

*Shenandoah Valley Battlefields*

# Shenandoah Valley Battlefields National Historic District

## Marketing Plan 2008-2011

APPROVED BY THE SVBF BOARD OF TRUSTEES – JANUARY 2008





*the premier place to learn about the Civil War in Virginia.*

# Marketing Plan Goal



To implement new marketing strategies that will increase awareness of the District's Civil War history and position the Shenandoah Valley Battlefields National Historic District to capitalize on the 2011-2015 Sesquicentennial of the Civil War by making the Valley the premier place to learn about the Civil War in Virginia.





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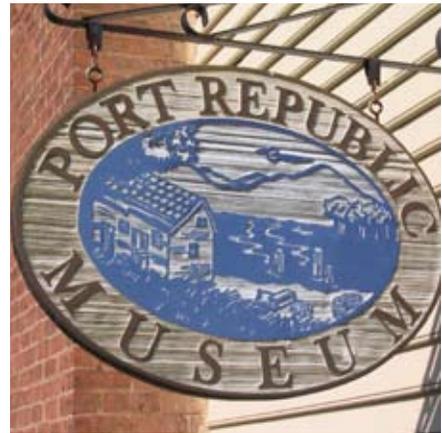
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*Shenandoah Valley Battlefields*

# Shenandoah Valley Battlefields National Historic District

## Marketing Plan 2008-2011



## Executive Summary



# Marketing Plan Goal

**T**o implement new marketing strategies that will increase awareness of the District's Civil War history and position the Shenandoah Valley Battlefields National Historic District to capitalize on the 2011-2015 Sesquicentennial of the Civil War by making the Valley the premiere place to learn about the Civil War in Virginia.

This marketing plan was developed by the Shenandoah Valley Battlefields Foundation and partners throughout the Shenandoah Valley Battlefields National Historic District and beyond. Underlying tenets of the plan include:

📌 **A Marketing Plan for the District:** The marketing plan is designed to promote the National Historic District as a whole and the District's wide variety of Civil War sites and experiences. While the Battlefields Foundation will serve as catalyst and a facilitator, the plan is not the Foundation's plan—it is the District's plan.

✳️ **A Set of Recommendations:** The plan consists of a set of recommendations for how partners throughout the District might, through collaboration, derive stronger marketing impact for their sites and communities. Each recommendation is simply that—a recommendation. Keeping in mind the plan's overall goal focusing on the Civil War Sesquicentennial, the costs and timelines associated with each project can be adjusted according to the resources available to each of the partners, including the Battlefields Foundation.

★ **Implementation through Partnership:** The success of this plan relies entirely upon partner participation and collaboration. The Battlefields Foundation will provide a modest amount of funding and will provide project coordination. However, the plan envisions a set of project subcommittees populated by partners who will perform the various tasks associated with each project, including assembling any funding required.

The collaborative approach underlying this marketing plan enables each of the partners to reach a wider audience, extend its marketing dollars, access resources that might not otherwise be available, and, most importantly, deliver an exceptional experience to the Valley's visitors, encouraging them to return.

Working together to implement the strategies in this marketing plan, the Battlefields Foundation and partners throughout the District can ensure that the Shenandoah Valley's Civil War story engages visitors and contributes to the Valley's economic well-being.

“

**Working together** the Battlefields Foundation and partners throughout the District **can ensure** the Shenandoah Valley's Civil War story **engages visitors.**”

## Purpose and Need

Those who settled in the picturesque Shenandoah Valley in the 18<sup>th</sup> and 19<sup>th</sup> centuries and built lives for themselves and their families never envisioned that this peaceful countryside would be ravaged by seemingly endless years of battles in the nation's tragic Civil War. It is the tangible reminders of these people – homes, towns, farms, battlefields, cemeteries, memorials, personal belongings, letters, diaries and pictures - that collectively tell the story of the Civil War in the Shenandoah Valley. The Shenandoah Valley Battlefields National Historic District's marketing plan provides the region's tourism partners with a means for encouraging travelers to seek out the places that are reminders of this cultural legacy and to experience the stories and events that shaped the region and the nation.

## Enabling Legislation

The Shenandoah Valley Battlefields National Historic District (NHD) was created by Congress through passage of the Shenandoah Valley Battlefields National Historic District and Commission Act of 1996 (P.L. 104-333, Section 606). The National Historic District encompasses an eight-county area extending from Frederick County at its north end to Augusta and Highland Counties in the south and includes the region that was the heart of major military action in the Valley during the Civil War. As stated in the Act, the purposes of the District are:

1. to preserve, conserve, and interpret the legacy of the Civil War in the Shenandoah Valley;
2. to recognize and interpret important events and geographic locations representing key Civil War battles in the Shenandoah Valley, including those battlefields associated with the Thomas J. (Stonewall) Jackson campaign of 1862 and the decisive campaigns of 1864
3. to recognize and interpret the effect of the Civil War on the civilian population of the Shenandoah Valley during the war and postwar reconstruction period; and
4. to create partnerships among federal, state, and local governments, the regional entities of such governments, and the private sector to preserve, conserve, enhance, and interpret the nationally significant battlefields and related sites associated with the Civil War in the Shenandoah Valley.

An extensive planning process was undertaken through a local, state, and federal partnership culminating in the publication of a Management Plan and an Implementation Plan for the National Historic District in 2000. As a result of the adoption of the Management Plan by the Secretary of the Interior, the District was designated a National Heritage Area.

With the designation of the District as a National Heritage Area, the Shenandoah Valley Battlefields Foundation was created as the lead managing partner for the District. As a private non-profit organization, the Battlefields Foundation is led by a board of trustees whose members are drawn from throughout the region and the Commonwealth of Virginia. The Director of the National Park Service and the Governor of Virginia also designate representatives to serve on the board.

*Shenandoah Valley Battlefields*

## The Planning Process for the Marketing Plan

In June 2006, the Shenandoah Valley Battlefields Foundation issued a Request for Proposals for a marketing plan. A Marketing Plan Steering Committee was appointed to monitor the plan's development. Creation of the marketing plan included the following activities:

- ✦ **Background familiarization** – Team members reviewed collateral pieces, press materials, web sites and other resources. Management and interpretive plans were also reviewed.
- ✦ **Independent site visit** – One team member conducted a visit to understand how travel information is provided to tourists and what experiences visitors will have.
- ✦ **Market research** – Synovate Travel Research implemented a market research survey to gather information on target states and demographics and to understand the visitor experience.
- ✦ **Assessment site visit and telephone interviews** – Team members conducted a 3½ day visit to tour key sites and interview stakeholders. Team members conducted telephone interviews with stakeholders who were unavailable during the site visit.
- ✦ **Virginia Tourism Corporation** – Team members met with Virginia Tourism Corporation representatives to gather information on programs and promotions.
- ✦ **Review and research** – Team members conducted additional research to identify the appropriate mix of marketing tools and techniques for the marketing plan.
- ✦ **Situation Analysis and Recommendations** – A situation analysis and a series of recommendations for marketing the District was presented to stakeholders in March 2007.

## Marketing Plan Structure

The first part of the marketing plan includes the situation analysis and an overview of the market research findings. The remainder of the marketing plan includes sections on product development, communications, advertising, travel industry sales, cross promotions and signature events. Each section includes an overview, action steps, implementation steps, budget and schedule. An Appendix includes additional resource materials for implementation of each section. The plan is based upon partnerships coordinated by the Battlefields Foundation, tourism offices within the District and partner sites throughout the region.

## The Plan

The Situation Analysis includes an overview of the Valley's attributes including scenic beauty, small towns, festivals, Civil War battlefields and many historic sites. Attributes also encompass leadership from the Battlefields Foundation, active destination marketing organizations, and accessibility from Interstate 81, Skyline Drive and the Blue Ridge Parkway. There is an active marketing effort in the Valley through the local destination marketing organizations (DMOs) and the Shenandoah Valley Travel Association. The Virginia Tourism Corporation is also a key partner in marketing the Valley.

*National Historic District*

The Shenandoah Valley Battlefields Foundation has undertaken many marketing activities including development of a logo and color scheme to create an identity for Civil War sites, placing “Shenandoah Valley Battlefields National Historic District” signs at 17 major roadway entrances to the District, producing brochures and battlefield driving tours, purchasing cooperative advertising, maintaining a web site, organizing the Civil War Weekend in Winchester and supporting re-enactments and other events.

## Market Research

**Market research gathered information about traveler demographics, travel patterns, interests and experiences.** Discovering the District’s historic and Civil War resources greatly increased visitor satisfaction. Visitors who said their last visit exceeded their expectations were two to three times as likely to have visited sites specific to the Civil War or that included Civil War interpretation. Those who said their trip exceeded expectations typically stayed longer, researched more prior to departure, visited more sites and participated in more types of activities. These travelers:

- ✪ Visited both historical and natural sites. They were more likely than others to visit all types of sites, especially history museums.
- ✪ Were more likely to take an overnight trip rather than a day trip, and almost half stayed three or more nights.
- ✪ Cited both the area’s natural beauty as well as its informative, educational opportunities as the reason why the trip exceeded expectations.
- ✪ Were more reliant on online sources for both their decision to make the trip and information for planning their trip.

## Target Markets

**The top targeted states for tourism marketing for the District are:**

1. Virginia
2. Maryland
3. North Carolina
4. Pennsylvania (southern)
5. Tennessee (eastern)

Other states which ranked high include —

West Virginia, Ohio, South Carolina and Florida.

## Marketing Messages

Marketing messages convey the experience of visiting the Valley and provide a call to action. The process included reviewing current marketing messages being used by the DMOs and the Battlefields Foundation and reviewing themes identified in the Interpretive Plan. The following message communicates that the Valley has many Civil War stories to tell:

*Experience Shenandoah at War*  
ONE STORY, A THOUSAND VOICES

The message can be partnered with quotes from those were eyewitnesses to the Civil War. There is no more compelling way to convey the high hopes, hardships and ultimate tragedy that the Civil War brought to the Valley. The use of original words can become a promotional signature. By varying the quotes, visitors will be drawn to see or hear these voices of the past. Examples of quotes are included in the marketing plan. The Battlefields Foundation and its partners will research and compile a list of quotes representing each cluster in the Valley.

## Product Development: Official Civil War Guide and ShenandoahAtWar.org

To respond inquiries generated through promotions, a *Shenandoah Valley Battlefields National Historic District Official Civil War Visitor Guide* will be developed and the website, [ShenandoahAtWar.org](http://ShenandoahAtWar.org), will be upgraded with new information and downloadable tours. Development includes:

- ✦ **Official Civil War Visitor Guide** – The full color piece will include historical information, descriptions of Civil War sites, map, a calendar of events, tour itineraries and contacts. The guides will be used as a response piece to inquiries and also distributed at strategic locations and posted on the web site.
- ✦ **Map Pad** – These will be printed in high quantities and will include a map of the Valley and basic information on Civil War sites. They will be distributed throughout the Valley at accessible locations for tourists.
- ✦ **ShenandoahAtWar.org** – New content on the National Historic District website will include a series of downloadable thematic tours that will guide visitors through Civil War tours of the Valley, a media room for both travel media and general media, and a group travel section. Additionally, website upgrades will include enhanced navigation through new links and search features. Tracking systems will also be upgraded.

## Media Communications

The intent of the communications strategy is to encourage travelers to visit the website, request a visitor guide, purchase a travel package, and ultimately to visit the Valley. The communications strategy is also designed to coincide with advertising and other promotions. Elements of the media communications strategy include:

- ✦ **Contacts** – A media database of travel writers and feature writers in print and broadcast in targeted states is included with the marketing plan. Databases will be updated regularly. A subscription to [www.travelwriters.com](http://www.travelwriters.com) and membership in the Mid-Atlantic Tourism Public Relations Alliance will also provide access to new media contacts.
- ✦ **Media Materials** – A media kit and a list of story ideas will be created.
- ✦ **Media Activities** – A schedule of press releases will be developed to promote events, sites and activities. Additional activities include: creation of an “On this Day” series to promote what happened in the Valley 150 years ago throughout the Sesquicentennial, creation of public service announcements, hosting press trips, conducting editorial boards and maintaining a media call list.

## Advertising

Advertising placement is selected primarily for 2008 with the intention of continuing placements in future years if responses are adequate. Ads reach target markets and allow partners to participate in cooperative or joint campaigns. Ad purchases also note give-away packages, editorial content and promotional opportunities. Guidelines are provided for reviewing and assessing future advertising solicitations. Recommended advertising includes:

- ✦ **Virginia’s Journeys of Passion** – The Virginia Tourism Corporation’s electronic marketing co-op program reaches travelers with a specific interest in traveling to Virginia to experience Civil War history. Regular e-newsletters will be sent to this targeted database to promote Civil War activities and sites in the Valley.
- ✦ **Publication advertisements** – Targeted ads include the Shenandoah Valley Travel Association’s *Travel Guide*, the Virginia Hospitality and Travel Association’s *Visitor Guide* and *Travel Agent Toolbox*, the Mid Atlantic AAA’s Civil War issue of *AAA World*, the *Blue Ridge Parkway Directory and Travel Planner*, Cooperative Living’s *Great Destinations Travel Guide*, the *Guide to Virginia’s Civil War* and *Civil War Traveler* and the *Washington Post’s Driving Destinations* and the Southeast Tourism Society’s *Heritage and Cultural Travel Guide*.
- ✦ **VTC Interactive Program Co-ops** – Recommended placements are WashingtonPost.com which includes an advertiser e-mail to targeted users, and Local Media Network, a network of television news sites that targets primary markets through banner ads.
- ✦ **Public Radio** – Placements can be used for announcements such as the publication of the Civil War Guide and to direct listeners to the ShenandoahatWar.com website. Placements can be made with WETS, WVTF and WCVE.

## Travel Industry Sales

Travel industry sales focuses on reaching travelers through tour operators, receptive operators, AAA travel counselors and travel agents. A variety of strategies are outlined to reach these travel industry gatekeepers and to encourage them to sell the Valley's Civil War product including:

- ✦ **Create customized packages and itineraries** – The Battlefields Foundation will partner with All in One Tours, a receptive services operator, to create customized Valley packages that appeal to group tours and to individual travelers. Packages can also be promoted to area colleges and universities.
- ✦ **Develop a AAA partnership** – The Battlefields Foundation and its partners will develop a sales campaign targeting AAA Mid-Atlantic which includes Virginia, Maryland, Pennsylvania, Delaware, New Jersey and Washington, D.C. The campaign includes special packages for AAA members, special amenities for members, Point of Purchase displays in AAA offices, AAA counselor training and familiarization tours as well as sales calls to targeted AAA offices. The partnership also includes increasing the number of attractions with AAA status, developing AAA packages, increasing participation in the “Show Your Card and Save” program, hosting tours for AAA counselors, conducting sales calls to AAA offices, and creating customer appreciation promotions.
- ✦ **Join Travel South** – Travel South is an organization that promotes travel to Southern states including Virginia. The Battlefields Foundation and its partners can attend the 2009 marketplace (alternate years with ABA) and participate in Travel South's regional marketing programs including posting on the “Real Road Trips” section of the website.

## Cross Promotions

Market research shows that many travelers to the Valley make return visits: 22% have visited two times; 47% have made three or more trips. Additionally, 86% of all visitors said they would like to visit again. It is important to make these repeat visitors aware of sites they may not have explored on previous trips. For first-time visitors, being able to learn about all the Valley offers will also encourage them to stay longer and experience more attractions. National research also shows that many travelers make decisions about what to see and do after arriving at their destination. A variety of activities encourage cross promotions throughout the District including:

- ✦ **Frontline staff** – Reach frontline staff by creating a “Battle Card” that offers free or reduced admission to Civil War sites. Additionally, create an email database and send regular updates to frontline staff.
- ✦ **Visitor Stops** – Create a presence in the region's tourist stops and Welcome Centers with front desk displays, posters, banners, exhibits and demonstrations. Additionally, host familiarization tours for welcome center staff.
- ✦ **Open Doors** – Host a promotion that encourages residents to explore the District. Offer special activities and provide free admission to Civil War sites.

## **Civil War Signature Designation**

The Shenandoah Valley is filled with Civil War sites, many offering special exhibits, programs and tours. As the Sesquicentennial nears, more activities will be planned to lead up to the 150<sup>th</sup> anniversary as well as during the anniversary years of 2011-2015. As the leadership organization for the Shenandoah Valley Battlefields National Historic District, the Battlefields Foundation is positioned to recognize and promote outstanding sites, events, programs and tours through creation of a Civil War Signature designation program. A committee will be formed to create criteria for designation, to approve a Civil War Signature symbol and to review and award signature designation.

## **Implementation**

A development and implementation timeline is provided for each action step in the marketing plan. A master calendar outlines the plan's implementation. Estimated costs are also provided for each activity. As previously stated, the marketing plan is designed to be implemented through partnerships between the Battlefields Foundation and the District's DMOs, Civil War sites, and other partners.

*Shenandoah Valley Battlefields*

# Shenandoah Valley Battlefields National Historic District

## Marketing Plan 2008-2011





## Introduction

In June 2006, the Shenandoah Valley Battlefields Foundation issued a Request for Proposals for a Shenandoah Valley Battlefields National Historic District Marketing Plan. Cities and counties identified as part of the National Historic District are:

- ✦ Fredrick County
- ✦ City of Winchester
- ✦ Clarke County
- ✦ Shenandoah County
- ✦ Warren County
- ✦ Page County
- ✦ Rockingham County
- ✦ City of Harrisonburg
- ✦ Augusta County
- ✦ City of Waynesboro
- ✦ City of Staunton
- ✦ Highland County

“The marketing plan provides specific action steps designed to build awareness of the Valley as a premier Civil War destination and to build marketing efforts toward the commemoration of the Sesquicentennial of the Civil War beginning in 2011.”

As noted in the RFP: *The Management and Implementation Plan also direct the Battlefields Foundation to develop a marketing plan for the National Historic District. The marketing plan is to be a blueprint for how the Battlefields Foundation and its tourism partners will work together to deliver the maximum economic impact for the Shenandoah Valley by making it a premier Civil War visitor destination.*

The following marketing plan provides the requested blueprint with specific action steps designed to build awareness of the Valley as a premier Civil War destination and to build marketing efforts toward the commemoration of the Sesquicentennial of the Civil War beginning in 2011.

The plan is based upon partnerships coordinated by the Battlefields Foundation, cities and counties within the District and partner sites throughout the region. The plan promotes existing Civil War sites and offers opportunities to develop new promotions and products that will reach a wide audience of cultural heritage and general travelers.

The plan was developed using the following steps:

- ✦ **Initial background familiarization** – Team members reviewed marketing information including collateral pieces, press materials, web sites and other resources to become familiar with the District and its resources. Team members also worked with Battlefields Foundation staff to identify issues and opportunities for focus and to prepare the itinerary for the assessment site visit.
- ✦ **Independent site visit** – One team member conducted a visit to the region from the perspective of a tourist to better understand how travel information is made available to tourists and what experiences visitors can expect to have in the District.
- ✦ **Management and interpretive plans** – Team members reviewed the District’s management and interpretive plans and met with a representative from John Milner and Associates to learn about the development of the interpretive plan and how it will coordinate with the marketing plan.

- ✧ **Market research** – Team members from Synovate Travel Research coordinated with Battlefields Foundation staff, Steering Committee members and other team members to develop and implement a market research survey to gather information on target states and demographics and to better understand the visitor experience in the Valley.
- ✧ **Assessment site visit and telephone interviews** – Team members conducted a 3½ day visit to the District including touring key sites and interviewing stakeholders to gather information on the visitor experience, to understand current marketing and to identify opportunities for marketing the Civil War story in the District. In addition, team members conducted telephone interviews with stakeholders who were unavailable during the site visit.
- ✧ **Virginia Tourism Corporation** – Team members met with representatives from the Virginia Tourism Corporation in Richmond to gather information on programs and promotions offered by the VTC that would be appropriate for participation by the Battlefields Foundation and its partners. In addition, team members reviewed the VTC’s marketing plan and current market research.
- ✧ **Review and research** – Team members reviewed all information collected in the first months of the project and conducted additional research to identify the appropriate mix of marketing tools and techniques for the marketing plan.
- ✧ **Situation Analysis and Recommendations** – Team members prepared a situation analysis based on all available information and developed a series of recommendations for marketing the District. This information was presented to stakeholders in March of 2007.
- ✧ **Marketing Plan** – The first part of the marketing plan includes the situation analysis and an overview of the market research findings. The remainder of the marketing plan includes sections on product development, communications, advertising, travel industry sales, cross promotions and signature events. Each section includes the following:
  - **Overview**
  - **Action Steps**
  - **Detailed Information on Implementation**
  - **Budget**
  - **Schedule**
  - **Outline**
- ✧ **Appendix** – Additional resource materials for implementation of each section are found in the Appendix. Also in the Appendix is the complete market research report.

Through the process of researching and developing this marketing plan, it became clear that the Shenandoah Valley has a unique opportunity to capitalize on the occasion of the Sesquicentennial in order to build its position in the marketplace as a top Civil War destination. This marketing plan provides the blueprint to achieve that goal.

*the premier place to learn about the Civil War in Virginia.*

# Situation Analysis





# *Situation* Analysis

## 1 ► Overview

### **Introduction**

Those who settled in the picturesque Shenandoah Valley in the 18<sup>th</sup> and 19<sup>th</sup> centuries and built lives for themselves and their families never envisioned that this peaceful countryside would be ravaged by seemingly endless years of battles in the nation's tragic Civil War. Over four years of fighting and more than 325 armed conflicts, this land was changed forever, leaving behind the scars of battlefields where 4,000 souls laid down their lives, a landscape of devastated homes, farms and towns, and a people who would struggle to rebuild this corner of Virginia.

In the process, these people left a legacy of commitment – to their homes, their state, and to the reunited nation. They also left tangible reminders of their lives and times – homes, towns, farms, battlefields, cemeteries, memorials, personal belongings, letters, diaries and pictures.

It is these reminders that collectively tell the story of the Civil War in the Shenandoah Valley. Saving these reminders connects us to our heritage as individuals, families, and communities and offers opportunities to experience the stories of the past. It is through these efforts that we honor, commemorate, and learn from the struggles and triumphs of those who have gone before.

The Shenandoah Valley Battlefields National Historic District's marketing plan encourages travelers to seek out the places that are tangible reminders of this cultural legacy and to experience the stories and events that shaped the region and the nation.



## 2 ▶ Shenandoah Valley Battlefields National Historic District

**2.1 Formation and Direction** ▶ The Shenandoah Valley Battlefields National Historic District (NHD) was created by Congress through passage of the Shenandoah Valley Battlefields National Historic District and Commission Act of 1996 (P.L. 104-333, Section 606). The National Historic District encompasses an eight-county area extending from Frederick County at its north end to Augusta and Highland Counties in the south and includes the region that was the heart of major military action in the Valley during the Civil War. As stated in the Act, the purposes of the District are:

- 1) to preserve, conserve, and interpret the legacy of the Civil War in the Shenandoah Valley;
- 2) to recognize and interpret important events and geographic locations representing key Civil War battles in the Shenandoah Valley, including those battlefields associated with the Thomas J. (Stonewall) Jackson campaign of 1862 and the decisive campaigns of 1864;
- 3) to recognize and interpret the effect of the Civil War on the civilian population of the Shenandoah Valley during the war and postwar reconstruction period; and
- 4) to create partnerships among federal, state, and local governments, the regional entities of such governments, and the private sector to preserve, conserve, enhance, and interpret the nationally significant battlefields and related sites associated with the Civil War in the Shenandoah Valley.

An extensive planning process was undertaken through a local, state, and federal partnership culminating in the publication of a Management Plan and an Implementation Plan for the National Historic District in 2000. As a result of the adoption of the Management Plan by the Secretary of the Interior, the District was designated a National Heritage Area. National Heritage Areas are landscapes recognized by Congress for their unique contributions to the American experience and are developed around themes that demonstrate their influence upon the culture and history of that region and the country.

The Civil War experience is the unifying theme of the Shenandoah Valley Battlefields National Historic District and is a lens through which the history and culture of the Valley is viewed. As part of the implementation process, an Interpretive Plan is also being developed to define major themes and to provide direction for using interpretive tools to tell the Civil War story at partner sites throughout the Valley.

The effectiveness of the National Historic District depends upon the active participation of a network of local, regional, and national partners. With the designation of the District as a National Heritage Area, the Shenandoah Valley Battlefields Foundation was created as the lead managing partner for the District. As a private non-profit organization, the Battlefields Foundation is led by a board of trustees whose members are drawn from throughout the region and the Commonwealth of Virginia. The Director of the National Park Service and the Governor of Virginia also designate representatives to serve on the Board.

Working closely with an array of partnering organizations, the Battlefields Foundation helps coordinate and support projects and initiatives in accordance with the District's purpose as outlined in the Act.

The National Historic District's Management Plan groups the battlefields into five groupings, or "clusters." They provide a framework for guiding visitors through the District and an organizational structure for local partnerships. Each cluster area will host an orientation center which will give visitors an overview of the District and the Valley's Civil War story and information about how to explore the stories in that part of the District. Ideally they will also help visitors learn about the ongoing preservation story as well. The five clusters are:

- ✦ **Winchester**
- ✦ **Signal Knob**
- ✦ **New Market**
- ✦ **Rockingham**
- ✦ **McDowell**

Additional partnerships are also established in Waynesboro/Staunton/Augusta County area and in Lexington, which is south of the National Historic District.

“ The Civil War experience is the **unifying theme** of the Shenandoah Valley Battlefields National Historic District and is **a lens through which the history and culture** of the Valley is viewed. ”

**2.2 Marketing Development Directives** ▶ The Shenandoah Valley Battlefields National Historic District’s Implementation Plan includes the following directives for tourism marketing:

*The Foundation’s role will be to identify and seek out partners among this wide array of entities, design appropriate cooperative programs and oversee implementation of these programs. The Foundation should take a strong role in assuring high-quality, sustained implementation. Independent action by the Foundation may be required in some cases, such as:*

- ✦ Developing a graphic identity
- ✦ Undertaking promotional activities as identified in the marketing plan as the direct responsibility of the Foundation – at a minimum, developing and maintaining printed materials and a website; and
- ✦ Undertaking or overseeing the cooperative marketing and promotion of the District, the goal is for the both the Foundation and partners working together to create a coherent vacation destination rather than an assemblage of things to see and do linked only by geographic proximity or thematic relationship.

**2.3 Product Development Directives** ▶ The Implementation Plan also addresses the Foundation’s role in developing new Civil War-themed products that will tell the story of the Valley and appeal to visitors:

*The Foundation, acting through its Tourism Committee and in cooperation with partners, should consider encouraging the development of additional tourism products by offering or arranging to have partners offer:*

- ✦ Technical Assistance
- ✦ Assistance for Special Events
- ✦ Encouraging Placemaking Activities

**2.4 Visitor Services Directives** ▶ As a final component of tourism marketing development, the Implementation Plan addresses the Foundation’s role in ensuring outstanding visitor services:

*The Foundation, acting through its Tourism Committee, should foster the development of extraordinary hospitality and services by encouraging partners to offer:*

- ✦ **Training (hospitality and merchandising)**
- ✦ **Evaluations**
- ✦ **Awards and Contests**
- ✦ **Recruitment**
- ✦ **Best Practices**
- ✦ **Coordinated Regional Marketing and Promotional Efforts**

### 3 ▶ Shenandoah Valley Attributes

**3.1 Valley Attributes** ▶ Market research shows that the Shenandoah Valley’s scenic beauty is considered its primary attribute among visitors. The opportunity to drive along back roads to see unspoiled countryside is an appealing experience for travelers and one that can be a primary selling point for the Shenandoah Valley in any season. Additional Valley attributes include:

- ✦ Charming small towns, each offering its own unique history and attractions as well as services that visitors need such as shopping, restaurants, entertainment, and accommodations.
- ✦ A variety of natural attractions including caverns, forests, and parks that offer opportunities for outdoor activities.
- ✦ Well-established festivals and events of all sizes that draw local residents and visitors.
- ✦ An easily accessible destination with access from I-81 as well as close proximity to air service in Washington.
- ✦ Proximity to the Blue Ridge Parkway which draws millions of travelers each year.
- ✦ Active Destination Marketing Organizations and Main Street Programs throughout the Valley that work to develop events and programs, revitalize downtowns, and promote each community and the region.
- ✦ A nationally significant Civil War history which is interpreted in an array of battlefield sites and attractions.

**3.2 Civil War Historic Resource Attributes** ▶ The plethora of Valley attributes gains further strength with the addition of its nationally-significant Civil War story. These attributes include:

- ✦ Congressional designation of the region as a nationally important historic resource;
- ✦ Leadership from the Shenandoah Valley Battlefields Foundation toward active acquisition, preservation, and interpretation of battlefield property;
- ✦ A variety of themes, including the context for war, the strategic valley, the civilian experience and the campaigns and battles, that offer opportunities to tell stories of the Civil War from many different perspectives and to appeal to many different audiences;
- ✦ A variety of Civil War-specific attractions and heritage attractions that include Civil War interpretation as part of the visitor experience including battlefields, museums, historic downtowns, historic house museums, orientation centers and driving tours;
- ✦ Well-established and popular reenactments and other Civil War-themed events and activities.

## 4 ▶ Shenandoah Valley Marketing

**4.1 Current marketing in the Valley ▶** The Valley is fortunate to have active and effective destination marketing organizations (DMOs)—tourism offices, convention and visitors bureaus, and chambers of commerce—throughout the region including Winchester, Front Royal, Shenandoah County, Luray, Harrisonburg, Staunton, Waynesboro, Highland County, and Lexington. The DMOs are involved in a number of tourism industry activities ranging from attending trade shows to printing brochures, purchasing advertising, and working with travel media. Each incorporates the Valley’s Civil War history in marketing to some degree. All DMO directors have expressed an interest and willingness to coordinate in Civil War-themed partnership marketing promotions.

Most of the attractions in the Valley depend on the DMOs to promote their sites. Although most print brochures, distribute press releases, maintain websites, and purchase limited advertising, few have staff assigned specifically to marketing and public relations – the Museum of the Shenandoah Valley, Belle Grove Plantation and Frontier Culture Museum are among those which do. Attraction representatives were also enthusiastic about the opportunity for partnership promotions with others in the Valley.

The Shenandoah Valley Travel Association (SVTA) has recently hired a new executive director and is working to reestablish its position as a strong leader of regional marketing, to develop a clear and measurable marketing plan, and to rebuild partnerships among attractions, hotels, restaurants, and other tourism entities through the Valley. In recent years, the SVTA has focused on operating a visitor center at the Interstate 81 New Market exit, attending consumer travel shows in coordination with the Virginia Tourism Corporation, printing the *Valley Guide* (visitor guide) and group travel guide, and attending travel trade shows and golf shows. A new strategic plan building on these activities and adding new promotional activities will position the SVTA to be a strong partner for the Battlefields Foundation’s marketing efforts.

The Virginia Tourism Corporation is a key partner for the Valley’s DMOs and for the Battlefields Foundation. Its array of programs and promotions offers great opportunities for partnerships among the DMOs and the Foundation. Specific VTC programs and promotions are included in this marketing plan.

**4.2 Shenandoah Valley Battlefields Foundation Marketing** ▶ To date, the Battlefields Foundation has coordinated several tourism marketing and program activities with its Civil War partners and the Valley’s DMOs. Activities include:

- ✦ developing a logo and color scheme which is used on all Battlefields Foundation and National Historic District materials and in many partner materials to create an identity for Civil War sites in the Valley;
- ✦ placing large “Shenandoah Battlefields National Historic District” signs at 17 major roadway entrances into the District;
- ✦ producing an information sheet for hospitality providers that gives an overview of Civil War history and sites to tour in the Valley;
- ✦ producing several driving tour brochures including *Winchester at War: Third Battle of Winchester*; *Winchester at War: First Winchester and First Kernstown*; and *Rockingham at War: Battles of Cross Keys and Port Republic*;
- ✦ purchasing cooperative advertising in the SVTA *Valley Guide*, *the Guide to Virginia’s Civil War* and *Civil War Traveler*;
- ✦ maintaining a website with information about attractions throughout the Valley and providing links to DMOs, chambers of commerce and attraction websites;
- ✦ organizing the Civil War Weekend in Winchester and supporting re-enactments and other Civil War-related events.

The Battlefields Foundation’s partnership with the Virginia Civil War Trails program provides additional promotional venues and visibility. The Foundation is also actively involved in the Virginia Hospitality and Travel Association and maintains regular communication about Civil War-related activities with the Virginia Tourism Corporation.

““ Online market research was conducted to **gather information** about **traveler demographics, travel patterns, interests, and experiences** in the Shenandoah Valley. ””

## 5 ▶ **Market Research**

**5.1 Shenandoah Valley** ▶ As part of the development of the marketing plan, online market research was conducted to gather information about traveler demographics, travel patterns, interests, and experiences in the Shenandoah Valley. Research targeted travelers from the top 11 states for visitation to Virginia: Virginia, West Virginia, New York, Maryland, Pennsylvania, New Jersey, North Carolina, South Carolina, Ohio, Florida, and Tennessee as identified through Virginia Tourism Corporation research.

**A complete report and analysis of the survey's findings is found in the Appendix of the marketing plan.**

Research findings were quite favorable toward visits to the Valley and particularly favorable among visitors who discovered the Valley's Civil War history and other historic resources. Key findings include:

- Travelers to the Shenandoah Valley were highly satisfied with their experience with nearly all saying the trip met or exceeded expectations. Those who said their trip exceeded expectations typically stayed longer, researched more prior to departure and , perhaps consequently, visited more sites and participated in more types of activities. These travelers:
  - ◆ visited both historical and natural sites. They were more likely than others to visit all types of sites, especially history museums.
  - ◆ were more likely to take an overnight trip rather than a day trip, and almost half stayed three or more nights.
  - ◆ cited both the area's natural beauty as well as its informative, educational opportunities as the reason why the trip exceeded expectations.
  - ◆ were more reliant on online sources for both their decision to make the trip and information for planning their trip. Personal recommendations were the primary influence in the decision to make the trip, but played a smaller role among these travelers than others.
- Discovering the District's historic and Civil War resources greatly increased visitor satisfaction. Visitors who said their last visit exceeded their expectations were two to three times as likely to have visited sites specific to the Civil War or that included Civil War interpretation as those who said their trip met expectations.

““ Research findings were **particularly favorable** among visitors who discovered the Valley's **Civil War history** and other **historic resources**. ””

## 5.2 Virginia: Statewide Market Research

Virginia ranks in the top 10 U.S. states for travel according to research by the Travel Industry Association of America:

<b>Top 10 U.S. States of Destination TRAVELING RESIDENTS FOR 2004</b>	
1. California	
2. Florida	
3. Texas	
4. New York	
5. Pennsylvania	
6. Illinois	
7. Ohio	
8. North Carolina	
9. Georgia	
10. Virginia	
Travel Industry Association of America: Travelscope	

Virginia also ranks in the top 10 states for domestic and international travel spending:

<b>Top 10 States by Domestic and International Traveler SPENDING FOR 2003 (IN BILLIONS)</b>	
1. California	\$71.56
2. Florida	\$56.27
3. New York	\$35.43
4. Texas	\$34.59
5. Illinois	\$22.97
6. Nevada	\$21.34
7. Pennsylvania	\$16.42
8. Georgia	\$15.65
9. New Jersey	\$15.41
10. Virginia	\$14.30
Travel Industry Association of America: Travelscope	

In 2003 and 2004, the Virginia Tourism Corporation conducted a follow-up mail survey to respondents to TIA's Travelscope survey. Visiting Civil War sites was identified as one of the Top 15 activities that travelers experienced in Virginia. Additionally, the Valley offers four of the top six activities and nine of the list of 15 activities.

<b>Top 15 General Sites and Activities</b>	
Mountains	38.8%
Visit Friends/Relatives	38.5%
Scenic Drive	27.5%
Parks: National or State	26.0%
Shopping – Malls	24.4%
Museum – History	19.9%
Historic Homes	19.1%
Shopping – Outlets	17.9%
History – Colonial	17.5%
Beaches	13.1%
History – Other	11.4%
History – Civil War	11.0%
Amusement – Theme Parks	9.9%
Chesapeake Bay	9.7%
Hiking	7.8%

The Top 15 specific sites that were visited most often included four in the Shenandoah Valley:

<b>Top 15 Specific Sites Experienced</b>	
Colonial Williamsburg	11.3%
Blue Ridge Parkway	9.9%
Shenandoah National Park	6.7%
Arlington National Cemetery	6.4%
Busch Gardens	5.5%
Skyline Drive	5.4%
Williamsburg Pottery	5.3%
Jamestown Colonial Historical Park	4.6%
Jamestown Settlement	4.5%
Potomac Mills Mall	3.7%
Monticello	3.6%
Mount Vernon	3.5%
Natural Chimneys Regional Park	3.4%
Tyson's Corner Mall	3.4%
Appalachian Trail	3.0%

## 5.3 Cultural Heritage Tourism: A National Trend ▶

### National Research

A study produced by the Travel Industry Association of America and *Smithsonian Magazine* entitled *The Historic/Cultural Traveler, 2003 Edition*, noted: *The sheer volume of travelers interested in arts and history, as well as their spending habits, their travel patterns and demographics, leaves no doubt that history and culture continue to be a significant and growing part of the U.S. travel experience.* Findings in the report include:

- Eighty-one percent of U.S. adults who traveled in the past year (2002), or 118 million, included a heritage or cultural site in their travels.
- Four in ten cultural heritage travelers are from Baby Boomer households (42-60 years).
- Six in ten have a college degree.
- One-third of cultural heritage travel is generated by families with children.
- Heritage travelers stay longer – 4.7 nights compared with 3.4 nights for other travelers.
- Twenty-five percent take three or more trips each year.
- They are more likely to extend their trip – four in ten added extra time to their trip specifically because of a historic/cultural activity.
- Heritage travelers spend more – an average of \$623 per trip compared to \$457 for other travelers.
- Heritage travelers are more likely to stay in a hotel, motel, or B&B.
- Sixty-seven percent will travel to their destination by car.
- They are more likely to take a group tour – six percent as opposed to three percent.
- Heritage travelers shop more – 44% compared to 33% for other travelers.
- Eighteen percent spend \$1,000 or more on their trips.
- They are looking for unique items that represent the destination.
- Seventy-five percent attended a cultural event or festival on their trip.
- Forty-eight percent attended performing arts events.
- Forty-seven percent visited art museums.
- Seventeen percent take part in four or more activities – compared to five percent of all travelers.

## 6 ▶ Shenandoah Valley Battlefields National Historic District

### Marketing Opportunities and Challenges

Market research clearly shows the District and its partners have already succeeded in creating an enjoyable, educational, and memorable experience for visitors who travel to the Valley and discover all that is offered. The District's Civil War attractions face both opportunities and challenges:

- ✦ **Opportunities** – The National Historic District offers a wide variety of Civil War attractions including battlefields, historic house museums, history museums, caves, downtowns, orientation centers, driving tours, and more. The District encompasses numerous themes as outlined in the Interpretive Plan and can offer an experience to appeal to many different interests. This creates a distinct advantage for positioning the Valley as the “go to” place for Virginia’s Civil War history because it encompasses both the story of battles and the story of its impact on the civilian population. Additionally, the fact that attractions are spread throughout the Valley gives visitors a reason to continue their exploration or to return for another visit. The variety of attractions and interpretive experiences offers a diverse menu, something to appeal to all audiences. A tremendous opportunity exists in the implementation of the Interpretive Plan that will provide a cohesive experience for visitors through new attractions, exhibits, driving tours, programs and events. It also creates the opportunity for Civil War attractions to partner with the Valley’s non-Civil War attractions (including cultural, heritage and recreational) to create a broader experience. Finally – and perhaps most important – as the Sesquicentennial of the Civil War approaches in 2011, the District is in a ideal position to expand interpretation and increase promotions to capitalize on the publicity this anniversary will generate.
- ✦ **Challenges** – The District’s Civil War attractions also face challenges in operation and management. All are either nonprofit or state-owned sites, and as such, they face a continual struggle to raise funds for operations, interpretation, and marketing. As a result, most are open on a limited schedule through the dedicated efforts of volunteers or staff. Most attractions charge low admission prices, generating minimal economic impact for the attraction and providing limited resources for marketing.

## 7 ▶ Valley Civil War and Heritage Attractions

The majority of attractions are open on Saturday and/or Sunday. Making this effort to be open on the weekend is commendable as it responds to the national statistic that 50 percent of all travel takes place on weekends.

Of the 34 sites and activities listed as offering Civil War interpretation in the Valley, one-third are open for only part of the year – usually April through October. Market research shows that these are the seasons of highest visitation in the Valley (21 percent in Spring, 44 percent in Summer, and 32 percent in Fall). Therefore, this reflects a wise use of limited staffing and volunteers to be open at the times when the majority of visitors are in the Valley.

The remaining two-thirds of attractions that are open throughout the year contribute tremendously to expanding the tourism season to include the winter months. A future goal should be to build visitor traffic to the Valley so that all attractions will be able to stay open year-round.

## 7.1 The Valley's Civil War Attractions ▶

The following charts show Civil War attractions in the each of the five clusters including operating hours, days, and months and admission charges. This chart reflects data available in the winter of 2007. The chart should continue to be revised and updated as often as possible.

<b>Winchester Cluster</b>			
<b>ATTRACTIONS</b>	<b>DAYS/HOURS OPEN</b>	<b>MONTHS OPEN</b>	<b>ADMISSION</b>
<b>Museum of the Shenandoah Valley</b>	Tuesday – Sunday 10 – 4	All year	\$8 - \$12
<b>Fort Collier Civil War Center</b>	by appointment		
<b>Abram's Delight</b>	Monday – Saturday 10 – 4 Sunday Noon – 4	April - October	\$2.50 - \$5
<b>Stonewall Jackson's Headquarters Museum</b>	Monday – Saturday 10 – 4 Sunday Noon - 4	April – October	\$2.50 - \$5
<b>Old Court House Civil War Museum</b>	Wed. – Saturday 10 - 5	All year	\$3
<b>Newtown History Center</b>	Tuesday – Saturday 10 – 4	June – December	.50 - \$5
<b>Burwell-Morgan Mill</b>	Thursday through Saturday, 10 a.m. – 5 pm Sunday noon – 5 pm	April - October	Fee unknown
<b>Kernstown Battlefield – Pritchard-Grim Farm</b>	Saturday – Sunday 10 - 4	May – October	Free
<b>Kernstown Battlefield – Rose Hill Farm</b>	One Sunday per month during the summer; also by appointment.		
<b>Mount Hebron Cemetery</b>	Daily during daylight hours	All year	Free
<b>Old Town Winchester</b>	Various hours/days	All year	n/a
<b>Winchester driving tours (3rd Winchester, 1st Kernstown/1st Winchester)</b>	Available year round		Free

<b>Signal Knob Cluster</b>			
<b>ATTRACTIONS</b>	<b>DAYS/HOURS OPEN</b>	<b>MONTHS OPEN</b>	<b>ADMISSION</b>
<b>Belle Grove Plantation</b>	Mon. – Saturday 10 – 4 Sunday 1-5	April 1 – October 31	\$4 - \$8
<b>Cedar Creek Battlefield Foundation Visitor Center</b>	Monday – Saturday 10 – 4 Sunday 1-5	April – October	Free
<b>Stonewall Jackson Museum at Hupp’s Hill</b>	Daily 10 – 5 10 – 4	April – October November – March	\$4 - \$5
<b>Strasburg Museum</b>	Daily 10 – 4	May – October	.50 - \$3
<b>Warren Heritage Society – Belle Boyd Cottage</b>	Monday - Saturday 10:00am - 4:00pm Monday - Friday 10:00am - 4:00pm	May – August September – April	\$3
<b>Warren Rifles Confederate Museum</b>	Weekdays 9 am – 4 pm Sundays 12 noon – 4 pm	April 15 – November 1	
<b>Front Royal – Brother Against Brother driving tour (purchase guidebook and CD at Visitor Center)</b>	Daily	All year	

**NOTE:** The Cedar Creek and Belle Grove National Historical Park is one of the nation’s newest national parks and is currently developing the park’s general management plan.

<b>New Market Cluster</b>			
<b>ATTRACTIONS</b>	<b>DAYS/HOURS OPEN</b>	<b>MONTHS OPEN</b>	<b>ADMISSION</b>
New Market Battlefield State Historical Park	Daily 9 – 5	All year	\$3 - \$5
<b>Rockingham Cluster</b>			
<b>ATTRACTIONS</b>	<b>DAYS/HOURS OPEN</b>	<b>MONTHS OPEN</b>	<b>ADMISSION</b>
Virginia Quilt Museum	Mon., Thurs., Fri., Sat. 10 – 4 Sunday 1 – 4	All year	\$2 - \$5
Hardesty - Higgins House and Rt. 11 Transportation Museum (visitor center)	Daily 9 – 5	All year	Free
Harrisonburg-Rockingham Historical Society & Heritage Center (Dayton)	Monday – Saturday 10 – 4	All year	\$1 - \$5
Harrisonburg - Road Trip to History (DVD)	Purchase at Hardesty-Higgins House	All year	\$19.95
The Daniel Harrison House (Dayton)	Weekends	May through October	
Grand Caverns (Upper Valley Regional Park Authority)	Daily	All year	\$16
Miller-Kite House (Elkton)	Sundays 1 – 5pm	Memorial Day through Labor Day	Donations welcome
Port Republic Museum	Sunday 1:30 – 4 pm	April – October (by appointment November – March)	\$1

<b>McDowell Cluster</b>			
<b>Attractions</b>	<b>Days/Hours Open</b>	<b>Months Open</b>	<b>Admission</b>
Highland Museum and Heritage Center	Wednesday – Saturday 11 – 4 Sunday 1 – 4 Also by appointment	All year	
<b>Stanton/Augusta County</b>			
<b>Attractions</b>	<b>Days/Hours Open</b>	<b>Months Open</b>	<b>Admission</b>
Frontier Culture Museum	Daily 9 – 5 Winter hours 10 – 4	All year  December – mid-March	\$6 - \$10
Plumb House (Waynesboro)	Thursday – Saturday 10 – 4	All year	Free
<b>Lexington</b>			
<b>Attractions</b>	<b>Days/Hours Open</b>	<b>Months Open</b>	<b>Admission</b>
Stonewall Jackson House	Mon – Saturday 9 – 5 Sunday 1 – 5	All year	\$2.50 - \$6
VMI Museum	Daily 9 – 5	All year	Free

## 8 ▶ Summary

The Shenandoah Valley Battlefields National Historic District has many attributes and opportunities: excellent name recognition, a positive response from travelers who visit the Valley, a wide range of Civil War themed and other attractions, active destination marketing organizations, strong leadership from the Battlefields Foundation and the approach of the Sesquicentennial of the Civil War which will bring national publicity.

### **The marketing plan's overarching goal is:**

**To implement new marketing strategies that will increase awareness of the District's Civil War history and position the Shenandoah Valley Battlefields National Historic District to capitalize on the 2011-2015 Sesquicentennial of the Civil War by making the District the premier place to learn about the Civil War in Virginia.**

### **This goal will be achieved through several key action steps:**

- 1) Build strong marketing partnerships between the Battlefields Foundation and its partners.
- 2) Implement specific marketing strategies that will raise the profile of the Valley as a Civil War destination.
- 3) Implement marketing strategies in connection with Interpretive Plan implementation to create new opportunities for publicity.
- 4) Track results from marketing strategies. Build on successful strategies to reinforce the message.



*the premier place to learn about the Civil War in Virginia.*

# Market Research and Target Markets





## 1 ▶ Target Markets

Based on research, the top targeted states for tourism marketing for the Shenandoah Valley Battlefields National Historic District are:

- 1) **Virginia**
- 2) **Maryland**
- 3) **North Carolina**
- 4) **Pennsylvania** (southern)
- 5) **Tennessee** (eastern)

Data relevant to this recommendation includes these findings:

- ▶ Travelers from these states are most likely to visit Virginia on a vacation in the next three years.
- ▶ Travelers from these states are likely to visit historic sites, monuments or battlefields in the next 12 months.
- ▶ Travelers from these states have high familiarity with the Shenandoah Valley.

### 1.1 Additional notes on target markets ▶

- 1) West Virginia ranked high in each of these categories. However, due to the small population of the state, it is not recommended that major expenditures be directed toward the state.
- 2) Other states which ranked in a similar range as Pennsylvania and Tennessee included **Ohio, South Carolina, and Florida**. Although major expenditures are not recommended in attracting visitors from these states, they (along with West Virginia) can be included in media release distribution as a cost effective promotional activity.

## 2 ▶ Traveler Characteristics

Market research also identified characteristics of travelers which provide insights into their demographics, the kinds of activities they enjoy and their attitudes about the Valley. Among the findings:

### Demographics: General Travelers

- ★ The highest segment is travelers age 55 and older (36%).
- ★ Other travel segments are: age 45-54 (28%), age 25-44 (20%), and age 18-34 (17%).
- ★ 74% of these travelers do not have children under the age of 18.
- ★ 83% of travelers say they traveled with someone on their trips in the past year. Of these:
  - ▶ 68% traveled with a spouse
  - ▶ 25% traveled with friends
  - ▶ 24% traveled with other relatives
  - ▶ 24% traveled with their children under age 18
  - ▶ 16% traveled with their children over age 18
  - ▶ 7% traveled with a grandchild under age 18
  - ▶ 1% traveled with a grandchild over age 18
  - ▶ 17 % traveled alone
  - ▶ 3% traveled with someone not in these categories

## **Valley Travelers: Reason for travel to the Shenandoah Valley**

Travelers identified as the primary purpose for their travel:

- ★ 23% - rest and relaxation
- ★ 15% - see historical sites and/or Civil War battlefields
- ★ 13% - visit friends and relatives
- ★ 11% - visit small towns/historic areas
- ★ 10% - enjoy outdoor recreation
- ★ 7% - experience fun and adventure
- ★ 7% - enjoy camping
- ★ 15% - other

## **Activities while visiting the Valley**

Visitors enjoyed a variety of activities while in the Valley including:

- ★ 44% - visited natural sites such as caverns
- ★ 41% - toured small towns/rural areas
- ★ 39% - shopped
- ★ 25% - visited Civil War battlefields
- ★ 22% - visited history museums
- ★ 10% - attended a festival or cultural event
- ★ 8% - toured a winery
- ★ 4% - visited art galleries
- ★ 3% - attended a performing arts event

## **Attitudes toward the Valley**

Visitors had positive impressions of the Valley as a result of their visit.

- ★ 97% said the Valley has natural and scenic beauty.
- ★ 85% said the Valley is a good place to experience Civil War history.
- ★ 91% said the Valley has beautiful, unspoiled countryside.
- ★ 79% said the Valley is a good place to bring children.
- ★ 83% said the Valley has charming towns with historic character.
- ★ 81% said the Valley has many small towns that are enjoyable to visit.
- ★ 76% said the Valley has many options for quality accommodations.
- ★ 83% said the Valley is easy to get to.
- ★ 78% said the Valley offers a wide range of activities.

## First-time and return visits

The Valley has a good opportunity to attract first-time visitors and to encourage previous visitors to plan a return trip.

Among those who have visited the Valley:

- ✦ 86% would travel to the Shenandoah Valley again.

Among those who have not visited the Valley:

- ✦ 33% want to visit, but haven't had time.
- ✦ 49% had not thought about it.

## 3 ▶ Importance of Civil War and Historic Sites

Of particular importance to the Battlefields Foundation and its partners as they focus on promotion of Civil War sites is the role that these sites played in the visits of tourists who said their trip exceeded their expectations. Among the key findings were:

- ✦ Discovering the District's historic resources greatly increases visitor satisfaction. Visitors who said their last visit exceeded their expectations discovered and enjoyed the District's **history museums, Civil War battlefields and monuments**.
- ✦ Visitors who said their last visit exceeded their expectations were **two to three times as likely** to have visited **sites specific to the Civil War** or that included Civil War interpretation as those who said their trip met expectation.
- ✦ The Shenandoah Valley Battlefields National Historic District has a **high name recognition** (59 percent) among visitors to the valley who said their trip exceeded expectations. (Responding to the question "Have you ever heard of the Shenandoah Valley Battlefields National Historic District?")
- ✦ Among total respondents who have visited the valley, 42 percent **were aware of the District**.

**NOTE: A complete analysis of the market research is in the Appendix.**

“Visitors who said their last visit **exceeded their expectations** were two to three times as likely to have visited **sites specific to the Civil War**.”



*the premier place to learn about the Civil War in Virginia.*

# Marketing Messages

**Shenandoah**  
**AT WAR**

*By degrees the whole line... but to rally the Brigade on higher ground... here we took a stand... and in hours... successfully repulsed*

**One story...  
a thousand voices.**

*...battle...  
renewed  
this morning  
passing  
into  
eternity,  
After  
freedom  
...attempts to dislodge*

**Visitors Guide to the  
Shenandoah Valley's  
Civil War Story**

Shenandoah Valley Battlefields National Historic District



# Marketing Messages

## 1 ▶ Overview

Messages should communicate that the Valley is the place to experience Civil War history. Messages should have the ability to reach an audience of general travelers as well as Civil War enthusiasts. Messages have two purposes:

- ✦ **Convey the experience** – To provide a succinct image of the Civil War story travelers will discover when they explore the Valley.
- ✦ **Call to action** – To motivate travelers to seek information about the Valley and its Civil War history and to encourage a trip to the Valley.

## 2 ▶ Current Messages about the Valley

### **Shenandoah Valley Battlefields Foundation**

*Shenandoah at War*

A quote from Stonewall Jackson is used: “*If this Valley is lost, Virginia is lost...*”

### **Shenandoah Valley Travel Association**

*Shenandoah Valley – As beautiful as its name*

### **Staunton, Waynesboro and August County**

*Crossroads of the Shenandoah Valley: Experience the history...the wonders...the beauty...*”

### **Harrisonburg**

*Discover...Rediscover: You can have it all in Harrisonburg*

### **Rockbridge County**

*More than what you'd expect.*

### **Northern Shenandoah Valley**

*In the Shenandoah Valley, we have it all. Just an hour from Washington D.C.*

*Historic sites...outdoor fun...quaint towns.*

### **Winchester-Frederick County**

*Get a better view of history... Discover the Northern Shenandoah Valley...Civil War sites.. charming downtowns...historic homes and gardens...antiques...theaters...vineyards and orchards...All new Museum of the Shenandoah Valley*

### **Front Royal-Warren County**

*Discover the Northern Shenandoah Valley...Skyline Drive and Caverns...Shopping and Antiquing Battle of Front Royal Driving Tour...Golf...Hiking...Canoeing...Camping*

### **Shenandoah County Tourism**

*Discover the Northern Shenandoah Valley...Wineries...Caverns...Battlefields...Fishing... Golfing...Skiing...Antiquing*

### 3 ▶ Interpretive Plan Themes

The Interpretive Plan outlines themes that convey the many stories in the Valley:

#### **The Valley**

- ✦ Context for War
  - ▶ Settlement
  - ▶ Cultural Diversity
  - ▶ Economy
  - ▶ Slavery
  - ▶ Everyday Life
  - ▶ Religion
- ✦ Strategic Valley
  - ▶ Geography
  - ▶ Breadbasket
  - ▶ Invasion
- ✦ Civilian Experience
  - ▶ Civilian Perspective
  - ▶ Contrasting Views
  - ▶ Impact on Life
  - ▶ The Burning

#### **The Campaigns**

- ✦ Jackson's Valley Campaign
- ✦ Gettysburg Campaign
- ✦ Lynchburg Campaign
- ✦ Early's Maryland Campaign
- ✦ Sheridan's Shenandoah Campaign

#### **The Battles**

First Kernstown, McDowell, Front Royal, First Winchester, Cross Keys, Port Republic, Second Winchester, New Market, Cool Spring, Second Kernstown, Third Winchester, Fisher's Hill, Tom's Brook, Cedar Creek

## 4 ▶ Messages for the Shenandoah Valley Battlefields National Historic District

Many of the messages being used by the Valley's DMOs already convey the area's Civil War history. Messages used by the Battlefields Foundation can be incorporated by DMOs to strengthen the overall Civil War message.

Additionally, the themes developed for the Interpretive Plan provide internal guidance for the Battlefields Foundation and its partners to understand the stories that are currently being told and can be told. Messages are developed on two levels:

- ✦ **Factual Messages** – For internal use by the Battlefields Foundation and its partners. The purpose of a factual message is to describe the attributes and selling points of the Valley's Civil War resources.
- ✦ **Descriptive Messages** – For external use to reach targeted audiences. The purpose of the statements is to convey the Valley's Civil War story in descriptive terms that can be used in promotional venues such as press releases, websites, brochures and advertisements.

## Overall Message:

The overarching message that the Battlefields Foundation and its partners will want to convey is that the Shenandoah Valley has many stories to tell. A message that can communicate this idea is:

*Experience Shenandoah at War*  
ONE STORY, A THOUSAND VOICES

## Shenandoah Valley at War: In Their Own Words

To build on and reinforce this message, the words of those who lived through and were eyewitnesses to the Civil War should be used. There is no more compelling way to convey the high hopes, hardships and ultimate tragedy that the Civil War brought to the Shenandoah Valley.

The Battlefields Foundation and its partners' use of original words will become a signature of its promotion and interpretation. By varying the quotes in different promotional venues, readers and listeners will be drawn to see or hear these quotes – the voices of the past.

Quotes can be used in press releases, print and radio advertisements, websites, email promotions and even on promotional items such as those created for the American Bus Association Marketplace. For printed pieces, such as the Official Civil War Guide, quotes may be used from both the homefront and the war, for example partnering the quote from Lucy Buck and Stonewall Jackson.

## Factual Descriptions

**1) The Homefront** - The story of the homefront, as outlined in the Interpretive Plan, includes stories about settlement, agriculture, politics, religion and slavery. Most important, these stories convey the hardships and heartache of those who remained at home during the war years while armies swept up and down the Valley.

**2) The Valley at War** - The Valley was pivotal in the outcome of the Civil War. Throughout the war, armies moved up and down the Valley, engaging in battles and occupying towns. The message also conveys that fighting the war meant an intertwining of the homefront and the battle front.

- ▶ **Action Step:** The Battlefields Foundation and its partners should research and  a list of 20 or more quotes representing the homefront and the Valley at war. The list should include quotes from each of the five cluster areas.

““The Battlefields Foundation and its partners’ use of original words will become a signature of its **promotion** and **interpretation**. ””

## Descriptive Messages: The Homefront

Following are samples of the types of quotes that can be used in conjunction with the overall marketing message “Experience Shenandoah at War: One Story, A Thousand Voices” and to illuminate the factual (internal) descriptions.

*We shall never any of us be the same as we have been.*

— Lucy Buck, Front Royal, Diary Entry, 1862.

*Your country calls...I now offer you, a beardless boy of 17 summers...*

— Mother sending her son to war, Winchester Virginian, 1861

*Troops! Troops!! They have been pouring in yesterday and today.*

— Joseph Addison Waddell, Staunton, Diary Entry, 1861

## Descriptive Messages: The Valley at War

*If this Valley falls, Virginia falls...*

— General Thomas J. “Stonewall” Jackson, 1862

*The terrible grumble, and rumble, and roar,*

*Telling the battle was on once more....*

*Sheridan’s Ride by Thomas Buchanan Read*

— Battle of Cedar Creek, Oct. 1864

*I ran on down to the battlefield to help with the wounded.*

*I was the first woman to go there.*

— Eliza Clinedinst Crim, Battle of New Market, 1864

*That the right to bear arms...be delegated to the fairer portion  
of the ill-starred Confederacy*

— Annie Samuels, Harrisonburg, to Confederate Secretary of War,  
on behalf of 28 women seeking to join the Army, December 1864

*As to my dress, I wear anything I can get, regardless of propriety.*

— Mary Greenhow Lee, Winchester, Diary Entry, October 1863

*Dear Pa, I write a few lines to let you know that I am wounded.*

— J.L. Merritt, Cadet, Virginia Military Institute, New Market, 1864

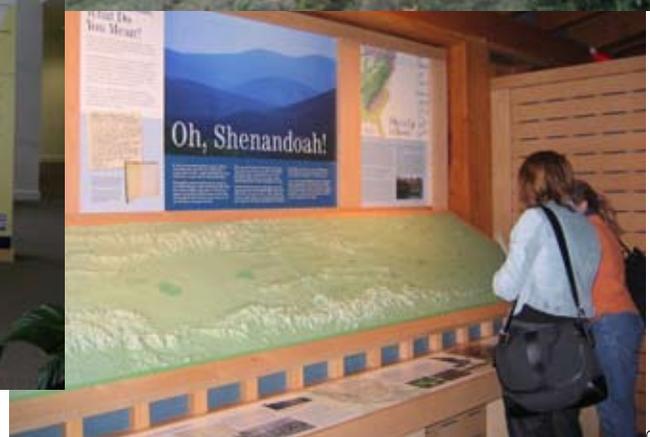
*Mother lost absolutely everything she had and is now a refugee here.*

— Lawrence Royster, Virginia Military Institute, Lexington, 1864



*the premier place to learn about the Civil War in Virginia.*

# The Marketing Plan





## 1 ▶ Overview

As stated in the Shenandoah Valley Battlefields National Historic District Implementation Plan, the marketing directive to the Battlefields Foundation is:

*Undertaking or overseeing the cooperative marketing and promotion of the District.  
The goal is for the both the Foundation and partners working together to create a coherent vacation destination rather than an assemblage of things to see and do linked only by geographic proximity or thematic relationship.*

### 1.1 Key Factors in Marketing Strategies

The marketing plan is based on the philosophy that the role of the Battlefields Foundation is to undertake and foster promotional activities which result in the creation of a cohesive Valley-wide image as a destination to experience the Civil War and its multitude of stories. Market research shows a great awareness of the scenic beauty of the Valley (97 percent) and its unspoiled countryside (91 percent).

A smaller, but still significant percentage of visitors recognize the Valley as a good place to experience Civil War history (85 percent). As seen in visitation data to Civil War sites in the Valley, this awareness is not necessarily translating into visits to these sites. The marketing plan seeks to build on this general awareness to create a desire to visit the sites that tell a Civil War story. The marketing plan reflects the following points:

**Build toward the Sesquicentennial Commemoration** – The 150<sup>th</sup> anniversary of the beginning of the Civil War is in 2011. Activities and events are likely to begin one to two years in advance and to continue to the anniversary of the end of the war in 2015.

**Coordinate marketing around unveilings, openings and events** – Through implementation of the Interpretive Plan, product recommendations accompanying this marketing plan and the plans of partner communities and sites, continual opportunities exist to generate publicity for the Valley's Civil War story.

**Ensure that marketing activities reinforce the identified messages** – Marketing messages are two-fold in purpose. First, they are behind-the-scenes tools which enable marketers to evaluate whether marketing activities are communicating the desired message. Second, they are external vehicles which are used to reach targeted audiences and provide a call to action to visit the Valley.

**Partner with non-Civil War sites** – Research shows that visitors to the Valley enjoy scenic beauty, outdoor activities, shopping, small towns, and other activities unrelated to the Civil War. Accordingly, the Battlefields Foundation and its partners will benefit by collaborating with some of these resources to provide necessary visitor services and to enrich the visitor experience.



# *Action Step*

**Develop an Official Civil War Guide  
to the Shenandoah Valley Battlefields National Historic District**





## 1 ▶ Overview

*The Shenandoah Valley Battlefields National Historic District Official Civil War Guide* will be a comprehensive directory of Civil War sites. The guide will include:

- ✦ Brief historical overview of the Civil War in the Valley including the years leading up to the war, the war years, and the significance of the Valley during the war
- ✦ Civil War site descriptions
- ✦ A map of the Valley identifying Civil War sites
- ✦ Calendar of annual Civil War-themed events, activities, programs
- ✦ Suggested tour itineraries
- ✦ Information on historic towns
- ✦ Short “local color” sidebars – such as letters or diary entries from soldiers or citizens
- ✦ Listings of recommended non-Civil War partner sites (optional)
- ✦ Contacts for more information (SVBF, receptive operators, DMOs, etc.)

### 1.1 Supplementary Piece: Map Pads

This includes the map that is created for the Civil War Guide, brief listings and contact information. The map pads can be printed in high quantities (100 per pad) at a relatively low cost and distributed throughout the Valley and to visitor facilities outside the region.

### 1.2 Purpose of the Civil War Guide and Map Pads

Planning a visit to the Valley to include Civil War attractions is currently a challenge. The visitor must gather a multitude of brochures and piece together what is available to tour, when it is open and how to get to the sites. As the Battlefields Foundation and its partners implement the marketing plan, and as the Sesquicentennial of the Civil War approaches, more visitors are expected to come to the Valley to experience its Civil War history. It is imperative that visitors be able to easily understand what is available so they can make decisions about what to see and do. A Civil War Guide fulfills this need and encourages increased visitation.

The map pads are an effective frontline piece which can be distributed in quantity to reach larger audience. For the visitor who may be passing through, the maps will provide an at-a-glance resource to visit Civil War sites. For the visitor with a deeper interest in the Valley’s history, the guide will provide more in-depth information and assistance in planning a travel itinerary.

“It is imperative that visitors be able to **easily understand** what is **available** so they can **make decisions** about **what to see** and **do**. A Civil War Guide fulfills this need and encourages increased visitation.”

### 1.3 Uses of the Guide

- ✦ Response piece for inquiries generated by media coverage, advertising, etc.
- ✦ Distribution at
  - ▶ Civil War orientation centers;
  - ▶ visitor centers and sites throughout the Valley;
  - ▶ VTC-operated welcome centers at major roadway entrances into the Commonwealth.
- ✦ Additional distribution at targeted locations such as AAA offices and ABA Marketplace.
- ✦ Post on ShenandoahatWar.org.

### 1.4 Distribution of the Map Pad

- ✦ Civil War orientation centers, visitor centers, hotels, restaurants, Civil War attractions and other sites with high visitor traffic;
- ✦ Businesses, libraries and other selected sites;
- ✦ Other points of visitor contact outside the Valley, by request.

### 1.5 Design

- ✦ The Civil War Guide will be a 4-color piece of 36-38 pages. The design uses the National Historic District logo and graphics package. (A template is provided with this plan.)
- ✦ The maps for the map pad are 1-color with no pictures. The design will use the National Historic District logo and graphics package.

### 1.6 Funding

Both pieces can be supported by sponsorships, limited advertising (if needed), and grants such as the VTC's grant program. Businesses can purchase the map pads to recoup additional development and distribution costs. The Civil War Guide and the maps should be available for free to visitors.

- ✦ **Civil War Guide** – (Printing specs and quotes are found in the Appendix. Following is an estimate based on one printer's response.)

50,000 - \$20,250

75,000 - \$26,000

100,000 - \$31,800

On recycled paper:

50,000 – \$21,175

75,000 - \$26,995

100,000 - \$32,875

- ✦ **Map Pads** – Costs are estimated at \$700 to print 10,000 (100 per pad).

## 1.7 Development Timeline

ACTIVITY	RESPONSIBILITY	BEGIN DATE	INTERIM REPORT DATE	COMPLETION DATE
Write grants or sell ads to fund		Summer/Fall/ Winter 2007/2008		
Approve initial design		Early 2008		
Develop Civil War sites list – gather info on hours, admissions, etc.		Early 2008		
Write descriptions for all sites		Early 2008		
Develop a list of events, activities – include logistics, descriptions		Early 2008		
Develop suggested tour itineraries		Early 2008		
Gather sidebar stories – selections to include in guide		Early 2008		
Write historical overview of Civil War in the Valley		Early 2008		
Review criteria for including non-Civil War sites and accommodations		Early 2008		
Determine information to include on map pad		Early 2008		
Develop list of contacts for more information		Early 2008		
Proof content – check all numbers		Spring 08		
Obtain printing estimates		Spring 08		
Final approval of content and design		Spring 08		
Develop distribution system		Spring 08		



# Action Step

Enhance [www.ShenandoahAtWar.org](http://www.ShenandoahAtWar.org)





## 1 ▶ Overview

The National Historic District website will be the key location to which potential visitors are directed in response to advertising, public relations, and promotions. The website will provide a “one stop shop” for travel planning, either through information found directly on the site or through selected links to partners. In addition to gathering information about sites to see, visitors will be able to download tours and develop itineraries for their visit. In addition, through compelling storytelling that brings to life the stories of the Civil War years, the site should encourage travelers to come and explore the Valley’s Civil War story firsthand.

### 1.1 Research on Internet Use

Market research showed that 22 percent of visitors to the Valley used an online source such as the Virginia Tourism Corporation or tourism office website to help plan their trips. However, a 2005 study by the Travel Industry Association shows increasing use of the internet nationally with 78 million using it for travel planning and 64 million booking online. Increased promotion of the National Historic District will drive more visitors to the website, creating an opportunity for the site to be recognized as the place for visitors to get comprehensive information about Shenandoah Valley’s Civil War sites.

## 2 ▶ Website Enhancements – Navigation

- ⊗ Make “*battlefield*” a searchable title

A Google search for *Shenandoah Valley Virginia Civil War* shows that the website is currently tenth on the list for this word combination behind two National Park Service sites, two Virginia state tourism sites, the website for the Stonewall Jackson Museum at Hupp’s Hill and other sites by tour companies. Using other word combinations ranked the site lower, often not in the top 20. The word *battlefields* is the key to making the site appear in the top 10.

▶**Action Step:** Place “battlefield” in the page title and make page titles consistent with the word “battlefield.” (Cost \$300 - \$500)

- ⊗ **Cross reference links of activities to clusters** – Visitors to the site currently can gather information through the *What Would You Like to Do?* link or by cluster. In some cases, the visitor would need to search both ways to get complete information about what there is to see and do.

▶**Action Step:** Create additional internal links to cross reference information, ensuring that visitors have easy access to complete information without having to search every page. (SVBF can complete this in-house through using the computer program “Contribute” at no cost.)

““The National Historic District website will be the key location to which potential visitors are directed in response to advertising, public relations, and promotions. ””

- ⊗ **Confirm that all external links are active** – Some of the links from the site are dead-ends. It is important to schedule regular checks (at least twice a year) of all links.
  - ▶ **Action Step:** Using the list provided in the Appendix, correct all missing links. Where possible, indicate which link is the official site for a community that will provide the most complete information for the visitor. (Cost \$200-\$300 annually)
- ⊗ **Link to Home Page** - Make it easy for site visitors to navigate by providing a link to the home page.
  - ▶ **Action Step:** Provide links from every page on the site to the home page by adding a “home” button next to the search feature. (\$50-\$100)

## Website Enhancements: Content

- ⊗ **Create a series of downloadable tours**

Downloadable tours personalize the story of the Civil War in the Valley through the voices of people who lived through it, using diaries, letters, newspaper accounts, and other archival resources as the foundation of the tour scripts. Tours can be developed following the example of *www.soundaboutphilly.com*. Other examples are at *www.audisseyguides.com*. (Additional information is found in the Appendix.) This approach offers a variety of ways to access the tours - including letting travelers download onto Ipods or MP3 players parts of various tours to create their own tour. Tours can also be printed for those who do not have this equipment. Some Valley communities have already developed tours which could also be loaded on the site. For those that are sold by partners, the site can provide information about where to purchase the tour.

  - ▶ **Action Step:** Create a series of tours which coordinate with the driving routes and themes identified in the Interpretive Plan. Tours should include narration, “voices” of historical figures, and Civil War-era music. Begin with two tours in 2008 and add at least one new tour each year. (Costs will vary depending on how many tours are created and the extent of each tour. Estimates range from \$10,000-\$15,000 for each script and \$17,000-\$30,000 for web development.) Examples of tour themes are:
    - **Wives, Daughters, Sisters, and Friends** – The story of how women dealt with the men in their lives going off to war – and often not coming home. Exploration of how women’s roles changed to take on responsibilities at home and business and how they viewed the war.
    - **High Hopes and Heartaches** – Tracing the story of how the vision of glorious victory changed to the tragedy of loss and how the men who served in battle, and their families who kept the home fires burning, experienced these years.
    - **Lose the Valley, Lose the War: Stonewall Jackson’s Campaign** – Following the routes of Jackson’s troops throughout the Valley as they engaged the Union troops at various points.
- ⊗ **Provide site-specific Civil War information** – Where attractions have an independent website, minimal information is provided with a link to the attraction’s own website. The result may be that a visitor will miss the Civil War connection (for example, having to sort through several pages of the Harrisonburg-Rockingham History Society to find Civil War-specific attractions.)
  - ▶ **Action Step:** Create a “teaser” sentence about the Civil War visitor experience at each site OR make the link to the attraction’s site take the visitor directly to the pages that provide information about Civil War related exhibits, tours, activities, etc. (SVBF to complete through Contribute – no cost)

- ⊗ **Develop suggested itineraries** – Because the Valley is a large region, visitors need information about travel and tour times to help plan their trips. Suggested itineraries and maps will assist in this effort.
  - ▶ **Action Step:** Include suggested itineraries (also developed for the Civil War Guide and package tours). Add a customized itinerary builder. (Examples are found at the Texas Heritage Trails site: <http://www.texasfortstrail.com/home/index.asp>)
  - ▶ Create a new section which will allow visitors to the website to build their own itineraries. Each location will be tagged with: title, description, address information, phone, fax, cost information, hours, website address and map link. Once locations have been added to the system, they will be grouped into itineraries which will have a title and description. (Does not require creation of an account.) (Cost: \$3,300 - \$3,800. If adding Google maps, add \$1,000.)
- ⊗ **Complete all sections of the website and update to new look** – Several of the links (such as “Protection Tools” and “Planning Issues”) lead to a “Coming Soon” message. Additionally part of the site has the “new” look while the remainder is still in the old design.
  - ▶ **Action Step:** Check all sections and finish all that are currently incomplete and update all sections to the new look. (Cost \$5,000-\$8,000)
- ⊗ **Action Step:** Place the *Shenandoah Battlefields National Historic District Official Civil War Guide* on the site – The guide can be made available in printable PDF format. This saves costs on printing and makes it available to travelers who might not otherwise be aware of the guide. (SVBF adds with Contribute – no cost.)
- ⊗ **Action Step:** Add a link to the Mid Atlantic AAA website – When AAA packages are ready to promote, a link from the site will direct travel planners to the AAA site, encouraging them to purchase a AAA package. (SVBF adds with Contribute – no cost.)

## Website Enhancements: Travel Industry

- ⊗ **Create a Media Room** – A separate section is needed for the travel media and the general news media.
  - ▶ **Action Step:** Create a Media Room with two sections – one for travel media and one for general news media. (Cost: \$1,800-\$2,000)
    - **Travel Media** – Focus on places to visit. Include a general information press release, fact sheet, list of story ideas and contact information. Post current press releases and note as “new.” Include guidelines for requesting assistance in preparation of travel features. (Information about working with the travel media is found in the Communications section and in the Appendix.)
    - **General News Media** – Focus on the Shenandoah Valley Battlefields Foundation. Include a general information press release, fact sheet, list of story ideas and contact information. Post current press releases and note as “new.”
    - **For all media** - Include a selection of downloadable images of landscapes, Civil War sites and events.
    - **Archive** – Maintain previous press releases in an archive.

- ✦ **Create a Group Travel Section** – As the Battlefields Foundation begins active promotion of group tours, it will be important to have easily accessible information for tour operators.
  - ▶ **Action Step:** Create a Group Travel area specifically targeted to tour operators and group travel planners. (Cost: \$400-\$600)
    - **Fact Sheet** – Summary of the District and the Civil War-themed experience that groups can have in the Valley.
    - **Sample Itineraries** – Examples of customized tours. Note activities that are only available to groups (such as behind-the-scenes tours).
    - **Packages** – Offer all-inclusive packages and include prices.
    - **Click for guide** – Offer tour operators the Shenandoah Valley Battlefields National Historic District Official Civil War Guide.
    - **Contact information** – List receptive operators, DMOs and others who can assist the tour operator in planning and hosting a tour.
    - **Request information** – Create a form for operators to complete and submit to email a request for more information.

## Tracking

Two tracking systems can be used to collection information on who is visiting the web site and what advertisements are being responded to.

1. ClickTracks – Install professional version – Cost \$60 per month.
2. Install Google Analytics - \$100 set up, Service is free.

### 3. Development Timeline (to be determined by website subcommittee)

Activity	Responsibility	Begin Date	Interim Report Date	Completion Date
<b>Navigation</b>				
- higher on search engines - link activities to clusters - check external links - link pages to home page				
<b>Content</b>				
<b>Downloadable Tours</b>				
Create committee – include historians, writer, tourism staff, etc.				
Determine themes and initial number of tours				
Research other tours – gather ideas for structure and content				
Identify funding sources; write proposals				
Outline content for initial tours				
Research, write tours				
Record interviews with historians				
Record “living history” voices				
Produce, post tours				
Implement media campaign				
<b>Additional content</b>				
Add site specific content or links				
Create itineraries				
Complete sections				
Place Civil War Guide on site				
Add promo copy; link to AAA packages				
<b>Media Room – Travel Media</b>				
General release				
Fact sheet				
Story ideas				
Guidelines;contacts				
Images				
<b>Media Room – General Media</b>				
General release				
Fact sheet				
Story ideas				
Guidelines and contacts				
Images				
<b>Media Room – Group Travel</b>				
Create fact sheet				
Create suggested itineraries				
Create packages				
Contact information				
Request information form				



# Action Step

Develop and implement media communications strategies to increase awareness of the Valley's Civil War story and the Sesquicentennial.





## 1 ▶ Overview

*Research shows that the two most persuasive factors in influencing consumer decisions are “word of mouth recommendations” and “free-standing editorial coverage...” Free-standing articles, written by an outside journalist, are perceived as more credible and less biased....*

— Debbie Geiger, Geiger and Associates Public Relations, Tallahassee, Florida

A communications strategy is the cornerstone of a cost-effective tourism marketing plan. The intent of the communications strategy for the Shenandoah Valley Battlefields National Historic District is to drive travelers to visit the website, request a visitor guide, purchase a travel package, obtain information about Civil War attractions, and ultimately to visit the Valley. The communications strategy is also designed to coincide with advertising and special promotions.

**NOTE: Additional information to assist with Communications is found in the Appendix:**

- 12 Tips for Working with the Media
- How to Plan and Host a Press Trip

## 2 ▶ Create Contact Resources

▶ **Action Step:** Build a media database for targeted states.

Print and broadcast media databases are provided along with this plan and include states targeted through market research:

- Virginia
- Maryland
- North Carolina
- Pennsylvania
- Tennessee
- West Virginia

“The communications strategy is also designed to coincide with advertising and special promotions.”

- ▶ **Action Step:** Update media databases continually through checks of returned emails. Update complete database annually – contact reporters and editors and ask if the email in the database is still current to reach the appropriate contact.
- ▶ **Action Step:** Continue to add publications and broadcast contacts to the list from press trips, names provided by the VTC, etc.
- ▶ **Action Step:** Subscribe to *www.travelwriters.com*. (\$900 annually; contact [james@travelwriters.com](mailto:james@travelwriters.com)). The site maintains a database of more than 10,000 freelance travel writers, 600 magazine editors and 200 newspaper travel section editors.

Subscribers have the following benefits:

- **Writer database** – Use the entire database or select writers based on expertise or geographic specialty.
- **Travel publication updates** – Receive updated information about 500 travel magazines and 200 newspaper travel sections including contacts, demographics, editorial and photography requirements.
- ▶ **Action Step:** Join the Mid-Atlantic Tourism Public Relations Alliance. ([www.matpra.org](http://www.matpra.org). No membership fee.) The alliance represents tourism public relations professionals in Delaware, Maryland, Pennsylvania, Virginia, West Virginia and Washington, D.C. Members represent state, county, city and regional tourism offices. The group serves as a regional resource to promote the area to travel journalists. Meetings are held in January, April, July and October in various locations in the region. There is a biannual marketplace to host travel writers and provide them with information about the region. (**Note: Only tourism organizations may be members. One of the Battlefields Foundation’s partners can join and represent the Civil War interests of the Valley.**)

### 3. Media Materials

- ▶ **Action Step:** Create a media kit to include:
  - **Cover letter** – Introductory letter explaining the purpose of the Shenandoah Valley Battlefields National Historic District.
  - **Fact Sheet** – Basic information about the District, driving directions, major attractions and annual events.
  - **General Press Release** – No more than three pages to provide a general overview of the District and its Civil War significance.
  - **Additional articles** – An article about the Sesquicentennial, articles about special events or new attractions. (One or two pages each.)
  - **Calendar of Events**
  - **Shenandoah Valley Battlefields National Historic District Official Civil War Guide**
  - **Images** – A CD with a selection of images with cutlines and photo credits.
- ▶ **Action Step:** Prepare press kits in a folder to mail upon request. Additionally, place the press kit information in the “media room” on the ShenandoahatWar website.
- ▶ **Action Step:** Create a list of story ideas to prompt the media. Provide summaries, contact information and images. Examples include:
  - **Following Jackson’s Campaign** – Trace the routes that Jackson and his troops followed throughout the Valley. Learn why the Valley was pivotal in the success or failure of the Confederacy.
  - **Treasures in the Valley** – Highlight unique artifacts in collections at museums throughout the Valley that can’t be seen anywhere else. (Jackson’s sword? A Winchester lady’s diary? One of the first flags sewn for a Valley regiment?)
  - **The Life of a Re-enactor** – Look into the life of a Civil War re-enactor. Why do they enjoy it? How do they get ready for a “battle”? Where do they research to learn about the battles and the Civil War era?
  - **Sacred Land** – Tour the lands that were saved by the Battlefields Foundation. Explore what happened here 150 years ago and why it is important that the land be preserved for future generations.

### 4. Media Activities

- ▶ **Action Step:** Develop a schedule of press releases to distribute to target media. (See calendar chart at the end of this section.)
- ▶ **Action Step: Develop an “On this Day” series of press releases for the Sesquicentennial (2010-2011)**

To build momentum for the Sesquicentennial, create press releases detailing what happened on that date 150 years ago.

  - Work with Civil War historians to document events that occurred on each day in 1860 and 1861 leading up to and beginning the Civil War.
  - Include political and military events as well as diary entries or letters from civilians. Wherever possible, use an original quote to give voice to the events.
  - Create a brief press release titled “**On this Day: 150 Years Ago in the Shenandoah Valley**” with information about that day’s events.
  - Include a paragraph in each press release explaining that the Shenandoah Valley Battlefields National Historic District is commemorating the 150<sup>th</sup> anniversary of the Civil War with special events, tours, programs and other activities. Include the website address for more information.

- Distribute press releases to target print and broadcast media. Include the Shenandoah at War logo. Send “On this Day” releases for one week at a time – send at least two weeks in advance.
- ▶ **Action Step: Create PSAs** - Send to targeted radio stations to supplement press releases and advertising. Include a toll-free number or website address. Radio stations will often accept public service announcement at no charge to use as broadcast fillers. These can be used to make short announcements about upcoming events, new tours and other activities.
- ▶ **Action Step: Host Press Trips**

Bringing travel and feature writers to the Valley will enable the Battlefields Foundation and its partners to show the region first-hand. A press trip will increase the chances of obtaining coverage in the desired markets. Hosting freelance writers on each trip will also increase the likelihood that the Valley will continue to gain coverage as they rework and sell their stories to many publications.

  - Coordinate at least one press trip a year in 2008 and 2009. In 2010 and 2011, host two press trips. Coordinate with the Virginia Tourism Corporation and the Shenandoah Valley Travel Association to issue invitations and share expenses.

**NOTE: See Appendix for guidelines on preparing for, hosting and following up on press trips.**

- ▶ **Action Step: Conduct editorial boards in 2009, 2010 and 2011**

Editorial boards cultivate on-going relationships with newspaper editors, feature reporters and travel reporters in target markets through face-to-face discussions. As the Sesquicentennial nears, take the Valley’s story directly to the media to ensure a good share of the media coverage that will ensue.

  - Select representatives including the Battlefields Foundation, a DMO and a Civil War attraction. Appoint one team member as the contact.
  - Write an introductory letter to editors in target markets. Request an editorial board meeting (specify which editor and reporters if the paper does not already have an assigned editorial board) and explain the purpose of the meeting. Suggest a time period of availability.
  - Call to confirm meetings and schedule. Gather information about editors and reporters by reading previous articles or editorials.
  - Prepare information packets (press kits, brochures) and mail to each participant two weeks in advance. (Bring extra packets to the meeting.)
  - Assign a spokesperson to facilitate responses from all members.
  - Conclude with an invitation to tour the Valley’s Civil War sites.
  - Follow with letters of thanks to each participant.
  - Make sure all participants’ names are added to the media database
  - Make arrangements for on-site visits.
- ▶ **Action Step: Maintain a media call list**

Obtaining continual coverage requires ongoing communication with media outlets. Set up a system to maintain records about who is writing about the Valley and keep them informed of new happenings. Working with DMOs and Civil War sites, compare lists of media who provided coverage in the past two years.

  - Develop records noting specific areas of interest for various media outlets and journalists.
  - Develop a regular schedule of phone calls and/or emails to maintain communication and encourage features on the Valley’s Civil War attractions.
  - Maintain records of responses and provide follow up information responding to specific interests.

## 5 ▶ Communications Strategies

**Note:** This chart provides the framework for media communications. The Battlefields Foundation and its partners will want to add to this list as new events and activities are planned. All press releases should also be placed in the Media Room on the ShenandoahAtWar website.

Year						
Activity	Date	Press Release	PSA	Editorial Boards	Media Event	Press Trip
What's New in the Valley		✓				
Official Civil War Guide publication		✓	✓		✓	✓
AAA packages		✓				
Travel itineraries		✓	✓			
New Market Reenactment		✓	✓			✓
What's New in the Valley		✓				
Downloadable Tours		✓	✓	✓	✓	
Cedar Creek Reenactment	Fall	✓	✓			✓
What's New in the Valley		✓				
"On this Day"		✓				
New downloadable tours		✓	✓	✓		✓
Announce Signature Events		✓		✓		✓

# Action Step

Purchase targeted advertising  
in coordination with Battlefields Foundation partners.





# 1 ▶ Overview

## Five Factors in Advertising

- 1) Advertising should be placed primarily in identified target markets and in venues that have been determined to reach the identified demographic within those markets.
- 2) Implement advertising in connection with other marketing elements – distribution of press releases, conducting sales missions, etc. – to reinforce the message.
- 3) Effectiveness should be tracked. Discount coupons could be included in the ad, “hits” to a website could be monitored, or surveys could ask visitors where they learned about the attraction or area.
- 4) The advertisement must benefit the greatest number of partners in a cost effective manner. Cooperative print ads could include one large advertisement promoting the entire area surrounded by smaller ads for individual attractions or a radio advertisement promoting the region could be followed by short spots about individual attractions.
- 5) The advertisement should be supplemented by promotional support from the advertising venue. For example, if ads are purchased on radio stations, the station could provide on-air interviews, remote broadcasts, giveaway packages, or other additional promotions.

## Notes about Advertising:

- Ad placement is selected primarily for 2008 with the intention of continuing placements in future years if responses are adequate. However, certain ad placements can be initiated in 2009 and costs and timelines may need to be adjusted as needed.
- Ads that require fulfillment should only be placed if the *Official Civil War Guide* has been printed and is available for this purpose.
- Many of the ads will connect visitors to the ShenandoahAtWar website. It will be important to track increases to the site to determine each ad’s effectiveness.
- Prices quoted are those available as of May 2007. Please check with advertising contacts to obtain updated costs and deadlines when purchasing ads. (Always ask about nonprofit rates and add-ons such as package giveaways.)
- Ads will be placed depending on available funds. Ad sizes purchased may be smaller if funding does not allow larger sizes.
- Ad venues are those determined to be effective as of May 2007. Please evaluate response to each ad to determine continued advertising.
- Additional advertising opportunities should be evaluated based on the Five Factors of Advertising.

**Note: Ad kits and additional information is included in the Appendix.**

## 2. Action Steps

- ▶ **Action Step:** Participate in Virginia Tourism Corporation's Meet Virginia's Journeys of Passion Electronic Promotions

### Overview

The Virginia Tourism Corporation's electronic marketing co-op program, *Meet Virginia's Journeys of Passion*, reaches targeted markets of travelers with a specific interest in traveling to Virginia and who have stated interests in specific areas such as heritage and history, Civil War history, sites, attractions, outdoor recreation, and epicurean and spas.

### How the Program Works

The Virginia Tourism Corporation has contracted with eBrains, an electronic marketing company, to develop and manage the program. Promotions are targeted to leads generated by eBrains through 300 partner sites. Ads are placed on selected sites offering viewers the chance to "opt in" for information on travel to Virginia. Once the viewer clicks "opt in", they are offered a selection of sites and activities in Virginia, and they may indicate whether they would like to receive future information through emails. This process qualifies the viewer as a traveler who is interested in visiting Virginia and targets their specific interest.

Leads are also generated through the VTC website, call center, welcome centers, print, broadcast, and other means and are added to the database.

The database created through this process currently has more than 700,000 leads from the following states: New York, New Jersey, Pennsylvania, Maryland, Ohio, West Virginia, District of Columbia, Virginia, Kentucky, Tennessee, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Louisiana and California. Of this total list, approximately 250,000 leads have stated an interest in planning a trip to Virginia based on the state's history and heritage. From this list approximately **40,000** have indicated a specific interest in Civil War history.

### Targets for SVBF and Partner DMOs

The targeted category for the Battlefields Foundation and its partner DMOs is Civil War. (A second category would be the Heritage and History category.) Selected states based on market research of target audiences are:

- ✦ **Pennsylvania**
- ✦ **Maryland**
- ✦ **District of Columbia**
- ✦ **Virginia**
- ✦ **North Carolina**
- ✦ **Tennessee**

## **Logistics**

SVBF and its DMO partners can share the cost of purchasing **10,000** leads in the Civil War category **in the targeted states**. (Pull from general Heritage and History as needed to total 10,000.).

**Cost - \$1.00 per lead = \$10,000.00**

Leads are provided in an excel spread sheet via email. The Battlefields Foundation will maintain the master file, and each partner can also maintain a list if desired. Leads are delivered in a Tab Delimited Format: First Name, Last Name, Email address, Zip Code.

## **Promotional Activities**

Promotions reach targeted audiences in a number of ways including those that are automatically provided by the VTC with the purchase of a set of leads and additional promotional opportunities that are recommended to strengthen the reach of the Battlefields Foundation and its DMO partners.

### **Provided with purchase of leads**

1. Included four times in promotional emails sent to the entire Heritage and History database (250,000). Reports are provided on the number of views and clicks to follow the ShenandoahAtWar.org link.
2. Contact VTC to determine new venues for reaching the Heritage and History database as new opportunities are added.

### **Additional Email newsletter to targeted leads**

In addition to the promotions automatically provided by the VTC, the Battlefields Foundation and its DMO partners can develop an e-newsletter to send three times a year to the 10,000 Civil War leads. The newsletter can include information such as:

- ✦ **Showcase upcoming events such as re-enactments**
- ✦ **Feature Civil War attractions**
- ✦ **Highlight new exhibits, programs and tours**
- ✦ **Offer new packages or discounts**
- ✦ **Include links to partner websites**

## Journeys of Passion

Activity	Responsibility	Begin Date	Interim Report Date	Completion Date	Cost
Purchase 10,000 leads in "History and Heritage" database in targeted states	SVBF and partners			TBD	\$10,000
4 emails to entire database by VTC	VTC	TBD		TBD	Included in database purchase
Create		TBD		Ongoing	Template creation: \$2,500 - \$3,000.
e-Newsletter – distribute					Content per newsletter:
3x a year					\$500 - 600
Update database as needed				Ongoing	

► **Action Step:** Advertise in the Shenandoah Valley Travel Association’s Travel Guide

The SVTA is a nonprofit membership promotional organization and will be a key partner with the Battlefields Foundation and its partners in promoting the District. When the Official Civil War Guide is published, the SVTA Travel Guide will be a logical companion piece to mail along with the Guide so that travelers will have complete information on lodging, restaurants and other attractions. Distribution is in 345 I-81 rack locations, I-81 rest areas, 10 state welcome centers, 10 Valley visitor centers, 40 statewide regional visitor centers, AAA offices nationwide, Shenandoah National Park, 24 out-of-state consumer travel shows, eight out-of-state golf travel shows, response to requests and media leads. (Note: The information provided is based on 2006 rates and specifications. Please contact SVTA for current information.)

- Publication date:** .....Spring
- Circulation:** .....200,000 annually
- Purchase:** .....Full page
- Price:** .....\$2,800
- Space deadline:** .....October
- Ad materials due:** .....October

**Additional opportunities:**

Coordinate with SVTA for editorial content in conjunction with the advertisement.

- ▶ **Action Step:** Participate in Virginia Hospitality and Travel Association’s Visitor Guide and Travel Agent’s Toolbox

## Overview

VHTA is a membership organization representing attractions, hotels, restaurants and other travel industry venues across the state. The Battlefields Foundation is currently an active member of the organization and has served on the executive committee of the VHTA’s travel component.

### ❖ **Virginia Attractions, Lodging, Camping and Dining Guide**

VHTA prints 225,000 copies annually for distribution through Virginia Welcome Centers and rest areas, 400 VHTA brochure racks on I-81, I-95 and statewide, visitors bureaus and travel information centers, 144 military base locations, 24 East Coast consumer travel shows, travel counselors and individual inquiries.

**Publication date:**..... Spring  
**Circulation:** ..... 225,000  
**Purchase:** ..... ½ page, four color  
**Price:** ..... \$2,373 gross/\$2,017 net  
**Space deadline:** ..... December  
**Ad Materials deadline:** ..... December

### **Additional opportunities:**

- ❖ Shenandoah National Park/Skyline Drive has a ½ page ad in the current edition. Check to see if they are advertising in the next publication. If so, request that VHTA place the National Historic District ad next to the national park ad.
- ❖ Request close proximity of ads for the National Historic District and other partners.
- ❖ Request an editorial sidebar in the opening page of the Valley section.

### ❖ **VHTA Travel Agent’s Toolbox**

This piece is distributed to 8,000 travel and tour information providers annually including AAA offices, concierges, chambers of commerce, travel agents, restaurants, military, bank and school group planners, convention and visitor centers, hotels and attractions. The piece features site brochures and brief descriptions. Travel planners return the order form to VHTA which will forward it to the Battlefields Foundation to provide fulfillment.

**Publication date:** ..... Spring  
**Circulation:** ..... 8,000  
**Purchase:** ..... Cover and inside position  
**Price:** ..... \$695 (2006 pricing)  
**Space deadline:** ..... TBD  
**Materials deadline:** ..... TBD

- ▶ **Action Step:** Advertise in the Mid Atlantic AAA publication *AAA World* in the VTC Co-op Civil War Focus Issue

As part of the larger Mid Atlantic AAA promotion planned for the spring and summer of 2008, the National Historic District and its partners should have a significant presence in the July/August 2008 issue of *AAA World*. This issue will focus on Virginia's Civil War history. Virginia Civil War Trails is also a partner and has indicated the publication is one of its best inquiry generators. Advertisements are subsidized by the Virginia Tourism Corporation which also assists AAA in designing the section's format. Regions covered by the publication are Virginia, Washington D.C., Maryland, Delaware, Pennsylvania and New Jersey.

**Publication date:** ..... July  
**Circulation:** ..... 2,125,000  
**Purchase:** ..... 1/6 page, 4 color ad  
**Price:** ..... \$3,950 (2007 price)  
**Space deadline:** ..... May  
**Materials deadline:** ..... May  
**Reader response:** ..... Reader service listing; online listing  
**Fulfillment:** ..... Files sent bi-weekly via email  
**Additional:** ..... Hyperlink from *AAA World* website to advertiser Website  
**Contact:** ..... Michelle Bailey, Mbailey@aaamidatlantic.com; 703-222-4117

**Additional opportunities:**

Request editorial content as part of this issue.

► **Action Step:** Join the Blue Ridge Parkway Association; Advertise in *Blue Ridge Parkway Directory and Travel Planner*

**The Blue Ridge Parkway Association is a nonprofit organization** comprised of businesses serving travelers along the scenic corridor of the Shenandoah National Park, the Blue Ridge Parkway and the Great Smoky Mountains National Park in the tri-state region of Virginia, North Carolina and Tennessee. In addition, the southern end of the parkway reaches the Blue Ridge National Heritage Area, thus connecting the National Historic District to one of its sister heritage areas. The Association's primary mission is to encourage side trips by the 22-million-plus annual visitors. This is accomplished in several ways:

- 1) **Blue Ridge Parkway Directory and Travel Planner** – 275,000 copies of the guide will be printed in 2008. The guide is distributed along the length of the parkway, in all North Carolina and Virginia state welcome centers; and in most mountain area visitor information centers from Knoxville to Harpers Ferry. Members receive listings in the planner as part of their membership. Additional “photo listings” – ½ page display ads – can also be purchased.
- 2) **www.blueridgeparkway.org** – Listings are also posted on the association's website in two areas – the “directory” and “plan your visit” sections.
- 3) **Travel Brochure File Folder** – This directory is distributed to AAA offices, tour operators and other travel information offices throughout the United States and Canada.
- 4) **Membership meetings** – Three membership meetings are held each year in January, May (annual meeting) and September. Members have the opportunity to network and share information on new activities at their sites or in their regions.

**Join Blue Ridge Parkway Association** – Join in Class I, Destination Marketing Organization – annual dues \$265 – includes four free listing lines in the travel guide.

**Publication Date:** ..... Spring

**Circulation:** ..... 275,000

**Purchase:** ..... Photo listing (1/2 page display ad)

**Price:** ..... \$2,750

**Space/materials:** ..... Will receive information packet upon joining association

**Contact:** ..... Thomas Hardy, 1-828-670-1924

[http://www.blueridgeparkway.org/membership\\_form.htm](http://www.blueridgeparkway.org/membership_form.htm)

**NOTE: A copy of the guide and membership information is found in the Appendix.**

▶ **Action Step:** Advertise in *Cooperative Living's Great Destinations Travel Guide*

Market research identified Virginia as one of the top target states for the Valley. Virginia residents traveling within their own state can be a good source of visitors. Additionally, Valley residents are also a prime target group as they plan outings for visiting friends and family.

Cooperative Living is the membership magazine of Virginia's electric cooperatives. The magazine is mailed monthly to 365,000 families in the state (estimated 750,000 readers) and has the largest circulation of any publication in Virginia. The magazine's demographic research shows that 71 percent took trips lasting one or more days in the previous year, 51 percent took trips lasting three or more days, and 96 percent traveled for vacations.

The May issue includes a special section, *Great Destinations Travel Guide*, which includes editorial and advertising.

**Publication date:** ..... May

**Circulation:** ..... 365,000 households (750,000 readers)

**Purchase:** ..... ½ page full color

**Price:** ..... \$1,875.00 (2007 prices)

**Space deadline:** ..... April 1 (2007 date)

**Materials deadline:** ..... April 5

**Reader response:** ..... Card included

**Contact:** ..... Cindy Adams, cadams@odec.com  
804-290-2181

**Additional opportunities:**

- ✪ Request editorial feature with ad purchase
- ✪ Offer giveaway package – trip to the Shenandoah Valley.
- ✪ Encourage partners to purchase smaller ads (1/6 page - \$800) to surround the National Historic District advertisement.
- ✪ Coordinate with statewide issue of “What’s New in the Valley” press release to reinforce the message.

▶ **Action Step:** Advertise in *Guide to Virginia's Civil War and Civil War Traveler*

In 2005, the Battlefields Foundation and five DMOs partnered on a cooperative ad in Page One publications to advertise in the *Guide to Virginia's Civil War* and *Civil War Traveler*. The Battlefields Foundation provided the graphic design to keep costs low. The partnership continued in 2006, 2007, and 2008 and has grown to eight partners, including the Battlefields Foundation.

*The Guide to Virginia's Civil War* is used by the Virginia Tourism Corporation as part of its fulfillment program for Virginia's Civil War Trails. The guide is published three times a year, totaling 190,000 copies.

*Civil War Traveler* is one of the only non-National Park Service publications stocked at Civil War-related National Park visitor centers in the mid-Atlantic. More than 60,000 copies are printed annually.

Leads generated from the ad are sent to all participating DMOs for response. With the publication of the Shenandoah Valley Battlefields National Historic District Official Civil War Guide in 2008, this publication will become the response piece. (DMOs may allocate funds they had targeted for postage to a collective mailing of the guide.)

- Publication date:** ..... *Guide* – Feb., Memorial Day, Labor Day  
*Civil War Traveler* – Labor Day
- Circulation:** ..... 250,000 (total of both publications)
- Purchase:** ..... 2 page, double-truck
- Price:** ..... \$14,000 (divided among partners)
- Space deadline:** ..... Jan. 10, April 20 (both), July 20
- Materials deadline:** ..... Jan. 15, May 1, Aug. 1
- Contact:** ..... Shenandoah Valley Battlefields Foundation

▶ **Action Step:** Advertise in *Driving Destinations*, *Washington Post* Advertorial Section

## Overview

Washington D.C. was identified as one of the target areas for marketing the District. The *Washington Post* reaches a high-end demographic that is desirable for the District. The magazine insert in the Sunday edition is a popular feature with readers. According to the Post's research on magazine readers: 61 percent are 25-54 years; 44 percent are college graduates; 38 percent have household incomes over \$100,000; 89 percent are regular readers; 52 percent have saved an article and 25 percent have saved an ad for future reference. The fall 2006 travel issue generated 4,942 leads with 22 participating advertisers.

The Virginia Tourism Corporation offers a co-op buy. The Post's freelance writer works with advertisers to create editorial copy. The minimum ad size to be included in advertorial is 1/6 page.

The most recent readership study (The Washington Post Magazine Reader Survey, conducted by Scarborough Research, 2003) showed that travel is the #1 topic of interest for readers. In the past year:

- ★ 22% have traveled to the Shenandoah Valley area
- ★ 81% have taken trips of more than one day's duration in the U.S.
- ★ 49% have gone to a museum/gallery

**Publication date:** .....September (2008 date)

**Circulation:** .....600,000

**Purchase:** .....1/6 page, 4 color (large if possible)

**Price:** .....\$4,666.00 (2007 price)

**Space deadline:** .....August 8 (2007 date)

**Materials deadline:** .....August 18

**Reader Response:** .....Response card

**Contact:** .....Ellen Gerhard, Account Manager,  
gerharde@washpost.com, 202-334-7762

**Additional:** .....Freelance writer will create editorial copy.

► **Action Step:** Participate in VTC Interactive Program Co-ops

Two of the interactive co-ops offered by the Virginia Tourism Corporation reach target audiences for the Valley.

**WashingtonPost.com** – Creates an advertiser email to be sent to users who have opted to receive travel information. Emails click through to the advertiser’s website.

**Drop Dates:** .....March and September 2008 (2007 dates)

**Circulation:** ..... 185,000 impressions per drop

**Targets:** .....Baltimore, Richmond, Roanoke, Norfolk, Philadelphia, Pittsburgh, Raleigh-Durham, Atlanta, New York

**Price:** .....\$500, each drop (2007 cost)

**Space deadline:** .....TBD

**Reader response:** .....Click through to ShenandoahAtWar.org

**Contact:** .....Matt Ross, matthew.ross@wpni.com, 703-469-2791

**Local Media Network** – A network of TV news sites that targets primary markets for the advertiser. The ad is a box (banner) advertisement on the selected station’s website with a click-through to the ShenandoahAtWar.org website.

**Drop Dates (in 2008):** .....April 1 – 30; May 1-31; August 1 – 31; September 1 – 30

**Circulation:** .....372,400 – total monthly impressions

**Targets:** .....Baltimore – wjz.com

Richmond-Petersburg – wric.com

Washington D.C. – wjla.com

**Price:** .....\$4,000 (all markets, all flights)

**Space deadline:** .....Winter

**Reader response:** .....Click through to SVBF website

**Contact:** .....Matt Baczyk, mbaczyk@worldnow.com

212-931-1215

**Additional:** .....LMN will provide design for an additional fee.

▶ **Action Step:** Advertise on Public Radio Stations in Targeted Markets

The listener audience on public radio stations parallels market research identifying target audiences for the Shenandoah Valley Battlefields National Historic District. Nationally, the audience for public radio is an average of 50 years old and college educated with an income of \$78,000. Audiences can be reached in their homes, cars, or offices as they listen to popular shows such as *Morning Edition* and *All Things Considered*.

Public radio stations offer “credits” and “sponsorships” rather than advertisements. Credits may include information about products offered, location, website address and/or phone number.

**Public radio can be used to announce the publication of the District’s guide and other materials. For year-long purchases, the ad may be changed periodically, for example to promote a re-enactment in the fall.**

The following stations were selected to reach a wide audience in the District’s target markets. Radio buys are outlined for 2008 but can be continued in the coming years as responses are evaluated.

**WETS Radio 89.5** – Purchase credits on *Morning Edition* and *All Things Considered*

**Dates:** ..... Spring 2008 – 2 weeks; Fall 2008 – 2 weeks  
2 x per day for each show (weekdays)

**Targets:** ..... Northeast Tennessee, Southwest Virginia, Northwest North Carolina

**Price:** ..... \$3,230.00

**Deadline:** ..... Spring 2008

**Contact:** ..... Julie Hensley, 1-888-9387; julieh@digitaldog.com

**Additional:** ..... With a contract for 20+ spots, receive 5 additional spots; link from WETS website to ShenandoahatWar website

**WVTF Radio/Radio IQ** – Purchase one-year contract

**Dates:** ..... Spring 2008 to Spring 2009  
8 weekly announcements/5 on WVTF + 3 on Radio IQ (416 per year)

**Targets:** ..... Southwest Virginia (to Staunton), West Virginia (border of Virginia), northern North Carolina (to Greensboro)

**Price:** ..... \$425 per month/\$5,100 per year

**Deadline:** ..... Spring 2008

**Contact:** ..... Roger Fowler, 1-540-989-8900; wfowler@vt.edu

**Additional:** ..... Request placement before or after Civil War Series (hosted by Dr. James Robertson) on Fridays at 6:50 a.m. and 8:50 a.m. (during Morning Edition)

**WCVE 88.9/WCNV 89.1** – Richmond – Purchase *Morning Edition*

**Dates:** ..... Summer 2008

**Targets:** ..... Richmond and Central Virginia region

**Price:** ..... \$3,600 (2 weeks, 3 credits between 5-10 a.m.)

**Deadline:** ..... Summer 2008

**Contact:** ..... Rhonda Ellis, Corporate Sponsorship Consultant  
804-560-8233, rellis@ideastations.org

► **Action Step:** Advertise in the Southeast Tourism Society's  
*Heritage and Cultural Travel Guide 2009*

The Heritage and Cultural Travel Guide is a program of the Southeast Tourism Society with a co-op by the Virginia Tourism Corporation. The guides are placed in magazines that target cultural heritage travelers: *Preservation*, *Civil War Times*, *Smithsonian* and *American History*. The combined demographic is an average age of 52, 51 percent male/48 percent female; household income of \$72,000.

**Publication Date:** .....Spring 2009

**Circulation:** ..... 600,000 (readership 1 million+)

**Purchase:** ..... 1/3 page, 4 color

**Price:** .....\$13,100

**Space deadline:** ..... October (2007 date)

**Materials deadline:** ..... November

**Reader Response:** .....Response coupon; website on ad

**Contact:** ..... Jo Diedrich, Leisure Publishing, [jdiedrich@leisurepublishing.com](mailto:jdiedrich@leisurepublishing.com)  
540-989-0052

### **Additional opportunities:**

Coordinate with requests for editorial in each publication. (Ads do not offer advertorial, but contacts can be made to the editorial department to generate editorial coverage. Contact editorial departments one year in advance.)

## Ad Buys and Timeline

These are suggested timelines that may be adjusted as needed.

<b>2008</b>							
Ad	Size	Pub Date	Space deadline	Materials deadline	Payment	Cost	Editorial
SVTA Travel Guide	Full page	Early in year	October	October	October	\$2,800	Request
VHTA Virginia Guide	½ page 4-color	Spring	TBD	TBD	On publication	\$2,017 net	Request intro
VHTA Travel Agent Toolbox	Cover; inside	Spring	TBD	Provide 2 brochures	On purchase	\$695	No
AAA World	1/6 pg. 4-color	July	May	May	On publication	\$3,950	Yes
Cooperative Living Great Destinations	½ page 4-color	May	1-Apr	5-Apr	On purchase	\$1,875.00	Yes
Blue Ridge Parkway Directory and Travel Planner	½ page	Spring	TBD	TBD	Invoiced	\$2,750 (+membership - \$265)	Ad includes editorial text
Guide to VA Civil War and Civil War Traveler	2 page, double truck, B&W	Guide – Feb., Mem. Day, Labor Day; CW – Labor Day	Jan. 10 April 20 (both) 20-Jul	Jan. 15, May 1, Aug. 1	Invoice quarterly, net 30	\$14,000	Yes
Washington Post Driving Destinations	1/6 page, 4-color	September	8-Aug	18-Aug	On publication w/approved credit	\$4,666.00	Yes
WashingtonPost.com	Email	March and September				\$1,000.00	Click through to SVBF site
Local Media Network	TV News websites	March, April, August, September	Winter 08	Winter 08		\$4,000.00	Click through to SVBF site
WETS Radio (East TN State)	Credits	Spring and Fall	Spring 08	Spring 08	On purchase or invoice	\$3,230	Announce website
WVTF Radio (Roanoke)	Credits	Spring 08- Spring 09 (one year)	Spring 08	Spring 08	Annual, quarterly or monthly	\$5,100	Announce website
WCVE/WCNV (Richmond)	Credits	Summer 08	Summer 08	Summer 08	Invoice	\$3,600	Announce website
<b>2009</b>							
Preservation, Smithsonian, Civil War Times, American History	1/3 page 4-color	Spring	October	November	On publication Net 30	\$13,100	Contact editorial depts. one year ahead

## **Additional Notes on Advertising**

Advertising purchases have been selected to make the best use of available funds and to reinforce other marketing promotions. The Virginia Tourism Corporation's co-op advertising opportunities are cost effective and reach markets that have been identified as targets for Virginia. Additionally, advertising buys outlined in this marketing plan offer opportunities for partners to make co-op purchases with the Battlefields Foundation to increase the reach of target market in a cost effective way.

### **Virginia Tourism Corporation Co-ops include:**

- ✧ Journeys of Passion – database purchase and email newsletter
- ✧ AAA World
- ✧ Washington Post.com
- ✧ Local Media Network

### **Battlefields Foundation Partner Co-op opportunities include:**

- ✧ Journeys of Passion
- ✧ Guide to Virginia Civil War
- ✧ Civil War Traveler
- ✧ Washington Post Driving Destinations
- ✧ Public Radio (all venues)
- ✧ Southeast Tourism Society Heritage and Cultural Travel Guide

**NOTE: For all advertising, Battlefields Foundation partners are encouraged to purchase ads surrounding the anchor District ad and reinforce the marketing message.**

# *Action Step*

Develop packages and promotions targeted to Travel Industry Sales





## 1. Overview

Travel industry sales focuses on reaching travelers through the industry's gatekeepers – tour operators, receptive operators, AAA travel counselors and travel agents. A variety of strategies are outlined to reach these gatekeepers and to encourage them to sell the Valley's Civil War product.

## 2. Action Steps

- ▶ **Action Step:** Create customized packages and itineraries

The Battlefields Foundation can partner with All-in-One Tours, a receptive services operator, to create customized Valley packages that appeal to group tours and to individual travelers. All-in-One Tours is the ideal partner for several reasons:

- The company has a division devoted specifically to Civil War tours, and a website, [www.civilwartours.net](http://www.civilwartours.net), to promote the tours.
- The company is based in Lancaster, Pennsylvania with offices also in Virginia Beach.
- The company has already partnered with Virginia Civil War Trails and attends major trade shows such as American Bus Association Marketplace and Travel South to promote Civil War tours to the state.
- The company is already offering tours in the Shenandoah Valley targeted to the Civil War buff. Tour themes include “Discover the Gray Ghost” which travels through northern Virginia and “The Great Invasion” which travels from Winchester to Chambersburg, Pennsylvania.
- The company contracts with professional Civil War historians as tour guides.
- The tours can be sold to large or small groups and can be customized to reflect the group's particular interests.
- The company provides a toll-free number to respond to advertising.

**NOTE: A letter of agreement between the Shenandoah Valley Battlefields Foundation and All-in-One Tours is found in the Appendix. The letter outlines specifics of the partnership and should be signed by representatives of both organizations. This would not be an exclusive agreement. The Battlefields Foundation may partner with other receptive operators.**

### Contact information

Cathy Strite, owner and manager

All-in-One Tours (Civil War Tours.net)

1530 Commerce Drive

Lancaster, Pennsylvania 17601

1-717-581-5333; [cstrite@all-in-one-tours.com](mailto:cstrite@all-in-one-tours.com)

Company owner Cathy Strite toured the Valley in May of 2007 and developed several Civil War themed tours to begin promoting the Valley's Civil War story. Following are draft outlines of some of the tours. (Additional tours will continue to be added and customized.)

- ▶ **Action Step:** Sell packages to area colleges and universities.

The Shenandoah Valley is home to more than 15 universities and colleges. All of these schools offer special activities for alumni, parents, and students including tours and trips. This presents an opportunity to reach a market that is already familiar with the area and motivate them to extend their stays, explore more of the area, and spend more.

- Create packages for day and overnight trips targeting colleges and universities for alumni, parents' weekend activities, etc.
- Create customized group tour packages that can be sold through colleges and universities as part of their travel programs. (Adapt tours developed by All-in-One Destinations)

**NOTE: A directory of colleges and universities outlining their tour programs and special events that include tours – such as parents' weekends – along with websites and contact information is found in the Appendix.**

- ▶ **Action Step:** Develop a sales campaign targeting AAA Mid-Atlantic offices

The Battlefields Foundation, in cooperation with its partners, should develop a sales campaign targeting AAA Mid-Atlantic which includes Virginia, Maryland, Pennsylvania, Delaware, New Jersey and Washington, D.C. The campaign may include special packages for AAA members, special amenities for members, Point of Purchase displays in AAA offices, AAA counselor training and familiarization tours as well as sales calls to targeted AAA offices. Partnering with AAA Mid-Atlantic also opens the doors to internet promotions and magazine articles.

Market research shows that 37 percent of all visitors to the Valley are AAA members. Among historical/cultural travelers to the Valley, 50 percent are AAA members. Some of the Valley DMOs and attractions are already promoting through AAA. A Civil War-themed sales campaign will build on these efforts by encouraging AAA counselors to recommend travel to the Valley and its Civil War sites and reaching AAA members directly through the internet and AAA publications.

**NOTE: Costs are estimates for Battlefields Foundation participation. Additional costs would be incurred by participating partners. For example, in hosting a fam tour, partners could pay expenses in their area as needed, such as meals or entertainment.**

- ▶ **Action Step** – Increase AAA rated attractions.

Work with AAA to increase the number of attractions in the Valley that have AAA status. Once rated by AAA, attractions are included in AAA trip books, webpage, and "Show Your Card and Save" programs. (No cost)

- ▶ **Action Step** – Develop AAA packages for the Valley.

Packages will be sold through the offices, web-site, newsletter, and ads. Begin with two packages - a northern package, centered around Winchester, and a southern package, centered around Staunton. (No cost.)

- ▶ **Action Step** – Increase the "Show Your Card and Save" program.

Encourage attractions that are AAA approved to offer discounts or value added specials to their attraction to increase visitation to their sites. These special offers will be promoted throughout AAA. (No enrollment fee.)

“ Travel industry sales focuses on reaching travelers through the industry’s gatekeepers – tour operators, receptive operators, AAA travel counselors and travel agents. ”

- ▶ **Action Step** - Host familiarization tours for AAA counselors.

Host one or two each year and target specific states to invite the counselors. Host them around the Civil War Signature activities that will be developed for the Sesquicentennial. These AAA counselors will become experts and will be able to train the other counselors in their offices and regions. (An outline on how to host a fam is included in the Appendix.) (Budget for expenses: estimate \$1,000)

- ▶ **Action Step** - Conduct targeted sales calls to AAA Mid-Atlantic counselors.

Sales calls can include hosting a breakfast or reception with area partners in the AAA offices. Sales missions should be targeted to different regions and coordinated with an advertising campaign or other travel events. For example, after ABA in Virginia Beach, plan visit the AAA offices in that area. (An alternate plan would be to hold a webinar). (Cost estimate: \$1,000)

- ▶ **Action Step** - Develop marketing tie-ins with advertising purchases.

For example, have a special package or added value for visiting the Valley for those who respond to the AAA magazine ad. (Scheduled to run in the July issue of AAA World which focuses on the Civil War.)

All of these programs can be expanded during the next few years. By the year 2010, consider including the following additions:

- ▶ **Action Step** – Create point of purchase displays.

Coordinate displays with collateral materials to place in the lobbies of AAA Mid-Atlantic offices. The number of offices that can be included will depend on the cost of production. (Cost estimate \$500)

- ▶ **Action Step** - Develop more packages.

Target the packages to tie in with the Civil War Signature activities. Packages can be promoted through ads and the website. (No cost)

- ▶ **Action Step** – Create Customer Appreciation promotions.

Implement the promotions with incentives and give-a-ways in AAA offices on weekends. Members are invited to come to the office to meet with Valley attractions, win prizes, get information and discounts. (Cost: \$2,000)

AAA Mid-Atlantic contact information:

Primary contact: Kathy Callahan  
Managing Director of Travel Products and Partnerships  
Wilmington Corporate Headquarters  
1 River Place, 100 South West St.  
Wilmington, DE 19801  
302-299-4755; kcallahan@aaamidatlantic.com

Contact for packages: Brenda Kaputsa, bkaputsa@aaamidatlantic.com

- ▶ **Action Step:** Attend the American Bus Association Marketplace

## Overview

The American Bus Association (ABA) is the trade association of the intercity bus industry as well as the facilitator between North America motorcoach and tour companies and all related segments of the travel and supplier industries and promoter of travel by motorcoach to consumers. ABA represents more than 1,000 bus and tour companies in the United States.

To have a presence of the National Historic District at the marketplace, tourism partners in the District can:

- ✦ **Develop tour packages** – This will provide a product to sell to tour operators.
- ✦ **Include the District as a talking point.** – Partners can include the District logo in printed materials for the marketplace and use National Historic District designation as a talking point to lure operators to the region.
- ✦ **Sponsor Operator Gifts** – This sponsorship will increase recognition of the District with tour operators.

### **Following the Marketplace, the Battlefields Foundation and its partners will:**

- ✦ Create a database of all operators they met with and those they gathered business cards from.
- ✦ Send follow up thank you notes to all operators.
- ✦ Make follow up calls to schedule tours as requested by operators.
- ✦ Develop a schedule for regular communication with operators about new events in the Valley.
- ✦ Track tour bookings generated by the Marketplace.

**NOTE: See additional information on ABA Marketplace in the Appendix.**

““ Market research shows that **37 percent** of all **visitors** to the Valley **are AAA members**. Among historical/cultural travelers to the Valley, **50 percent** are AAA members. ””

Activity	Responsibility	Begin Date	Interim Report Date	Completion Date
Join ABA	Partners			
Register for ABA Marketplace	Partners			
Research tour companies, request appointments (on-line)	Partners			
Receive list of appointments, make revisions or additions	Partners			
Develop tour packages to sell to operators	Foundation and partners			
Create profile sheet – make copies	Partners			
Create presentation notebook	Partners			
Decide which partner will handle appointments	Partners			
Attend Marketplace – conduct appointments	Partners			
Attend Marketplace.	Partners			
Create operator database	Partners			
Send follow up thank you letters and requested information	Partners			
Develop schedule for regular communication	Foundation and Partners			
Track tour bookings	Foundation and Partners			

- ▶ **Action Step:** Join Travel South USA and attend Travel South Showcase

## Overview

Travel South USA was formed in 1965 by the Southern Travel Directors Council to promote, foster and encourage travel to and within the states of Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia and West Virginia. Travel South USA, a nonprofit organization, is the oldest and largest regional travel promotions organization in the United States. Travel South USA serves as an information source for journalists, tour operators, retail travel agents and other travel professionals. The organization is funded primarily by member state tourism offices.

### Travel South's two major goals are:

**1. Host Travel South Showcase** – This is a four-day marketplace for tour operators and media to meet with representatives from Southern hotels, attractions, state offices of tourism, DMOs, and other travel suppliers.

**2. Develop regional marketing programs** – Programs are designed to promote tourism to and within the Southern states.

**Travel South Showcase** – The marketplace is usually held at the end of February or in early March. Attendance is by invitation only. Suppliers must be approved by their state tourism office as a DMO, attraction, hotel or restaurant. From this list, participants are selected through a lottery. Suppliers are grouped in aisles by state, and each supplier has a booth. Appointments are seven minutes, and up to 52 appointments can be scheduled. There is also a “mini-switch” opportunity – up to 24, four-minute meetings with operators who the supplier had not made an appointment with before the marketplace.

- Cost: \$1,265.00 single delegate
- \$1,855.00 double delegate/1 book
- Attendants: Approximately 675 delegates
- Registration is on-line from early January to mid-February.

## NOTE: Plan to alternate attendance at Travel South USA Marketplace and American Bus Association (ABA).

**Regional Marketing** – The Travel South website includes a section called “Real Road Trips” which helps travelers determine what they want to see and to make their travel plans. Road trips must be submitted through the Virginia Tourism Corporation. The Battlefields Foundation should submit the itineraries developed by All-in-One Tours to the VTC and request these be submitted to Travel South. Travel South will post the tours on the website ([www.travelsouthusa.com](http://www.travelsouthusa.com)) and include a link to the group tour page of the National Historic District website, which will include a link to All-in-One and other resources.

Contact information:

Travel South USA  
3400 Peachtree Rd. NE. Ste 725  
Atlanta, GA 30326  
404-231-1790 or 404-231-2364  
[www.Travelsouthusa.com](http://www.Travelsouthusa.com)  
[http://www.travelsouthusa.org/SHOWCASE2007/h\\_faq.html](http://www.travelsouthusa.org/SHOWCASE2007/h_faq.html)

- ▶ **Action Step:** Provide information to CRUSA for international marketing.

CRUSA is a tourism coalition comprised of the Virginia Tourism Corporation, Washington D.C. Convention and Tourism Corporation and the Maryland Office of Tourism Development. CRUSA focuses solely on international marketing. Primary target markets are the United Kingdom and Germany. Secondary markets are Belgium, The Netherlands, Nordic countries, France, Ireland, Latin America (Brazil, Argentina, Mexico) and China. The major goal for CRUSA is to increase overseas visitation and economic impact by 5% annually. Action steps taken to achieve this goal include:

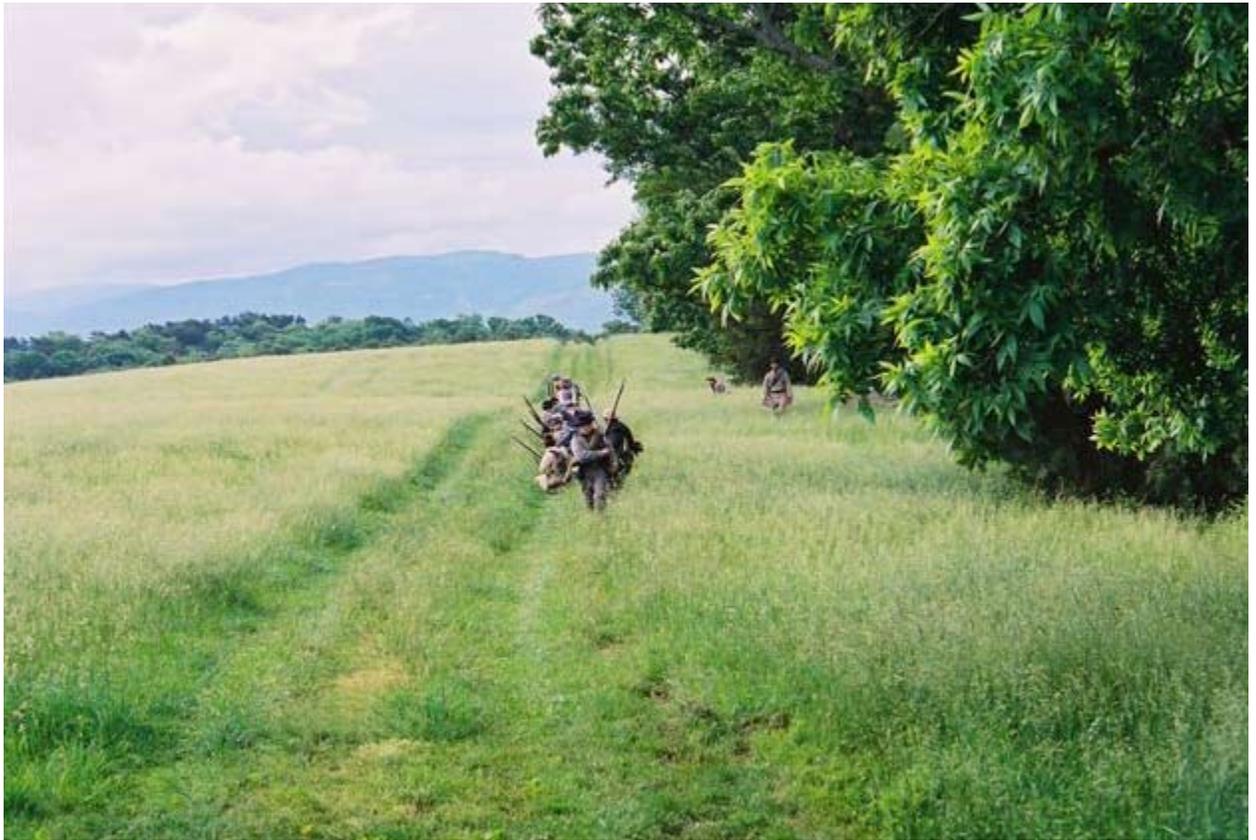
- Co-op consumer marketing campaigns with tour operators and travel agents
- Develop advertising campaigns
- Public relations campaigns to promote the sale of packages developed by third party sellers
- Participate in consumer shows in target markets with selected partners
- Partner with third-party sellers to increase product, bookings and visitation including working with receptive tour operators, increasing the number of tour operators selling the CRUSA region, attending travel trade shows and working with travel agents.
- Creating marketing materials to target consumer, media and travel trade.
- Use the Internet to reach consumers and the media.
- Conduct research to understand client preferences, to assess economic impact of international visitors and to evaluate marketing programs.

The Foundation and its partners will provide promotional information to CRUSA through the Virginia Tourism Corporation to reach an international audience.



# *Action* Step

Create a series of activities that will generate CROSS promotion of Civil War sites throughtout the Valley





## 1. Overview

Market research shows that many travelers to the Valley make return visits: 22 percent have visited two times; 47 percent have made three or more trips. Additionally, 86 percent of all visitors said they would like to visit the Valley again.

It is especially important to make these repeat visitors aware of sites they may not have explored on previous trips. For first-time visitors, being able to learn about all the Valley has to offer will also encourage them to stay longer and experience more attractions.

National research by the Travel Industry Association also shows that many travelers make decisions after arriving at their destination:

Restaurants – 48%

Shopping area – 45%

Museum or exhibit – 26%

Sightseeing tour – 24%

Movie – 16%

Theme park – 15%

Religious service – 14%

Live theater or performance – 14%

Festival or parade – 13%

Other activities or attractions – 24%

National research also shows that cultural heritage travelers are more likely to be willing to extend their stay. Four in 10 surveyed extended their stay specifically because of cultural and heritage attractions.

## 2. Action Steps

- ▶ **Action Step:** Develop front line “Battle Cards”

The most credible recommendation to a visitor is always from someone who has actually been to an attraction, taken a tour, and enjoyed the experience. Creating “Battle Cards” for front line employees of hotels, restaurants, attractions, and visitor centers will encourage them to visit Civil War sites by offering free or reduced admission.

### **Cards should include:**

- Free or reduced admission to all Civil War attractions.
- Discounts in gift shops whenever possible.
- A list of attractions that are open for free.
- Discounts to re-enactments and other major events.
- Include a space for the attraction to stamp or sign when the staff person visits.
- Offer a gift (a t-shirt or other item with the Shenandoah at War logo) for visiting a certain number of attractions.

### **Guidelines for distribution:**

Cards should be signed by Battlefields Foundation staff or a partner.

- Include dates the card is valid – usually for one year.
- Include phone numbers and/or websites.
- Provide a copy of the Official Civil War Guide with each card.

**NOTE: Consider partnering with SVTA and offering a “Valley Card” that includes admissions to other Valley attractions.**

- ▶ **Action Step:** Create an email database and send updates to frontline staff

The newsletter that is created for the Journeys of Passion email list can also be sent to frontline staff to keep them up-to-date about Civil War news in the Valley.

- Obtain email addresses from everyone who receives a Battle Card.
- Contact hotels, attractions, and visitor centers. Ask managers to invite frontline staff to sign up to receive the newsletter.

- ▶ **Action Step:** Create a presence for the District in the region’s tourist stops.

Because travelers often arrive in the Valley without a clearly defined schedule, there is a great opportunity to generate visitation at Civil War sites by making sure they know what the area offers. In addition to ensuring that frontline staff members at visitor centers, hotels, restaurants, and gift shops are knowledgeable about the area’s attractions, displays can also be created to attract attention.

- Front desk displays can use the same design as the Official Civil War Guide. Options for providing information include placing the map pads in front of the display or directing visitors to ask for the guide (which would be kept behind the counter).
- Table tents are small, stand-up pieces that also use the same design. These can be printed in mass quantities and placed on tables in hotels which offer a continental breakfast for their guests.
- Posters and banners can be created for use at selected locations, such as visitor centers, to publicize attractions or a special event such as a re-enactment.

“It is especially important to make these repeat visitors aware of sites they may not have explored on previous trips.”

- ▶ **Action Step:** Coordinate with VTC on Welcome Center activities

The Welcome Centers operated by the Virginia Tourism Corporation greet thousands of travelers each year. The Battlefields Foundation and its partners should continue coordination with the VTC through the welcome centers.

- **Exhibits and Demonstrations** – In advance of major events, request approval to staff nearby visitor centers with Civil War site representatives. Set up displays, distribute the Official Civil War Guide and maps, and have costumed re-enactors giving demonstrations ranging from troop drills to period music.
- **Visitor Center Seminar** – This annual event brings together the state’s visitor center staff for several days to gather information on happenings in the state. The Battlefields Foundation and its partners should have a booth to distribute information and request the opportunity to address participants to give updates on the Valley’s Civil War news.
- **Familiarization Tours** – Working with its partners, the Battlefields Foundation should continue to host familiarization tours for welcome center and visitor center staff whenever possible.

- ▶ **Action Step:** Host “Open Doors” for local residents at Civil War attractions

Open Doors is a concept which began in France in 1984 to encourage residents to have a greater appreciation of French heritage. The event offers free admission, behind-the-scenes tours and special programs during a specified time each year – all targeted to local residents. The concept has spread to 48 European countries which now plan an annual celebration of their heritage and culture ([www.heritagedays.net](http://www.heritagedays.net)). In 2000, Open Doors began in Toronto, expanding to include all of Ontario in 2002. Several communities and rural regions in the United States currently hold similar events.

Although not originally started as a heritage tourism activity, an Open Doors program has the benefit of encouraging residents to explore the area where they live. Because most travel surveys show that the top reason people travel is to visit friends and family, the byproduct of such a program is residents who want to share their local attractions when friends and family come to visit. As the Sesquicentennial nears, helping local residents in the Shenandoah Valley become familiar with the Valley’s Civil War attractions is an effective cross promotional activity.

- **Plan activities** – The Battlefields Foundation and its partners should decide what Open Doors will include – free admission to Civil War sites and events, behind-the-scenes tours, programs, lectures, performances and other activities.
- **Select dates** – Choose a date that is most likely to generate participation. Avoid the same time period as major events or festivals in the Valley. Determine how many days the Open Doors program will be.
- **Cross Promote** – Make sure that all the Official Civil War Guide and map pads are available at all participating sites and at all events and programs.
- **Publicize Open Doors** – Let residents know about Open Doors through local press releases to newspapers and radio stations, posters at local libraries, supermarkets, etc.
- **Determine admission requirements** – Require a driver’s license, school ID, or other form of proof that the participant lives in the Valley.

“As the Sesquicentennial nears, helping local residents in the Shenandoah Valley become familiar with the Valley’s Civil War attractions is an effective cross promotional activity.”

## Development Timeline

Activity	Responsibility	Begin Date	Interim Report Date	Completion Date
<b>Battle Cards</b>				
Contact sites to offer free admission or discounts				
Determine distribution criteria				
Compile offers; design and print card				
Write cover letter, distribute cards; reprint as needed				Ongoing
<b>Frontline Database</b>				
Contact visitor center, hotel, restaurant managers – provide sign up sheet for email of staff				
Send newsletter update (Journeys of Passion) to list				Ongoing
<b>Create Presence in Region</b>				
Contact visitor centers, hotels, restaurants, gifts shops – offer displays, table tents, posters or banners				
Prepare promotional items based on response				
<b>VTC Welcome Centers</b>				
Submit application for exhibits and demonstrations days				
Organize demonstrations; create exhibits				
Participate in day				2-3 times a year; ongoing
<b>Open Doors</b>				
Organize committee to plan event				
Determine logistics – dates, admission criteria				
Plan activities – contact all participating sites				
Publicize Open Doors				
Hold Open Doors events				Ongoing annually

# Action Step

Create a *Signature Designation* to recognize and promote Civil War events, sites and programs for the Sesquicentennial





## 1. Overview

The Shenandoah Valley is filled with Civil War sites, many offering special exhibits, programs and tours. As the Sesquicentennial nears, more plans will be made for implementation in the years leading up to the 150<sup>th</sup> anniversary as well as during the anniversary years of 2011-2015.

As the leadership organization for the Shenandoah Valley Battlefields National Historic District, the Battlefields Foundation is positioned to recognize and promote outstanding sites, events, programs, and tours through creation of a *Civil War Signature* designation program.

## 2. Defining Signature

The word signature conveys the exceptional nature of designated sites, events, programs and tours. The dictionary defines *signature* as:

- Serving to identify or distinguish
- A distinctive mark, characteristic or sound indicating identity
- Any unique, distinguishing aspect, feature or mark

## 3. Benefits of designation

As the Battlefields Foundation publicizes the opportunity for Signature designation, it will be important to communicate the benefits of designation. Some of these benefits may include:

- Highlighted listings in the *Official Civil War Guide* and ShenandoahAtWar website.
- Publicity through press releases announcing designation and opportunities for media events.
- Use of special designation symbol on promotional materials.
- Inclusion in overall promotion of the Sesquicentennial.

## 4. How to use Signature designation

A symbol can be created to signify the designation. The symbol should also refer to the Sesquicentennial. The designation can be used in any of the following ways:

Civil War *Signature* Site  
Civil War *Signature* Event  
Civil War *Signature* Tour  
Civil War *Signature* Program  
Civil War *Signature* Exhibit

Once designation is awarded, recipients should be provided with artwork for the symbol and guidelines for its use. Guidelines may include:

- The symbol should be used in promotional materials such as banners, posters, brochures and advertisements.
- The designation should be mentioned in press materials.
- All recipients of the designation should include the ShenandoahAtWar.org website on printed materials in addition to the symbol in order to cross promote sites and activities.

## 5. How to award Signature designation

The Battlefields Foundation should assemble a committee with representatives from the board, DMOs, Civil War historians and others as determined by the Foundation. The committee should develop a set of criteria and an application form for reviewing and awarding designation.

Designations can be awarded beginning in 2010 and continue through the Sesquicentennial. Applications should be reviewed two or three times each year. Press releases should be distributed to travel media when awards are made.

### Criteria for designation may include such considerations as:

- ✦ Does the (site, event, tour, program, exhibit) reflect the mission of the Shenandoah Valley Battlefields National Historic District?
- ✦ Does the (site, event, tour, program, exhibit) reflect the mission of the Sesquicentennial commemoration?
- ✦ Does the (site, event, tour, program, exhibit) offer an opportunity for citizen involvement – either in development or participation?
- ✦ Does the (site, event, tour, program, exhibit) offer an opportunity to attract travelers from outside the Valley to attend, tour or participate?
- ✦ If the (event, tour, program, exhibit) is long-term, what organization is responsible for continued development or management?
- ✦ Will the (event, tour, program, exhibit) be implemented by 2011-2015?
- ✦ Is the project funded?
- ✦ Is the applicant willing to partner with the Battlefields Foundation and its partners on marketing the (site, event, tour, program, exhibit) and assisting in cross promotion of the region?

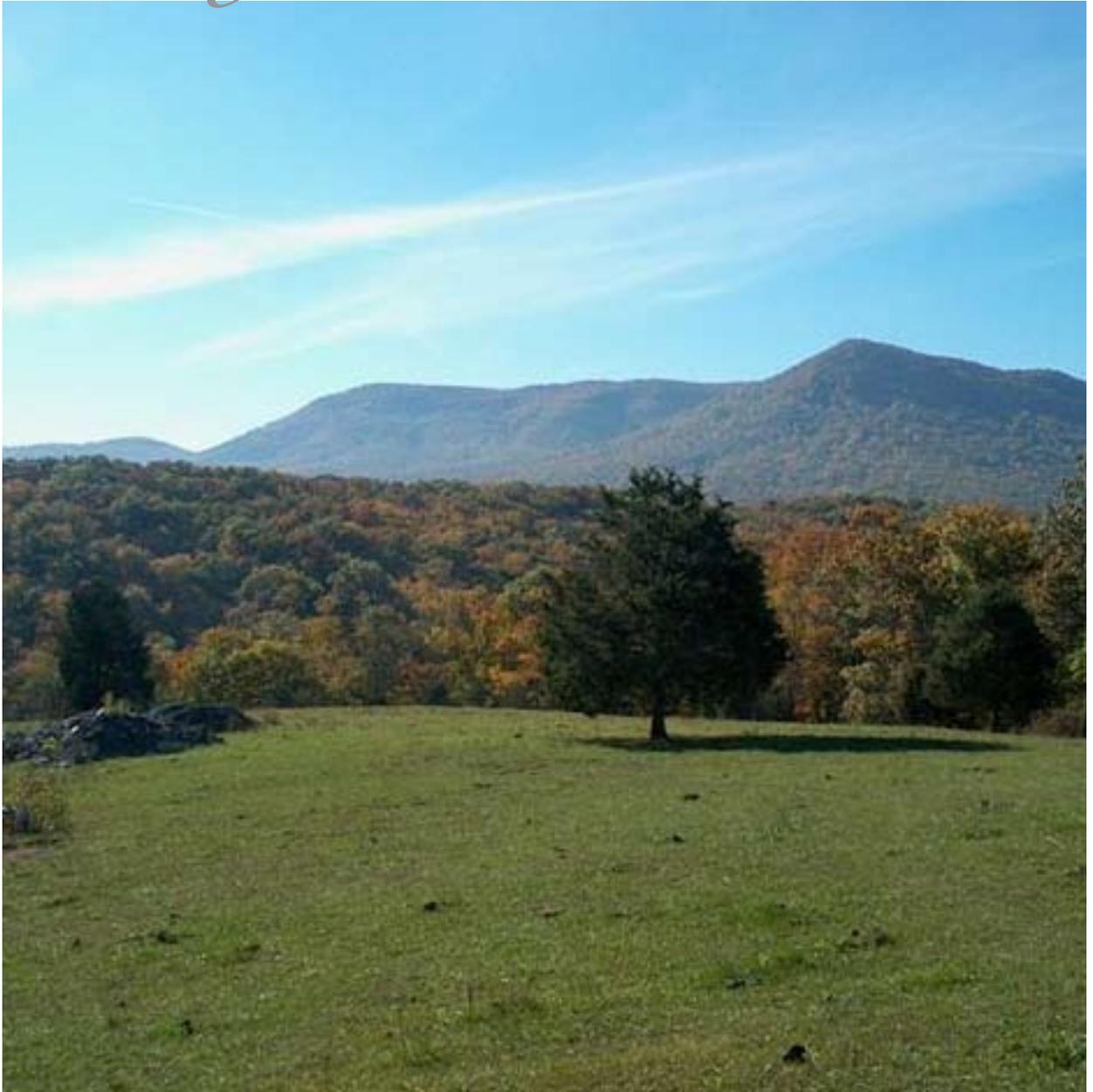
“the Battlefields Foundation is **positioned to recognize** and **promote** outstanding sites, events, programs, and tours **through creation** of a Civil War Signature designation program.”

## Development Timeline

Activity	Responsibility	Begin Date	Interim Report Date	Completion Date
Organize committee	SVBF			
Develop criteria for designation				
Create designation symbol				
Develop application				
Publicize designation program				
Accept applications				
Review applications, approve designations				
Announce designation – media event				



*Budget* Shenandoah Valley Battlefields  
National Historic District





# Shenandoah Valley Battlefields National Historic District Marketing Plan

## 2008-2010 Budget Priorities

### Summary Table

	Total	SVBF	Grants	Partners
2008	\$80,060	\$51,135	\$11,000	\$17,925
2009	\$60,055	\$19,530	\$15,000	\$25,525

### Budget Notes:

- ✦ There are many decisions that must be made and agreed upon by partners before a final budget can be set by the Battlefields Foundation.
- ✦ Grants or sponsorships are potential funding sources for the guide and the downloadable tours.
- ✦ Co-op and grant/sponsorship opportunities are listed after each amount.
- ✦ Where a cost range is listed, the higher cost is calculated in the fiscal year total.
- ✦ New costs are included in the fiscal year budget. Please note that costs may be incurred in the 2008-2009 budget – and future budgets – that are listed in the 2007-2008 budget, such as advertising and sales missions.

# Shenandoah Valley Battlefields National Historic District

## 2008 Budget Priorities

Budget Item	Total Cost	SVBF Cost	Partners Cost
Civil War Guide and Map Pad (SVBF to provide graphic design services)	\$33,575.00 - printing (100,000 guides; 10,000 map pads)	\$22,575 VTC grant: \$11,000 \$33,575.00	
Guide and map pad distribution	\$1,500.00	\$1,500.00	
Website development <ul style="list-style-type: none"> <li>• Battlefield searchable (\$500)</li> <li>• Internal links (no cost)</li> <li>• Link to home page (\$100)</li> <li>• Site-specific information (no cost)</li> <li>• Itineraries (\$3,800)</li> <li>• Update to new look (\$8,000)</li> <li>• Guide on website (no cost)</li> <li>• Link to AAA (no cost)</li> <li>• Media room (\$2,000)</li> <li>• Group travel (\$600)</li> </ul>	\$15,000.00	\$15,000.00	
Website maintenance (annual costs) <ul style="list-style-type: none"> <li>• Keep external links active (\$300)</li> <li>• Click Tracks (\$720)</li> <li>• Google Analytics (\$100- one time set up – service is free)</li> </ul>	\$1,120.00	\$1,120.00	
<b>Communications</b>			
Database – done (continue to update)	No cost		
Join Mid-Atlantic Tourism Public Relations Alliance – attend membership meeting (only DMOs can join)			No cost to join; Cost for attending membership meeting
Create a media kit (also post on website)	\$2,000.00 (contracted)	\$2,000.00	
List of story ideas	No cost		
Issue press releases (see chart)	No cost		
Radio PSAs (announcing Guide)	No cost		
Maintain media call list	No cost		
<b>Advertising</b>			
VTC Journeys of Passion <ul style="list-style-type: none"> <li>• Purchase database</li> <li>• E-newsletter template</li> <li>• 3 newsletters</li> </ul>	\$14,500.00		\$10,000.00 (database) \$3,000.00 (template) \$1,500.00 (newsletters)
SVTA travel guide	\$2,800.00 (full page)	\$1,700.00	\$1,100.00
AAA (July 2008)	\$3,950.00	\$1,500.00	\$2,450.00
Cooperative Living – Great Destinations Travel Guide	\$1,875.00	\$500.00	\$1,375.00
Blue Ridge Parkway Association (membership – listings)	\$265.00	\$265.00	
Guide to VA Civil War and Civil War Traveler	\$14,000.00	\$2,000.00	\$12,000.00

<b>Travel Industry Sales</b>			
Create customized packages and itineraries – LOA with All-in-One Tours	No cost		
Create AAA campaign <ul style="list-style-type: none"> <li>Increase AAA attractions (No cost)</li> <li>AAA packages (No cost)</li> <li>Show Your Card (No cost)</li> <li>AAA fam tour (summer or fall) (\$1,000.00)</li> <li>POP displays (\$500.00)</li> </ul>	\$1,500.00	\$500.00	\$1,000.00 (to cover incidentals – get comps on rooms, meals, etc.)
ABA <ul style="list-style-type: none"> <li>Membership (\$475 annually)</li> <li>Sponsor gift (\$1,000)</li> <li>Volunteer (No Cost – SVBF and partners)</li> <li>Follow up to ABA leads (No cost)</li> </ul>	\$1,475.00	\$475.00	\$1,000.00
Travel South – itineraries (No cost)	No cost		
<b>Cross Promotions</b>			
Create “Battle Cards” (distribute with guide)	\$500.00 (estimate)	\$500.00	
Email database – frontline staff (No cost) Email newsletter (No cost)	No cost		
VTC Welcome Centers <ul style="list-style-type: none"> <li>Exhibits and Demonstrations</li> <li>Attend VC seminar (\$500.00 – travel)</li> <li>Fam tours</li> </ul>	\$500.00	\$500.00	Cost for refreshments and give-aways at Welcome Centers

## Additional Priorities for 2008

### 1. Website

- Begin planning for downloadable tours – organize committees, outline tours
- Research and begin applying for grants and sponsorships for tours.

### 2. Communications

- Begin planning for press trip in 2009 (target for Spring).
- Begin planning for editorial boards in 2009 (target for Fall).

### 3. Travel Industry Sales

- Begin planning for additional components of AAA campaign (sales mission, packages)
- Request designation by VTC as supplier at Travel South – make plans to attend 09 marketplace

### 4. Signature Events

- Form committee, begin planning for Signature Events

# Shenandoah Valley Battlefields National Historic District

## 2009 Budget Priorities

Budget Item	Total Cost	SVBF Cost	Partners Cost
Guide and map pad distribution		\$1,500.00	TBD
Website maintenance (annual costs) <ul style="list-style-type: none"> <li>Keep external links active (\$300)</li> <li>Click Tracks (\$720)</li> <li>Write script for downloadable tours (\$10,000-\$15,000.00)</li> </ul>	\$16,120.00	\$16,120.00 (\$15,000 for script writing – funded through grants/sponsorships)	
<b>Communications</b>			
Database – done (continue to update)	No cost		
Mid-Atlantic Tourism Public Relations Alliance – attend membership meeting (only DMOs can join) attend marketplace			No cost to join; - Cost for attending membership meeting - Cost for attending marketplace
Issue press releases (see chart)	No cost		
Radio PSAs	No cost		
Maintain media call list	No cost		
Host press trip	\$5,000.00 (estimate)	\$1,000.00	\$4,000.00 (request VTC support; comp rooms, etc.)
Conduct editorial boards	\$1,000.00 (travel)	\$500.00	\$500.00
<b>Advertising</b>			
VTC Journeys of Passion <ul style="list-style-type: none"> <li>Purchase database</li> <li>E-newsletter template</li> <li>3 newsletters</li> </ul>	\$1,500.00		\$1,500.00 (newsletters)
SVTA Travel Guide	\$2,800.00	\$1,700.00	\$1,100.00
VHTA Travel Agent Toolbox	\$695.00	\$695.00	
AAA	\$3,950.00	\$1,500.00	\$2,450.00
Blue Ridge Parkway Association <ul style="list-style-type: none"> <li>membership</li> <li>Photo listing</li> </ul>	\$3,015.00	\$1,515.00	\$1,500.00
Cooperative Living Great Destinations	\$1,875.00	\$500.00	\$1,375.00
Guide to VA Civil War and Civil War Traveler	\$14,000.00	\$2,000.00	\$12,000.00
Washington Post.com	\$500.00	\$500.00	
STS Heritage and Cultural Travel Guide	\$13,100.00	\$2,000.00	\$11,100.00
<b>Travel Industry Sales</b>			
Continue to work with All-in-One Tours on customized packages and itineraries	No cost		
Create AAA campaign <ul style="list-style-type: none"> <li>Continue to increase AAA attractions (No cost)</li> <li>Continue to develop AAA packages (No cost)</li> <li>Show Your Card (No cost)</li> <li>Conduct sales mission (\$3,000.00 – travel; give-aways)</li> </ul>	\$3,000.00	\$1,000.00	\$2,000.00

<b>Cross Promotions</b>			
Reprint Battle Cards (if needed)	\$500.00 (estimate)	\$500.00	
Email database – frontline staff (No cost) Email newsletter (No cost)	No cost		
Tourist stop presence • Front desk displays, table tents, posters and banners	Cost TBD (templates provided)		
VTC Welcome Centers • Exhibits and Demonstrations • Attend VC seminar (\$500.00 – travel) • Fam tours	\$500.00	\$500.00	Cost for refreshments and give- aways at Welcome Centers

## Additional Priorities for 2009

### 1. Website

- Develop scripts for downloadable tours
- Continue applying for grants and sponsorships for tours.

### 2. Communications

- Begin planning for “On this Day” feature to begin in 2010.
- Plan for future press trips and editorial boards.

### 3. Advertising

- Evaluate responses to advertising before 2009/2010 purchases.

### 4. Cross Promotions

- Form a committee and begin planning for Open Doors event.

### 5. Signature Events

- Continue planning for Signature Events

# Shenandoah Valley Battlefields National Historic District

## 2010 Budget Priorities

Budget Item	Total Cost	SVBF Cost	Partners Cost
Guide and map pad distribution		\$1,500.00	TBD
Website maintenance (annual costs) <ul style="list-style-type: none"> <li>Keep external links active (\$300)</li> <li>Click Tracks (\$720)</li> <li>Write 2nd script for downloadable tours (\$10,000-\$15,000.00)</li> <li>Post 1st script on website (\$25,000)</li> </ul>		\$41,000.00 (\$15,000 for script writing; \$25,000 for website technical development - funded through grants/ sponsorships)	
<b>Communications</b>			
Database – subscribe to travelwriters.com	\$900.00 (annual fee)	\$900.00	
Mid-Atlantic Tourism Public Relations Alliance – attend membership meeting (only DMOs can join)			No cost to join; - Cost for attending membership meeting
Begin “On this Day” series	No cost		
Issue press releases (see chart)	No cost		
Radio PSAs	No cost		
Maintain media call list	No cost		
Host press trip	\$5,000.00 (estimate)	\$1,000.00	\$4,000.00 (request VTC support; comp rooms, etc.)
Conduct editorial boards	\$1,000.00 (travel)	\$500.00	\$500.00
<b>Advertising</b>			
VTC Journeys of Passion <ul style="list-style-type: none"> <li>Purchase database</li> <li>E-newsletter template</li> <li>3 newsletters</li> </ul>	\$1,500.00		\$1,500.00 (newsletters)
SVTA Travel Guide	\$2,800.00	\$1,700.00	\$1,100.00
SVTA Lodging, Camping, Dining Guide	\$2,373.00	\$2,373.00	
VHTA Travel Agent Toolbox	\$695.00	\$695.00	
AAA	\$3,950.00	\$1,500.00	\$2,450.00
Blue Ridge Parkway Association <ul style="list-style-type: none"> <li>membership</li> <li>Photo listing</li> </ul>	\$3,015.00	\$1,515.00	\$1,500.00
Cooperative Living Great Destinations	\$1,875.00	\$500.00	\$1,375.00
Guide to VA Civil War and Civil War Traveler	\$14,000.00	\$2,000.00	\$12,000.00
Washington Post Driving Destinations	\$4,666.00	\$4,666.00	
Washington Post.com	\$500.00	\$500.00	
Local Media Network	\$4,000.00	\$2,000.00	\$2,000.00
WETS 89.5	\$3,230.00	\$1,615.00	\$1,615.00
WVTF Radio	\$5,100.00	\$2,550.00	\$2,550.00
WCVE/WCNV	\$3,600.00	\$1,800.00	\$1,800.00
STS Heritage and Cultural Travel Guide	\$13,100.00	\$2,000.00	\$11,100.00

## Travel Industry Sales

Continue to work with All-in-One Tours on customized packages and itineraries	No cost		
Create AAA campaign <ul style="list-style-type: none"> <li>Continue to increase AAA attractions (No cost)</li> <li>Continue to develop AAA packages (No cost)</li> <li>Show Your Card (No cost)</li> <li>Conduct sales mission (\$3,000.00 – travel; giveaways)</li> <li>Host fam tour (\$1,000.00)</li> <li>POP displays (\$500.00)</li> <li>Customer Appreciation promotions (\$2,000.00)</li> </ul>	\$6,500.00	\$2,000.00	\$4,500.00
ABA <ul style="list-style-type: none"> <li>membership (\$475.00)</li> <li>registration – (\$1,150.00)</li> <li>sponsorship – (\$1,100.00)</li> <li>volunteer (no cost)</li> <li>travel to marketplace (\$1,000.00)</li> <li>follow up (no cost)</li> </ul>	\$3,725.00	\$2,625.00	\$1,100.00
<b>Cross Promotions</b>			
Reprint Battle Cards (if needed)	\$500.00 (estimate)	\$500.00	
Email database – frontline staff (No cost)	No cost		
Email newsletter (No cost)			
Tourist stop presence <ul style="list-style-type: none"> <li>Front desk displays, table tents, posters and banners</li> </ul>	Cost TBD (templates provided)		
VTC Welcome Centers <ul style="list-style-type: none"> <li>Exhibits and Demonstrations</li> <li>Attend VC seminar (\$500.00 – travel)</li> <li>Fam tours</li> </ul>	\$500.00	\$500.00	Cost for refreshments and give-aways at Welcome Centers
Hold Open Doors event <ul style="list-style-type: none"> <li>media coverage</li> </ul>	Cost for posters, give-aways, etc. TBD		
<b>Signature Events</b>			
Unveil Signature Events program <ul style="list-style-type: none"> <li>media coverage</li> </ul>	Costs for certificates, souvenirs, etc. TBD		

## Additional Priorities for 2010

### 1. Website

- Continue to develop scripts for downloadable tours
- Update website as needed

### 2. Communications

- Plan media events for Sesquicentennial kickoff inn 2011



*Schedule and  
Subcommittees* Shenandoah Valley Battlefields  
National Historic District





## Recommended Schedule

The dates below represent recommended start dates—many of these tasks will be ongoing beyond their start dates.

2007		
SVBNHD guide	n/a	Write grants or sell ads to fund
travel industry sales	AAA	Increase the "Show Your Card and Save" program
travel industry sales	AAA	Increase AAA rated attractions
EARLY 2008		
SVBNHD guide	n/a	Approve initial design
SVBNHD guide	n/a	Develop Civil War sites list – gather info on hours, admissions, etc.
SVBNHD guide	n/a	Write descriptions for all sites
SVBNHD guide	n/a	Develop a list of events, activities – include logistics, descriptions
SVBNHD guide	n/a	Develop suggested tour itineraries
SVBNHD guide	n/a	Gather sidebar stories – selections to include in guide
SVBNHD guide	n/a	Write historical overview of Civil War in the Valley
SVBNHD guide	n/a	Review criteria for including non-Civil War sites and accommodations
SVBNHD guide	n/a	Determine information to include on map pad
SVBNHD guide	n/a	Develop list of contacts for more information
SVBNHD guide	n/a	Obtain revised printing estimates
website	navigation	- higher on search engines
website	navigation	- link activities to clusters
website	navigation	- check external links
website	navigation	- link pages to home page
website	downloadable tours	Create committee – include historians, writer, tourism staff, etc.
SPRING-SUMMER 2008		
SVBNHD guide	n/a	Proof content – check all numbers
SVBNHD guide	n/a	Final approval of content and design
SVBNHD guide	n/a	Develop distribution system
SVBNHD guide	n/a	Coordinate unveiling media event and public relations
website	downloadable tours	Determine themes and initial number of tours
website	additional content	Add site specific content or links
website	additional content	Place SVBNHD Guide on site
website	media room – general release	
website	media room – general media	Fact sheet
website	media room – general media	Story ideas
website	media room – general media	Guidelines and contacts
website	media room – general media	Images
travel industry sales	packages/itineraries	Contract with receptive operators to create customized packages and itineraries, starting with All-In-One
travel industry sales	AAA	Develop AAA packages for the Valley

cross promotions	Battle Cards	Contact sites to offer free admission or discounts
cross promotions	Battle Cards	Determine distribution criteria
<b>SUMMER-FALL 2008</b>		
website	downloadable tours	Research other tours – gather ideas for structure and content
website	downloadable tours	Identify funding sources; write proposals
website	downloadable tours	Outline content for initial tours
website	downloadable tours	Research, write tours
website	additional content	Create itineraries
website	additional content	Complete sections
website	media room – travel media	General release
website	media room – travel media	Fact sheet
website	media room – travel media	Story ideas
website	media room – travel media	Guidelines;contacts
website	media room – travel media	Images
cross promotions	Battle Cards	Compile offers; design and print card
cross promotions	Battle Cards	Write cover letter, distribute cards; reprint as needed
cross promotions	Frontline Database	Contact visitor center, hotel, restaurant managers – provide sign for email of staff cross promotions up sheet
Frontline Database	Send newsletter update	(Journeys of Passion) to list
cross promotions	VTC Welcome Centers	Submit application for exhibits and demonstrations days
website	downloadable tours	Record interviews with historians
website	downloadable tours	Record “living history” voices
cross promotions	VTC Welcome Centers	Organize demonstrations; create exhibits
<b>EARLY 2009</b>		
website	downloadable tours	Produce, post tours
website	media room – group travel	Create fact sheet
website	media room – group travel	Create suggested itineraries
website	media room – group travel	Create packages
website	media room – group travel	Contact information
website	media room – group travel	Request information form
travel industry sales	packages/itineraries	Sell packages to area colleges and universities
travel industry sales	TravelSouth	Have a presence at TravelSouth
travel industry sales	ABA	Have a presence at ABA
cross promotions	Create Presence in Region	Contact visitor centers, hotels, restaurants, gifts shops – offer displays, table tents, posters or banners
cross promotions	Create Presence in Region	Prepare promotional items based on response
cross promotions	VTC Welcome Centers	Participate in day
cross promotions	Open Doors	Organize committee to plan event
Signatures Program	n/a	sOrganize committee
<b>SPRING-SUMMER 2009</b>		
website	downloadable tours	Implement media campaign
cross promotions	Open Doors	Determine logistics – dates, admission criteria
Signatures Program	n/a	Develop criteria for designation
Signatures Program	n/a	Create designation symbol
Signatures Program	n/a	Develop application

<b>SUMMER-FALL 2009</b>		
cross promotions	Open Doors	Plan activities – contact all participating sites
Signatures Program	n/a	Publicize designation program
<b>LATE 2009</b>		
Signatures Program	n/a	Accept applications
Signatures Program	n/a	Review applications, approve designations
<b>EARLY 2010</b>		
cross promotions	Open Doors	Publicize Open Doors
Signatures Program	n/a	Announce designation – media event
Signatures Program	n/a	Develop schedule of applications, reviews and announcements
<b>SPRING-SUMMER 2010</b>		
cross promotions	Open Doors	Hold Open Doors events
<b>DATES TO BE DECIDED</b>		
website	additional content	Add promo copy; link to AAA packages
advertising	VTC— Journeys of Passion	Purchase 10,000 leads in “History and Heritage” database in targeted states
advertising	VTC— Journeys of Passion	4 emails to entire database by VTC
advertising	VTC— Journeys of Passion	Create e-Newsletter – distribute 3x a year
advertising	VTC— Journeys of Passion	Update database as needed
advertising	misc ads	SVTA Travel Guide
advertising	misc ads	VHTA Visitor Guide
advertising	misc ads	VHTA Travel Agent’s Toolbox
advertising	misc ads	AAA World – VTC Civil War Co-op
advertising	misc ads	Blue Ridge Parkway Association Guide
advertising	misc ads	Cooperative Living’s Great Destinations Travel Guide
advertising	misc ads	Guide to Virginia’s Civil War; Civil War Traveler
advertising	misc ads	Washington Post Magazine–Driving Destinations issu
advertising	misc ads	VTC co-op – WashingtonPost.com
advertising	misc ads	VTC co-op – local media
advertising	misc ads	public radio
advertising	misc ads	STS Heritage and Cultural Travel Guide
travel industry sales	AAA	Develop sales campaign targeting AAA Mid-Atlantic offices
travel industry sales	AAA	Host familiarization tours for AAA counselors
travel industry sales	AAA	Conduct targeted sales calls to AAA Mid-Atlantic counselors
travel industry sales	AAA	Develop marketing tie-ins with advertising purchases
travel industry sales	AAA	Create point of purchase displays
travel industry sales	AAA	Develop more packages
travel industry sales	AAA	Create Customer Appreciation promotions

## **Subcommittees**

The marketing plan is designed to be implemented through partnerships between the Shenandoah Valley Battlefields Foundation and its partners. Most activities will require short-term subcommittees for development and implementation. Specific steps for each project are outlined in each section of the plan. Recommended subcommittees are:

- Marketing messages – research quotes
- Official Civil War Guide and map pads
- Website and Downloadable Tours
- Media and Communications:
  - ◆ Press trips
  - ◆ Editorial boards
  - ◆ “On this Day” research
- Advertising – Journeys of Passion e-marketing
- Travel Industry Sales: American Bus Association, TravelSouth, CRUSA
- Travel Industry Sales: AAA promotions
- Cross Promotions
- Civil War Signatures