



Fairfield Bay Community Club

Strategic Marketing Plan

Fairfield Bay Resort Hotel Project

Mission Statement

The Fairfield Bay Resort Hotel exists to provide overnight accommodations to visitors and members' guests with an emphasis on service, value and quality.

Current Situation and Competitor Comparison/Contrast

Fairfield Bay is a retirement community in north central Arkansas on the north central portion of Greer's Ferry Lake, Arkansas. Greer's Ferry Lake is a man-made reservoir that opened in 1964. Its presence stimulated recreational activity and the development of Fairfield Bay, which is a retirement and resort community that opened in 1969. Greer's Ferry Lake attracts over one million visitors per year. Fairfield Bay's residential population is 2,460 and it has increased by 20% since the 1990 census, or by 417 people. Fairfield Bay was incorporated as a city in 1993, and is situated in Van Buren and Cleburne Counties.

Total retail sales, in conjunction with eating and drinking place sales for both counties have shown growth since 1991, but sales are relatively consistent in actual dollars over the long term. Growth in these areas can be attributed to the growth in population and significant increases in mean household income, and visitors to the area. Overall, the economic and demographic indicators support future growth in both Van Buren and Cleburne Counties, but at a pace less strong than in previous years.

Economic

While the current national economic conditions are dismal, the economic picture within the State of Arkansas is more positive; especially within the general market area. This is caused by many factors, not the least of which is gas drilling development in Van Buren, Cleburne and White Counties. Fairfield Bay Community Club now has agreements in place that will certainly have a positive effect on sales of rooms and the ability to sell ancillary product and services. Further, these agreements provide a considerable revenue stream.

Social

Fairfield Bay has a diverse and active resident membership. Civic organizations and churches provide a social networking system not often found in other places and certainly not in the general market area.

Technological

All websites are attractive and updated regularly. WiFi is used in many of the businesses to include the country club and library. Further, it is now available at some swimming pools, the marina and campground.

Physical

Fairfield Bay is a beautiful, scenic place that offers ample opportunity for fun and recreation. There are thousands of homesites available and homes for sale in virtually all price categories.

Marketing

Currently, there is little going on in the way of marketing. The Chamber of Commerce is engaged in some advertising and most of the larger organizations have websites to include the Community Club, the City of Fairfield Bay, the Chamber of Commerce, Rotary, etc.

Competitive

The local hotel supply is currently composed of 13 small hotels/motels of varying quality, situated around Greer's Ferry Lake, and offering 259 rooms in all. Many of these hotels are quite a distance from one another, considering that the lake spans 35 miles. The average hotel size is 20 rooms with an ADR of \$54.61. Of these hotels, the largest is the 58 room Red Apple Inn Resort and Conference Center. It is the closest in concept to the proposed hotel and therefore would likely compete most directly for the same business that would be targeted by the proposed hotel.

None of these properties has the ability to offer the amenity package as is available in Fairfield Bay.

Selling points exist that include a full-service country club and 18 hole championship golf course within walking distance from the front door.

Other selling points are:

- ✓ Additional 18 hole championship Golf Course at Mountain Ranch
- ✓ 18 hole championship Mini Golf; the only one at this level in Arkansas
- ✓ Full-Service, 400 slip Marina that offers short term facilities for visitors
- ✓ Diverse Recreational activities
- ✓ 3 Swimming Pools; one within the top 5 in Arkansas that offers full service food/beverage served poolside
- ✓ Hiking trails, fishing, etc.
- ✓ Area business, restaurants, library, civic club activities

Competitive Set

Property	# Rooms	Year Opened	Comments
Redbird Inn			Owner died; closed
Ozark Inn			Seasonal
Sugar Maple Inn	16	1999	
Narrows Inn	30	1973/2003	Remodeled
Colonial Inn	38	1966	
Budget Inn	25	1955	
Quality Inn	61	1993	
Sycamore Inn	10		
Super 8 Motel	43	1996	
Best Western Hillside	36	1985	
Red Apple Inn & Resort	59	1965	
Journey With Inn	17	2000	
Lake & River Inn	38	1963	
Total	373		

Sugar Maple Inn was constructed in 1999. This 16 room two story building is located near Greers Ferry Lake in Higden. Winter rates for a single bed room is \$39.00 through the week and \$6 more, or \$45.00 on weekends. King single rooms rent for \$42.00 through the week and \$48.00 on weekends. Rooms with 2 queen size beds rent for \$45.00 during the week and \$55.00 on weekends. Two kind size beds rent for \$48.00 through the week and \$58.00 on weekends. Roll away beds are available for \$10.00 extra. The winter rate for a room with a single queen bed is \$52.00 during the week and \$58.00 on weekends. Rooms with single king size beds rent for \$57.00 through the week and \$63.00 on weekends. Queen double rooms rent for \$58 during the week and \$68.00 on Friday and Saturday nights. Rooms with 2 king size beds rent for \$63.00 through the week and \$73.00 on weekends.

Narrows Inn is also located in Higden and includes 30 units constructed in 1973 and renovated in 2003. The manager of the property indicated that the most popular purpose their guests are in the area is for fishing in the spring and fall and family boating in the summer. Rooms in this property are of 5 types. The first is the standard room with 2 double beds. The winter weekday rate is \$34.95 and the weekend rate is \$39.95. Summer rates increase slightly for the weekdays to \$36.95 but increase by \$10.00 to \$49.95 for the weekends. The larger rooms have 1 king bed and 1 queen bed. These rooms are \$39.95 for weekdays and \$44.95 for weekends. The summer rate rises to \$41.95 for weekdays and \$59.95 for weekends. Suites are available with 2 queen beds, 2 futons, 2 baths and a full kitchen for \$80.00 per night in the winter and \$110.00 in the summer. A Jacuzzi room is also available for \$80 per night. This room includes a king bed, refrigerator and coffee maker.

The **Colonial Inn** was constructed with 4 unit sizes. The daily rate for a double occupancy room during the week ranges from \$42 to 50 per night. Weekend rates for are \$65 for the smaller rooms and \$75 for the larger rooms. There is one building with smaller units that rent for \$42 for weekdays and \$48 for weekends.

Budget Inn offers rooms at two rates. The week day rate is \$35 and the weekend rate is \$50.

This 25 room property was built in 1955. Amenities include an outdoor pool, and 2 or 3 beds per room. Rooms have refrigerators and microwave ovens. Pets are welcome.

Quality Inn offers 4 different rooms and winter and summer rates as well as two handicapped rooms. This property, located in Heber Springs, has single king and two double bed rooms. The king rooms without a kitchenette are available at the winter rate of \$65.95 to \$68.95 and \$71.95.

Two double bed rooms are available without a kitchenette for \$71.95 and \$74.95 with a kitchenette. Summer rates are \$20 more per room. The property has an outdoor pool and offers a complimentary continental breakfast.

Located in Clinton, the **Super 8 Motel** offers 43 rooms and was constructed in 1996. Rates are quoted at \$54.88 for a room with a king size bed or 2 queen size beds. King bed suites are listed at \$73.88. Amenities include a complimentary continental breakfast and an outdoor pool.

Best Western Hillside, located in Clinton, offers a total of 36 full and king bed rooms. The average room rate for two occupants is \$64.00 for rooms with a full size bed and \$66.99 with a king size bed. Pets are welcome here. The property offers a complimentary deluxe breakfast and outdoor swimming pool.

Red Apple Inn and Resort, is unique and is known as a place for honeymooners and anniversary celebrations. This Heber Springs property is located on the Little Red River, was constructed in 1965 and has 59 rooms. Summer rates in this property are extended slightly beyond the normal. The summer rate runs from April 1 through November 30. Deluxe rooms range in price from \$99 to \$109 per night for weekdays and \$115-125 for weekends.

Suites are available for \$125 for weekdays and \$135 for weekends. Winter rates do not vary between weekdays and weekends. Deluxe rooms rent for \$75 per night, fireplace rooms rent for \$90 per night, and suites rent for \$105 per night. Resort attire is recommended with jeans permissible during the day and shorts should be of the dress type. Tank tops and caps are not allowed in the dining area.

Journey With Inn, located in Heber Springs offers kitchenettes some of the 17 rooms. Coffee, tea and hot chocolate are available in the mornings. Pets are welcome for a \$25 fee. The swimming pool has been enclosed to make more parking spaces.

Lake and River Inn was the only property that indicated no difference in occupancy in the summer and winter. The winter rates vary slightly from the summer rates. Single queen bed rooms rent for \$40 per night during the week to \$45 on the weekend. Two double bed rooms and king bed rooms rent for \$45 during the week and \$50 on the weekends. Another building has been added. Rooms in these units rent for \$45 per night for single queen sized beds during the week and \$55 per weekend night. In this building the 2 queen sized bed units rent for \$50 per week night and \$60 for weekend nights. This property offers a specialty room with a therapeutic tub and king size bed. The rate for this room is \$75 per night. Suites are available for \$55 per night. Two bedroom suites are available.

These rooms are adjoining rooms separated by a door that can be closed off if rented separately. This pair of rooms offers 2 queen size beds with a therapeutic tub and bath and another room with a king size, full bath and full kitchen. The pair of rooms rent for \$95 per night during the week and \$110 per weekend night. One unit rents for \$55 if rented separately.

Most of the prices given were based on double occupancy. Many properties require at least a 24 hour cancellation, some even more. Many properties reported having holiday weekend specials but also required a 3-night minimum stay.

Conclusions regarding Supply

A number of facts are immediately apparent from these numbers. First, supply has been static. No new rooms have been added to the market that would compete directly with a new project. In fact, some rooms have gone off the market. The most recent rooms were added in 2000, with a renovation of 30 rooms in 2003. The composition of the hospitality supply in this area has always been a grouping of secondary franchise properties and independents, catering to the vacationer and weekend traveler. Franchise hotels in this market include the Budget Inn, built in 1955, the Quality Inn, built in 1993, the Super 8 motel built in 1996, and the Best Western, built in 1985. Noticeably missing are franchise resort hotels, and family/business traveler hotels such as Wyndham, Holiday Inn Express, Holiday Inn, Hampton Inn or similar franchises.

Essentially, there is no activity in the market. There is no new construction of hotel rooms ongoing or planned in this region. There appears to be adequate demand in the market to warrant development of 75 to 125 hotel rooms in the near term.

As the newest product surrounding the lake, a quality-driven/new hotel would have the advantage of attracting vacationers to the highest quality resort on Greer's Ferry Lake. The new hotel's functionality would meet the needs of travelers in the market today, and would quickly become the hotel-of-choice for returning guests and families vacationing in the area.

A full 43% of the existing hotel rooms were built before 1967, and are in fair to poor condition. This is a market situation in which the addition of product will reveal pent-up demand.

The price-points of the existing stock ranges to as high as \$75 (Quality Inn), and \$20 higher in the summer season. (Red Apple excluded). The current estimate of an ADR in the range of \$85 to \$95 may turn out to be conservative, once the hotel is completed.

Demand

Demand for lodging accommodations is generally categorized into three major segments: corporate, leisure and group.

- Corporate-The Greer's Ferry Lake area has no material commercial office space for corporate users, so there is basically no corporate demand base. Accordingly, there is not a material amount of commercial individual travelers visiting the area. Corporate groups would be limited to those from companies based outside of the area seeking retreat-like settings and/or an outdoor recreational environment as part of the experience. Companies seeking a place to conduct team-building exercises might take advantage of the natural setting.
- Leisure-The area is primarily retirement/residential and recreational, with supporting retail and leisure amenities. Therefore, most of the current lodging demand being accommodated in the area is leisure-oriented and related to the lake, golfing and other outdoor activities. Leisure demand is limited mainly to weekends during the spring and a strong season in the peak months of June through October. Leisure demand is generally individuals and families visiting the area and leisure groups related to one or more of the outdoor area amenities.
- Group-There is a limited amount of group demand because there is a limited amount of concentrated room supply and meeting space in this market. There are approximately 73 groups tracked by the Arkansas Society of Association Executives (ASAE).

PMA is bounded by the Mississippi River to the east but is inclusive of Memphis, and the Arkansas State boundaries to the west. Drive-time is a limiting factor in defining the primary market, and we believe this market extends northwest to Springfield, Missouri, and south to greater Little Rock.

The market for the proposed hotel will include population centers such as Memphis, Northwest Arkansas, Little Rock and Springfield, Missouri. These are major population concentrations within less than 150 miles. The roadways are interstates or state highways in good condition, making the linkages acceptable for vacationers.

This distance of less than 3 hours is a reasonable drive-time which makes the area a reasonable destination location for vacations or weekend visits. This assumption is further supported by this area's success as a second home location, and the area's historic draw as a tourist and vacation community.

Market Demographics

Little Rock-N Little Rock MSA

There are 667,000 people living in the Little Rock MSA, in 227,000 households. The median household income level is \$48,818, and will grow to \$57,913 in 2011. (Greater than the national growth rate.) Population growth over the next 5 years is projected to exceed the national average at 1.4% annually.

Northwest Arkansas

There are 427,000 people living in the NW Arkansas MSA, in 164,000 households. The median household income level is \$45,186, and will grow to \$53,734 in 2011. Population growth over the next 5 years is projected to exceed the national average.

Memphis, Tennessee

There are 1,301,000 people living in the Memphis MSA, in 489,000 households. The median household income level is \$49,164, and will grow to \$58,000 in 2011. Population growth over the next 5 years is projected about 1.3%.

Springfield, Missouri

Within this city of 407,000 people (163,000 households), the median household income level is \$41,638, and will grow to \$49,255 in 2011. Population growth over the next 5 years is projected at about 1.7%.

Considering only the first three major population centers above, there are in excess of 880,000 households within less than a 3 hour drive of Fairfield Bay. Additional demand will come from families of residents of Fairfield bay and the Greer's Ferry Lake area, as they visit relatives.

Regional Data

Although this area (Greer's Ferry Lake) is a popular resort destination, the hotel stock is limited and hotel rooms unavailable during several annual events, and during the popular summer vacation season.

Fairfield Bay has approximately 16,500 home sites, with about 2,500 inhabitants at present. Popular with vacationers and visitors from Little Rock, Memphis, Northwest Arkansas and southern Missouri (Springfield), this destination location (Greer's Ferry Lake) is an easy drive from these major metropolitan areas. It is a popular retirement location.

Market Trends

Arkansas is currently ranked #28 out of 50 states in hotel business counts. Over the past 5 years, Arkansas has experienced growth in excess of the national average. Average operating profit has increased from 5.72% in 2004 to 5.82% in 2008.

According to Smith Travel Research; the foremost authority on travel-related data, Arkansas has seen a decline in Occupancy levels, Average Daily Rate (ADR) and Revenue per Available Room (REVPAR) in the past year, primarily driven by the economy and subsequent decline in travel.

However, this decline is favorable compared to the rest of the United States and the West South Central region.

Macroenvironment

Arkansas vs. US/Occupancy% and ADR

March 2009 vs. March 2008

Occupancy % for Arkansas are 51.1% for 2009 and 54% for 2008 showing a decline of 2.9%. The national average is 55.2% in 2009 and 62.5% in 2008.

ADR for Arkansas is \$70.09 for 2009 and \$70.97 for 2008; a \$.88 (1.2%) decrease. The national average is \$99.42 in 2009 and \$109.97 in 2008; a \$10.55 (9.6%) decrease.

Year to date 2009 vs. YTD 2008

Occupancy % rates for Arkansas are 49.0% for 2009 and 48.9% for 2008 showing an improvement of .03%. The national average is 51.4% in 2009 and 57.7% in 2008.

ADR for Arkansas is \$69.38 for 2009 and \$69.95 for 2008; a \$.57 (.08%) decrease. The national average is \$100.13 in 2009 and \$108.46 in 2008; a \$8.33 (7.7%) decrease.

Arkansas Department of Parks & Tourism-Annual Report

In 2008, despite high gas prices and the looming recession, Arkansas tourism increased by 3.8%.

"Arkansas needs to capitalize on our many advantages. We are centrally located, easily accessible from Dallas, St. Louis, Kansas City, Memphis, Oklahoma City and a dozen other metropolitan areas. We offer a splendid diversity of attractions.....quaint mountain towns. Our state is affordable, offers four distinct seasons, and has the friendliest folks on the face of the earth".

Governor Mike Beebe

Visitor spending has grown at a cumulative annual growth rate (CAGR) of 5.9% since 2001 with the national average of 4.9%. Visitors spent \$5.4B in 2008.

Top 8 States of Origin

- | | | | |
|--------------|-------------|----------------|--------------|
| 1. Texas | 2. Missouri | 3. Oklahoma | 4. Arkansas |
| 5. Louisiana | 6. Illinois | 7. Mississippi | 8. Tennessee |

Particularly, the top out-of-state markets are:

Dallas-Fort Worth, Texas	Springfield, MO.	Memphis, Tenn.
Chicago, IL.	Shreveport, LA.	Houston, TX.
Atlanta, GA.	Los Angeles, CA.	Oklahoma City, OK.
St. Louis, MO.		

Top Destination Marketing Areas (DMA) currently underutilized:

Illinois DMA: Chicago, Peoria-Bloomington and Rockford

Tennessee DMA: Knoxville, Nashville and Chattanooga

Texas DMA: Austin, Amarillo, Houston, Lubbock, San Antonio, Victoria

Other DMA: Alexandria, LA., Biloxi, MS., Davenport IA, Rock Island, IL.

Arkansas' Image Opportunity

Image perception between those who have never visited and those who have recently visited jump by 30-50%. Particularly, visitors were impressed by:

- How affordable and easy it is to get to Arkansas
- The uniqueness and beauty of scenery
- Great National and State Parks
- Opportunities for Boating, Swimming, Hiking
- Family orientation and appeal for kids
- Sightseeing opportunities

Fairfield Bay certainly has all of this in abundance and marketing efforts should focus on these selling points and at the same time, differentiate from potential competitors by focusing on the needs of the traveler.

Overall Marketing Strategy

Needs, Benefits, Features (NBF) The Main Message

This is the number one thing that must be communicated to all the target markets.

Express the needs and benefits of visiting the area first-then the features.

Present a clear value proposition based on needs:

- For how many days will they visit?
- What are the value-added features of the area over competitors?
- What business, recreational, cultural or social opportunities are available?
- What is the cost per visit experience?
- How does all of this differentiate from competitor destinations?

It is easy to market features but it is more important to showcase the benefits vs. needs of visiting Fairfield Bay as this will allow the use of intangibles in image marketing.

Critical Issues

Branding

The Fairfield Bay Resort Hotel will be positioned as the premier lodging destination within the market area to include Heber Springs, Clinton, Greers Ferry and of course, Fairfield Bay. The Hotel will be included within the Fairfield Bay Community Club Brand and as such, will partner with the Community Club as it relates to signage, logos and infrastructure.

Affiliated Branding and Strategic Partnership is possible should the Community Club decide on franchising. While several companies could be investigated, the emphasis should be placed on making arrangements with the hotel arm of Wyndham; who has a significant stake in the area.

Service Offering/ Market Positioning

The Resort Hotel will be at the quality level of a 3-diamond property and would be considered a 'select service' hotel. This tier of hotel doesn't typically have Food & Beverage available in the hotel with the exception of a hot continental breakfast.

While there are no plans to house a restaurant within the structure, there are plans to utilize the Indian Hills Country Club for dining services. Further, the plan is to have a gift/sundries shop within the hotel that also offers some food items should guests arrive after the clubs business hours.

With a 3-star property, a pool and fitness center will be onsite. However, these will be limited in offering as the Community Club owns and operates several swimming pools. Further, a partnership with the Hart Center will be broadened to include use by hotel guests with associated fees included in room rates.

Product/Brand positioning

- Fairfield Bay is recognized as a beautiful place to visit and coupled with the recreational/cultural activities available; could be a premier destination in the state of Arkansas. Currently, Fairfield Bay is relatively unknown; even in Little Rock which is only 90 miles south.
- In spite of this, Fairfield Bay is at the top of Product/Brand positioning within the general market area.
- The Fairfield Bay Resort Hotel will be positioned at the top of the market relating to all overnight accommodations to include Hotels, Resorts, B&B's, etc.

Tactics to carryout changes in market position

- Great emphasis on a quality experience
- Value-added engineering
- Quality-driven operation and programs
- Outstanding training of staff
- Differentiation
- New, quality facilities

SWOT Info

Primary Strength:	Ownership with Community Club
Primary Weakness:	Marketing
Primary Opportunity:	Current Economic Conditions re: Building Costs
Primary Threat:	Lack of interest/support by targeted markets

Market Identification

The best method of reaching potential customers starts with a mass market approach based on the following:

- Location/Proximity to Hotel
- Interests
- Life Status (family, retirement, resort lifestyle, etc.)
- Concentration on primary markets as identified by the State

After opening and operations have commenced a market segmentation approach can be used based on the Demographic/psychographic profile of the market:

- income, age, occupation, education, family life cycle, geographic region, lifestyle, attitudes, purchasing characteristics, etc.
- Business/Corporate guests-use lists from conference center

Market Penetration

With this approach, FFB is trying to sell a new product to the same people or divert business from competitors.

- Advertise, to encourage more people within the existing market to choose Fairfield Bay or to choose FFB for new reasons ie: the hotel.
- Introduce a loyalty sales program both to the Community Club Membership and frequent users of the hotel and amenities.
- Launch price or other special offer promotions (golf and spa packages)
- Increase sales force activities, personnel and resources

Product Development

Here, FFBC is attempting to sell an existing product (the area) but by using a different vehicle; the resort and subsequent packaging of current amenities and inventory.

Diversification

There's often little scope for using existing expertise or achieving economies of scale because you are trying to sell completely different products or services to different customers. However, in this case the FFBC has an opportunity to augment current product and service sales opportunity by having current customers stay longer and new customers visiting for the first time.

Economies of scale can be achieved by utilizing existing inventory oftentimes at no additional cost of sales. Further, infrastructure already in place needs little modification to achieve success.

Marketing Mix

Product Strategies:

Special events, introductory sessions, comp visits. Change our existing services to reflect the needs of current and future members. Add programs that highlight quality, cleanliness, friendliness. Incentive programs other than direct payments. Branding, Positioning.

Pricing Strategies:

Prestige Pricing

This method of pricing will be utilized so as to differentiate between the Fairfield Bay Resort Hotel and the competitors. It will attract the socioeconomic demographic desired who can afford and enjoy the amenities offered. Further, this demographic will have a greater ability to purchase property/homes in Fairfield Bay.

Competitive Pricing

Above Competition Pricing - Likely to be perceived as market leaders in terms of product features, brand image or other characteristics that support a price that is higher than what competitors offer. This will be the first new hotel built in years and as such, should command a higher ADR.

Promotion and Communication Strategies:

Radio, newspaper, other media, word of mouth campaign, referrals, strategic partnerships, membership, web plan, loyalty programs, free trials, decreased pricing of initial use in various areas. Incentives for bundling of services, amenities and sales of goods, real estate/relocation information, etc.

Arkansas Welcome Centers accommodated 786,000 visitors in 2008 and 875,897 in 2007. The Staff of these centers aid travelers and make recommendations on where to go within the state. One avenue of marketing would be to host some informational seminars here or at the center itself, to educate the staff. Collateral materials should be stocked and replenished as needed.

Place Strategies:

Easy access, childcare services, play areas, car parking, lighting, scheduling.
Affordability of Arkansas in general and Fairfield Bay in particular.
Those traveling to Branson might be encouraged to make a sidetrip to Fairfield Bay. Contact motorcoach/bus services and educate them about what is available for their customers.

Sales Strategy:

The Fairfield Bay Resort Hotel's sales strategy hinges on the Needs, Benefits, Features (NBF) approach as this strategy differentiates from competitors and is geared toward lifecycle buying. Selling the benefits of proposed experience touches on intrinsic value propositions faster and with greater effect. This is the best approach to reach potential residents.

Prospecting Plan:

Marketing Director and/or marketing staff will call on the groups that frequented Fairfield Bay when the convention center was in operation. They will have available to them the same selling features as before but now, with a brand new, 100-room hotel.

Meet with State representatives from Arkansas Hospitality Association, Parks and Recreation Staff, Tourism department, Arkansas Department of Economic Development, etc. Market to those who can market for you!

Schedule and conduct FAM trips that will give Journalists, Destination Managers and representatives from hotel travel websites the benefit of experiencing Fairfield Bay first-hand. Professionally-written news articles are more effective in getting the hotel 'on the map' than advertisement.

Member education-essentially train our entire membership to act as sales staff. They have experienced the benefit of owning/living here and can speak to attributes first-hand.

Marketing Budget

Marketing Expense Budget				
	2010	2011	2012	2013
Newspaper Advertising	\$30,000	\$30,000	\$34,000	\$36,000
Magazine Advertising	\$55,250	\$55,250	\$58,000	\$58,000
Internet Advertising	\$25,000	\$25,000	\$28,000	\$28,000
Comp Visits	\$10,000	\$10,000	\$10,000	\$10,000
Collateral	\$10,000	\$10,000	\$12,000	\$12,000
Labor	\$65,000	\$95,000	\$100,000	\$105,000
Other				
	\$195,250	\$225,250	\$242,000	\$249,000

Print Advertising	AR Democrat Gazette and two others
Magazine Advertising	Southern Living 12 months, 1/3 page, 120K subscribers in AR and MO
Internet Advertising	Hotels.Com, Expedia, etc.

Evaluation and Controls

Set review dates of the marketing plan and evaluate:

- Accomplishments of strategies
- Results of each strategy
- Overall objectives met
- Inclusions for next years plan
- Improvements for next years plan
- Contingency Planning-Operational
- Marketing Organization Outline

Communication Planning

Suggestions for Exposure Strategies

Advertising	Branding	Logo
Stationary	Media Releases	Brochures
Flyers	Exhibits	Presentations
Free trials	Open Days	Testimonials
Newsletters	Celebrities	Email
Photos	Bulletin Boards	Posters
Signs	Website	Contests
Direct Mail	Trade Shows	Events
Sponsorship	Yellow Pages	Experiential
Experience Statements	Facebook	Twitter
YouTube	Podcast	Geocache

Example of a communication/event plan:

Product/Aim	Visit of Journalists and/or Destination Management (FAM Trip)
Target Market	Retiree
Message/Event	FFB is a safe, friendly and fun place where you can be as busy as you like
Strategies Employed	Product/Place: Current Members and tours/experience of offerings
Responsibility	Marketing Director: design and print of marketing materials
	Confirm dates and details with department heads, promotional posters
	Department Heads: Organization of events; supervision of participants
Cost	If F&B is employed the cost would still be minimal depending on # of participants Any other COS items

Ad Campaign idea:

I'm going to _____ in Fairfield Bay!

Pick as many as you can fit (or want to!) within the time you spend with us.

Sing	Swim	Boat	Fish	Sleep	'Chill'
Eat	Read	Rest	Massage	Golf	Play Tennis
Bowl	Mini Golf	Boat Tour	Hike	Shop	Build
Buy	Walk	Paint	See the Eagles	Ski	

Stay a day or a lifetime-what you need is here.