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 **2024 ELKHART COUNTY CVB
BUSINESS PLAN**

APRIL 2024 BOARD REPORT

Proudly prepared by





DIVERSIFY

ECCVB MARKETING, SALES & SERVICES STRATEGY

The objective of the ECCVB tourism marketing, sales & services strategy is to drive the destination brand awareness and visitor conversion among broader and more diverse target audiences that include the niche markets identified by Destination Think! There are three targeted strategies for the leisure travel market and three for the group travel market.

DIVERSIFY PILLAR GOAL

Diversify the destination visitor base to better integrate multiple generations and interests. We expect to achieve higher travel conversion and extend stays by increasing the county's brand awareness and aligning experiences with an expanded market.

DIVERSIFY PILLAR TARGET MARKETS OF FOCUS

- Arts and cultural heritage travel
- Outdoor recreation and adventure travel
- Visiting friends & relatives and pass-thru travel
- Group meeting and social/reunion travel
- Youth sports travel
- Group tour travel

WELL CRAFTED DESTINATION

Tactics

- Create and manage a content plan integrating website content, social media actions, paid media campaigns, eNewsletter initiatives, and digital content (January - December) - **Ongoing**
- Manage photo and video shoots highlighting Heritage Trail assets / activities (January - December) - **Ongoing**
- Produce and promote custom digital content focusing on storytelling of partners and highlighting Heritage Trail assets and experiences that focus on niche audiences (January - December) - **Ongoing**
- Produce and place print ads in publications targeting the external visitor and internal resident (January - December) - **(YTD 6: Phoenix Performing Arts (2), Premier Arts, (2) Travel IN, Midwest Living)**
- Update, manage, and promote mobile passport programs (January - December) - **Ongoing**
- Refresh existing and create new trip ideas and itineraries aligning with niche audiences (January - December) - **Ongoing**
- Manage Google PPC ad campaign to promote the destination brand and its assets along the Heritage Trail across digital channels (January - December) - **Ongoing**
- Produce and distribute eNewsletters to promote Elkhart County assets (January - December) - **(YTD 4)**
- Host travel journalists on FAM tours highlighting the Well Crafted destination brand (January - December) - **(YTD 1)**
- Produce and distribute press releases and story pitches to local, regional, national and travel media (January - December) - **(YTD 4)**
- Manage and promote a Well Crafted Champions campaign integrating blog, video, podcast and social media elements (January - December) - **Ongoing**
- Manage and promote a video campaign integrating partner brands with the Elkhart County Well Crafted brand (January - December) - **Ongoing**
- Manage and promote a Well Crafted Elkhart County foodie campaign (January - December) - **Ongoing**
- Distribute Well Crafted promotional kits for regional and national travel journalists (April - June) - **Complete (started in March)**
- Manage, distribute and promote a Roadtrippers campaign focused on the RV audience (April - December)

Metrics

- Track Deals mobile passport program participants, check-ins, prize pick redemptions (January - December) - **(232 Sign Ups; 0 Check-ins; 0 Redemptions)**
- Track Well Crafted paid and organic digital promotions (January - December) - **(YTD Engagement 5,025; Impressions 1,025,912; Click-Through Rate .16%; Cost Per Click .22; Video Views 30,924; Fans 23,218)**
- Track Google PPC ad campaign promoting the destination brand and its assets along the Heritage Trail across digital channels (March, June, September, December) - **(YTD Active Users 27,110; Sessions 33,422; Engaged Sessions 24,757; Engagement Rate 74%, Conversions 12,860)**
- Track qualified media inquiries, generating media placements in print, broadcast, online and blog through impressions and advertising value equivalents (January - December) - **(YTD 267 placements; 899,185,188 reach; AVE \$8,317,457.39)**
- Track Media website analytics (January - December) - **(YTD Views 423; Users 270)**
- Track RV website analytics (January - December) - **(YTD Views 7,729 Users 3,156; RV Tour Sheet download 474)**
- Track Users and Views of Leisure Itineraries (January - December) - **(YTD Views 2,724; Views 2,174)**
- Track Blog Post analytics (January - December) - **(YTD Top 5 Blog Posts: Well Crafted Trip, In Home Amish Dining, Quilt Gardens Locations, Sunday Stops, Easter in Elkhart, Wakarusa Maple Syrup Festival)**
- Track Well Crafted Champions campaign results (January - December) - **(YTD 0)**
- Track partner brand campaign results (January - December) - **(YTD 0)**
- Track Elkhart County Restaurant Weeks campaign results (March) - **Complete (CTV Ads: 29k impressions; Facebook Ads: Impressions 104,080; Link Clicks 2,609; Cost Per Link Click \$0.42, Click Through Rate 2.51%; QR Code Scans 505; Website Views 11,627; Users 7638; Passport Sign Ups 729, Check-Ins 194, Total Redemptions (Check-Ins and Product Redemptions 331)**
- Track Well Crafted Elkhart County promotional kit campaign to regional and national travel journalists (April - December) - **(YTD 37 kits distributed; 13 leads generated; 5 QR Code scans)**
- Track Roadtrippers campaign results focused on the RV audience (April - December) - **(YTD 0)**

HERITAGE TRAIL

Tactics

- Produce Heritage Trail maps (January) - **Complete**
- Promote Heritage Trail audio driving tour (January - December) - **Ongoing**
- Manage Heritage Trail wayfinding signage and inventory (January - December) - **Ongoing**

Metrics

- Track Heritage Trail audio driving tours distribution via CD, USB, and streaming (January - December) - **(YTD 300)**
- Track Heritage Trail printed map distribution (January - December) - **(YTD 1,950)**
- Track PDF downloads of Heritage Trail map (January - December) - **(YTD 1,014)**
- Track Heritage Trail page website analytics (January - December) - **(YTD Views 4,341; Users 3,048)**

QUILT GARDENS ALONG THE HERITAGE TRAIL

Tactics

- Update and create copy for Quilt Gardens and Quilt Murals signs (January - April) - **Complete**
- Update creative concept for print and digital media (January - April) - **Complete**
- Confirm and maintain rack card distribution at Indiana Toll Road and Ohio Turnpike plazas (January - September) - **Ongoing**
- Produce and place ads in publications targeting the quilting and/or gardening market (January - December) - **(YTD 5: PCMGA, AQS Paducah & Grand Rapids, MMGA, SWIMGA)**
- Update and promote mobile Quilt Gardens passport program (January - December) - **Ongoing**
- Update partner brand management guide and promotion guidelines (April) - **Complete**
- Produce and distribute Quilt Gardens rack cards (May - September)

Metrics

- Track mobile passport program analytics (May - September)
- Track rack card distribution (May - September) - **(YTD 1,250)**
- Track qualified media inquiries, generating media placements in print, broadcast, online and blog through impressions and advertising value equivalents (January - December) - **(YTD 267 placements; 899,185,188 reach; AVE \$8,317,457.39)**
- Track Quilt Gardens website analytics (January - December) - **(YTD Website Views 7,522; Users 2,446; Blog Views 1,101)**
- Track Facebook, X (Twitter), Instagram paid and organic analytics (June - September)

ELKHART COUNTY AREA GUIDE

Tactics

- Develop and produce electronic version of 2024 Elkhart County Area Guide for digital distribution (January) - **Complete**
- Update creative concept for digital media (January - February) - **Ongoing**
- Oversee distribution of 175,000 printed copies of 2024 Elkhart County Area Guide (January - December) - **Ongoing**
- Confirm and maintain distribution at Indiana Toll Road and Ohio Turnpike plazas (January - December) - **Ongoing**
- Coordinate and collaborate design of 2025 Elkhart County Area Guide (April - June) - **Ongoing**
- Manage sales, content and production of the 2025 Elkhart County Area Guide (June - December)

Metrics

- Track distribution of 2024 Elkhart County Area Guide (January - December) - **(YTD 55,715)**
- Track digital distribution of 2024 electronic version of Elkhart County Area Guide (January - December) - **(YTD 1,327)**

ELKHART COUNTY EVENT CALENDAR

Tactics

- Develop, produce, and distribute event calendar direct mail postcard (January - March) - **Complete**
- Manage a digital campaign (January - December) - **Ongoing**

Metrics

- Track postcard distribution (April) - **(YTD 12,000)**
- Track Event Calendar website analytics (January - December) - **(YTD Views 27,559 Users 15,162)**
- Track Facebook, X (Twitter), Instagram analytics (January - December) - **(YTD Impressions 21,614; Engagements 635, Post Link Clicks 121)**

VISITING FRIENDS AND RELATIVES (VFR)

Tactics

- Promote on social media channels (January - December) - **Ongoing**
- Update website landing page (February) - **Complete**

Metrics

- Track Locals website page analytics (January - December) - **(YTD Views 37, Users 17)**
- Track Facebook, X (Twitter), Instagram analytics (January - December) - **(YTD Impressions 2,284; Engagements 70, Post Link Clicks 8)**

INDIANA TRAVEL GUIDE & VISITINDIANA.COM

Tactics

- Develop and produce brochure lead generation ad and listing ads (January) - **Complete**

Metrics

- Track Elkhart County Area Guide requests received (January - December) - **(YTD 1,936)**

INDIANA FESTIVAL GUIDE

Tactics

- Produce and place full page ad (January) - **Complete**

NITDC INDIANA'S COOL NORTH REGIONAL PROMOTIONS CO-OP

Tactics

- Produce and place Toll Road Exit-by-Exit Guide ad (January - February) - **Complete**
- Produce and place Toll Road Exit-by-Exit Guide map ad (January - February) - **Complete**

DOWNTOWN ELKHART PROMOTIONS CO-OP

Tactics

- Manage a digital ad campaign and print materials promoting Downtown Elkhart assets and experiences (January - December) - **Ongoing**

Metrics

- Track Facebook and Instagram analytics (March, June, September, December) - **(YTD Facebook: Engagements 79,320; Impressions 1,439,427; Post Link Clicks 5,762; Video Views 117,206; Fans 29,996 | Instagram: Engagements 5,364; Impressions 156,724; Profile Actions 123; Video Views 28,174; Followers 5,971)**

EXIT 92 PROMOTIONS CO-OP

Tactics

- Refine and develop messaging for I-80/90 Exit 92 assets (January - December) - **Ongoing**
- Confirm and maintain outdoor billboards along I-80/90 Toll Road (January - December) - **Ongoing**
- Confirm and maintain rack card distribution at Indiana Toll Road and Ohio Turnpike plazas (January - December) - **Ongoing**
- Confirm and place full page ad in University of Notre Dame Football Program (April) - **Complete**
- Promote I-80/90 Exit 92 and its high density of assets and experiences through in-app ads (April - December) - **Ongoing**
- Update website pages (February) - **Complete**

Metrics

- Track rack card distribution (January - December) - **(YTD 21,000)**
- Track in-app ad impressions received (May - December)
- Track website page analytics (January - December) - **(YTD Views 2,721, Users 2,284)**

SMALL MEETINGS MARKET

Tactics

- Produce and place content in print and digital publications targeting small meeting and event planners searching for Midwest or Indiana destinations (January - December) - **(YTD 2: (2) Small Market Meetings)**
- Identify and promote relevant small meetings events to local and regional media (January - December) - **Ongoing**
- Provide services, information and assistance to meeting and event planners (January - December) - **Ongoing**
- Produce and distribute Meeting Planner Guide (January - December) - **Ongoing**
- Produce and distribute RV Rally Planner Guide (January - December) - **Ongoing**
- Update website pages (February) - **Complete**

Metrics

- Track Meetings website analytics (January - December) - **(YTD Views 1,493; Users 443)**
- Track PDF downloads of Meeting Planner Guide (January - December) - **(YTD 11)**
- Track PDF downloads of RV Rally Planner Guide (January - December) - **(YTD 8)**
- Track meeting market contacts, leads, and RFPs (January - December) - **(YTD 6)**

YOUTH SPORTS MARKET

Tactics

- Place print ad in publications targeting sports rights holders and sports event planners (January - December) - **(YTD 1: SPG)**
- Create and distribute press releases or story pitches to local, regional and travel media for the Elkhart County sports market (January - December) - **Ongoing**
- Collaborate with Team Indiana on sporting event initiatives and promotions aligning with Elkhart County assets (January - December) - **Ongoing**
- Provide services, information, promotional assets, and assistance to sporting event organizers (January - December) - **Ongoing**

Metrics

- Track unique page views to the Sports Facilities Profile Sheet (January - December) - **(YTD 8)**
- Track unique page views to the Sports Information page (January - December) - **(YTD Views 273)**

TRAVEL TRADE MARKET

Tactics

- Produce and place print and digital insertions in publications targeting tour operators and group planners (January - December) - **(YTD 11: Going on Faith, (3) Group Travel Leader, (7) Group Tour Magazine, Leisure Group Travel)**
- Conduct in-person FAM tours (January - December) - **(YTD 0)**
- Attend tradeshows targeting tour operators and group planners (January - December) - **(YTD 2: American Bus Association, Heartland)**
- Produce and distribute Travel Trade eNewsletters (January - December) - **(YTD 3)**
- Provide services, information and assistance to tour operators and group planners (January - December) - **Ongoing**
- Update and create group profiles and customized daytrip and overnight itineraries (January - December) - **Ongoing**

Metrics

- Track Travel Trade website analytics (January - December) - **(YTD Views 1,156, Users 605)**
- Track PDF downloads of Travel Trade profile sheet (January - December) - **(YTD 10)**
- Track travel trade leads and appointments (January - December) - **(YTD 88)**

ELKHART COUNTY DIGITAL PROMOTIONS METRICS

Paid Performance January - March (Quarter 1)

Amount Spent	Impressions	CPCon
\$860.05	122,655	\$.34
Link Clicks	CPC (cost per link click)	CTR (link click-through rate)
3,866	.22	1%
Engagement	CPE	Video Views
2,505	.34	9,311

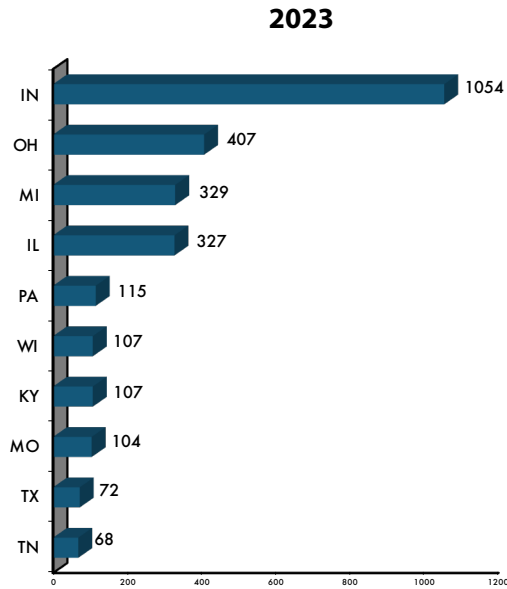
Digital Performance Analytics Resource: Q4 2022 Global Facebook Advertising Benchmark Report. AdBraze: A trusted source for industry standard ad analytics in the industry. AdBraze.com

Social Activity Terms

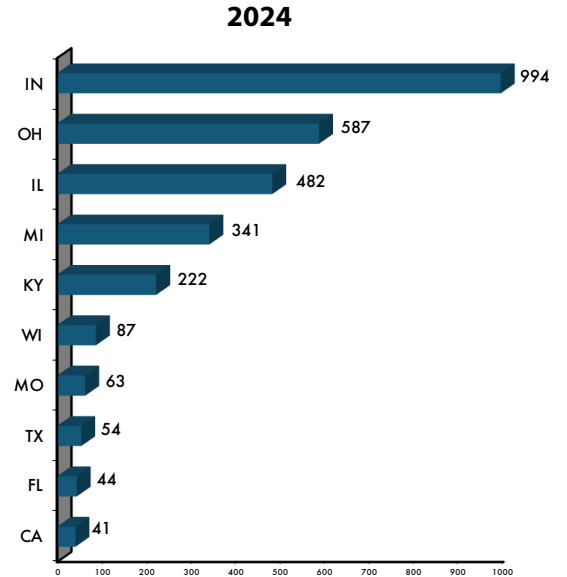
- Impressions: Impressions: the number of times ads from the selected campaigns were displayed to a user during the reporting period
- CPM (Cost per Impression): The average cost per 1000 impressions across selected campaigns
- CPCon (Cost per Conversion): The Cost per Conversion or average cost for a single conversion across selected campaigns.
- Link Clicks: The total number of times users clicked on your ads driven by selected campaigns
- CPC (Cost per Link Click): The average cost per link click
- CTR (Link Click Through Rate): The percentage of times people saw your ad and performed a link click
- Engagement: The total number of engagements across Twitter, Facebook, Instagram, and LinkedIn
- CPE (Cost per Engagement): The average cost for a single engagement across selected campaigns
- Video Views: The total number of times a video was viewed, driven by selected campaigns. For Facebook and Instagram, the views are calculated based on the number of times your video played for at least 3 seconds, or for nearly its total length if it's shorter than 3 seconds

Area Guide Requests: Top 10 States - Quarter 1

January 1 through March 31



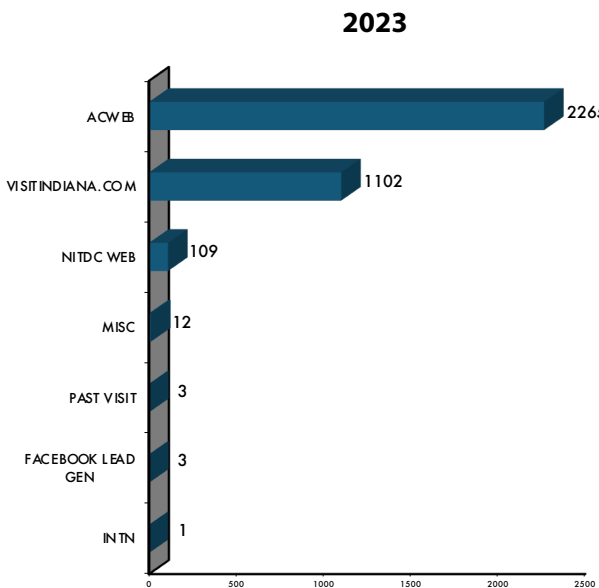
All States January - March, 2023: 3,476



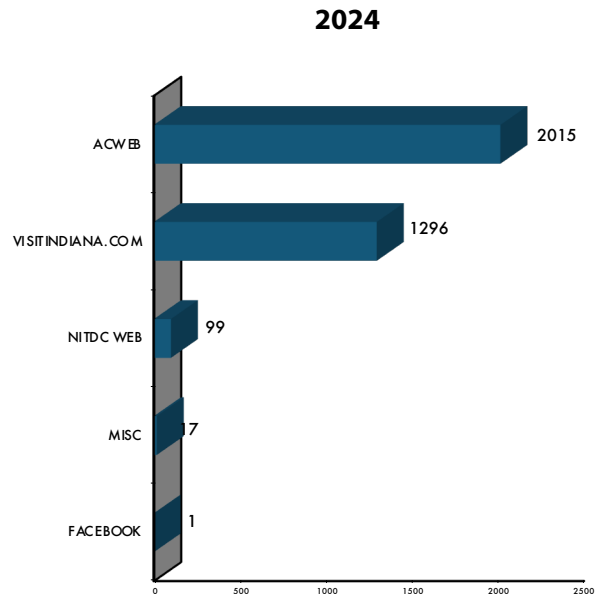
All States January - March, 2024: 3,426

Area Guide Requests: Top 10 Sources - Quarter 1

January 1 through March 31



All Sources January - March, 2023: 3,476



All Sources January - March, 2024: 3,426

ELKHART COUNTY CVB INQUIRY & COLLATERAL								
DISTRIBUTION REPORT 2023 - 2024 COMPARISON								
	Jan-23	Jan-24	Feb-23	Feb-24	Mar-23	Mar-24	Qtr 1 2023	Qtr 1 2024
Total Visitor Information Requests	15,658	13,746	17,084	16,445	22,272	27,110	55,014	57,301
Visitors To Center	502	463	445	345	561	630	1,508	1,438
Total Visitor Center Distribution	942	125	645	1,913	928	724	2,515	2,762
Total Bulk Distribution	18,775	35,520	18,100	28,535	15,490	9,115	52,365	73,170
Total Collateral Distributed	48,153	58,076	47,312	57,394	51,568	47,813	147,033	163,283



CURATE

ECCVB DESTINATION DEVELOPMENT STRATEGY

The objective of the ECCVB curate strategy is to actively engage in product and community development activities that support the organization’s role as a Destination Architect. This strategy approach will assist existing and new partners with development and delivery of more engaging experiences that align with the Well Crafted destination brand and targeted audiences while being synergistic with existing assets.

CURATE PILLAR GOAL

Encourage, support and assist the development of more diverse and engaging experiences throughout the county and its communities. We expect to expand connections with the local RV industry to increase their awareness of opportunities within the Elkhart County tourism space.

CURATE PILLAR TARGET MARKETS OF FOCUS

- Event Support & Development
- Small Business Support
- Outdoor Recreation
- RV Industry Engagement
- Youth Sports Market Engagement
- Vibrant Communities Implementation

DESTINATION EXPERIENCE DEVELOPMENT

Tactics

- Continue outreach and activation of signature countywide experience aligning with Well Crafted and DNA niches (January - December) - **Ongoing**
- Research and develop countywide seasonal experiential art exhibitions activating and aligning with Well Crafted and DNA niches (January - December) - **Ongoing**
- Research and develop immersive and engaging experiences aligning with niche segmentations (January - December) - **Ongoing**
- Research and develop new interactive Visitor Center experience aligning with the Well Crafted destination brand (January - December) - **Ongoing**
- Develop a Well Crafted Champions campaign integrating blog, video, podcast and social media elements (January - March) - **Ongoing**
- Research and develop Elkhart County Well Crafted video campaign integrating partner brands (January - May) - **Ongoing**
- Research and develop a Well Crafted Elkhart County foodie campaign (January - March) - **Complete**
- Develop Well Crafted promotional kits for regional and national travel journalists (January - March) - **Complete**

OUTDOOR RECREATION DEVELOPMENT

Tactics

- Research and develop outdoor experiences in collaboration with local stakeholder organizations (January - December) - **Ongoing**
- Facilitate discussions with park and trail stakeholders on amenity wayfinding signage (January - December) - **(YTD 1)**
- Continue development and activation of countywide blueways experiences aligning with Well Crafted and DNA niches (January - December) - **Ongoing**

RV EXPERIENCE DEVELOPMENT

Tactics

- Develop an outreach strategy and facilitate discussions with RV industry stakeholders connecting RV travelers with Elkhart County assets (January - December) - **Ongoing**
- Develop a Roadtrippers influencer campaign for the RV family audience (January - December) - **Ongoing**

VIBRANT COMMUNITIES

Tactics

- Manage and coordinate Vibrant Communities activities in cooperation with community partners (January - December) - **Ongoing**



BALANCE

ECCVB RESOURCE & MANAGEMENT STRATEGY

The objective of the ECCVB Balance strategy is to engage in research that informs and guides development and promotion investment. Research findings will help guide a balanced approach between tourism promotion and development.

BALANCE PILLAR GOAL

Balance the areas of focus of the ECCVB to optimize its potential and lead the visitor industry and communities. Operate as a fiscally responsible and highly performing destination organization through a highly effective team and leveraged partnerships.

BALANCE PILLAR TARGET MARKETS OF FOCUS

- Elkhart County Innkeeper Tax Commission Members
- ECCVB Board of Directors
- ECCVB Staff
- Industry suppliers / vendors
- Industry partners

DESTINATION RESEARCH

Tactics

- Develop research reporting parameters to stakeholders and partners (January - April) - **Ongoing**
- Facilitate Certec Economic Impact Study (January - December) - **Ongoing**
- Collect and report findings of STR data (January - December) - **Ongoing**
- Analyze and communicate trends in Zartico reports (January - December) - **Ongoing**
- Analyze and communicate downtown hotel study findings (January - June) - **(YTD 2: Elkhart & Goshen)**
- Combine insights from multiple data streams into an Executive Summary (January - December) - **Ongoing**
- Develop dynamic visualizations for up to four Elkhart County events (January, March, July, December) - **(YTD 2)**
- Research and perform a youth sports facility feasibility study (January - December) - **Ongoing**

FINANCIAL MANAGEMENT

Tactics

- Develop a sound 2024 line-item budget (January) - **Complete**
- Establish financial ratios and projections (January - December) - **Ongoing**
- Develop monthly financial reports and statements for the corporation (January - December) - **Ongoing**
- Perform all accounts receivable and payable for the corporation (January - December) - **Ongoing**
- Perform as the Commission's designated collections administrator for delinquencies (January - December) - **Ongoing**
- Develop monthly reports on collections activities and hotel occupancy trends (January - December) - **Ongoing**
- Complete all county, state and federal employee withholding obligations (January - December) - **Ongoing**
- Complete all grant financial requirements (January - December) - **Ongoing**
- Maintain a 95% collections rate of lodging tax receipts (January - December) - **Ongoing**
- Maintain a 95% collections rate of Elkhart County Area Guide contracts (January - December) - **Ongoing**

HUMAN RESOURCE MANAGEMENT

Tactics

- Keep current all personnel records for each employee (January - December) - **Ongoing**
- Work with all employees to assist with interpretation of benefit plans and filing procedures (January - December) - **Ongoing**
- Oversee and report all employee personal time off (January - December) - **Ongoing**
- Manage the corporate / employee SRA contribution plans (January - December) - **Ongoing**
- Research benefit plans that best meet employee's needs and corporation budgetary requirements (January - December) - **Ongoing**
- Distribute Employee Professional Development Survey (December)

VISITOR CENTER SERVICES

Tactics

- Provide friendly personal service in-person and digitally (January - December) - **Ongoing**
- Provide and distribute Elkhart County Area Guide, up-to-date local business brochures, maps, regional travel guides and other materials in an appealing Visitor Center (January - December) - **Ongoing**



ADVOCATE

ECCVB STAKEHOLDER & RESIDENT RELATIONS STRATEGY

The objective of the ECCVB is to build a better understanding of the tourism industry's contributions to economic vitality and resident quality of place.

ADVOCATE PILLAR GOAL

Build relationships and advocate on behalf of the ECCVB and the tourism industry ensuring the recognized role of tourism and its economic impact. Inform and advocate on the importance and value of tourism and the ECCVB's vital role as the leader and expert of the destination's tourism development and promotion.

ADVOCATE PILLAR TARGET MARKETS OF FOCUS

- Elkhart County Innkeeper Tax Commission Members
- ECCVB Board of Directors
- Elected and Appointed Officials
- Industry partners
- Trade associations
- Media
- Residents

ECCVB ADVOCACY

Tactics

- Communicate and collaborate ongoing promotion campaigns with partners (January - December) - **Ongoing**
- Assist event organizers to increase attendance and build their digital audience for re-targeting (January - December) - **Ongoing**
- Develop and implement an advocacy meeting plan connecting the Elkhart County Innkeeper Tax Commission and ECCVB Board of Directors with key stakeholders/elected representatives (January - December) - **Ongoing**
- Distribute community Thank You Notes acknowledging Elkhart County partners, stakeholders and volunteer groups which support quality of place efforts (January - December) - **Ongoing**
- Facilitate meetings with Elkhart County stakeholders developing relationships and better understanding of partnership opportunities (January - December) - **Ongoing**
- Produce and distribute B2B eNewsletters (January - December) - **(YTD 4)**
- Update and distribute key messages on the value of quality of place (January - December) - **Ongoing**
- Develop and implement a strategy engaging local stakeholders to integrate Well Crafted messaging (January - December) - **Ongoing**

PUBLIC RELATIONS

Tactics

- Develop and distribute key messages on the value of tourism and its economic impact on the destination (January - December) - **Ongoing**
- Develop and implement public speaking training for ECCVB staff and stakeholders (January - December) - **Ongoing**
- Attend regional and national media marketplace events representing the Elkhart County destination (January - December) - **Ongoing**

ECCVB SPONSORSHIP PROGRAMS

Tactics

- Support community-based quality of place events consistent with the ECCVB Sponsorship Program, Area Guide Assistance Fund, and Community Support & Engagement programs (January - December) - **Ongoing**
- Develop increased participation in sponsorship program from traditionally underserved communities of Elkhart County (January - December) - **Ongoing**
- Evaluate, develop, and implement engagement tools and programs to assist ECCVB sponsorship partners in aligning with Elkhart County Well Crafted destination brand (January - December) - **Ongoing**
- Update sponsorship practices and internal guidelines as necessary (October - December)