

Chapter 6.0 Tourism, Marketing, Promotion and Multi-Lingual Plan

6.1 Major Themes of the Nanticoke Heritage Byway

The Nanticoke Heritage Byway (NHB) corridor tells the story of Sussex County and the State of Delaware's past, while guiding travelers through the region's present-day. The Byway's numerous intrinsic resources and deep sense of historical value, define a direct and easily identifiable corridor theme. Visitors will have the opportunity to explore and learn the deeply embedded history of the Byway, along with enjoying the ample opportunities to participate in outdoor recreational activities.

6.2 Profile of Potential Byway Visitors

Analysis and information provided by the National Scenic Byways Program – America's Byways Resource Center melded together several research efforts commissioned to determine target markets and better allocate marketing and promotional funding. Listed below are the key points taken from this research effort:

- Research in Colorado and Minnesota described the most common Scenic Byway traveler profile in those two states as an adult couple, over the age of 45, traveling without children.
- Profiles were developed from two types of Scenic Byway corridor data. As with the Colorado and Minnesota research, both profiles represented couples. Couple Profile # 1 was developed from people who requested a National Scenic Byways map from the NSBP website. Profile # 1 describes a couple, aged 45-64, with a household income that ranged from \$60,000-\$70,000. Couple Profile #1 enjoyed individual sports like golfing and biking, were active in fitness, and traveled frequently. They used the internet, and enjoyed working around the house and yard. Profile #1 listened to news, talk, classical, and contemporary radio stations, bought performance cars and shopped at higher-end stores like Nordstrom and Eddie Bauer.
- Profile #2 was compiled from data on travelers who visited the National Road Welcome Center in Indiana. Couple Profile #2 owned a powerboat and camper/RV, liked to hunt or fish, drove a GM car or Ford truck, listened to country/religious/gospel radio, watched TNN, CNN, soap operas ("soaps") and the Today Show, and shopped at Walmart.

The two differing profiles illustrate the wide-ranging appeal of scenic driving as a recreational activity. While this should be considered a positive for the Scenic Byway industry, it does create a difficult target market selection process, and can cause inefficient use of promotional and marketing funding opportunities.

A 2012 Return on Investment (ROI) study performed by TranSystems Corporation for the Florida Keys Scenic Highway and A1A Scenic & Historic Coastal Byway yields further information on the profile and spending habits of the Scenic Byway traveler. The results of this study show that 66% of the Byway travelers surveyed indicated that their main mode of transportation was an automobile. Visitors had an average stay along the Byway of four days. Surveyed travelers spent an average of \$77.92 per day on dining and \$75.00 on gasoline for the duration of their trip. Other demographic data on Byway travelers acquired from this research study includes:

- 73% of Byway travelers were not local residents
- 62% fell into the 40-69 age demographic
- 60% had an income greater than \$50,000/year
- 51% had completed a 4-year college degree or more
- 52% were female
- 80% were white, and 86% were not Hispanic or Latino

In his January/February 2013 Public Roads article *America's Byways Pay Off in Authentic Experiences, But How About Dollars?*, Gary Jensen of the Federal Highway Administration's (FHWA) Office of Human Environment highlights several studies that were undertaken to measure the economic impact of a Scenic Byway. He quotes Anaise Berry, president of the National Scenic Byway Foundation saying "America's Byways lead visitors seeking authentic experiences into communities where they support small business owners by shopping in locally owned stores, dining in restaurants, and lodging in local establishments." While previous research alone may not be an all-encompassing economic measurement, it does provide empirical evidence of the economic benefits of Scenic Byways and these studies assist the NHB Steering Committee and this CMP in determining the existence of positive economic impacts. The following are excerpts from research studies cited in Gary Jensen's article.

- Research completed in 1999 by Bucher, Willis & Ratliff Corporation (now H.W. Lochner, Inc.) surveyed visitors and businesses along the Flint Hills Scenic Byway in Kansas. According to the data compiled in this survey, researchers estimate that tourism provided a \$465,900 direct annual beneficial impact on local economies along the Flint Hill Scenic Byway
- Formerly the Transportation Consulting Group (now HDR, Inc.), completed research in 1997 which entailed surveying coordinators of State scenic highway programs, representative of government agencies, and officials from special interest groups to determine the economic benefits of the Florida Scenic Highways Program. The results of the research indicate that a Byway designation can have a significant and direct economic impact on adjacent local communities, and a positive impact on land values and tax revenues.
- In 2003, CRC & Associates conducted a demographic and trip information survey with visitors to New Mexico's Byways. The researchers used the survey information to determine spending in each community. Results of the research show that New Mexico's Byways generated more than \$267 million in direct income, along with 37,000 jobs. Further research into New Mexico's Byways, as profiled in the August 2000 issue of Vistas Magazine, indicates that, per party, expenditures on three selected Byways ranged from \$323.00 - \$576.00 per day.
- In 2009 and 2010, the University of Minnesota studied traveler spending along two of the State's Scenic Byways (Paul Bunyan Scenic Byway and Lake County Scenic Byway). Using traffic data and an estimate of the number of travelers who were specifically Byway travelers, the researchers concluded that total expenditures by travelers on the aforementioned Minnesota Byways in 2010 were \$21.6 million.

A 2010 study conducted by the University Of Minnesota School Of Business and Economics entitled *Summary of Quantifying the Economic Impacts of Scenic Byway Designation*, provides further data on the economic impacts associated with Scenic Byways.

- 19 to 33 jobs are created/maintained per \$1 million of visitor spending;
- 3.4% to 20% increase in annual vehicular traffic along Scenic Byway corridors;
- \$0.045 to \$0.08 State and Local tax receipts collected per \$1.00 of visitor spending;
- \$65,000 in additional visitor spending with every 1% increase in vehicle miles traveled
- \$104.00 visitor group spending per trip along a Scenic Byway;
- \$32,500 annual visitor spending per mile of Scenic Byway

6.4 Target Market

To ensure the highest likelihood of success for NHB promotional and marketing efforts, it is crucial to define specific target markets. In 2012, the Delaware Tourism Office commissioned a study by D.K. Shifflet entitled *The Value of Tourism*. The study identifies Delaware's top five Markets of Origin:

1. 29% Philadelphia
2. 15.5% District of Columbia
3. 12.1% Baltimore
4. 10.1% New York
5. 5.3% Salisbury, Maryland

D.K. Shifflet's 2012 research also identifies some important spending trends for Delaware visitors:

- The average per person spending is \$100 per day
- The average age of travelers to Delaware is 48
- The Average trip length is 2.05 nights and the average travel party size is 1.95.
- Sussex County Delaware accounts for 38% of all tourism expenditures in the State at \$1,555.0 million annually.
- Seasonal Homes tend to dominate Delaware Accommodation spending. 98% of all seasonal homes in Delaware are located in Sussex County. The total number of seasonal home in Sussex County total 35,782.

The following list is not inclusive, but does identify the target markets, as defined by the NHB community during the Public Workshop held in Laurel, DE on 5/13/2014 (see Public Participation chapter in this document).

- Outdoor and water recreation enthusiasts
- History – early American settlement – Americana enthusiasts
- Seasonal homeowners and renters
- Antique enthusiasts

6.5 Niche Markets

In addition to focusing promotional efforts on the target markets outlined in this chapter, the NHB Steering Committee may determine that targeting a niche market, or sub-market, may be a more efficient use of resources. The following are some niche markets that the Steering Committee may elect to pursue with promotional opportunities:

- Geographic Niche – those travelers who live within a four-hour/200 mile drive of the corridor. These travelers can make frequent trips to the corridor, but they tend to make day trips, and typically do not require lodging. Bearing this in mind, the economic impact that they bring is not as significant as an overnight traveler.
- Scenic Driver or “Sunday Driver” Niche – these travelers tend to select corridors that offer a slow paced drive with plenty of scenery and tourist amenities, such as diners, shopping and parks.
- Heritage / religious heritage or Americana Niche – The Heritage or Americana niche market is comprised of travelers that seek out events and sites that hold traditional and historical value to the shaping of American history.
- Shipbuilding Enthusiasts – Given the NHB region’s close ties to the shipbuilding industries past, interested historians would have a connection to the area.
- Agricultural Viewing – The NHB corridor presents visitors will ample opportunity to enjoy pristine natural landscape.
- Cycling / Running Communities – Outdoor and fitness enthusiasts are presented with numerous scenic vistas and a tranquil environment. Consideration should be given to making the Byway more cyclists/runner friendly through the addition of more bike lanes to accommodate an increase in visitors of this nature.
- Event Goers-The towns along the Byway offer many unique events ranging from church suppers to major festivals which include the Seaford Riverfest and Bridgeville’s Apple Scrapple Festival.

6.6 Partnerships for Promotion and Marketing Events

- Delaware Tourism Office
- Delaware Department of Natural Resources and Environmental Control (DNREC)
- Delaware Byways
- Visit Maryland
- Seaford Historical Society
- Bethel Historical Society
- Visit Delaware
- Visit Southern Delaware
- America’s Byways Program
- United States Department of Agriculture – Travel and Recreation
- The U.S. Travel Association
- Chambers of Commerce
- City and County tourism entities

- Regional tourism groups
- National Trust for Historic Preservation Cultural Heritage Tourism Program
- Convention and Visitors Bureaus (CVB)
- World Tourism Organization
- International Tourism Partnership
- United States – National Parks Service (NPS) and the Heritage Areas Program

6.7 Accommodating Increased Tourism while the Enhancing Visitor Experience

So that the Byway and its surrounding communities are best equipped to accommodate increased numbers of visitors while maintaining the quality of each individual experience along the Byway, the following recommendations are given:

- Assess areas along the Byways in need of improvement due to an increase in vehicle traffic
- Determine the proper location to make available more accommodations for overnight travelers
- Minimize the impact of an increase in visitors to the Byway through education
- Install clear Wayfinding and Interpretation on the Byway
- Provide visitor centers for travelers at critical locations on the Byway

6.8 Future Promotional Strategies

It is important to outline future promotional and marketing strategies clearly, in coordination with potential partners and in-line with specified timeframes. Approaching Byway promotion in this manner helps ensure that marketing strategies are complementary to the desires of the NHB, and an efficient use of dollars and resources. Each promotional strategy discussed within this section supports the overall Vision and Mission of the NHB (see Corridor Vision, Mission and Goals chapter of this CMP). The promotional strategies listed below are defined by implementation timeframe:

- Immediate
- Intermediate
- Long-Range

More precise timelines budgets/funding and implementation plans for each strategy will be prepared prior to implementation as funding is identified. It is beyond the scope of this section of the CMP to do so. A detailed Branding and Marketing Plan should be another objective of the NHB Steering Committee. This would provide direct guidance and defined target markets coupled with branding and marketing campaigns, which would serve to steer the NHB toward the direct and effective implementation of marketing and promotional strategies.

Immediate (2015 – 2016)

- Recommend NHB story ideas (ex. Patty Cannon, Governor Ross, Nathaniel Mitchell, etc.) to destination marketing organizations for their media programs

- Develop a professional photographic library and historical archive, and make this available online
- Create engaging content for the website, including destination maps and event calendars
- Begin producing a NHB video for both the hospitality industry and targeted tourism markets. This should be available in as many formats as possible (hard copy, online, mobile)
- Create a hospitality training course that better familiarizes local corridor businesses and residents about the Nanticoke region's history and resources
- Define an on-going plan to coordinate development and management of the NHB
- Coordinate with destination marketing organizations and tourism entities to add the NHB to their existing marketing plans
- Launch and promote the NHB website
- Host a familiarization tour for local media
- Work with Southern Delaware Tourism and The Delaware Tourism Office to host a familiarization tour for AAA writers and other targeted travel writers and media representatives including NPR.
- Utilize social media to expand the reach of the NHB (Facebook, Twitter, Pinterest, Instagram, YouTube, and others), and assign responsibility for keeping content updated and current
- Draft a media contact list compiled from a variety of sources (ex. businesses, tourism marketing organizations)
- Develop a trade show presence and display for the NHB, including: tablecloth, rear panel, telescoping pull-up banner, and other associated materials
- Create a brochure and a rack card (size 4" X 9" informational piece printed on cardstock) for distribution at select promotional events and through destination marketing
- Develop a corridor itinerary that provides detailed traveler schedules based on theme and defined timeframes (ex. wildlife viewing, historic properties, biking, etc.)

Intermediate Range (2017-2022)

- Develop and implement a Wayfinding and Interpretation Assessment Plan (WIAP)
- Create a media/writers kit that includes story ideas, photographs and high-quality maps of the region and corridor
- Work with Historical Societies to create and publish oral histories related to the cultural heritage associated with the Byways.
- Develop a Tour Guide Training Certification Program. Prior to development, a public meeting should be held with some of the representatives from organizations, societies and individuals in Sussex County that are already engaged in presenting NHB programs or tours, to solicit their feedback
- Plan a large event themed after the NHB. An example may be a 5K, cycling event, fishing tournament, boat race, etc.
- Install NHB gateways at appropriate locations
- Develop a media plan that defines the steps taken and provides relevant contact information to promote large events or key news associated with the NHB

- Create a driving guide displaying stories and itineraries for automobile travelers (can be done in video format as well)
- Coordinate with corridor resources to promote and educate the public about the NHB corridor story
- Work with area realtors and lodging (e.g., B&B, motels, inns) to include NHB in their publications or in-room guides;
- Promote the NHB website by linking to partner cross-promotion websites;
- Coordinate with other regional, State or National Scenic Byways to combine resources through promotion and marketing sharing opportunities;
- Increase the visibility of the NHB in regional tourism marketing materials and publications.
- Create NHB merchandise (hats, shirts, etc.) and determine proper marketing and delivery methods.
- Develop a walking tour for the communities along the corridor that incorporates the cultural heritage and history of Sussex County (ex. Seaford, Bethel, Blades, Concord and Laurel);
- Invite private sector travel and lifestyle publishers to write feature stories about the NHB.
- Add the NHB route to the national and international scenic drive publications and maps (including online versions);
- Employ a publicists to actively promote the NHB corridor and story;
- Design and implement one or more media/tourism FAM (familiarization) trips for the NHB;
- Conduct marketing research on the corridor, including refinement of the target markets.
- Create itinerary files to be shared with the GPS/navigation users to supplement their in-car experience
- Develop a geocaching group and/or tour
- Engage the bicycle community to enhance cycling opportunities, safety and amenities along the NHB corridor
- Propose key sites, such as the Hearn's Rawlins Mill and Woodland Park as key visitor locations and information centers

Long Range (2022 and Beyond)

- Have a consistent marketing focus on the historical and recreational traveler and education/story seekers;
- Continue to engage outdoor enthusiasts in promotions and marketing
- Create a corridor-wide auto tour with landmark interpretation and wayfinding;

Many of the short-range marketing and promotional strategies will require substantial resources, both financial and staff-based. Therefore, it will be necessary to acquire outside resources (ex. grants and agency appropriations) to ensure these strategies will be implemented.

6.9 Assessment/Updating Marketing Activities

Each action item created for the promotion and marketing plan will be assessed for its ability to further the vision and goals of the NHB. This process should occur prior to implementing any of the suggested

strategies, and should include a formal plan for assessment, including a means of measuring the return on investment (ROI). A useful tool for empirically defining the economic impact of Byway designation is the *Economic Impact Tool* designed by the America's Byway Resource Center in 2010. Information for each marketing and promotional strategy will be developed prior to program implementation. Questions to be answered during this assessment process include the following:

- Who will act as the responsible party for this initiative?
- How does this initiative fit with local, regional, state, or agency tourism plans?
- What is the distribution plan for the products of the initiative?
- How will the effectiveness of this initiative be assessed?
- Briefly describe the purpose or proposed outcome of the initiative;
- How does this strategy or initiative support the vision and goals of the NHB?
- Which marketing objective(s) does this strategy or initiative support?
- What is the estimated budget for this strategy or initiative?
- What is the timeline for this strategy or initiative?
- How will return on investment (ROI) be determined?

8.10 Multi-Lingual Promotion, Marketing and Information Plan

The NHB is an international destination, and as a result, multi-lingual information and promotional materials should be incorporated into promotional materials. Currently, there are no concentrated efforts by the Steering Committee to produce multi-lingual information. This chapter of the CMP proposes a multi-lingual plan and outline (see below) for the NHB corridor, and will address Point #17 of the All-American Road/National Scenic Byway designation criteria.

Listed below are several suggested steps towards implementing effective multi-lingual informational materials:

1. The Steering Committee should form a multi-lingual subcommittee, choosing a leader or chairperson that has a thorough understanding of multi-lingual needs and international travel characteristics and patterns. The group should include a university or educational faculty representative with a multi-lingual background and a tourism development professional familiar with inbound foreign visitation patterns and the capabilities of the host communities. This individual should serve as a technical expert, providing further direction and insight.
2. A corridor-wide assessment to determine the international traveler activity on the Byway. Further, target international markets should be identified by performing an assessment of marketing, outreach and promotional materials.
3. The business community, tourism entities and local governments should be included in a corridor-wide workshop to review the multi-lingual needs assessment survey. This is a vital step used to qualify the survey's finding and to ensure a cohesive direction for future multi-lingual efforts.
4. Develop a uniform document, such as a Fact Sheet, that outlines the workshop and survey results, and charts a definitive course for future multi-lingual efforts.

5. Create a Nanticoke Heritage Byway Marketing and Promotion Plan with a focus and action list that delineates the future steps and design characteristics of multi-lingual information and materials. This list should include: language parameters and dialects; color schemes; media; and a schedule (short/long-term).
6. Start a multi-lingual informational campaign, targeting selected internationalities to maximize efficiency. The campaign should be implemented in the chosen markets, and followed by a survey to determine if the provided multi-lingual information was beneficial and created the traveler draw.

As the pattern of increased globalization and international tourism/travel continue to increase, so too does the need for multi-lingual information (wayfinding/interpretation, marketing materials, etc.), and promotional and marketing material along the NHB corridor. Conducting the multi-lingual needs assessment will determine the correct international markets to pursue, and allow the NHB Steering Committee to meet the needs of international visitors.