

scottsdale?

Tourism Opportunity Assessment

About this Report

This report describes tourism-related project plans designed to attract millennials (the “Y” generation) to Scottsdale, Arizona. The current image among this age group is that Scottsdale attractions, except for nightlife activities, are aimed at a much older generation. The authors hope that this contribution to the planning process will stimulate discussion and assist economic re-imaging this unique city to this group.

The objectives of these projects are to increase awareness, visitation and spending by persons under the age of 30 by developing new tourism products and infrastructure, improving tourism messages for a younger market, and making better utilization of social media marketing.

The report is organized in four parts:

1. An introduction to Scottsdale and Its Tourism System
2. An introduction to Millennial Tourists and Social Media
3. Proposed project plans in five categories: Information, Transportation, Attraction and Events, Food and Beverages, and Lodging.
4. The strategic planning process and next steps for Scottsdale.

Acknowledgements

The authors of this report would like to thank the Scottsdale CVB, for supporting this project, especially Rachel Sacco, its President & CEO, and Sarah Kearny, Senior Tourism Sales Manager who hosted a tour of Downtown Scottsdale and made a special presentation to the class. We also wish to thank Paul Schweitzer from Detours who gave an expertly guided van tour.

An outstanding job of editing was performed by Adriana Johnston, ASU and Rachel Pearson, Scottsdale CVB. Scottsdale photographs were taken by Genesis Aguilera, Kimberly Carson, Brenda Gallegos, Christine Ellis, Rachel Ichimura, Victoria Selway and Corinne Hodgson and some photographs were provided by the Scottsdale CVB. Document design and execution was masterfully accomplished by Felipe Ruiz, Director of Strategic Marketing & Design, College of Public Programs. The logos of the contributors to this project are shown on the back cover.

“ Much of tourism development entails community development. If handled appropriately, tourism can become an important engine for achieving broader social goals. ”

Crouch and Richie, 1999, p. 137

A Message from Scottsdale Convention & Visitors Bureau

"The Scottsdale Convention & Visitors Bureau has enjoyed working with Arizona State University on this project. The students have shared innovative and insightful perspectives regarding marketing our tourism product to their generation. The results will be an excellent resource that our community can use as we seek to promote Scottsdale as an ideal vacation destination for the "Y" generation."

Rachel Sacco, President & CEO,
Scottsdale Convention & Visitors Bureau

A message from the ASU instructor

"Tourism for the Community" has been the focus of a series of tourism planning projects undertaken by my classes. By focusing on the qualities that make the region both a desirable place to live for residents and an attractive destination for visitors, our analyses have attempted to find a balance between government, business, and residential goals for development of a highly competitive destination.

Our "Y" Scottsdale project is unique among our projects because it focuses on marketing Scottsdale to an age group that is less familiar with this world-class destination.

We have punctuated our findings with quotations from local residents, business people, government officials, and academic scholars. We have made strong efforts to document our findings and remain unbiased in our assessments and recommendations. We have refrained from promoting any specific project plan or perspective over the others.

Timothy Tyrrell, PhD
ASU Professor of Tourism
Director, Center for Sustainable Tourism



Scottsdale and its Tourism System

Tourism is Scottsdale's largest industry generating more than \$1 billion in direct visitor spending each year. (Sarah Kearny, Presentation, Feb 28, 2013). Fourteen percent of jobs in Scottsdale are in Accommodations and Food Service Industries compared to eleven percent for Arizona as a whole (U.S. Department of Commerce).

Scottsdale has a well developed tourism system. The four of the five major tourism system components are strong. Some of our projects have attempted to suggest ways to enhance their attractiveness to Millennials.

Lodging: Scottsdale hosts 70 world-class resorts and hotels. It is still not clear how they should best be presented to the under-30 age group.

Food and Beverages: Downtown Scottsdale has more than 125 restaurants (Shannon, 2013). They are most familiar as nighttime entertainment to the Millennials.

Attractions and Events: Scottsdale is one of the best golf destinations in the world and has some of the top-rated spas in the country. Scottsdale ranked as the eighth best art destination amongst 25 cities. Cactus League baseball at Scottsdale Stadium attracts 10,000 fans per game. Special events such as the Barrett Jackson Classic Car Auction and Waste Management Phoenix open attract national and international visitors. These are attractive to millennials, but shops and attractions associated with "The West's most Western Town" do not seem to resonate with this age group.

Transportation: Less than a twenty minute drive from Sky Harbor Airport, Downtown Scottsdale offers 21 free parking lots, and extensive on-street parking. More than a dozen bus routes connect Scottsdale to Tempe and Phoenix, and three Trolley routes provide regular transportation around town. There are also hundreds of privately owned limo services, taxis, and vehicle charter business in and around Scottsdale. The City is not planning to participate in the extension of the Valley Metro Light Rail project, which will be serving Phoenix, Glendale, Tempe, Mesa, and Paradise Valley. This has been a disappointment to millennials.

Information: The fifth component of the tourism system, Information Services, consists of two parts: Information for tourists about Scottsdale and Information about Tourists for the Scottsdale Tourism Industry. Several of our projects suggest modifications to these services with regard to Millennial Tourism.



Information for Tourists: There are many traditional sources of information about Scottsdale for tourists inquiring for information or arriving in town. Experience Scottsdale: Official Visitor's Guide for 2013 includes "everything to see and do in Scottsdale, Arizona." "Know the Neighborhood," and magazines such as So Scottsdale, Scottsdale Living, Arizona Foothills Magazine, and newspapers such as the Times and Scottsdale Independent provide abundant reading about the City. Radio and TV ads appear regularly and some hotels provide information channels. These traditional information sources are used by Millennials, but their demands for instant information from electronic sources are outstripping the supply.

The Scottsdale Tourism Industry has participated in social media such as Facebook, Instagram, Twitter, blogs like Schmooze AZ, and invested in websites like ExperienceScottsdale.Com. However, more directed investment is needed to reach the millennial market effectively. For example, there is a Facebook page for Downtown Scottsdale but only 200 people "like it" and it seems to be out of date.

Information about Tourists: The major source of information about travelers to Scottsdale in 2013 is based on "661 in-depth interviews with individuals who contacted the SCVB via either: 1) the call center, a business reply card (BRC) or a reader service listing (RSL) or 2) the Bureau's website." "The typical inquirer is in his/her late 50's (58.3 median age), with 61 percent of all inquirers being 55 years old or older. This median age of inquirers is the highest ever recorded in this series of studies." All respondents indicated that they stayed overnight (Behavior Research Center, 2012).

Only five percent of the respondents to this survey were younger than 35. Those respondents were less likely to visit Scottsdale again in the next 12 months and are less likely to rate Scottsdale as an Excellent destination compared to other age groups. They are also less likely to participate in museums and art galleries, and more likely to participate in spa, children's activities, and events. Because of the small numbers of millennials in the sample and the fact that the survey only reflects only those people who contacted the SCVB before visiting, we conducted our own survey of millennials. Even it is not sufficient and we recommend that the SCVB commissions an intercept survey to gain information about actual visitors who may or may not have inquired or stayed overnight.

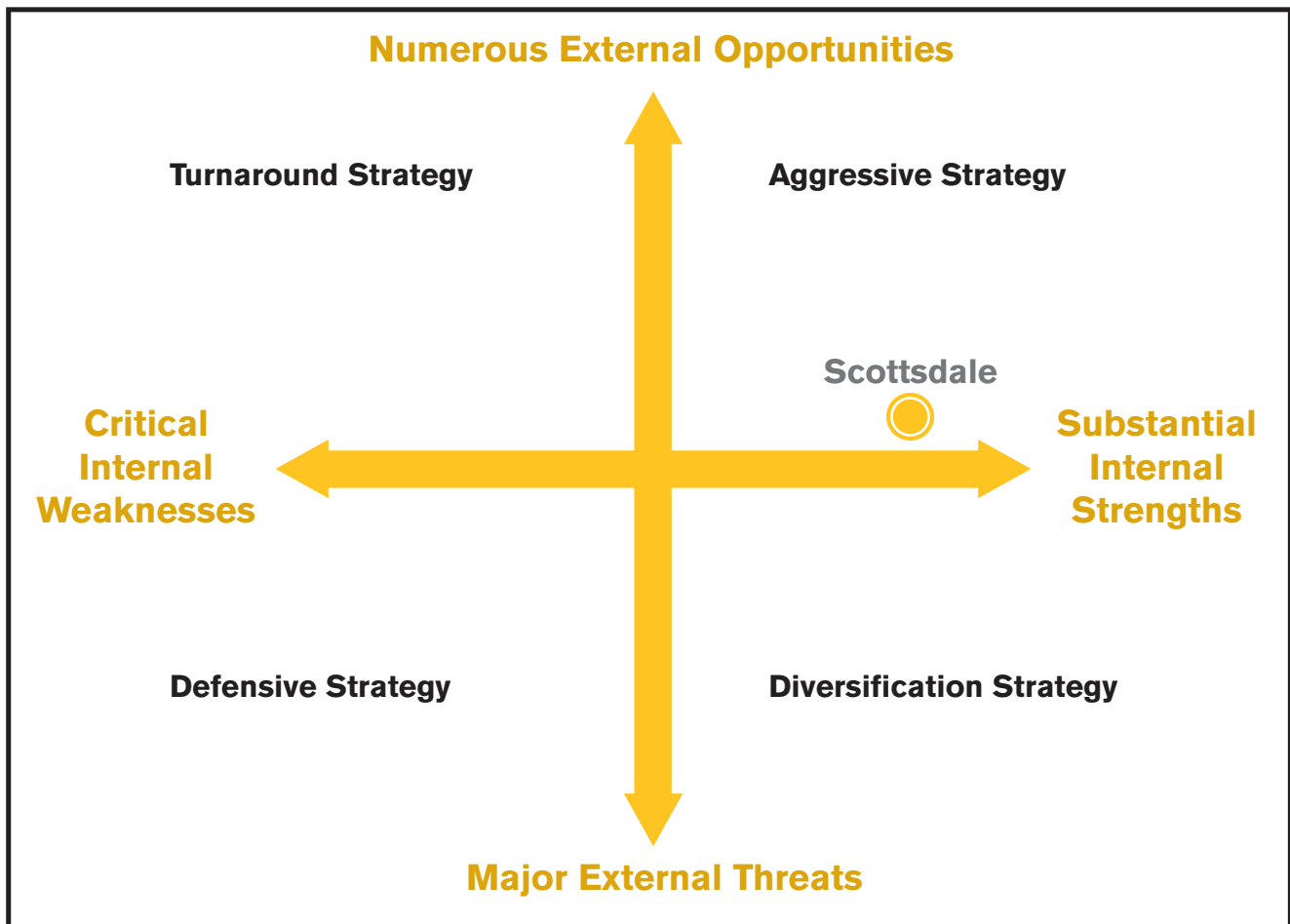
“ Generation Y is becoming the fastest growing segment in travel in America in tourism, while on the contrast has been the least studied or identified in the tourism context. There is a major shift in the workforce and culture that is dramatically changing the market; forecasting 46% of the workforce to be Gen Y by the year 2020. ”

Benkendorff, Moscardo, & Pendergast, 2010

A SWOT Analysis

Based on our assessment of the Strengths, Weaknesses, Opportunities, and Threats of Scottsdale, we concluded that the best overall tourism strategy would be an aggressive one – to expand into new markets and stimulate new opportunities. Aggressive strategies typically involve quick, opportunistic actions, and risk taking in order to obtain additional market share. Our projects suggest those types of actions.

Figure 1. SWOT Analysis Matrix
An Aggressive Strategy is Recommended for Scottsdale



SWOT analysis is a graphical method of identifying a development strategy based on an assessment of strengths, weaknesses, opportunities and threats. After researching Scottsdale as a tourism destination, it was determined that there were considerable strengths and modest opportunities for attracting millennials. This puts Scottsdale in the northeast quadrant of the graph and suggests an aggressive tourism development strategy.

Millennial Tourists and Social Media

Generation Y (the “millennials”) born after 1982 is becoming the fastest growing segment in travel in America in tourism, but has been the least studied in the tourism context. “They’re the first generation to grow up surrounded by digital media. Two thirds of them used computers before the age of five. They are connected 24/7 to friends, parents, information, and entertainment” (Raines and Arsberger, 2010). “Millennials are different. They communicate differently, distrust marketing, rely on their peers, and love brands that help them express themselves uniquely” (Millennial Marketing, 2013). They prefer frequent, short-stay, inexpensive trips. They have greater spending power than the Gen Xers (1965-82), but they still fall behind the Baby Boomers (1946-64)” (Loda, Cloeman, & Backman, 2010).

Social Media (the means of interactions among people in virtual communities and networks) is a major new arena for tourism marketing, especially for younger age groups. Destination Analysts, Inc. (2011) found that 44% of leisure travelers used user-generated reviews or blogs to plan travel. This compares to 40% who used print resources (magazines, guidebooks and brochures), 35% who used opinions of friends and families, 34% who used Destination Marketing Organizations websites, and 26% who used other social media (fans of a destination and interactive photo sharing).

According to a 2012 Nielson and NM incite survey, Facebook still tops social networks as the most used, but was down four percent in 2012. The second is Blogger which was also down by three percent. Twitter is now the third biggest social network, up 13% from 2012. Pinterest is now more used than Google+ and Myspace. LinkedIn usage remained static in 2012.

“Apps” (specialized “applications” downloaded onto smartphones that make them act more like computers than telephones) have been around for less than a decade, but appear to define communication between millennials. Millennials like apps that are visually appealing, load quickly, and are easy to share with friends (Hummert, 2012).



“ Prior to the Web, organizations had only two significant choices to attract attention: Buy expensive advertising or get third-party ink from the media. But the Web has changed the rules. The Web is not TV. Organizations that understand the New Rules of Marketing and PR develop relationships directly with consumers like you and me. ”

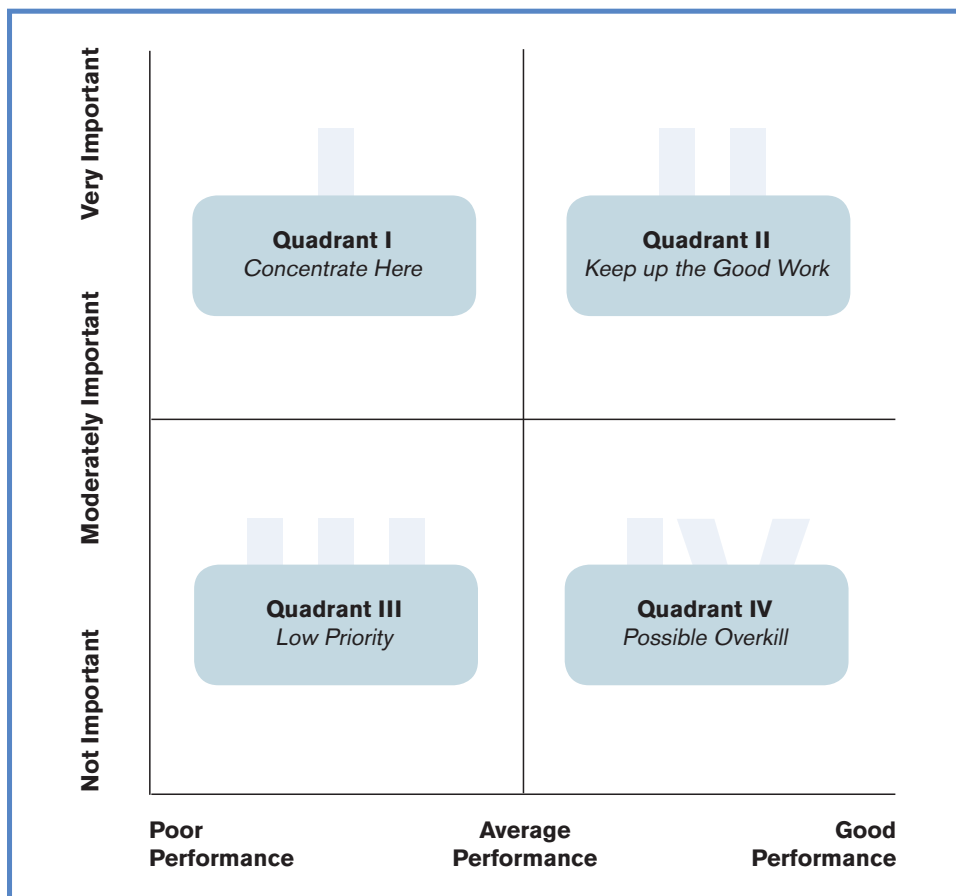
Scott, 2010, p. 5

IPA Analysis

Importance-Performance Analysis (IPA) is a popular, low-cost, easily understood way to organize information about the attributes of a product or service and provide intuitively appealing strategies for a business to set priorities. As part of this study we conducted an online survey from January 29 to February 7, 2013 to evaluate perceptions of Downtown Scottsdale. Thirty items associated with five tourism system components were rated by 155 millennials for importance “when you travel” and performance “by Downtown Scottsdale”.

The average importance and performance scores for each of the items were positioned on a traditional IPA grid suggesting future marketing and product development strategies for Scottsdale. We have used such grids to describe each of the five tourism system components.

Figure 2. Importance- Performance Analysis Grid



Quadrant I

(High Importance/Low Performance) is labeled **Concentrate Here**.

Attributes that fall into this quadrant represent key areas that need to be improved.

Quadrant II

(High Importance/High Performance) is labeled **Keep up the good work**.

Attributes that fall into this quadrant should be the pride of the destination.

Quadrant III

(Low Importance/Low Performance) is labeled **Lower Priority**.

Attributes that fall into this quadrant can generally be ignored.

Quadrant IV

(Low Importance/High Performance) is labeled **Possible Overkill**.

Attributes that fall into this quadrant are overly emphasized by the destination. Destinations should allocate resources away from these attributes.

The Plan

All project plans have the same goals: to increase awareness, visitation, and spending by persons under the age of 30 in Scottsdale. The projects are organized in five tourism system categories. Within each category there are projects that suggest new tourism products and infrastructure, improvements in tourism messages for a younger market, and suggestions for providing better utilization of social media marketing.

The project plans are grouped into five sector categories:

I. Information

1. Millennial Outreach Project
2. Social Media Marketing
3. Sharing Scottsdale App

II. Transportation

4. "Park it" App
5. Sustainable Streetcar Development
6. Scottsdale Shuttle

III. Events and Attractions

7. "Scottsdale Fixx" App
8. A Night Out on The Grill
9. Out-n-SDALE

IV. Food and Beverage Places

10. Restaurant Information Program
11. Restaurateur Educational Program

V. Lodging and Accommodations

12. Millennial Interest Research
13. Lodging App



The project summaries follow a uniform format: The proposed project ideas, the Scottsdale stakeholders and relevance to Millennials are presented on the left page and the research team and the IPA analysis are presented on the right page. Recommended next steps are presented at the end of the report.

Information

Projects Proposed

Millennial Outreach Project

A program that allows a millennial representative from the Scottsdale CVB to visit the Tempe and Phoenix Campus at Arizona State University and Scottsdale Community College to promote first time and repeat visitation for other millennials through brochures, flyers, and other in-person advertisements. The CVB intern will also be attending local events, interacting with local businesses, and assisting with directing hopeful visitors to Downtown Scottsdale.

Social Media Marketing

A social media campaign associated with an intern within the Scottsdale CVB who will be responsible for updating social media sites that target millennials. The intern will work on connecting the Facebook and Twitter accounts for the CVB and City of Scottsdale for ease of information from both sources providing links on their pages to local businesses, events, and activities. This person would also arrange for businesses to provide incentives for visitors to post reviews on Scottsdale's social media sites and focus on promoting events with popular downtown destinations.

Sharing Scottsdale App

A mobile application designed to promote visitations from millennials through the development of an interactive, picture blog style phone application, that allows millennials to post pictures, locations, and firsthand accounts about restaurants, nightlife, and activities that they experience in Scottsdale. This idea is based on the already known Google Application known as Panoramio (2013).

Scottsdale Stakeholders

In accordance with the City of Scottsdale's Five Year Plan, the main information stakeholders are The City of Scottsdale, The Convention and Visitor's Bureau, The Scottsdale Chamber of Commerce, City offices, as well as local businesses and organizations that represent the Downtown District.

Millennial Tourists

Personal, human interaction is one of the most convincing ways for Scottsdale to market to millennial visitors. "Recent research conducted by SCI Sales Group across a variety of companies, indicated that over 68% of buyers had some form of human interaction with a salesperson prior to making their last three purchasing decisions" (Direct Marketing Association Blog, 2013).

"Over 57% of people update social networks at least once a day while traveling, and when friends see these updates, 56% of consumers say it makes them want to travel more" (Bazaarvoice). With "1.14 million monthly mobile users," the reach Facebook Apps have to the public is phenomenal (EMarketer).



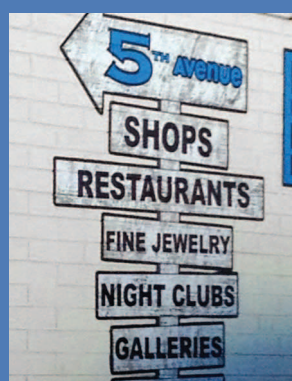
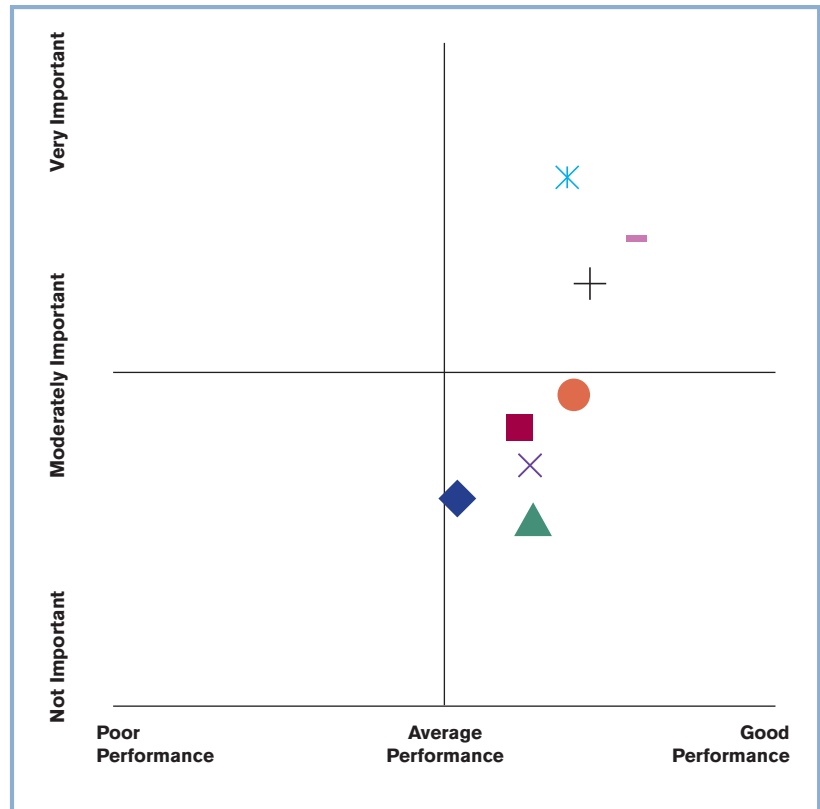
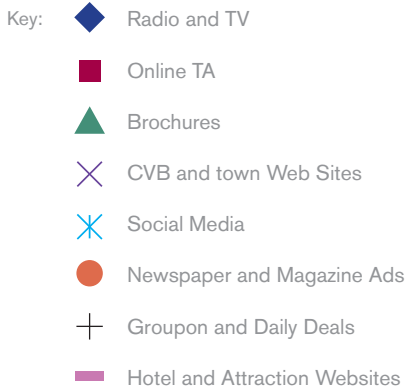
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Figure 3. Importance - Performance Analysis of Information Services

The IPA for information services suggests that from the point of view of Millennials, Scottsdale should keep up the good work on social media, daily deals, and hotel and attraction websites but that it might be “Overkilling” other traditional information sources.



“The Contractor shall evaluate, analyze, and make recommendations for the City’s current tourism development program allocation of resources for which the bed tax is used, i.e., event support, research, and tourism related capital projects.”

City of Scottsdale, 2012

Transportation

Projects Proposed

“Park it” App

A comprehensive application for fast and free flowing information on available parking spaces as well as nearby shopping experiences and transportation in Downtown Scottsdale. The application will include directions to the Downtown area similar to the Urban Spoon app (Urban Spoon, 2013). Through the installation of electronic readers in parking spaces around Downtown Scottsdale, “Millennials” would be able to quickly see which spots around them or near their destination are available. Sensors determine a number of spaces available in an area so visitors can easily assess the most convenient parking spot for their Downtown needs.

Sustainable Streetcar Development

A streetcar that can provide a convenient and sustainable transport to Downtown Scottsdale, from Phoenix, Tempe and Mesa, and a connection to the light rail (perhaps at the park and ride on Dorsey and Apache Blvd). The streetcar’s circular route might go up Rural/Scottsdale Rd., taking Goldwater north, stop on 5th Ave. to leave and pick up passengers and then turn around using Drinkwater to head south, back to the Park-and-Ride.

Scottsdale Shuttle

A free shuttle that will transport people, targeting Millennials, from hotels and other locations to Downtown Scottsdale. Vans will transport tourists to Downtown Scottsdale from pre-determined locations around the area. Hotels and other major clients like Arizona State University could contract with the City of Scottsdale to be a member of the shuttle service and have a stop on the route at their location.

Scottsdale Stakeholders

Scottsdale Transportation Stakeholders would include the City of Scottsdale, The Scottsdale Convention and Visitors Bureau (CVB), the Tourism Development Commission, and the Millennials who may want to visit Scottsdale but are currently dissatisfied with the transportation offerings of the city. The Tourism Development Commission is a key stakeholder as they are the bridge between the marketing arm of the CVB and the City Council, which makes the decisions on projects and funding (City of Scottsdale, 2013).

Millennial Tourists

The focus of the projects for Scottsdale’s transportation are on public transportation and parking as these two areas are the areas with a higher importance to Millennials and have the lowest performance ratings according to our survey. The Sustainable Streetcar Development and the Scottsdale Shuttle are similar but not exactly alike, so they may give the city options in looking at how to address the negative repercussions of opting out of the Light Rail. The Park-It app is a technology intensive project which may require high initial investments from the city, but would be tantamount to showing their commitment to connecting with the Millennial generation.



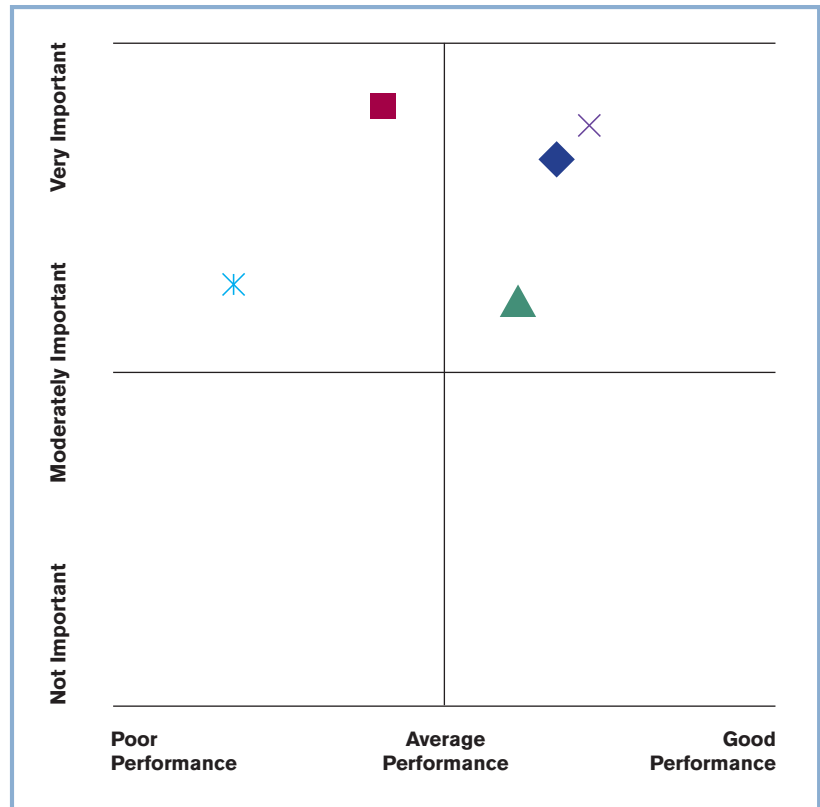
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Figure 4. Importance - Performance Analysis of Transportation Services

The IPA for transportation services suggests that from the point of view of Millennials, Scottsdale should keep up the good work on roadways, walkability, busses and taxis but that it should concentrate on parking and services similar to light rail.



Events and Attractions

Projects Proposed

The Scottsdale Fixx App

An “App” to connect potential clients to Downtown Scottsdale businesses by providing venue information, event information, and Daily Deals” (Yelp, 2013). The Scottsdale Fixx App will be loosely modeled after a similar app, SF Way (mysfway, 2010).

A Night Out on The Grill

An annual event aimed at attracting Millennials to the Scottsdale Center for the Arts events based on “Dine Out With the Chefs” (Hedding, 2012). It will highlight the things that younger people look for such as alcoholic beverages, coffees, live music, and gourmet food on a budget. Promotion for the event will consist of a mix of social media, such as Facebook and Twitter to reach out to the younger generation.

Out-n-SDALE

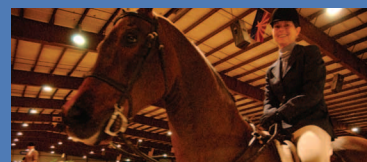
A new organization to be responsible for marketing Scottsdale to a younger demographic through the forms of live music, entertainment, parties, and club scene. This will be made to help “bridge the gap between bar owners (and other entertainment companies) and customers to create a win-win scenario” (OUTnSD, 2010). This program's success will depend on close community cooperation by providing accurate information in topics such as prices, locations, hours of operations, and event details.

Scottsdale Stakeholders

The Scottsdale Convention and Visitors Bureau is a very important Events and Attractions stakeholder who will have a huge interest in these projects as well as the ability to influence and help implement these projects. The CVB's mission is to “[enhance] the economic base of Scottsdale and its partnering communities through a strong visitor, meetings and group travel industry by... positioning Scottsdale in top-performing domestic and international markets to attract targeted, high-value visitors to our resorts and hotels” (Scottsdale Convention and Visitors Bureau). Other key stakeholders are the local event venues and event organizers.

Millennial Tourists

The projects are focused on special events/activities that take place Downtown and are of interest to people under 35 who are regular users of smartphone applications. If Scottsdale can better utilize facilities like the Scottsdale Stadium and the Civic Center for events centered on entertainment that attracts the “younger crowd” it can attract the millennial market.



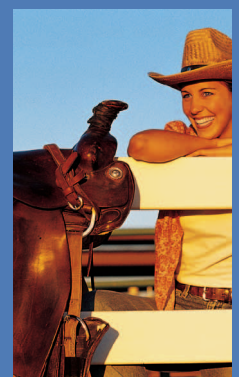
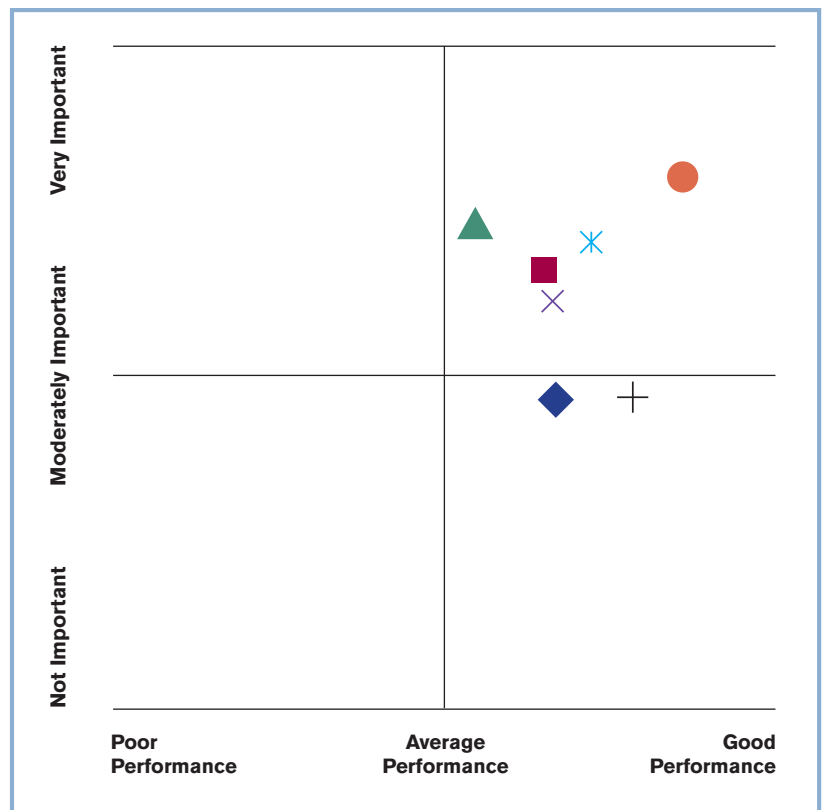
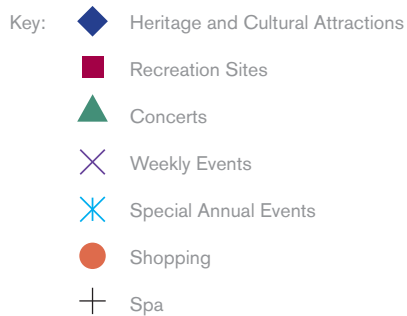
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Figure 5. Importance - Performance Analysis of Events and Attractions

The IPA for events and attractions suggests that from the point of view of Millennials, Scottsdale should keep up the good work on shopping, special events, concerts, and recreation sites but that it might be slightly “overkilling” heritage and cultural attractions and spas.



Food and Beverage Places

Projects Proposed

Restaurant Information Program

A program to expand and integrate websites that provide recommendations for restaurants. This can be accomplished using existing platforms such as Yelp and other advertising, each restaurant with a QR [Quick Response] code for reviews.

Restaurateur educational program

A series of workshops and educational programs, in-person and on-line to educate restaurant owners and managers of the best methods to connecting to the millennial customer, especially using social media. With well-developed apps and websites such as Yelp, Urbanspoon, and Facebook, it is economical and timely to educate restaurant management on how to effectively use these resources rather than developing new programs and apps.

Scottsdale Stakeholders

The primary Food and Beverage stakeholder is the Scottsdale Convention and Visitors Bureau. The CVB already recognizes the importance of food and beverages to its visitors can help implement these projects. The Arizona Restaurant Association is another major stakeholder. Since 1939, the ARA has assisted all types of restaurants thrive in the state by educating, advocating, and collaborating with businesses in the industry (Arizona Restaurant Association, 2013).

Millennial Tourists

With over six hundred places to dine, the food and beverage sector in Old town Scottsdale is one to be recognized as a distinguished destination to visit in the country (Scottsdale CVB). In addition to attracting new Millennial tourists there is a large residential population (217,000 people in 2010) with affluence (median income of \$71,500) that can support the development of Food and Beverage Places (Scottsdale, 2012).



Research Team:

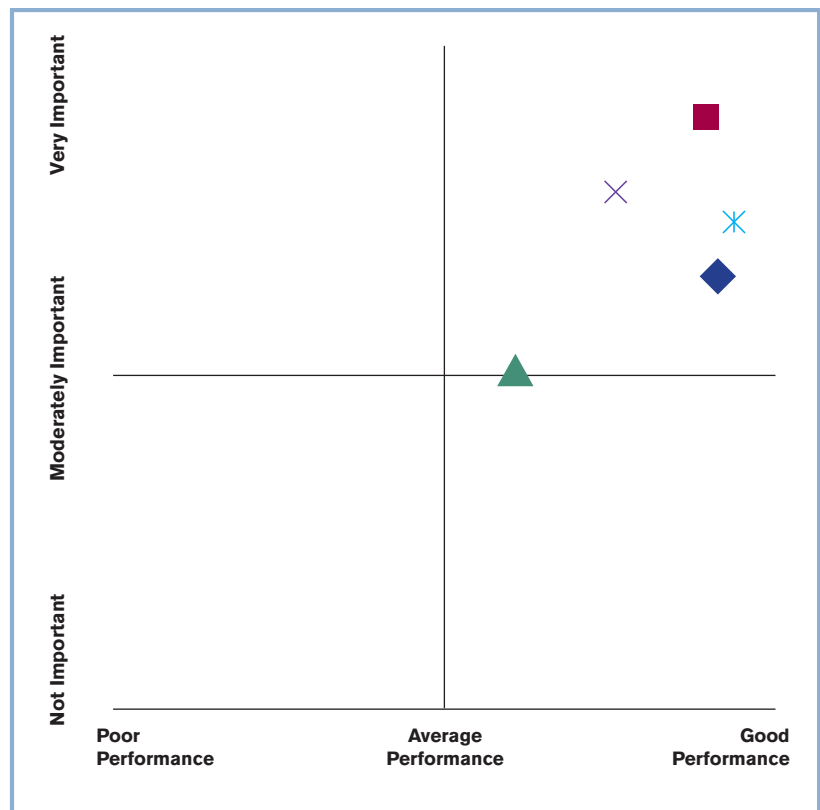
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Figure 6. Importance - Performance Analysis of Food and Beverage Places

The IPA for food and beverage places suggests that from the point of view of Millennials, Scottsdale should keep up the good work on all its food and beverage places. Only fast food restaurants are on the border of "overkill."

- Key:
- ◆ Fine Dining
 - Mid-Level, Sit Down
 - ▲ Fast Food
 - ✕ Coffee Shops
 - ✕ Bars



Lodging and Accommodations

Projects Proposed

Millennial Interest Research

A research program to determine Millennials' interest and awareness of the lodging opportunities in Scottsdale. The study will provide information about how to market these opportunities to the "generation Y". The research will be conducted by a market research firm charged to find out the importance of amenities offered by Scottsdale lodging places to generation Y.

Lodging App

A mobile application that provides cost and amenity comparisons of the wide variety of lodging options (bed and breakfasts, economy hotels, mid-scale hotels, family and friendly resorts, and five star hotels) and matches them with the possible needs and desires of the millennial consumer.

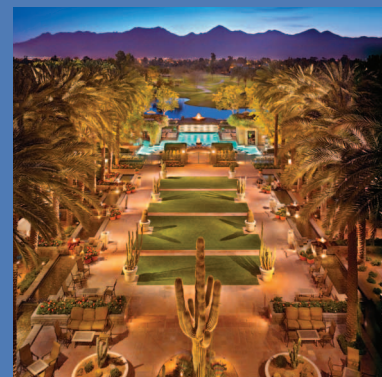
The amenities would be featured through an App specifically oriented toward the Old Town Scottsdale that millennials can download before selecting their preferred hotel. The Lodging App can offer discounts or promotions in order to draw the millennial market in as well. Millennials thrive on connecting with each other on social spaces using apps (Tuttle, 2013).

Scottsdale Stakeholders

The key Lodging and Accommodation stakeholders are the hotels, the Scottsdale Convention Visitors Bureau and the millennials themselves. The two projects focus on information about them and information for them. The Scottsdale can deliver the research program and ultimately the lodging app.

Millennial Tourists

The hotels in Scottsdale have already made strenuous efforts to adapt the new shift in millennial travels versus the baby boomers. Free hotel-wide wifi connections; large welcoming lobbies with plush state of the art fitness areas, in room power consoles to plug in Apple and other devices, and other enhancements made to cater to the generation Y. "All of the major brands - Hilton, Starwood, and Marriott – have developed hip products that are targeted at the young traveler" said Chris Klauda, a vice president at D. K. Shifflet & Associates (Morrissey, 2012).



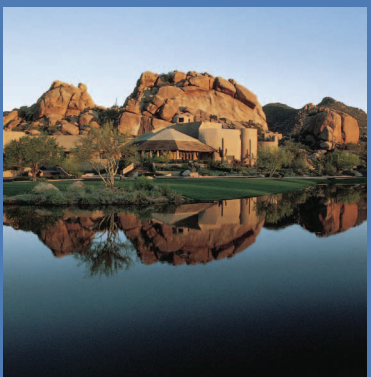
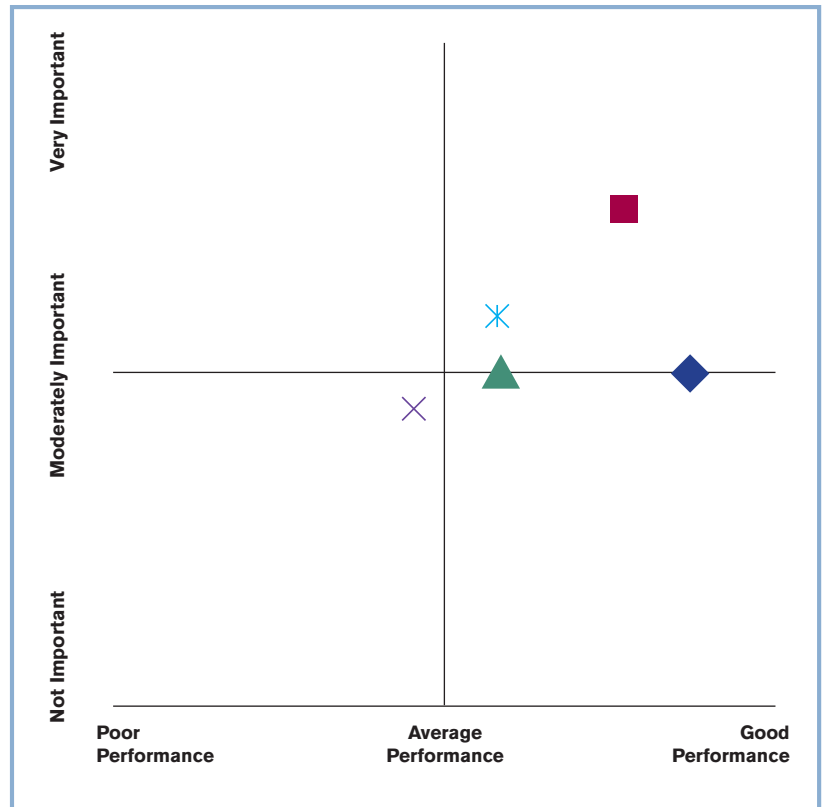
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Figure 7. Importance - Performance Analysis of Lodging and Accommodations

The IPA for lodging and accommodations suggests that from the point of view of Millennials, Scottsdale should keep up the good work on midscale hotels. Other types of lodging places are moderately important but bed and breakfasts should be considered lower priority.

- Key:
- ◆ Five Star Hotels
 - Mid-Scale Hotels
 - ▲ Economy Hotels
 - ✕ Bed and Breakfasts
 - ✕ Friends and Family Homes



The Next Steps for Scottsdale

This report has described a collection of projects designed to increase awareness, visitation, and spending by persons under the age of 30 by developing new tourism products and infrastructure, improving tourism messages for a younger market, and providing better utilization of social media in Scottsdale. Each project description is brief, based on limited investigation, and will require further market research, a feasibility analysis, and implementation planning. More detailed plans are available from the authors.

It is likely that Scottsdale can attract a larger share of the millennial market, but it needs to conduct a thorough analysis of this market and more fully embrace the many ways this age group uses social media and apps. This marketing effort is one element in overall community development using tourism. We suggest that a comprehensive tourism planning process, such as the one described in the following page, should be undertaken.

Our research has skipped several steps in the process described in The Inclusive Tourism Community Strategic Planning Process due to limited time and resources. We have attempted to address only steps 2, 4, and 6. For a full tourism development plan we recommend that step 1 be undertaken first in order to determine a statement of community values and then remaining steps should be taken in order.

“Community economic development can be broadly interpreted as being about the development of stronger local economies through engaging local communities in shaping their own destinies, taking responsibility for local strategies which seek long term, durable solutions to addressing economic regeneration.”

Haughton, 1998, p.874



The Inclusive Tourism Community Strategic Planning Process

1. Establishing the Community Mission

- a) Document Historical and Cultural Record
- b) Develop Statement of Current Community Values
(Multiple Stakeholders and Collaborative Compromise)

2. Tourism Analysis (Internal)

- a) Tourism Industry Supply (Attractions, Services, Coordination)

3. Community Analysis

- a) Natural and Environmental Systems
- b) Social Resources
- c) Cultural & Historical Systems
- d) Infrastructure and Capital
- e) Stakeholders (businesses, governments, residents)

4. Tourism Analysis (External)

- a) Customers (Buyers of Output)
- b) Suppliers (Suppliers of Inputs)
- c) Competitors (Competing Destinations)
- d) New Entrants (New Tourist Developments)
- e) Substitutes (Non-Tourism Alternatives)

5. Defining Community Goals and Objectives.

- a) Future Social, Environmental and Economic goals (Vision)
- b) Current Needs (Issues and Problems)
- c) Measurable Objectives
- d) Stakeholder Power, Control and Interest

6. Formulating the Tourism Plan

- a) Development of Alternative Tourism Plans
- b) Prioritizing Tourism Plans
- c) Development of Site Plans and Marketing Campaigns

7. Evaluating Impacts and Choosing Final Plan

- a) Benefits and Costs, Impacts
- b) Forecasting

8. Implementation Planning

- a) Timelines
- b) Writing and Presenting the Plan

9. Monitoring and Evaluation Planning



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