria and compare them to our previous results. We will also expand on the original set of questions and ask more specific questions about each of the individual tactics and overall attitudes towards Victoria. We will distribute the survey to the recipients of the original survey, post it to all social media, link it to blogs/vlogs and send it to Zap members. This survey will help us evaluate all three of our objectives.

Snapshot of Communication Plan

Secondary Research

- "City of Lakes and Parks"
- 23 parks, 13 lakes
- Minnetonka LRT trail connects DT MPLS and Victoria

Primary Research

- People who visit Victoria return to Victoria
- Visit for the food and local businesses
- Victoria doesn't utilize their bike trails

Key Publics

- Bikers
- Outdoor Enthusiasts

Goals & Objectives

- Increase awareness
- increase positive attitudes toward city
- increase number of visitors

Strategies

- Utilize local and relevant partnerships.
- Position Victoria as a quaint destination for outdoor activities

Message Theme

- Victoria is quaint and charming instead of uppity and rich

- Keeping a casual biker friendly tone throughout the event campaign
- Rhetorical and Emotional appeals

Tactics

- ZAP!
- Bikes and Brews Events
- Seasonal Blogger outreach
- #MyVictorianCharm
- Vlog Series
- North Star Bike Festival Sponsorship

Timing & Budget

- The timetable outlines suggested start and end times for each tactic.
- Tactics are spread throughout a 12 month time span.
- Total budget: \$13,700
- Key budget items include ZAP! installation along trails, app development and event sponsorship

Evaluation

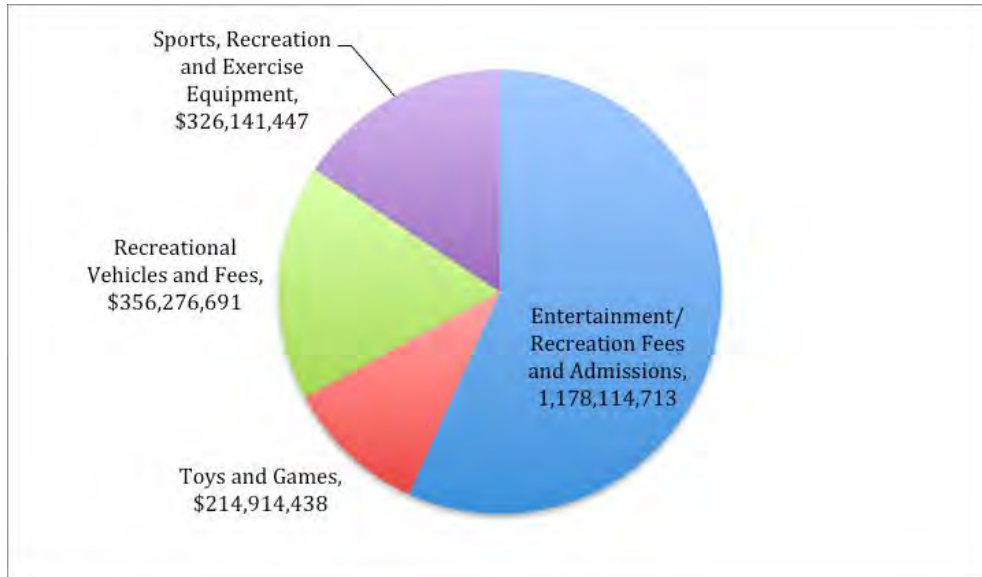
At the end of the 12 months we will complete a summative evaluation report in order to measure the success of the three objectives we set at the beginning of the campaign.

Bibliography

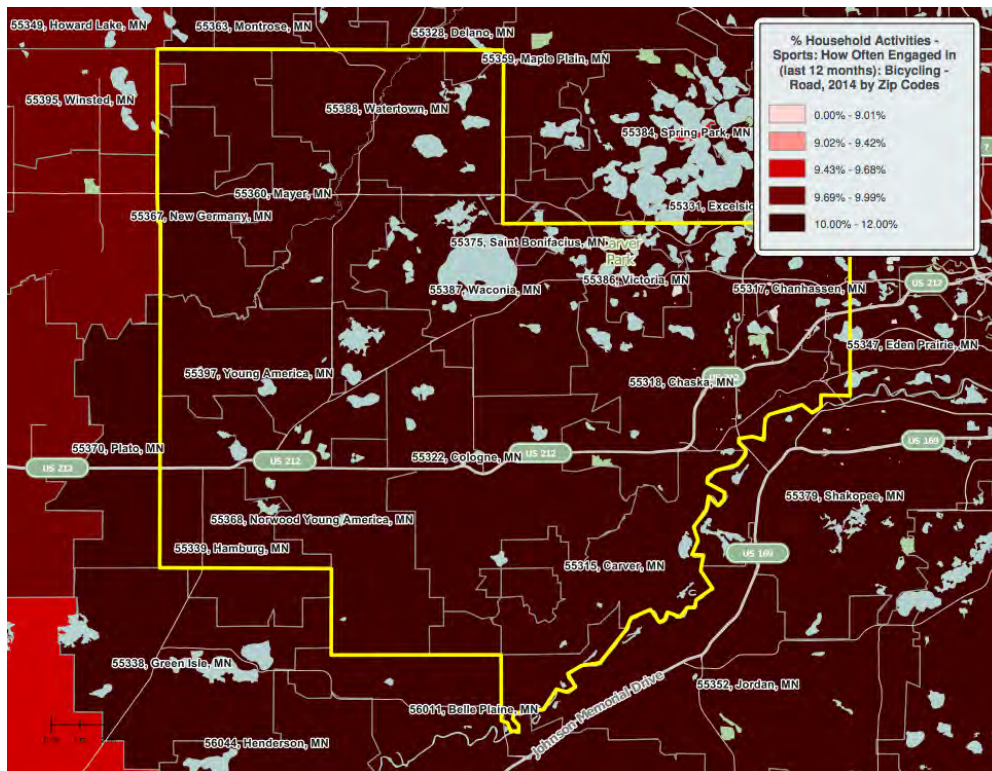
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Appendices

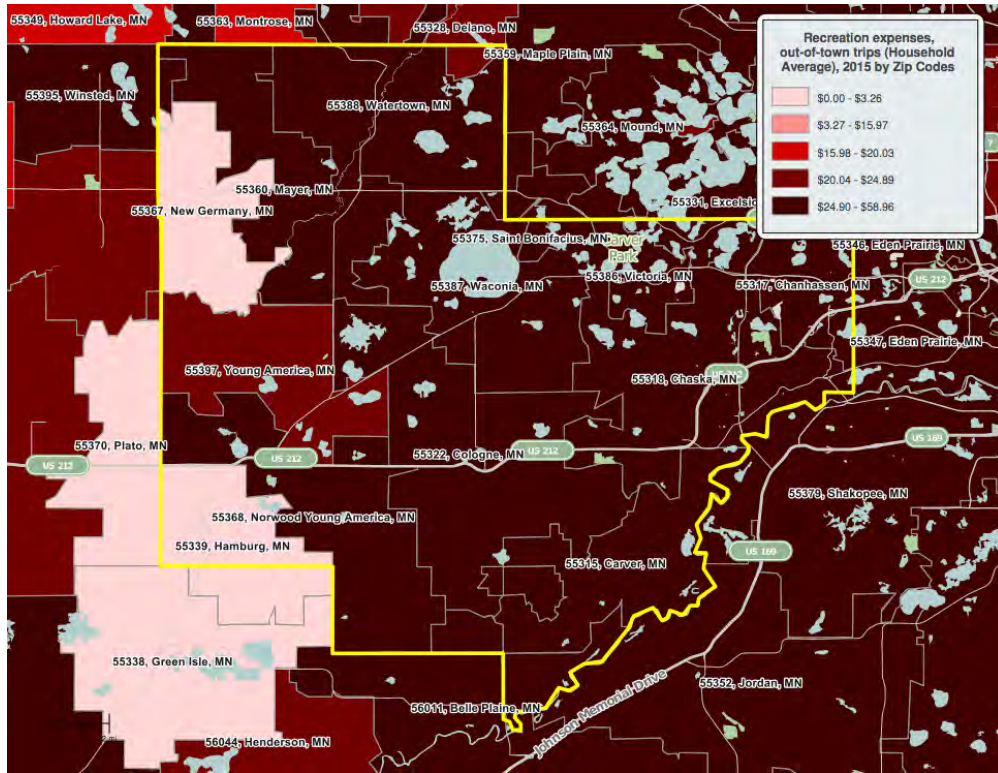
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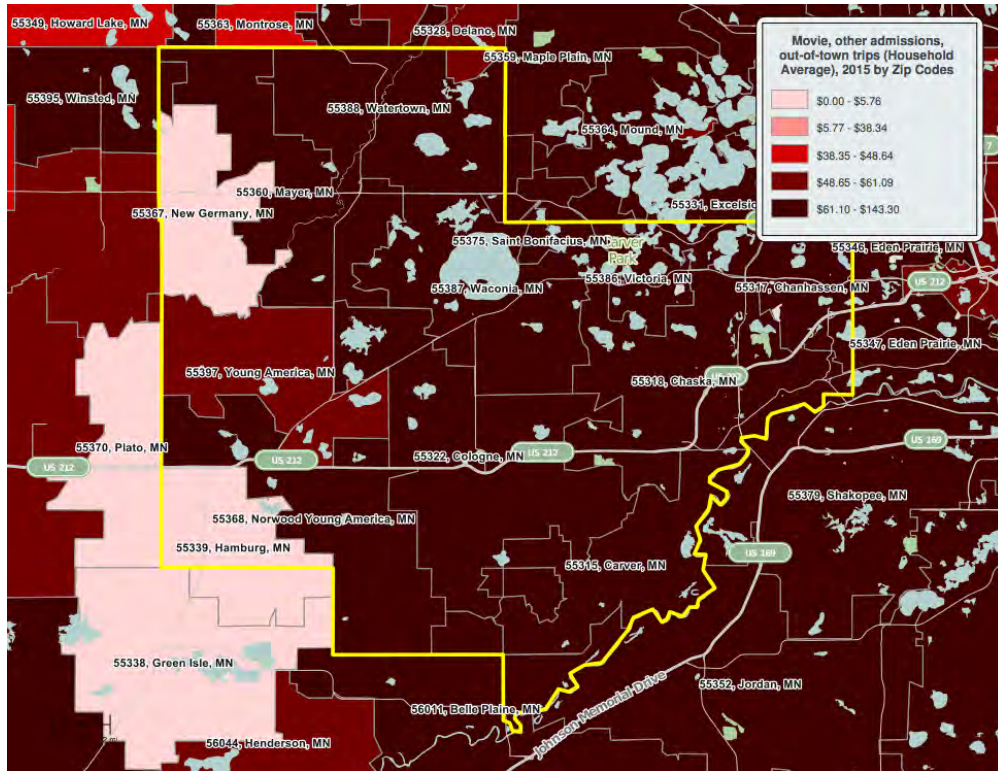
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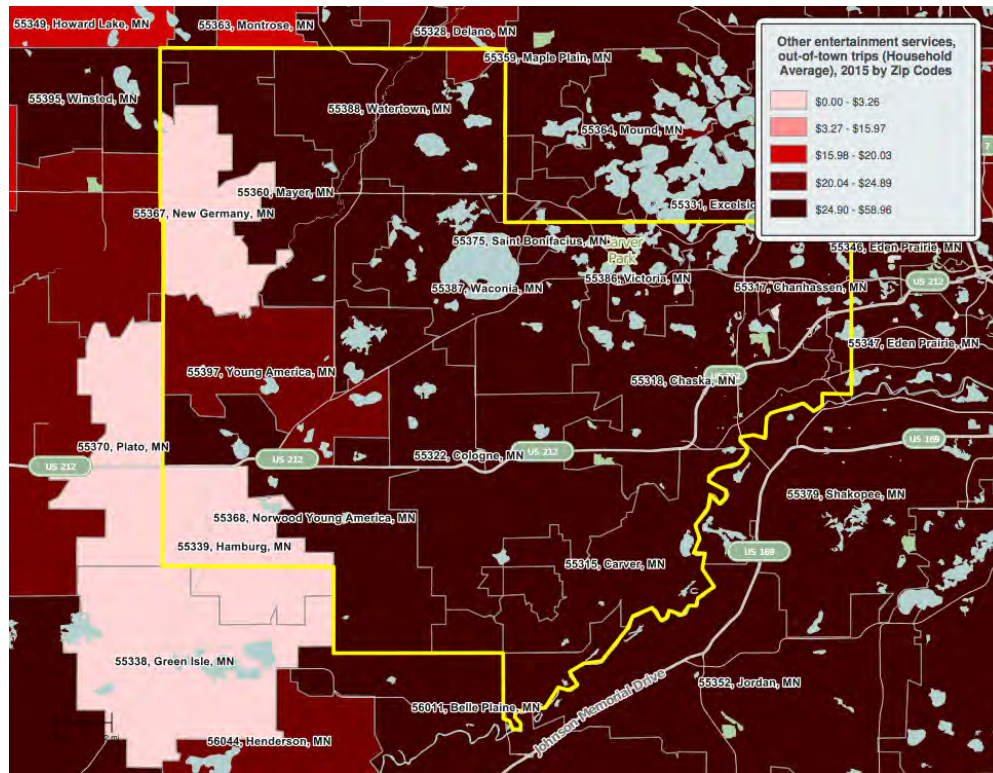
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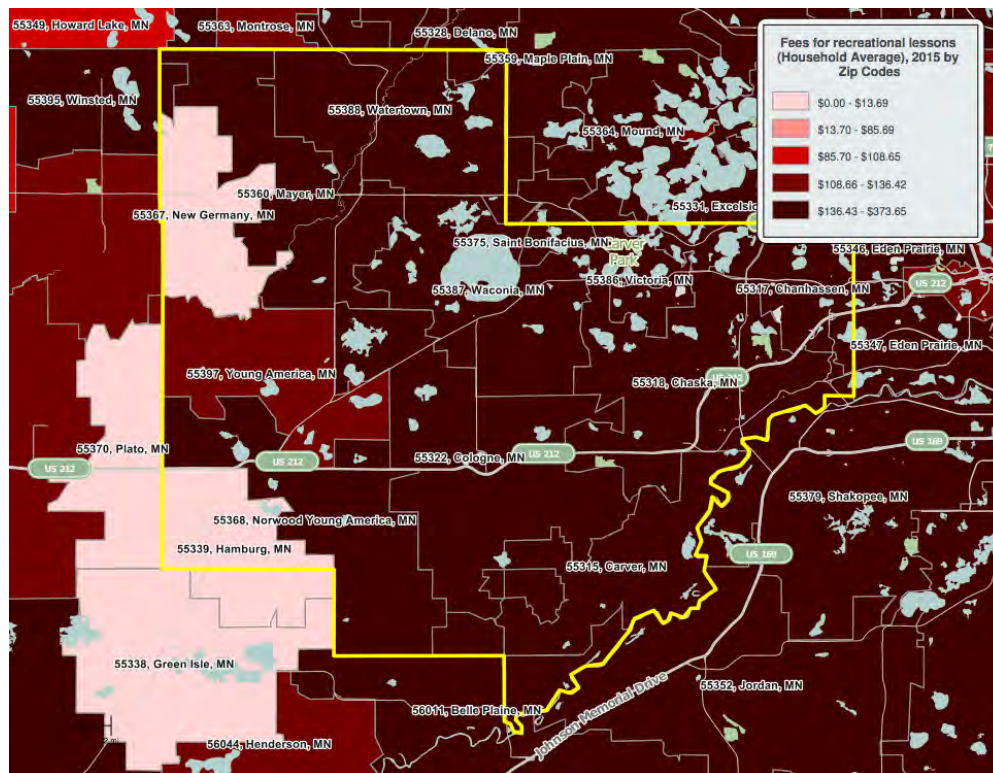
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E.



F.



G.

In-Depth Interview with Respondent A

Name: Dylan Stanton

1. How old are you?

28

2. Where do you currently reside?

Northeast Minneapolis

3. Do you have children?

No

4. What is your occupation?

Student and CAD Technician

5. What are some of your hobbies and favorite activities?

I love the outdoors and participate in a lot of cycling and camping.

6. What made you want to go visit Victoria for the first time?

Victoria is at the end of the Minnetonka LRT Regional Trail

7. Were you aware of the city prior to that initial trip? If not, how did you find out about it? I learned about Victoria from friend who had ridden out there.

8. Would you go back and visit again? Explain.

Yes, Carver Park Reserve has a nice campground that is not far off the trail and is welcoming to cyclists. My friends and I really appreciated that about the reserve.

9. What was the most memorable part about the city?

My friends and I had visited Enki Brewery while in Victoria. We really liked the atmosphere there and the beer was good too. It was nice to be able to stop to get a drink after a long bike ride.

10. Is the city lacking in amenities or things to do? If so, what?

In my mind, Victoria is a trail town, meaning it is a place to visit because it is at the end of a bike trail that connects all the way to Minneapolis. I don't think the town of Victoria takes enough advantage of that. I was surprised that I did not see very many or good quality bike rack. Also, since there is no bike shop in town for repairs, it would be nice if there was some kind of self service station like the ones around Minneapolis, along the Gateway trail and in Minnesota state parks.

11. There are many neighboring cities, such as Wayzata, Excelsior, or Minnetonka, with similar environments as Victoria. These cities are also abundant with lakes, parks, and trails. Why did you decide to visit Victoria over those cities?

None of those other cities offer camping.

H.

In-Depth Interview with Respondent B

Manuel Milan

1. What is your age?

I am 36 years old

2. Where do you currently reside?

Maple Grove

3. Do you have children? If so, what are their ages?

No

4. What is your occupation?

I am an engineer

5. What are some of your hobbies and favorite activities?

For tourism purposes, I like getting to know new places and restaurants. I am also a big outdoors person and love to bike ride and scuba dive.

6. What made you want to go visit Victoria for the first time?

I actually got there by chance. I was just riding my bike and following the trails and ended up in the city. It was a pleasant surprise.

7. Were you aware of the city prior to that initial trip? If not, how did you find out about it? No. I didn't know about it before.

8. Would you go back and visit again? Explain.

Yes, it seems like a nice quiet place, which is what I like when I'm biking.

9. What was the most memorable part about the city?

I didn't spend much time in the city, because I wanted to keep going on the trails, but it seems beautiful and calm.

10. Is the city lacking in amenities or things to do? If so, what?

I could not say.

11. There are many neighboring cities, such as Wayzata, Excelsior, or Minnetonka, with similar environments as Victoria. These cities are also abundant with lakes, parks, and trails. Why did you decide to visit Victoria over those cities?

I just followed the bike trails, so I don't think I intentionally had a reason to even go there in the first place, but I liked how quiet and small the city was.

I.

In Depth Interview Call

Name Marta Christianson- Victoria Business Owner

Saturday 4:45-5:20 pm

1. Background of business?

Marta has been a resident of Victoria for 19-20 years. Her floral business, Victoria Rose, has been open for almost 10 years. She has noticed a of growth and constant change in Victoria in the past few years. She has noticed that there are some younger residents due to the new developments such as townhomes. Marta is happy with the growth because it is good for business but mentioned some residents have commented on how it is growing too fast. Her store includes basic flowers, small gifts, and cards.

2. Who comes into your store? Describe your typical consumer

Mostly regulars

Residents of Victoria, Chaska, Chanhassen

40-60 years of age

3. Is there a target market you currently do not have, but want to cater to in the future?

Marta would like to reach a younger crowd in the 20-30 years of age range. She is open to new products in order to attract a younger crowd. There is not a lot of shopping but there are some bars to attract this crowd. New residents mentioned to her that they would be interested in seeing a farmers market or something similar in Victoria.

4. In your opinion, what drives people to your store?

She doesn't do any advertising other than some ads in the local paper. Marta is a part of a few organizations including BMI, Rotary, and the Downtown Business Association.

5. If you could compare your store to a major store in big cities, what would it be?

Residents all talk and spread word of local businesses so Victoria is good for entrepreneurs.

6. What do you think attracts people to Victoria?

Victoria is a quiet and quaint community, has easy walking, all trails lead downtown, there's a new library and city hall, it's a nice, beautiful suburb outside the city. Current visitors of Victoria come to camp and bike/walk on the trails.

7. Have you noticed any obstacles in attracting customers?

Recently repairs have been made to the highway which has affected potential customers driving by. This makes a big difference because quite a few people do stop in when driving west.

J.



K.

4. What amenities of Victoria do you use? Please check all that apply.

#	Answer	Bar	Response	%
1	Parks		25	86%
2	Running Trails		21	72%
3	Retail Stores		23	79%
4	Libraries		14	48%
5	Lakes		16	55%
6	Arboretum		20	69%
7	Other (please list)		6	21%

L.

5. Do you visit any neighboring cities due to a lack of amenities in Victoria?

#	Answer	Bar	Response	%
1	Yes		27	93%
2	No		2	7%
	Total		29	

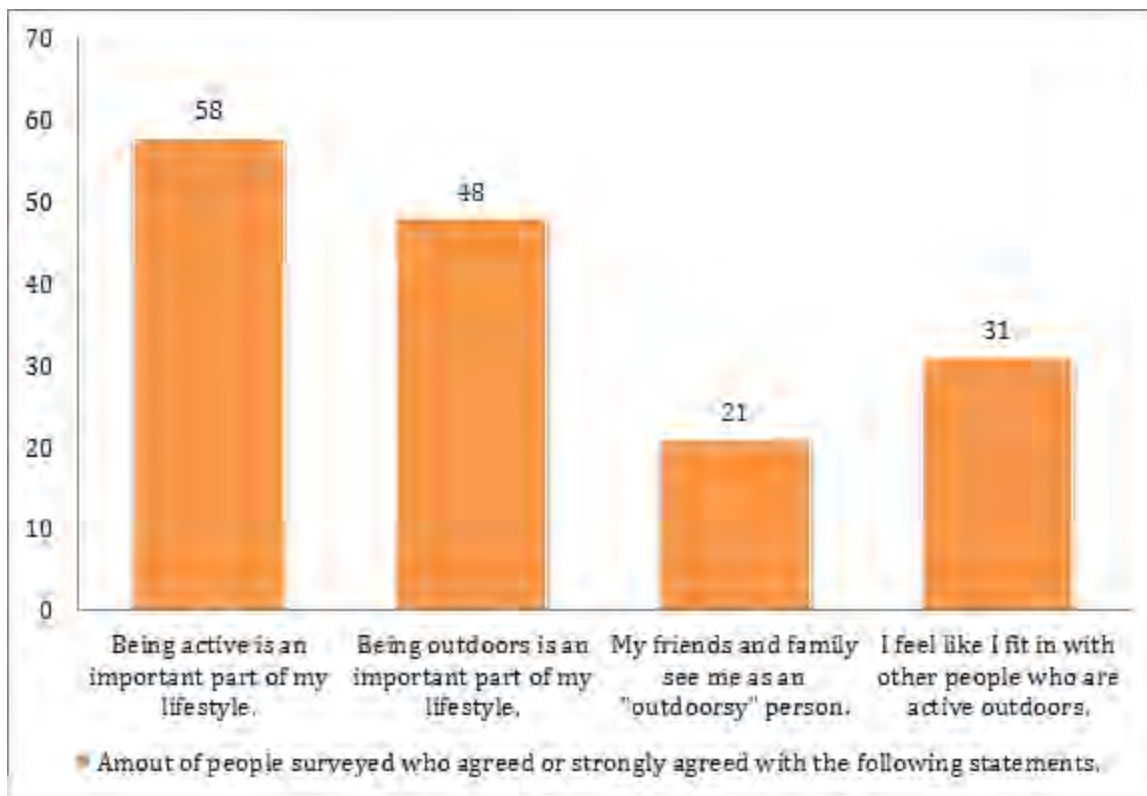
M.



N.



O.



P.



The first two options are “City of Victoria's Facebook” and “City of Victoria's Instagram”, respectively.

Q.

Qualtrics Survey, Residents

1. How long have you lived in the city of Victoria?

- 0-1 year
- 2-5 years
- 6-10 years
- Over 10 years

2. Describe in three words what makes Victoria special?

3. What amenities of Victoria do you use? (Choose all that apply)

- Parks
- Running Trails
- Retail Stores
- Libraries
- Lakes
- Arboretum
- Other (Please list)

4. Do you visit any neighboring cities because of a lack of amenities in Victoria?

- Yes

- No

5. If yes, which cities do you visit most often? Please list

6. What amenities do they have that Victoria lacks?

7. What method do you use to receive information about Victoria? (Check all that apply)

- email
- mail
- Twitter
- Instagram
- Facebook
- Victoria's Website
- Word of Mouth
- None
- Other

8. Which method of communication do you prefer?

- email
- mail
- Twitter
- Instagram
- Facebook
- Victoria's Website
- Word of Mouth
- None
- Other

R.

Qualtrics Survey, Non-Residents

1. Have you been to the city of Victoria?

- Yes
- No

IF YES,

2. How many times have you been to the city of Victoria?

- 1-3 times
- 4-6 times
- 7+ times

3. Why did you visit the city of Victoria?

- Work/Business
- Personal Leisure

- Family Trip
- Other (Please list)

4. How did you hear about the city of Victoria's attractions?

- City of Victoria's Facebook page
- City of Victoria's Instagram page
- City of Victoria's Twitter
- City of Victoria's website
- Friend or Family
- Other: please list

5. What is your favorite thing about Victoria?

IF YES/NO (ALL NON-RESIDENTS ANSWER)

6. How far are you willing to travel for a day trip to another city?

- 0-15 miles
- 16-30 miles
- 31-45 miles
- 46+ miles

7. What do you look for in a city for tourism purposes? (Please Rank)

- Good restaurants/drinks
- Family friendly
- Bustling city with lots to do
- Quiet/Quaint town
- Outdoor activities
- Other (please list)

8. Do you travel outside of your city to visit outdoor attraction such as parks and lakes?

- Yes
- No

9. If yes, Which cities do you visit for their parks and lakes?

10. Do you travel outside of your city to visit retail stores?

- Yes
- No

11. If yes, Which cities do you visit for their retail stores?

12. Do you travel outside of your city to visit restaurants?

- Yes
- No

13. If yes, Which cities do you visit for their restaurants?

14. When I participate in outdoor recreation activities....(Strongly agree, agree, neither, disagree, strongly disagree)

- I have a good time
- I get excited
- I feel a sense of accomplishment
- I feel a sense of challenge
- I feel competent
- I feel confident
- I feel adequate

15. Please rate the extent to which you agree or disagree with the following (Strongly agree, agree, neither, disagree, strongly disagree)

- Being active is an important part of my lifestyle
- Being outdoors is an important part of my lifestyle
- My friends and family see me as an outdoorsy person
- I feel like I fit in with other people who are active outdoors
- I understand the concept of Eco-tourism
- Eco-tourism is something I am interested in partaking in

16. Age

- 0-18
- 19-24
- 25-35
- 36-45
- 46-65
- 66+

17. Gender

- Male
- Female
- Prefer not to answer

18. Number of Children under the age of 12

- 0
- 1
- 2
- 3
- 4
- More than 4

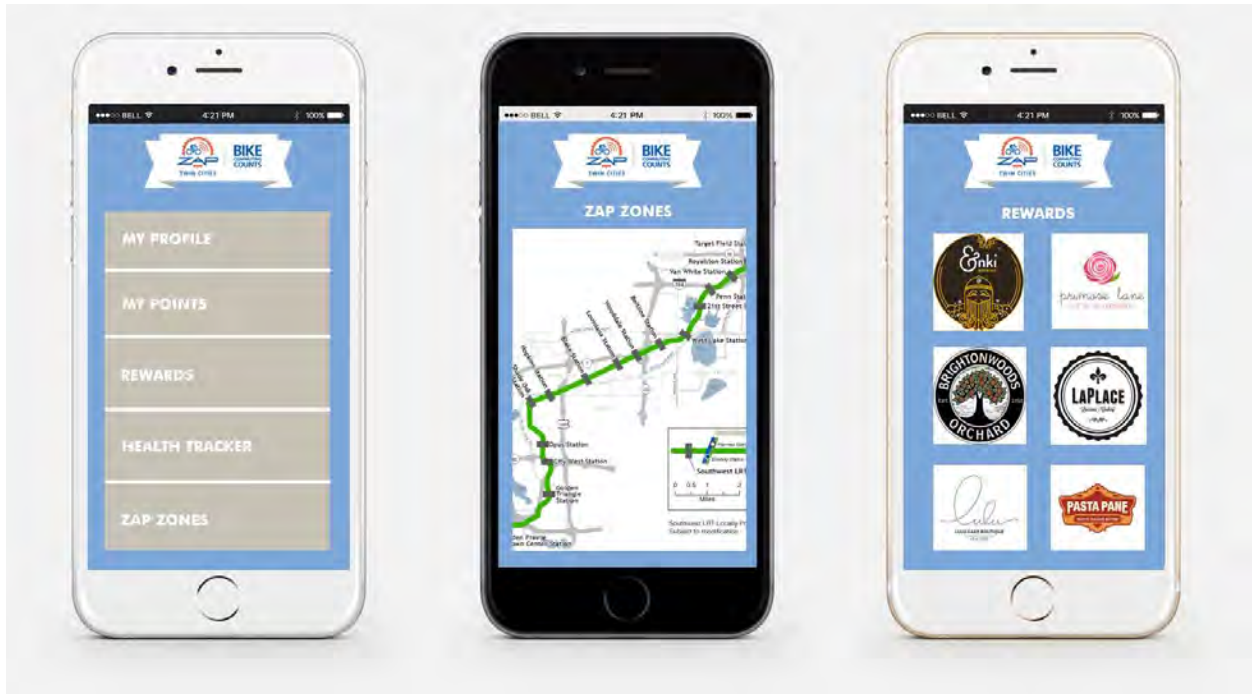
19. Household Income

- \$0-25,000
- \$26,000-50,000
- \$51,000-75,000

- \$76,000-100,000
- Over \$100,000

20. Zip code

S.



T.

Bikes and Brews



Led by a Chrome cycling team member, ride all 24 scenic miles of the Minnetonka LRT trail and end with a refreshing brew from Victoria's own, Enki Brewery.



U.

Program	January	February	March	April	May	June	July	August	September	October	November	December
ZAP! Program								✘ Launch				
Bikes & Brews Event								✘ Event				
Opinion Leader Outreach	✘ Winter			✘ Spring			✘ Summer			✘ Fall		
Victoria Social Campaign		✘										
Weekly Vlog Series												
Sponsorship of Bike Festival						✘						

V.

City of Victoria	
2016 Communications Campaign Budget	
Bikes and Brews Event	
ZAP! Program	
Sensor Installation	\$3,000
ZAP! Tags	\$200
ZAP! App	\$3,500
Collateral Materials	
Promotional Fliers (1000)	\$400
Foldable Maps (1000)	\$600
Enki Brewery	
Refreshments	\$2,000
Awareness of Eco-Tourism	
Social media campaign	
Social Media Intern	\$1,000
Positive Attitudes of Victoria	
North Star Bicycle Festival	
Community Partnership	\$3,000
Total Program Costs	\$13,700