

LAKE TEXOMA



Branding Report for:

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Community Development Planner
Texoma Council of Governments

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Revisions

Revision	Date	Change Description	Author
0.1	6/14/10	Created the draft outline using the outline provided by the Prof.	Mike Austin
0.2	6/24/10	Added SOW verbiage Add caption to table of Work Plan. Added more to the outline. Changed the title page.	Mike Austin (ed)
0.3	6/30/10	Added Lead Organizations and Lead Organizations Recommendations. Added 5.4.1, 5.4.2, 5.4.3 sections for the 3 recommendations	Mike Austin (ed) Lucas Revellon
0.3	6/30/10	Added the Lake/Area Demographics Research/Analysis, Amenities Research/Analysis, Survey Research/Creation. Added Demographic Recommendations Section with content.	Mike Austin (ed) Rebecca Yavner Courtney Murphy
0.3	6/30/10	Added the Lake Website Research/Analysis and Website Recommendations	Mike Austin (ed) Alejandro Quiroz
0.3	6/30/10	Added Marketing Analysis, Amenities Analysis, and Brand Recommendations	Mike Austin (ed) Courtney Murphy Luis Cerqueira
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1.1	7/14/10	Moved marketing research & analysis additional lakes to Appendix B and directed the reader there for further review.	Mike Austin
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1.1	7/14/10	Added Reference List	Mike Austin
1.1	7/14/10	Edits	Mike Austin
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LakeTex omaBran dingRep ort	7/16/10	Final final	Mike Austin
LakeTex omaBran dingRep ort2	7/21/10	Correct punctuation and fixed numbering	Rebecca Yavner

Executive Summary

The Texoma Council of Governments (TCOG) is interested in creating a brand image for a local asset, Lake Texoma, and a marketing plan for the purpose of attracting tourists and generating revenues to the area. Katy Cummins, representing the Texoma Council of Governments, requested a research project and analysis of other lakes with established branding identities to assist TCOG in creating their marketing plan. The UD Summer 2010 Capstone Students worked with Katy Cummins to develop this report.

Katy Cummins and The Capstone Students created a Statement of Work to provide a clear understanding of what the client, Katy Cummins, wants accomplished. The client requested a summary report of the data that was researched and analyzed, and the supporting data of the summary report should be included. The goal is to provide the client with a summary report so that TCOG can pursue further steps in creating a brand image and to develop a marketing plan to launch the brand. Katy Cummins and The Capstone Students agreed to the scope of the work that will take place to create this report and other deliverables that are supporting data for this report.

Briefly, the scope of the work involved the research and analysis of eleven lakes that were chosen by both Katy Cummins and The Capstone Students. Areas of research involved the demographics of the eleven lakes, their marketing efforts, website analysis, amenities listings, and lead organizations. The scope of the work included recommendations based upon the research and analysis of the data. With the data collected, a survey was created to help TCOG in their development of the marketing plan to help determine what marketing plan topics were critical to the stakeholders. Each area of research provided recommendations to help TCOG with the creation of their branding (theme) and their desire to have a marketing plan to launch the brand.

The conclusion of the summary report suggests that the amalgamation of the recommendations point to a single authority organizational structure to manage Lake Texoma's lake assets and marketing initiatives. The most success lakes have this type of single organizational structure. The Capstone Students suggested that the TCOG and the partners in the steering committee to give serious consideration of a single authority to manage the lake assets and marketing initiatives.

1 Introduction

TCOG and other partners in the steering committee for Lake Texoma have come to the realization that there is a great asset in the area's lake but it is not being promoted and marketed effectively. TCOG and partners feel that they can provide great services and resources to local residents and tourists within their expertise.

This report is to provide researched data to help TCOG with the creation of a brand (theme) for Lake Texoma and to help start the development of a marketing plan to attract tourist and generate revenue for the area. The report researched several areas that TCOG identified as important to their efforts to promote and market Lake Texoma effectively.

Table 1 TCOG Identified Important Research Areas

TCOG Identified Important Research Areas	
• Website Efforts	• Lead Organizations of the Lakes
• Marketing Efforts	• Lake Area Demographics
• Amenities of the Lake	• Survey Development

TCOG and The Capstone Students had chosen 11 lakes to research. The 11 lakes listed below were researched for the above information.

Table 2 TCOG & the Capstone Students Chosen 11 Lakes

TCOG & The Capstone Students Chosen 11 Lakes	
• Lake Texoma, OK,TX	• Detroit Lake, MN
• Lake Tahoe, CA,NV	• Finger Lakes, NY
• Lake Eufaula, OK	• Mille Lacs Lake, MN
• Sam Rayburn Lake, TX	• Rough River Lake, KY
• Lake Charles, LA	• White Bear Lake, MN
• Crane Lake, MN	

There were two baselines that were discussed for comparing the lakes.

Table 3 Two Baselines Used to Compare Lake Texoma

Two Baselines	
• The Benchmark	• The Competitors

Lake Tahoe was determined by TCOG to be the epitome of all lakes. Lake Tahoe represents the ultimate reference lake due to their success at marketing the lake's assets. Not only do they have a developed marketing campaign, but they have very sophisticated marketing tools to communicate with consumers. There were three lakes that were identified by TCOG and The Capstone Class as the competitor lakes to Lake Texoma: Lake Eufaula, Sam Rayburn Lake, and Lake Charles. These lakes call for comparison with Lake Texoma to find out how all their marketing success measures up.

Table 4 Benchmark & Competitor Lakes Identified

Benchmark & Competitor Lakes Identified	
The Benchmark	Lake Tahoe, CA,NV
The Competitors	Lake Eufaula, OK Sam Rayburn Lake, TX Lake Charles, LA

These lakes were examined in some detail in areas that were considered to be relevant to the two baselines categories mentioned previously.

Table 5 Items to be Examined with Baseline Categories

Items to be Examined with Baseline Categories	
<ul style="list-style-type: none">• Website Efforts• Marketing Efforts	<ul style="list-style-type: none">• Amenities of the Lake• Lead Organizations of the Lake

The other areas were not considered to be put into the two categories of The Benchmark and The Competitors: Lake Area Demographics, and Survey Development.

In the sections to follow, the Statement of Work (SOW) will be reviewed, the methodology used to complete the work, the analysis of the data, the outcome of the analysis for the recommendations, and the next steps to be taken by TCOG will be discussed.

2 Purpose & SOW

The purpose of the work that was agreed upon by TCOG and the UD Summer 2010 Capstone Students is to assist TCOG in their desire to develop a brand (theme) and assist in their development of a marketing plan. The end result of the work is to produce a summary report of the data researched and analyzed that will enable TCOG to pursue the development of a brand (theme) and of a TCOG created marketing plan.

This SOW was created to ensure that the correct data elements would be researched and analyze for TCOG. In addition, the progress of the research and analysis was part of the SOW agreement that ensured that the report will be completed at the agreed upon timeframe.

2.1 SOW

To start the process of creating a marketing plan and brand for Lake Texoma, TCOG desires research data on the entertainment/tourism value of the lake and other identified lakes. The UD Summer 2010 Capstone Class will be working with Katy Cummins to research and analyze pertinent data on a grouping of identified lakes and provide this research to TCOG so that they may determine how best to market and brand Lake Texoma.

2.1.1 Project Purpose & Deliverables

The purpose of this project is to compose a summary report of researched and analyzed data collected for the client and team identified lakes that are pertinent in assisting The Texoma Council of Governments in their efforts to create and implement the following:

- A brand (theme) for Lake Texoma, and
- A marketing plan for the purpose of attracting tourists and generating revenues to the area.

2.1.1.1 Identified Deliverables

- Create a summary notebook (report) of the market intelligence gained from the other lakes/cities details to assist TCOG in creating a “branding of Lake Texoma”
- Recommendations of key marketing subjects, tools, techniques, themes, tag lines and other items found in the other Lakes/cities to be considered by TCOG to attract tourist to the area from collected and analyzed data.
- Complete web site analysis and optimization summary, that will include examples of key words, content and links to key web sites use in other web site lakes that could help increase the traffic when searching Lake Texoma for vacation, resort, tourist, housing, commercial or other purposes.
- Create a survey instrument derived from the research on this project that may be used to survey stakeholders to determine items critical in a marketing plan for Lake Texoma.
- Prepare and carry out final presentation to TCOG to present deliverables and key data found.

2.1.2 Client Responsibilities

This section contains a bullet list of client responsibilities, including but not limited to:

- Signed acceptance of this Statement of Work
- Signed acceptance of the final project and all deliverable items
- Attendance at final presentation – July 22 - 23

2.1.3 Boundaries / Out of Scope Items

In order to have a successful project, boundaries need to be clarified so that all team members understand the scope of the project. During the first conference call with the client, the items discussed that are out of scope for this project are the following:

- Creation of a prototype of a website for Lake Texoma.
- A Marketing Plan.

A survey is not necessarily out of scope, but has been identified as the lowest priority, a “nice to have”, task by the client. The group has a budget to manage and needs to control it properly so that the expenses do not go over budget.

2.1.4 Change Management

Changes to the scope, budget, and timeline of the project are communicated to the team through either the client communicator or other team member and are coordinated with other ongoing projects at the Texoma Council of Governments. If a change to the existing SOW is requested, a change control form will be submitted to the Project Manager, who will secure approval from all members of the team.

The change will be reviewed by all parties and may or may not be accepted, depending on the scope change and time left for project work. **Changes are not accepted after the 8th week of the project.** The approved change control document is appended to this Charter.

Once approved, a request for change should be prepared as an addendum to this document.

2.1.5 Work Plan

Table 6 SOW Work Plan Agreed Upon

<i>Start Date</i>	<i>End Date</i>	<i>Work Hours</i>	<i>Task</i>	<i>Responsible Person/Contact</i>
5/06	5/21	8	Draft / Final SOW	Courtney Murphy Luis Cerqueira Rebecca Yavner Mike Austin
05/06	05/14	4	Setup Interview & Discuss Project with Client	Charles Smith
05/11	06/14	30	Research area lakes	Courtney Murphy Lucas Revellon Mike Austin Alejandro Quiroz Kevin Wheeler Rebecca Yavner Charles Smith Luis Cerqueira
05/11	06/14	30	Perform area lakes and Lake Texoma Web Site Analysis	Alejandro Quiroz
06/01	07/02	30	Review and develop initial research packet	Mike Austin Rebecca Yavner
06/01	07/10	30	Design / Analysis of Survey	Mike Austin
07/01	7/16	15	Prepare and deliver recommendations for Branding of Lake Texoma	Courtney Murphy
7/22	7/23	2	Deliver final presentation for Lake Texoma COGS executives	Charles Smith

In summary, the SOW guided the team to focus on the elements that will enable TCOG to further their desire to create a brand (theme) and develop a marketing plan for Lake Texoma draw in more visitors and increase revenue for area businesses.

3 Methodology Used To Complete Work

The following sections will discuss the methodology that was used to research the different areas that will help TCOG begin the development of their brand (theme) and of their marketing plan.

Table 7 Important Areas for Research & Analysis

Important Areas for Research & Analysis	
• Website	• Lead Organizations
• Marketing	• Lake Area Demographics
• Amenities	• Survey Development

Each section will discuss the methods that were used to obtain the data to be researched. Following the methodology used to obtain the data, an analysis of the data will be discussed. Finally, a baseline summary of the analysis will be presented. These summaries will discuss the observations of the Benchmark and Competitor Baselines.

3.1 Website Research & Analysis

Methodology

To select the different websites per lake to be analyze the following steps were perform.

Table 8 Steps Performed for Website Research & Analysis

Steps Performed
• Perform searches in Google.com per lake (Lake + name or name + Lake) or (Lake + name + state or name + Lake + state)
• From the websites selected per lake only the top 5 or less (if website information not related to the lake) were evaluated
• From the top ten results per lake, each website was review and selected if it had specific information related to the lake and/or tourism information of the city were the lake was located

The evaluation of each lake's website had three different procedures.

Table 9 Three Procedures to Perform Website Research & Analysis

Three Procedures	
Website Analysis Design	An Excel template was created based on the design information that the client wanted to be evaluated. The SME Graphic Designer reviewed each of the elements on the Excel template and provided comments on each of them for every website.
Alexa Analysis	The Alexa tool was used to run a detail report on traffic rank and traffic statistics on each website. All the results for each website were capture on an Excel template.
Website Grader Analysis	The Website Grader tool was used to grade each website. Once the report was created, the results of each website were capture on an Excel template.

Once all the information was capture, the information was reviewed and compared between the websites. This was to find the top characteristics of each lake, and the components on the website that composed the rank for the specific website. From those comparisons, the recommendations for the different phases and components needed for the website were made.

For the website analysis, three elements were used: a subject matter expert (SME) for the design review, and two web tool sites, Alexa and Website Grader, that provided detailed reports for each web site review.

Subject Matter Expert (SME) Enrique Quiroz has worked as a freelance designer for several years, and today works as a Designer at Native Instinct, a San Francisco-based design agency specializing in creating compelling user experiences for the Web, mobile, and TV.^{1,2}

Alexa website was founded in April 1996. Alexa gathers site stats from a variety of sources to provide key statistics about each site on the web. These include following statistics: “Traffic Rank and Speed”, which are derived from Web usage information and other sites that link to this site; and “Online Since:”, both of which come from the Web content.³

HubSpot was founded in June 2006. HubSpot's vision is to provide a marketing application and provide great advice to small businesses enabling them to leverage these disruptive effects of the internet to "get found" by more prospects shopping in their niche and to convert a higher percentage of prospects into customers.⁴ Website Grader is an online tool created by HubSpot, the tool creates a detail report of recommendations that can help to increase traffic on a website.⁵

Any sites that did not have a root domain associated with the lake or that is owned by a specific business were excluded from the General Alexa Traffic Rank Graph. Examples are the following URLs:

¹ <http://www.native-instinct.com>

² <http://www.biovo.com.mx>

³ <http://www.alexa.com>

⁴ <http://www.hubspot.com/internet-marketing-company/>

⁵ <http://websitegrader.com/>

Table 10 Examples of URLs Removed That Did Not Have Root Domain

Examples of URLs Removed That Did Not Have Root Domain	
	<ul style="list-style-type: none">• www.en.wikipedia.org/wiki/Lake_Texoma• www.tpwd.state.tx.us/fishboat/fish/recreational/lakes/texoma/• www.tanglewoodresort.com• www.highport.com• www.en.wikipedia.org/wiki/Lake_Tahoe• www.voyagaire.com• www.fingerlakeswinecountry.com• www.outdoorsok.com/Oklahoma/Eufaula• www.tpwd.state.tx.us/fishboat/fish/recreational/lakes/sam_rayburn/• www.powellpark.com

Any site that is owned by a specific business (Hotels, Marinas, Wikipedia, State Parks) were excluded from the General Website Grader Graph. Examples are the following URLs:

Table 11 Examples of URLs Removed Owned By a Specific Business

Examples of URLs Removed Owned By a Specific Business	
	<ul style="list-style-type: none">• www.en.wikipedia.org/wiki/Lake_Tahoe• www.fingerlakeswinecountry.com/• www.en.wikipedia.org/wiki/Lake_Texoma• www.tpwd.state.tx.us/fishboat/fish/recreational/lakes/texoma/• www.tanglewoodresort.com• www.highport.com• www.powellpark.com/• www.voyagaire.com

Analysis

Alexa Traffic Rank is a measure of the websites' popularity. The rank is calculated using a combination of average-daily-visitors-to-the-website and page-views-on-the-website over the past three months. The site with the highest combination of visitors and page views is ranked #1. In the figure below, the lower value means that the rank is better: Lake Tahoe is ranked #1, and White Bear Lake is ranked #11.

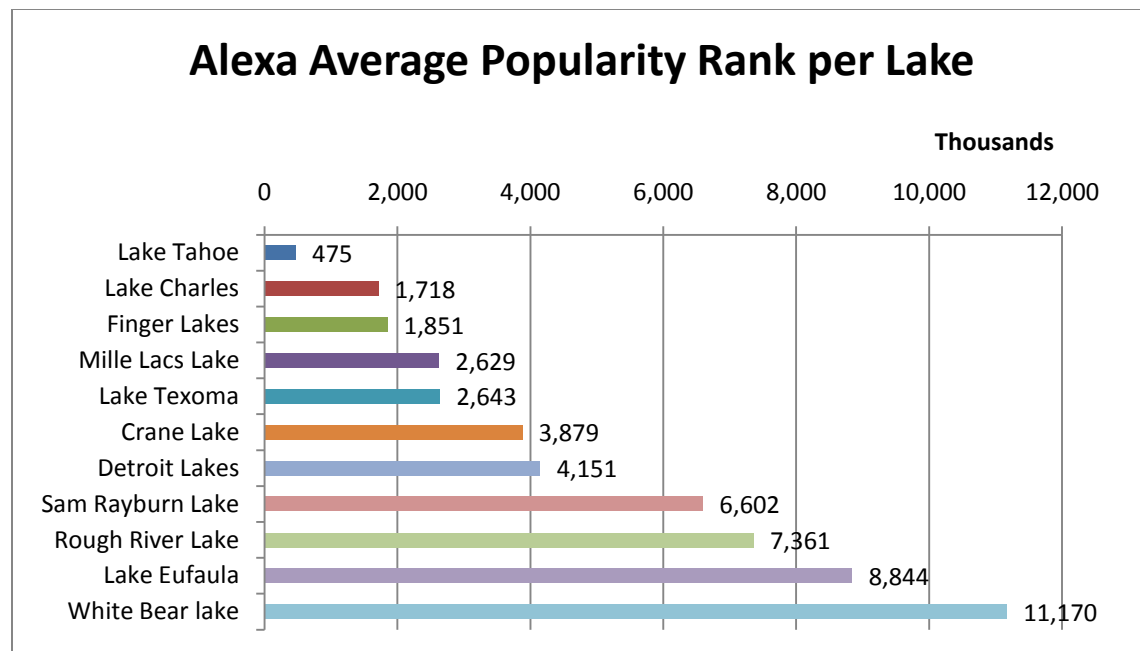


Figure 1 Alexa Average Traffic Rank per Lake (Lower Value is Better)

Lake Texoma is ranking in the upper half along with Lake Tahoe and Lake Charles. The lakes that are closer in vicinity to Lake Texoma are ranked in the lower half. These lakes include Lake Eufaula and Sam Rayburn Lake. Additional graphs are available in Appendix A that shows the individual URLs for each lake that were used to calculate the average values.

On Website Grader, a website grade of XX/100 for each website means that of the millions of websites that have previously been evaluated, their algorithm has calculated that this site scores higher than XX.X% of them in terms of its marketing effectiveness. The algorithm uses a proprietary blend of over 50 different variables, including search engine data, website structure, approximate traffic, site performance, and others.

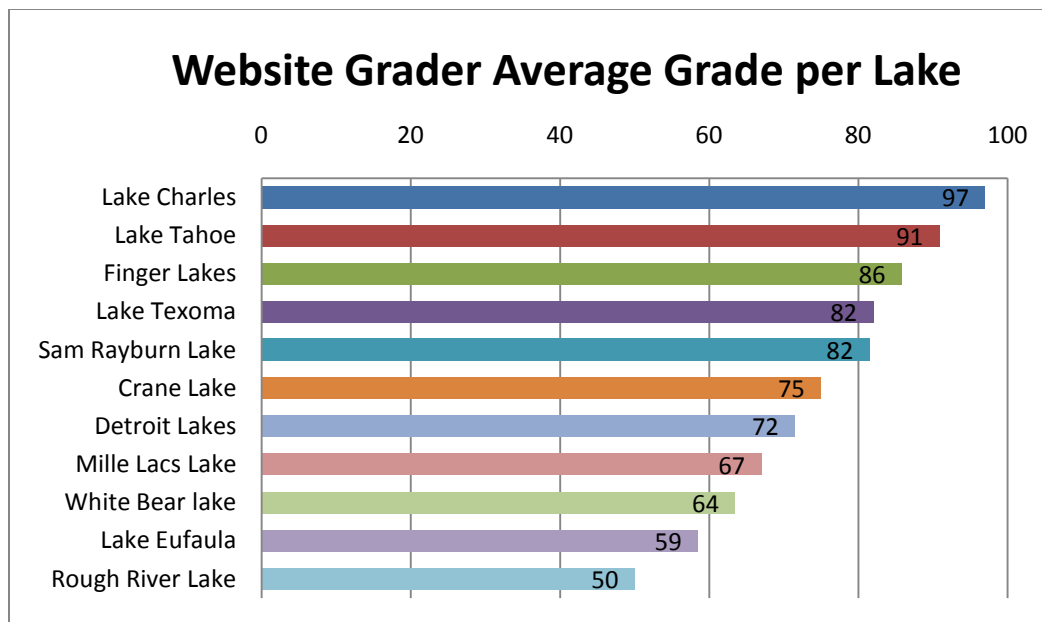


Figure 2 Website Grader Average Grade per Lake

In terms of marketing effectiveness, Lake Charles is ranked #1 in the figure above. Lake Tahoe is ranked #2. Interestingly, Lake Texoma is ranked #4. Lakes Eufaula and Sam Rayburn are ranked #10 and #5, respectively. Additional graphs are available in Appendix A that shows the individual URLs for each lake that were used to calculate the average values.

Refer to the Table below to see the different services offered by different lakes on their websites. Based on the website research, The Capstone Students can confirm that Lake Tahoe's website has more active and developed web functions and services. The website research also confirms that conversion forms and Facebook are the services that more lakes and their websites have active on their sites.

Table 12 Website Services and Functions

Online Services Lakes Websites	Newsletter	PDF	Twitter	Facebook	Blog	You Tube	Web Cams	Search Function	Online Videos	Travel Tools	Chat	Conversion Form	RSS
Lake Texoma								X				X	X
Benchmark Lake													
Lake Tahoe	X	X	X	X	X	X	X	X	X	X	X	X	X
Competitive Lakes													
Lake Eufaula		X		X								X	
Sam Rayburn Lake				X								X	X
Lake Charles	X		X	X	X	X		X				X	
Additional Lakes													
Finger Lakes	X	X	X	X	X	X		X		X		X	X
Crane Lake	X	X	X	X	X		X		X			X	X
Mille Lacs Lake	X	X	X										
Detroit Lake		X	X	X				X	X	X		X	
White Bear Lake		X	X	X		X		X				X	X
Rough River Lake													

3.1.1 Baseline Summary

The baseline lakes that were chosen for Lake Texoma are the following: Lake Tahoe, Lake Eufaula, Sam Rayburn Lake, and Lake Charles. Lake Tahoe was chosen because of its mature and effective marketing tools and established brand. This is the lake that Texoma looks to as the epitome of established lakes. Lake Eufaula and Sam Rayburn Lake are both lakes that resemble Lake Texoma with regard to location, size, and amenities. These lakes are viewed as the competitors to Lake Texoma in the region. Lake Charles was chosen because of the highly placed scores in both the Alexa ranking and Website Grader ranking.

Using the Alexa, The Capstone Students found that Lake Tahoe was the best ranked with regard to website traffic with Lake Texoma fifth, Sam Rayburn Lake eighth, and Lake Eufaula tenth. This analysis indicates that focus is needed on the website traffic to be more like Lake Tahoe. Lake Texoma ranks higher than the competition lakes with regard to traffic. The focus here would be to keep the advantage and still improve a website to entice future guests to visit. The next metric, Website Grader, grades the websites on different criteria used in effective websites. The average of the lake websites were graded and told a story along the same lines as website traffic. Lake Tahoe was up front again with an average score of 88, Lake Texoma had an average score of 78, Lake Eufaula 59 and Sam Rayburn Lake at 83.

This indicates that websites that promote Lake Texoma all need improvement to their websites to compete with a marketing powerhouse like Tahoe, but they still outrank the local competitors.

3.2 Marketing Research & Analysis

Methodology

The methodology used to collect data for the Marketing Analysis tab was internet data collection and analysis of each lake's website for the specific marketing data requested to be found by the client. Various Boolean phrases were used in two main search engines: www.google.com and www.yahoo.com.⁶ Phrases, such as "lake _____ marketing campaign", "Marketing Manager for Lake _____", or "Lake _____ press releases or articles", were used to retrieve information on the individual lakes. Also, each lake's website was examined for marketing efforts based on the following: graphic designs, branding, logos, taglines, themes, subject, and marketing communications tools. In addition, subjective and objective observations were used to complete the marketing analysis.

As part of the scope of the research, the approach used included the creation of a spreadsheet that could visually display the marketing required. Once the spreadsheet was created, each lake's top websites were visited to pull data and to analyze website visuals. Subjective commentaries were included to give feedback from a consumer's point of view when visiting the website. In addition, a web design specialist was used to give expert feedback about the professionalism of the web design.

An explanation of the analysis on the lakes will follow starting with the benchmark lake followed by the competitors and the lake of interest. The additional lakes can be found in Appendix B

Analysis

Benchmark Lake

Lake Tahoe

Lake Tahoe Regional Planning Agency (TARPA) is the main marketing organization supporting Lake Tahoe and does an excellent job of branding and developing any type of marketing initiative.

Lake Tahoe is absolutely beautiful with things to do in the summer: boating, water skiing, fishing and playing golf. In the winter time, visitors can go skiing in the mountains, go play in the casinos, or do many other fun activities that are offered all year long. Lake Tahoe is by far the most successful lake analyzed and has many nice, unique attributes.

The website, www.visitinglaketahoe.com, has such a great appeal that is almost impossible for a user to not want to visit. Lake Tahoe developed their own logo, branding, and web theme that make them unique. The website is also very functional, easy to navigate, and has lots of great

⁶ www.yahoo.com and www.google.com

features. Visitors can talk to a representative online, check the main events, and find resorts. Visitors to the website can check their Blog, Twitter, and Facebook.

Table 13 Marketing Organization for Lake Tahoe

Marketing Organization
Tahoe Regional Planning Agency - TRPA

Table 14 Pros & Cons for Lake Tahoe

Pros	Cons
<ul style="list-style-type: none">• Lake has superb attributes that reach all ages• Website is the best of all lakes analyzed• Outstanding pictures make the user want to go visit• Great marketing tools	<ul style="list-style-type: none">• Visiting Lake Tahoe can be quiet expensive, as most of the businesses around the lake charge a premium because of the great lake reputation

Table 15 Variety of Marketing Tools & Techniques for Lake Tahoe

Variety of Marketing Tools & Techniques	
<ul style="list-style-type: none">• Facebook• Twitter• Vacation Planner• eNews• Videos• Testimonials• Events Calendar• Press Releases	<ul style="list-style-type: none">• YouTube• Blogs• Newsletter• Live Chat• Photo Gallery• Giveaways• Coupons and deals• Brochures

Competitive Lakes

Lake Eufaula

Lake Eufaula Association is the main marketing organization supporting Lake Eufaula and does a poor job of branding and developing any type of marketing initiative. The association does not promote a common theme or even a logo, and potential lake visitors are discouraged to visit. Currently, the web is one of the main channels for all lakes to promote themselves to the public; and their website, www.visitlakeeufaula.com, does not have any type of marketing initiative or appeal.

The lake has a lot of potential with several nice attributes: sandy beaches, several marinas, boat rental, restaurants, spas, winery, night clubs and shopping areas. However, these are not explored through their website.

One positive for the website is the Lake Guide which can be downloaded by visitors and has good information.

The other website for Lake Eufaula, www.lakeeufaula.com, is by far the worst lake website analyzed. The navigation is extremely difficult, has very little features, and does not properly inform what attributes are of the lake.

Table 16 Marketing Organization for Lake Eufaula

Marketing Organization
Lake Eufaula Association

Table 17 Pros & Cons for Lake Eufaula

Pros	Cons
<ul style="list-style-type: none">• Has many great attributes like Marinas, sandy beaches and shopping areas• Annual Lake Guide is available online and has good information available	<ul style="list-style-type: none">• Both websites are poor and discourage the public to visit the lake• No clear message to the public of the main attributes• No clear marketing initiative• No logo or theme• Supporting websites negative impression

Table 18 Variety of Marketing Tools & Techniques for Lake Eufaula

Variety of Marketing Tools & Techniques
<ul style="list-style-type: none">• Newsletter• Events Calendar• Brochures• Coupons & Deals• Facebook

Lake Charles

In comparison to Lake Texoma and the marketing data found on Lake Charles' websites, Lake Charles is superior. Through their website, the Lake Charles Southwest Louisiana Convention and Visitor Bureau was the organization that took the lead. They were responsible for developing a brand for Lake Charles and keeping the brand image and visitor perception of Lake Charles safe and positive. Lake Charles has a well established brand that is shown through their professional website that displays clear marketing themes, logos, and taglines.

Additionally, Lake Charles does an exceptional job using its location, southern flair, and Creole origins to create a brand image through its website. For a professional finish, the website displays a beautiful color scheme of bright colors and graphic designs. You get a feel of what Lake Charles has to offer through the variety pictures and data displaying unique foods and restaurants, special activities and amenities, lodging, and their night life. Lake Charles did a great job displaying marketing tools available on the website to communicate with consumer and promote the lake.

A few examples of marketing tools and techniques found are as follows: social networks: Facebook, Twitter, and MySpace; “bookmark us” for quick internet access, blogs, brochures, iPhone applications, mp3, pod cast, e-newsletter, video tour, reservations, giveaway promotions, photo tour, graphic designs and pictures. All of these marketing tools were creatively displayed on the website and added value to an already visual appealing website with abundant activities and amenity data.

Table 19 Marketing Organization for Lake Charles

Marketing Organization
Lake Charles Southwest Louisiana Convention and Visitor Bureau

Table 20 Pros & Cons for Lake Charles

Pros	Cons
<ul style="list-style-type: none">Established marketing leaderEffective brand, with marketing themes, logos, and taglinesProfessional website graphics and picturesVariety of marketing tools and techniques on websiteCreate partnership with lake amenities and businesses such a casinos, hotel, restaurants to help in marketing and advertising initiatives	<ul style="list-style-type: none">Not much reference to the marketing of the actual lake

Table 21 Variety of Marketing Tools & Techniques for Lake Charles

Variety of Marketing Tools & Techniques	
<ul style="list-style-type: none">FacebookTwitterMySpaceBookmark usBlogs, brochuresiPhone applicationsmp3	<ul style="list-style-type: none">Pod caste-newsletterVideo tourReservationsGiveaway promotionsPhoto tour

Sam Rayburn Lake

Not much marketing data was found on Sam Rayburn Lake. No brand or logo existed based on the website found. They are represented by Sam Rayburn Lake Visitors and Tourist Guide. The Capstone Students found a tagline associated with one of the websites representing Sam Rayburn Lake: “Because you love your lake”. This would be a good tagline if it went along with a brand or logo. Additionally, no contact information for organization representing the website was found.

Several website were found that were representing this lake created a negative impression of the lake's attractiveness. The main website for the lake did have a few marketing techniques as shown below.

Table 22 Marketing Organization for Sam Rayburn Lake

Marketing Organization
Sam Rayburn Lake Visitors and Tourist Guide

Table 23 Pros & Cons for Sam Rayburn Lake

Pros	Cons
<ul style="list-style-type: none">• Lake has their own Facebook page	<ul style="list-style-type: none">• No brand or logo• Poor web design• Graphic designs• Pictures• Supporting websites negative impression

Table 24 Variety of Marketing Tools & Techniques for Sam Rayburn Lake

Variety of Marketing Tools & Techniques
<ul style="list-style-type: none">• Facebook• Email blast• Advertising for hotel discounts

Lake of Interest

Lake Texoma

The main representative is to be determined. Lake Texoma has lots of great amenities and attributes: marinas, casino, stores, golf courses, restaurants, visitor services, and tour boats. Lake Texoma is very well located between Texas and Oklahoma.

The main website, www.laketexomaonline.com, has some good information, but it looks much like an electronic brochure that provides users with the list of businesses around the lake with contact and address information.

It is not the most appealing lake website of all lakes assessed. Users of the lake's website are not necessarily encouraged to go visit the lake, but they are certainly well informed about address and contact information of the different businesses around the lake.

Table 25 Marketing Organization for Lake Texoma

Marketing Organization
To Be Determined by TCOG

Table 26 Pros & Cons for Lake Texoma

Pros	Cons
<ul style="list-style-type: none"> • Lake has some superb attributes like amenities • Most of the businesses around the lake are well listed and basic address and contact information is easily reached • Website is clean • Events calendar 	<ul style="list-style-type: none"> • The Website could leverage some more tools like blogs, message boards, Facebook, Twitter and quizzes • The Website is too concerned about listing the business, but not necessarily promoting the lake

Table 27 Variety of Marketing Tools & Techniques for Lake Texoma

Variety of Marketing Tools & Techniques
<ul style="list-style-type: none"> • Photo Gallery • Brochures/Travel Guides

Additional Lakes

The additional lakes were researched and analyze, and those additional lakes can be found in Appendix B. The analysis of those additional lakes shown in the Appendix is in the same format as in the previous section for the benchmark lake, competitor lakes, and lake of interest. For further review of those additional lakes, please refer to Appendix B.

3.2.1 Baseline Summary

While analyzing the marketing data, several things were noted. Since the only tool for obtaining marketing data was via the internet, it was difficult to get the full scope of each lake's marketing initiative and efforts. For example, The Capstone Students were not able to determine if lakes participated in marketing tactics, outside of what is able to be attained online, as shown below.

Table 28 Unable to Determine These Marketing Tactics via Internet Searches

Unable to Determine These Marketing Tactics
<ul style="list-style-type: none"> • Billboard displays • Public relations • Direct marketing • Partnerships • Promotions • Marketing material • Sponsorships

The most used marketing tactic The Capstone Students found used by each lake was to communicate the lake's features listed below.

Table 29 Marketing Tactics Used to Communicate Lake's Features

Marketing Tactics Used to Communicate Lake's Features
<ul style="list-style-type: none"> • Amenities • Local businesses • Promotions • Activities

Also it was determined each lake has two types of target markets as shown below.

Table 30 Target Market of Lake's Websites

Target Markets of Lakes' Websites	
• Consumers	• Businesses

Through research of lakes that had developed websites and a leading organization marketing the lake, they had close ties with businesses within the surrounding communities. These businesses sat on the board of directors of the organization, or they had membership in their chamber of commerce or convention and visitor bureau. This creates a partnership that benefits the lake's development and the surrounding cities' and counties' economic growth.

Additionally, shown below are a few lakes that had an established brand, with a logo, tagline, and theme.

Table 31 Lakes with Established Brand, Logo, Tagline, and Theme

Lakes with Established Brand, Logo, Tagline, and Theme	
• Lake Tahoe	• Lake Charles
• Mille Lacs Lake	• Finger Lakes

These four lakes had a Convention and Visitor Bureau who have had an active leading role in providing communication and marketing of the lakes. These types of organizations do a great job pulling together businesses' information and services to promote the lakes' amenities. In return, the organization helps the local businesses and creates lake awareness.

Lastly, analysis shows that most of the lakes use a number of marketing techniques and communication tools to communicate with visitors. These are shown below.

Table 32 Variety of Marketing Tools & Techniques on Websites

Variety of Marketing Tools & Techniques on Websites	
• Facebook	• Web cam
• Twitter	• Videos
• Brochures	• mp3
• Picture galleries	• Text messaging
• Email blast	• Blogs
• Newsletters	

In summary, the marketing research revealed that lakes that had effective marketing tools all resembled each other with respect to attributes of catching the visitor's eye. With regard to the baseline lakes, the research revealed that Lake Tahoe was most effective in their marketing efforts. With the exception of one competitor's lake, the researched revealed that the other competitors had an extremely poor designed website, no clear brand, and poor marketing initiatives.

Lake Texoma actually had an upper hand in marketing efforts with respect to the competitors. Lake Texoma had a marketing presence that seemed to be in its infancy. The website analysis looked to be more business driven and had little to do with the lake and catching the eye of the visitor.

The Capstone Students think that better marketing efforts focused on the lake and outdoor enthusiast would more effectively market the lake. Using Lake Tahoe as a template, Lake Texoma could take a lot away from a marketing campaign that effectively utilizes the lake's strengths and utilizes technology to promote the lake to the visitor.

3.3 Amenities Research & Analysis

Methodology

Due to the limited research tools, the internet was used as the main tool. The approach to gathering data for the amenities of the lake was very straightforward. Various Boolean phrases were used in two main search engines: www.google.com and www.yahoo.com.⁷ Phrases, such as “visit lake _____” and “Lake _____”, were used to retrieve information on the individual lakes. The websites were then combed to retrieve data applicable for the amenities of each lake, which were assembled and placed into a spreadsheet.

Table 33 Data Applicable for the Amenities

Data Applicable for the Amenities	
• Amenity name	• Phone number
• Address	• Website and description

The first step to complete the internet research was to look at each lake's main website(s) and collect data to be composed and calculated in an individual lake's amenities tab. Next, once all data applicable was collected from the lakes main website(s), a second run of internet research commenced. In this run, The Capstone Students looked at additional websites that highlighted each lake's amenity that were not classified as a top site hit. Lastly, to make sure all pertinent amenity data was found, The Capstone Students did a third run of internet research to look for missing amenities data that was more difficult to find. Once all data was collected, it was input into its designated amenities tab and checked for duplicate listing. Once all data was organized and put into a spreadsheet, an analysis was done on each lake to decide the best recommendations for branding Lake Texoma.

Many of the developed lakes had a leading organization such a Chamber of Commerce or Convention & Visitor Bureau who took charge in developing a very sophisticated website and unifying all amenities available in the different counties and cities bordering the lake. It was clear to identify which lakes had a leader in place to help promote and market their lake brand and amenities.

⁷ www.yahoo.com and www.google.com

Table 34 Lakes with Clear Leading Organizations

Lakes with Clear Leading Organizations	
<ul style="list-style-type: none">• Lake Tahoe• Lake Charles• Mille Lacs Lake• Finger Lakes	<ul style="list-style-type: none">• Crane Lake• White Bear Lake• Detroit Lake

These lakes' well developed websites had amenities categorize and listed with name, address and descriptions to make research for consumers very easy.

The lakes that needed more direction in their marketing efforts or had no clear branding lacked a one-stop complete website that displayed information on the lake or its amenities are listed below.

Table 35 Lakes that Need More Direction in Marketing Effort

Lakes that Need More Direction in Marketing Effort	
<ul style="list-style-type: none">• Lake Eufaula,• Sam Rayburn Lake	<ul style="list-style-type: none">• Rough River Lake• Lake Texoma

An explanation of the analysis on the benchmark, competitors, and lake of interest will follow below.

Analysis

Benchmark Lake

Lake Tahoe

Through analysis, Lake Tahoe has been identified as the benchmark lake. Not only does Lake Tahoe have a developed website that segmented its lake into a North and South section for activities, attractions and amenities, Lake Tahoe also has a developed marketing campaign.

Research data was available on leaders of their marketing initiatives, and the abundant of data available on its main website seemed endless. A few noticeable things about Lake Tahoe that many of the other lakes did not have were its following attributes listed below that gave them an advantage for tourism and consumer desirability

Table 36 Attributes Evident on Website

Attributes Evident on Website	
<ul style="list-style-type: none">• Location• Diversity• Amenities	<ul style="list-style-type: none">• Exploit its seasons well<ul style="list-style-type: none">○ Winter sports activities

With its website segmented into North and South, data for specific amenities needed for collection was easy to obtain. Lake Tahoe website was designed to appeal to anyone looking for a nice vacation. It has four language changes for those international tourists.

It is evident Lake Tahoe has a strategic marketing plan, and it has been studied and evaluated based off their best assets.

Competitor Lakes

Lake Eufaula, Sam Rayburn Lake, and Lake Charles

After analyzing each lake's amenities data, three lakes were identified as Lake Texoma competitors. They are listed below.

Table 37 Competitor Lakes

Competitor Lakes	
• Lake Eufaula	• Lake Charles
• Sam Rayburn Lake	

These lakes were identified as competitors because each lake had, to some degree, similar elements. Those elements are listed below.

Table 38 Similar Elements among Competitors

Similar Elements Among Competitors	
• Climate	• Target markets
• Region amenities	• Marketing development level

To The Capstone Students' surprise, Lake Charles' branding, amenities and communication were far more developed out of the four competing lakes. Lakes Charles has an established leading organization, Lake Charles Southwest Louisiana Convention and Visitor Bureau, who has pulled together two traits listed below.

Table 39 Two Notable Traits of Lake Charles' Website

Two Notable Traits of Lake Charles' Website	
• A first-rate website	• Comparable to Lake Tahoe

They have a very exciting and personalized the website to the culture of Louisiana, and they do great listing the amenities and activities that are only specific to Louisiana. Another interesting finding that is an advantage for Lake Charles in its ability to collect amenity data. The reason is that they do not have several surrounding counties and cities in close proximity to the lake.

Lake of Interest

Lake Texoma

Two very important pieces of information were pulled from the Lake Texoma data analysis. First, they do have a website, www.laketexomaonline.com that has good lake specific amenity data available such as the amenities listed below.

Table 40 Readily Available Lake Specific Amenities

Readily Available Lake Specific Amenities	
<ul style="list-style-type: none">• Lodging• Fishing guides• Campgrounds	<ul style="list-style-type: none">• Family fun• Restaurants

But, due to the professional level and layout of the website, it may not spark visitors' interest to use the website to find lake information or draw in consumer who may be interested in other amenities or activities happening near the lake such as the amenities listed below.

Table 41 Not-Readily Available Lake Specific Amenities

Not-Readily Available Lake Specific Amenities	
<ul style="list-style-type: none">• Casinos• Spas	<ul style="list-style-type: none">• Museums• Wineries

Second, due to the size of Lake Texoma and the surrounding cities and the county the lake is in, information about the amenities in the area surrounding the lake is not easy to obtain. A consumer would have to know the surrounding place and exactly where they want to go to look for specific amenities that would meet their needs.

During research, data collectors reported they found themselves website hopping and using lower –ranking search engine results to pull key amenities data together.

It was not very evident that Lake Texoma is not a branded lake, nor is a lead organization identified to promote Lake Texoma.

3.3.1 Baseline Summary

Research revealed that there were clear front runners with respect to the amount and quality of amenities provided by the lakes.

Lake Tahoe was very well organized with regard to web presence and actually broke the North and South regions apart to be separate. By separating the regions, visitors can choose what amenities to research and what to expect. Lake Tahoe utilized its geography and climate to separate these two regions for the different amenities and for the different interested parties while vacationing. The dynamic characteristics of Lake Tahoe allow Lake Tahoe to offer a number of different amenities throughout the year in which Lake Texoma cannot compete. This has to do with geography and climate, something that cannot be reproduced.

Excluding Lake Charles in this analysis, Lake Eufaula and Sam Rayburn Lake both resemble each other with regard to amenities. They both have casino gaming close as well as an established fishing culture. Both of the lakes can be considered as rural and have a number of development opportunities with regard to amenities. As far as competition, Lake Eufaula and Sam Rayburn Lake have only geographic location and climate in common with Lake Texoma.

For any branding goal, Lake Tahoe should be used as an example for future plans with regard to further developing the amenities offered at Lake Texoma.

3.4 Lead Organizations Research & Analysis

Methodology

The approach for collecting data on governmental and marketing organizations for each lake was mainly completed by the use of the internet. Once the basic and relevant information were found, several phone calls took place to the appropriate agencies at different lake locations in order to establish a clear understanding of how these agencies operate. The phone calls were successful because they validated the data and also the recommendations.

Analysis

Research shows a relationship between the complexity of lake management and marketing, and the combined land and lake size. Thus, the bigger the lake, the more complicated the lake is to manage. Even so, the larger lakes offer greater potential for business development through greater appeal to potential visitors.

Larger lakes often have several groups working independently though all with the goal of protecting and managing the area's most valuable asset. Since the lakes and forests are natural resources, the theme of each management organization is environmental protection.

At the business level, chambers of commerce of surrounding cities and in some cases paid marketing organizations are responsible for the management and care of larger lakes to protect the interests of current tenants.

At the environmental level, governmental organizations are involved in order to regulate activities and provide care and expertise in the maintenance of each lake. In addition, special interest groups are involved in the preservation of water quality and native wildlife species of each lake. And there are often forestry organizations protecting of all the green areas surrounding the water boundaries and advising potential developers in regard to obtaining permits for future roads and building developments.

However, smaller lakes were found to have a lead marketing authority providing potential investors with a single source through which to obtain information and development approval. In these cases, The Capstone Students saw a clear advantage for potential investors because there is a single source for administration of all regulations, permits and business development approval eliminating risk of interest group conflicts.

The interest of outside groups is to use the water and nearby areas for enjoyment and recreation in order to make a profit. Prospect business developers must overcome financial hurdles equal to those of established businesses. In some cases, environmental quotas are enforced on new businesses in order to offer lake activities to clients.

While it is clear that each lake is managed with the intention of protecting its natural resources, if regulations are too stringent for potential tenants to recoup investments, the development stops. However, businesses will need to preserve the natural resources in order to maintain long-term profit. It is important to stress how clients and visitors of the lakes are attracted to the natural wonders of each property.

Future developers present a great opportunity for the outgoing growth of the lake; however, some of the developers may have intentions that do not align with the strategic goals of the organization managing the lake assets. As a result, there may be road blocks during the development of the business. Time, money, and lake assets could be wasted due to a business developer's intentions not aligning with the strategic goals of the managing organization of the lake.

3.4.1 Baseline Summary

In summary, the government agencies of the applicable lakes were researched to find who was responsible for the lakes on a government level. During the analysis, research revealed Lake Tahoe had a very mature government organization called the Tahoe Regional Planning Agency (TRPA) that focused on the lake and surrounding areas. Lake Eufaula, on the other hand, had a small government entity that they shared with the city of Eufaula: the Chamber of Commerce.

Lake Tahoe, on the other hand, presents a matured organization both at the governmental and marketing levels. The strategic geographical location of Lake Tahoe makes this area very attractive for tourists and it creates a great competitive advantage for the businesses of the area. Historically, the business bureau and main authority of Lake Tahoe called TRPA has created and added value to all the planning activities and development of the area. The TRPA group was created by the US congress and formed as a petition of the local managers in 1964. TRPA has evolved throughout the years as a well respected organization with many accomplishments.

Lake Eufaula presents a rather small governmental structure. The primary organization at this lake is the Chamber of Commerce which also serves the city of Eufaula. Activities are primarily marketed to the locals and the residents of Tulsa. Lake Eufaula markets the lake as the biggest lake in the state of Oklahoma. The marketing group has also created a brochure in PDF format that gives potential vacationers ideas of the activities and amenities that the lake offers to the public.

3.5 Lake Area Demographics Research & Analysis

Methodology

The methodology for developing the demographics portion of the data collection was very straight-forward. The first step was to gather the data from the U.S. Census Bureau at www.census.gov. When visiting the “American FactFinder” portion of the website, the American Community area was accessed under the Data Sets area of the website.

This area allows access to census data from 2006-2008 American Community Survey 3-Year Estimates. All the data collected was pulled from this website – by state, county, and city. The data was copied directly into the demographics spreadsheet for further analysis. Due to the incomplete set of data set of the North American Industry Classification System (NAICS) from the Economic Census portion of the U.S. Census website, The Capstone Students used data from 2002 that provided a more complete set of data to determine a specific area of the Industry. During the analysis phase of the project, special attention was given to areas that indicated circumstances that would help fulfill marketing, tourism, and strategic direction.

The Capstone Team decided that the demographics should be divided into three areas: surrounding counties, target cities, and lake specific information. In addition to the demographics of the lakes, the top 10 tourism-related industries in the county or counties that surround the lake was/were also researched and analyzed. The lake specific information was needed to determine the size of the lakes to be used to compare the relative size and characteristics between the different lakes.

The demographics for the surrounding area of the lake were based on the county or counties that the lake resides. The reason for using county-level demographics was to get a broader sense of surrounding communities that are near the lake. The target cities that were chosen to for their location or size that the lakes were assumed to be targeting. Any demographical data that demonstrated typical marketing highlights that related to promotion, population, social, income, or housing trends were analyzed. Recommendations came from general trends in the marketing arenas, as well as age-related activities, like boating, hiking, gambling, etc.

The top 10 tourism-related industries information was based on county or counties surrounding the lake with the most number of employees. The top 10 tourism-related industries on a county-level perspective will provide a broader sense of the different tourism-related industries that surround the lake. The different industries can provide a view of the emphasis the businesses around the lake are providing to visitors of the lake. The Capstone Team identified a number of industries as tourism-related industries. The industry data was analyzed to find the tourism-related industry with the largest number of employees. The top 10 tourism-related industries with the largest number of employees were chosen for the top 10 list. The top 10 tourism-related industries were chosen out of the full NAICS listing. The list of the tourism-related industries can be found in Appendix E.

The lake specific information was retrieved from the different areas that had more information about specific information about the lake. This information was either retrieved from the state's website or organizations that are promoting the lake.

For lakes in the rural areas of the state or county, the less densely populated areas would be assumed to not provide an adequate economic base to sustained economic development. It was assumed by The Capstone Team that the lakes in those less densely populated areas were targeting larger towns and cities to draw repeat visitors.

Analysis

Demographics

Demographics play an integral role in the planning process for those agencies involved in strategic planning of a government asset. Demographics provide information that can be used to direct marketing and economic growth decisions for the future of an asset, in this case, Lake Texoma. Demographics can help determine the items listed below.

Table 42 Demographics Help Determine Marketing and Growth Decisions

Demographics Help Determine
<ul style="list-style-type: none">• Which age group to market casino initiatives?• Which income group is best aligned with retail shopping stores?• Who is really going to use those hiking trails and boating marinas?

It is very difficult to create a marketing campaign without identifying the target market. These observations will assist TCOG (Texoma Council of Governments) in using demographics to develop short term and long term plans to effectively market the assets of Lake Texoma.

One needs only to look at the shift in demographics to understand the best way to approach the market.

“The number of people in the U.S. age 65 or older will double over the next 25 years, according to the Census Bureau; by 2030 about 20 percent of the population (72 million Americans) will belong to that age group. One especially startling statistic: People 85 or older are the fastest-growing segment of the U.S. population.”⁸

Considering that Americans, age 65 and older, represent 70% of the wealth accumulation in the U.S., any marketing plans must take these seniors and their buying power into consideration.

Particular to Lake Texoma, senior citizens (ages 65 and older) living in the counties surrounding the lake represent 15% of the total population, while these seniors based in large cities, (which include Oklahoma City and Dallas) represent only 11.5% and 8% respectively. Keep in mind

⁸ http://www.icsc.org/srch/sct/sct0607/retail_populationOlder.php

that according to the Harrah's gambling survey taken in 2006, the average age of casino gamblers is 46 years old versus age 45 as the median age for the U.S. population.⁹

When looking at other amenities offered by Lake Texoma, such as hiking and boating, the average age of American hikers is 43 years old, with 66% of all hikers being 35 years or older.¹⁰ Boaters represent a larger class of older Americans; with 44% people aged 65 and older are boat owners who also participate in fishing.¹¹

Another key characteristic for the marketing professional is income class for the surrounding area of Lake Texoma. While the property attached to the lake tends to be significantly higher and doesn't reflect the true mean, the average income for everyone in the surrounding counties is \$54,945, while the average income for families living in Oklahoma City is \$60,279, and Dallas is \$69,160. So if income is what the stakeholders are chasing, the key is to target those markets in the larger cities surrounding the lake for income-dependent activities like those listed below.

Table 43 Income Dependent Activities

Income Dependent Activities	
<ul style="list-style-type: none">• Gambling• Golf	<ul style="list-style-type: none">• Shopping

Targeting the lower cost activities like those listed below in the surrounding counties and smaller towns is another key to success.

Table 44 Lower Cost Activities

Lower Cost Activities	
<ul style="list-style-type: none">• Hiking• Historical Sites	<ul style="list-style-type: none">• State Parks

Another interesting phenomenon is the relationship between income and families. The average income for families in the surrounding counties at Lake Texoma is much higher in the counties listed below than the general average income level of those counties.

Table 45 Income for Families in Surrounding Counties

Income for Families in Surrounding Counties	
<ul style="list-style-type: none">• Cooke County (\$71,038)	<ul style="list-style-type: none">• Grayson County (\$68,717)

⁹ http://www.harrahs.com/images/PDFs/Profile_Survey_2006.pdf

¹⁰ <http://www.tc.gov.yk.ca/pdf/snapshotofhikerandbackpackerTAMS.pdf>

¹¹ <http://www.rbff.org/uploads/research-section/specialreportonboatingandfishing.online.pdf>

This average income is closer to those in the larger cities, like the cities listed below.

Table 46 Income Dependent Activities

Income Dependent Activities	
• Oklahoma City (\$72, 434)	• Dallas (\$78,838)

These facts indicate that any marketing campaign focusing on the family needs to be geared up differently, based on the income levels of each county and city. This could save time and money as the same marketing projects that attack the larger cities around Lake Texoma can also be applied to some counties surrounding the lake. When you include the city of McKinney (\$107,747) into that mix, there is more reason to focus on higher-income producers in the general lake area. Examples of a focus on are listed below.

Table 47 Marketing Campaigns Focus on Different Income Levels

Marketing Campaigns Focus on Different Income Levels	
• Higher-income families for the casino might be advertising entertainment or specials in the restaurant	
• Lower-income earners might include birthday or drink specials in the casino or car give-a-ways	

Another aspect of life around Lake Texoma involves the occupations of its friends and neighbors. When one looks at the number of salaried jobs (including management, professionals, and sales oriented careers), the counties average 53% of the total population. However, some of the cities have more types of these jobs available, like Oklahoma City (60%) and McKinney (75%), while Dallas still has a large amount of service, construction, and production jobs as a percentage of the total population. The occupations that employ the target audience of Lake Texoma should be part of the broader marketing plan, with the right focus on the right jobs in the right city / county. The campaigns must be geared toward the

Table 48 Marketing Campaigns Focus on Different Income Levels

Marketing Campaigns Focus on Different Income Levels	
• White-collar, professional jobs in McKinney	
• Blue-collar workers of the cities of Dallas and Sherman, or Fannin County.	

And finally, the area that may have the most impact is the focus on the Hispanic population that is becoming more prevalent in the societal and social corners of Texas and Oklahoma. In the United States, the Hispanic population is estimated to grow as shown below.

Table 49 Hispanic Population Growth Estimate

Hispanic Population Growth Estimate	
• 43.7 Million in 2010	• 55.2 Million by 2020

This population segment is already the largest minority group in the country.

"While the US population as a whole grew 2.5 percent between April 2000—the date of the last census—and July 2002, the number of Hispanics increased by 9.8 percent,' according to a comprehensive report on the US Hispanic market by Packaged Facts (a division of MarketResearch.com)."¹²

The stereotypical migrant profile has been changing dramatically over the past few years as show below.

Table 50 Migrant Profile Changed Over the Past Few Years

Migrant Profile Changed Over the Past Few Years	
• Speak Excellent English	• Hold down white-collar jobs
• Live in middle-class neighborhoods	

Their spending power today is much greater than it has ever been in the past. This group looks to the future as well as remember their past as it relates to homeland values, traditions, and culture. With one of the highest birth rates of any ethnic group in the U.S., Hispanics will continue to be a major target audience of anyone that wants to grow their business or attract a larger part of the population. To attract this market segment, more work needs to be done – gone are the days where a business owner simply translated a few flyers into Spanish.

The marketing programs and plans need to keep the Hispanic community at the forefront of every activity designed to promote Lake Texoma. Says Kasia Dawidowska reporting on a specialty retail website,

“The point is, the US Hispanic market is a \$700 million spending powerhouse—and growing. To reach them, serve them, and reap the benefits of selling to them, specialty retailers must be attuned to the culture, values and preferences of the largest minority.”¹³

Top 10 Tourism-Related Industries

After the collection of the top ten tourism-related industries for analysis, two areas were analyzed. One is the number of empty slots available for the 10 slots available for the lakes' surrounding counties top 10 tourism-related industries. Another is that a majority had 3 or more tourism-related industries surrounding the lake. Those top three positions of the top 10 tourism-related industries will be examined for the benchmark lake and the competitor lakes.

There were 10 slots available for the top tourism-related industries to be filled by the counties surrounding the lakes. The benchmark lake had 3 out of 6 counties fill all 10 slots. The other lakes that were not competitor lakes had as low as two tourism-related industries in the counties surrounding their lakes. Thus, they only filled two slots for their counties.

Below is a table that shows the average number of slots that were filled by lakes' surrounding tourism-related industry to fill the top 10 slots. Having empty slots indicates that there are fewer

¹² http://www.specialtyretail.com/2005/winter/running_a_cart_kiosk/hispanic_retail_market

¹³ http://www.specialtyretail.com/2005/winter/running_a_cart_kiosk/hispanic_retail_market

than 10 tourism-related industries surrounding the lake. This may indicate a lack of initiative in pursuing the tourism market.

Table 51 Tourism-Related Industries' Average Number of Slots Filled out of 10 Available

Lead Organization Recommendations	Average Slots Filled out of 10 Available
Lake Texoma	4.75
Lake Tahoe	8.33
Lake Charles	9.00
Lake Eufaula	5.00
Sam Rayburn Lake	5.40
White Bear Lake	10.00
Rough River Lake	4.00
Mille Lacs Lake	3.67
Finger Lakes	6.38
Detroit Lake	4.00
Crane Lake	10.00

White Bear Lake is located very near Minneapolis/St. Paul in MN. That lake will be excluded from this analysis. However, what is interesting is Crane Lake in MN. It is on the rural edge of the county where the lake is located in MN. Yet, they have enough tourism-related industries to fill the 10 slots available for the top 10 list. Comparatively, Lake Texoma is less rural and more populated than Crane Lake, and has on average less tourism-related industries surrounding the lake: 10 vs. 4.75 on average. With the benchmark Lake Tahoe, there are counties that did not fill the 10 available slots indicating that those counties did not have a large number of tourism-related industries. With the exception of Lake Charles which had a high number of tourism-related industries in the county, the other competitor lakes provided slightly more and varied tourism-related industries in the surrounding counties than the lake of interest Lake Texoma.

Next to be examined are the positions 1, 2, and 3 in the top 10 tourism-related industries of the benchmark lake, competitor lakes, and lake of interest. Recall that the top 10 tourism-related industry list is a ranking of the tourism industries surrounding the lake that employ the most employees.

Table 52 Position 1 in the Top 10 Tourism-Related Industry List

Lake	County	Tourism-Related Industry in Position 1
Lake Tahoe	El Dorado Cty CA Douglas Cty CA Carson City NV Nevada Cty CA Placer Cty CA Washoe Cty NV	Skiing Facilities Casino Hotels Casino Hotels Hotels (Except Casino Hotels) & Motels Full-Service Restaurants Casino Hotels
Lake Eufaula	Macintosh Cty OK Haskell Cty OK Pittsburg Cty OK Okmulgee Cty OK Muskogee Cty OK	Limited-service Eating Places Food Services & Drinking Places Food Services & Drinking Places Limited-Service Eating Places Limited-Service Eating Places
Sam Rayburn Lake	Jasper Cty TX Sabine Cty TX San Augustine Cty TX Nacogdoches Cty TX Angelina Cty TX	Food Services & Drinking Places Food Services & Drinking Places Food Services & Drinking Places Limited-Service Eating Place Limited-Service Eating Places
Lake Charles	Calcasieu Cty LA	Casino Hotels
Lake Texoma	Bryce Cty OK Cooke Cty TX Fannin Cty TX Grayson Cty TX	Limited-Service Eating Places Food Services & Drinking Places Food Services & Drinking Places Limited-Service Restaurants

To summarize the table above, the benchmark Lake Tahoe has more employees in the Casino and Hotel industries than the skiing and restaurant industries. With the exception of Lake Charles which has the most employees in the Casino industry, the remaining lakes are concentrated on food and beverage services. The benchmark lake puts a lot of emphasis on the Casino and Hotel industries. On the other hand, the competitor lakes and lake of interest put a lot of emphasis on food and beverage services.

Table 53 Position 2 in the Top 10 Tourism-Related Industry List

Lake	County	Tourism-Related Industry in Position 2
Lake Tahoe	El Dorado Cty CA Douglas Cty CA Carson City NV Nevada Cty CA Placer Cty CA Washoe Cty NV	Hotels (Except Casino Hotels) & Motels Golf Courses and Country Clubs Hotels (Except Casino Hotels) & Motels Full-Service Restaurants Full-Service Restaurants Full-Service Restaurants
Lake Eufaula	Macintosh Cty OK Haskell Cty OK Pittsburg Cty OK Okmulgee Cty OK Muskogee Cty OK	Amusement, Gambling, & Recreation Performing Arts, Spectator Sports Limited-Service Eating Places Drinking Places Drinking Places
Sam Rayburn Lake	Jasper Cty TX Sabine Cty TX San Augustine Cty TX Nacogdoches Cty TX Angelina Cty TX	Other Amusement & Recreation Services Rental & Leasing Services Rental & Leasing Services Special Food Services Cafeterias, Buffets, & Grill Buffets
Lake Charles	Calcasieu Cty LA	Limited-Service Restaurants
Lake Texoma	Bryce Cty OK Cooke Cty TX Fannin Cty TX Grayson Cty TX	Lottery, Bingo, Bookie, Other Betting Limited-Service Eating Places Limited-Service Eating Places Full-Service Restaurants

To summarize the table above, the benchmark Lake Tahoe has the most employees in the Full-Service Restaurant and Hotel industries combined. With the exception of Lake Charles which has the most employees in the Limited-Service Restaurant industry, the competitor lakes have most employees in industries that provide amusement, recreation, and rental services. The lake of interest Lake Texoma has most employees in the food service industries. Comparing the previous table, Lake Texoma has put a lot of emphasis on the food and beverage services because these industries occupy positions 1 and 2 for Lake Texoma.

Table 54 Position 3 in the Top 10 Tourism-Related Industry List

Lake	County	Tourism-Related Industry in Position 3
Lake Tahoe	El Dorado Cty CA Douglas Cty CA Carson City NV Nevada Cty CA Placer Cty CA Washoe Cty NV	Snack & Nonalcoholic Beverage Bars RV Parks and Campgrounds Dining Places (Alcoholic Beverages) Other Amusement & Recreation Casinos (Except Casino Hotels) Limited-service Restaurant
Lake Eufaula	Macintosh Cty OK Haskell Cty OK Pittsburg Cty OK Okmulgee Cty OK Muskogee Cty OK	Accommodation Accommodation Hotels (Except Casino Hotels) & Motels Amusement, Gambling, & Recreation Amusement, Gambling, & Recreation
Sam Rayburn Lake	Jasper Cty TX Sabine Cty TX San Augustine Cty TX Nacogdoches Cty TX Angelina Cty TX	Rental & Leasing Services RV Parks and Campgrounds Arts, Entertainment & Recreation Hotels (Except Casino Hotels) & Motels Special Food Services
Lake Charles	Calcasieu Cty LA	Full-service Restaurants
Lake Texoma	Bryce Cty OK Cooke Cty TX Fannin Cty TX Grayson Cty TX	Special Food Services Cafeterias, Buffets, & Grill Buffets Accommodation Cafeterias, Buffets, & Grill Buffets

To summarize the table above, the benchmark Lake Tahoe has varied industries in the third position for the industries with the most employees. With the exception of Lake Charles who has the most employees in the third position in the Full-Service Restaurant industry, the competitor lakes have put some emphasis on providing hotels, motels, RV parks, and campgrounds. With the lake of interest Lake Texoma, there continues to be an emphasis on food and beverage services because these industries occupy positions 1, 2, and 3 in the top 10 tourism-related industry list.

To conclude, the benchmark Lake Tahoe has put a lot of emphasis on the casino, hotel, and food services industries around the lake. Lower down the ranking, the emphasis broadens to what appears to be more localized services and features. Lake Charles was similar to the industries provided by Lake Tahoe but with a tilt toward food services occupying positions 2 and 3. With the competitor lakes, the emphasis favored food and beverage service industries in position 1. Lower down the ranking, the emphasis shifts toward entertainment and hotel/motel industries in positions 2 and 3. With the lake of interest Lake Texoma, the overwhelming industries that occupied the positions 1, 2, and 3 were the food and beverage services industries.

Table 55 Tourism-Related Industries' Summary Observation

Lake Category	Summary Observation
Benchmark	Position #1: emphasis on the casino, hotel, and food services industries Positions #2 & #3: emphasis broadens to what appears to be more localize services and features
Competitors	Position #1: emphasis favored food and beverage service industries Positions #2 & #3: emphasis shifts toward entertainment and hotel/motel industries
Lake of Interest	Top three positions: overwhelming industries were the food and beverage services

Lake Area

Lake specific information was needed to determine the size of the lakes to be used to compare the relative size and characteristics between the different lakes. By focusing on comparable lakes, the analysis revealed what attributes that are needed to compete with area lakes and how to gain a competitive advantage.

In the figure below, the lake of interest Lake Texoma is the baseline from which the other lakes are compared. The figures shows that benchmark Lake Tahoe with competitor lakes, Lake Eufaula and Sam Rayburn Lake, are proportionate with Lake Texoma.

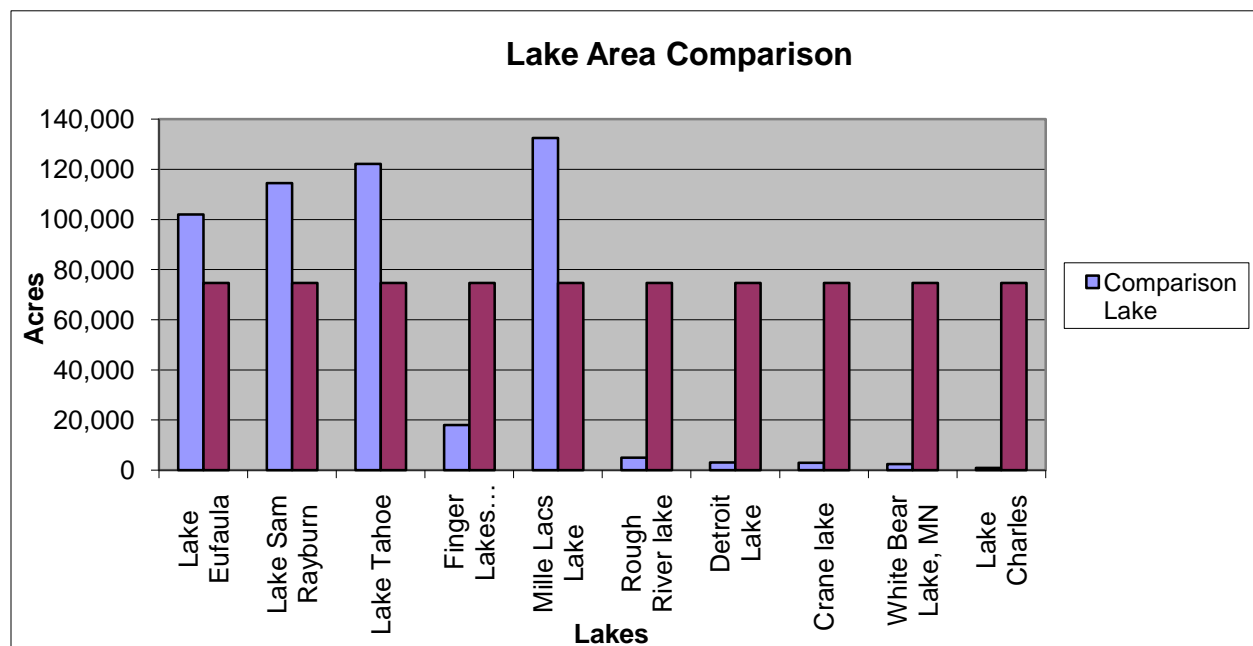


Figure 3 Lake Area Comparisons by Acres of Water

In the figure below, the difference are shown to better illustrate the magnitude of the difference between the lakes in terms of acres. This figure clearly shows that the benchmark lake and the competitor lakes are similar to the lake of interest Lake Texoma.

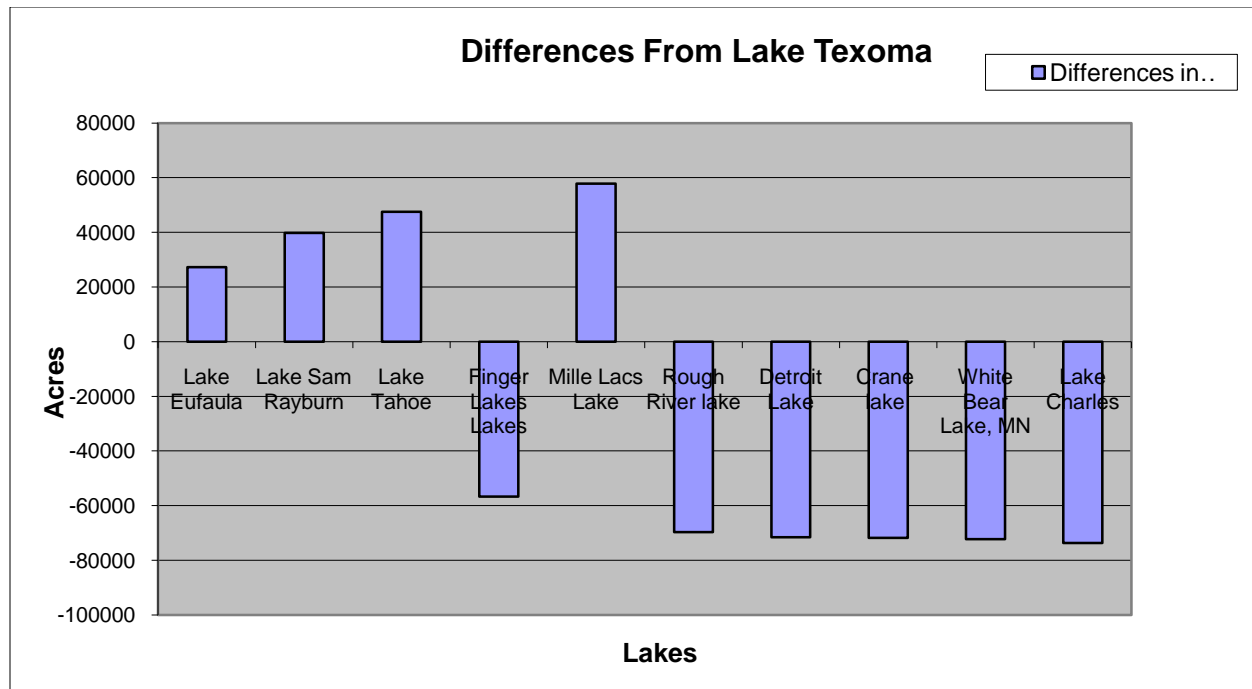


Figure 4 Differences from Lake Texoma

A special note about Lake Charles should be taken into consideration in this report. Although Lake Charles is significantly smaller in lake size to Lake Tahoe, Lake Eufaula, and Sam Rayburn Lake, Lake Charles offers a very unique characteristic. The research revealed that Lake Charles' marketing initiatives are the same, if not better, than the benchmark Lake Tahoe. For that reason, Lake Charles has remained in this report. Due to the location relative to Lake Texoma, Lake Charles was categorized as a competitor.

3.6 Survey Research & Creation

The research was to develop a survey to determine what, in a marketing plan, is important to the stakeholders. The beginning of the research was to determine the topics that would be covered in a marketing plan. After the determination of the stakeholders, the topics covered in a marketing plan were examined for relevance to the stakeholders. Additional research was performed to determine what attributes make a survey effective. The final step was to go through the researched data to develop questions that can be used to identify the items in a marketing plan that are critical to the stakeholders.

In determining the stakeholders, a number of topics in the marketing plan were removed. It was determined that the following marketing plan topics would not apply to stakeholders as shown below.

Table 56 Marketing Plan Topics Removed from Survey

Marketing Plan Topics Removed from Survey	
<ul style="list-style-type: none">• Industry Overview• Name of Company• Target Markets	<ul style="list-style-type: none">• Pricing Mix• Placement Mix

It is assumed that these topics would be very specific to for-profit organizations, and non-profit organizations are assumed to have their own research for planning purposes. In particular, target markets are assumed to be the population of Dallas, TX, and Oklahoma City, OK. In addition, the larger communities near Dallas and Oklahoma City.

It was determined that the stakeholders would be interested in the following items of a marketing plan:

Table 57 Marketing Plan Topics for Survey

Marketing Plan Topics for Survey	
<ul style="list-style-type: none">• Marketing Objectives• Integrated Marketing Communication (IMC) Mix	<ul style="list-style-type: none">• Product/Service Mix• Implementation & Control of the Marketing Plan

The assumption is that for both for-profit and non-profit organizations they would be interested in these areas because of their interest in how to be part of getting their products/services known to a specific target market and whether or not they want to be associated with the effort: Non-profit for planning purposes, and for-profit for generating more revenue.

The survey would contain questions that relate to the four categories in a marketing plan that TCOG wants to implement. The purpose of the questions will be to identify items in a marketing plan that stakeholders consider critical.

4 Outcome – Recommendations

The following sections will discuss the recommendations that were derived from the analysis mentioned in the previous sections.

Table 58 Recommendations for Identified Important Research Areas

Recommendations for Identified Important Areas Researched	
<ul style="list-style-type: none">• Website• Marketing• Amenities	<ul style="list-style-type: none">• Lead Organizations• Lake Area Demographics• Survey Development

The recommendations are the amalgamation of the analysis of both the benchmark and competitors baselines.

4.1 Website Recommendations

The Website for Lake Texoma needs to belong to an organization that is committed to the following objectives listed below.

Table 59 Objectives Organizations Must Commit

Objectives Organization Must Commit	
<ul style="list-style-type: none">• Promote• Protect	<ul style="list-style-type: none">• Develop the lake

In general, the best lake websites belong to groups that involve several organizations that exist around the lakes. There is no specific number of members needed to start the organization. The following list shows the examples of the organizations:

Table 60 Examples of Lead Organizations

Examples of Lead Organizations	
<ul style="list-style-type: none">• Chamber of commerce• Convention & visitor bureau• Business & tourist association• Tourist council	<ul style="list-style-type: none">• Tourist & travel associations• Cities & counties• Resorts

Important is that all the members are committed to participate in the development and administration of the website so it can be successful. The Lake Texoma website objective has to be Tourism; the goal of the website is to bring tourists to Lake Texoma.

Table 61 Objective & Goal of the Website

Objective of the Website	Goal of the Website
<ul style="list-style-type: none">• Tourism	<ul style="list-style-type: none">• Bring tourist to lake

As TCOG plans to create a new website for Lake Texoma, TCOG is recommended to setup the new website in phases.

Table 62 Three Recommended Phases for Website Creation

Recommended Phases	
Phase One	Information: Includes the creation of the website; website needs to be designed following the branding; basic & simple to inform; good graphic design; include professional photos; include same info today: Maps, travel guides, calendars, permits, schedules; conversion forms to capturing visitors info, for an online customer database; Travel reviews
Phase Two	Segmentation: segment website based on captured customer info; segment by activities or people; start with the website design and services/tools offered: blogs, You Tube, Twitter; allow group creations; bring/invite existing groups to collaborate; use local newspapers/ magazines contacts to help increase web traffic
Phase Three	Additional Services: create custom tools to bring other sources of revenue; still related promoting the lake and increase tourism; selling online travel packages in association with travel websites or hotel websites; target the corporate travel segment; offering solutions and packages for business meetings and conferences; wedding services using local business; for film industry lakes can offer locations, accommodations, technical personnel, casting assistance, transportation, catering, governmental liaisons and scouting assistance

The following sections will describe the three phases and the steps of the phases with examples.

4.1.1 Phase one – Information

- a. Create a brand for the lake and design a basic and simple website using that branding.



Figure 5 LakeTexonaOnline.com

			
GoTahoeNorth.com	TahoeSouth.com	VisitLakeCharles.org	SamRayburn.com

Figure 6 Examples of Brands and Designs from Lakes Tahoe, Charles, and Sam Rayburn

- b. Bring existing online content and add content that does not exist online today related to all the activities that can be performed in the lake and around the lake.



Figure 7 LakeTexomaOnline.com

- c. Provide the same basic documents that are provided printed as downloadable PDF options (Maps, travel guides, permits).



Figure 8 GoTahoeNorth.com

- d. Page Title : Lake name, slogan, activities on the lake
- Tahoe.com | Lake Tahoe hotels, Lake Tahoe Ski Resorts, and more
www.tahoe.com

- Lake Charles/Southwest Louisiana www.visitlakecharles.org
- e. Meta Description: Activities on the lake
 - Lake Texoma offering information on lodging, camping, boating, striper fishing and businesses www.laketexoma.com
 - Southwest Louisiana is a blend of culture, festivals, spectacular gaming venues, culinary delights, and Cajun rhythms for pleasure 24/7 www.visitlakecharles.org
- f. Headings Tags: Categories
 - First-Level (H1) – Get your vacation on! www.tahoesouth.com
 - First-Level (H1) - Welcome to Lake Charles www.visitlakecharles.org
- g. Maps: Develop a custom online map and/or custom application over a Google or Yahoo maps.

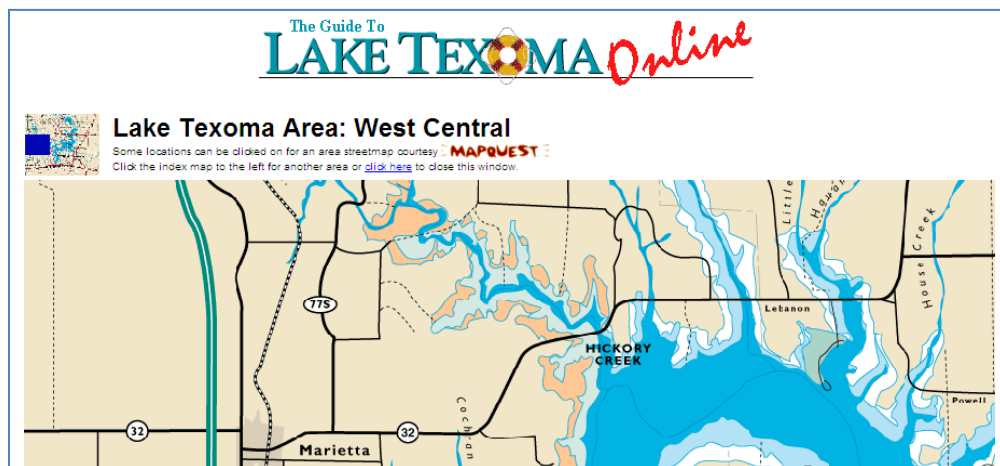


Figure 9 TexomaOnline.com

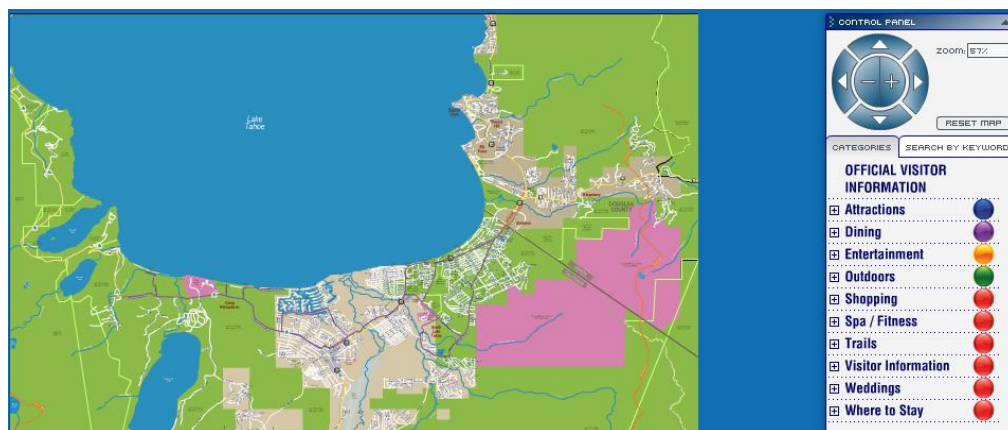


Figure 10 TahoeSouth.com

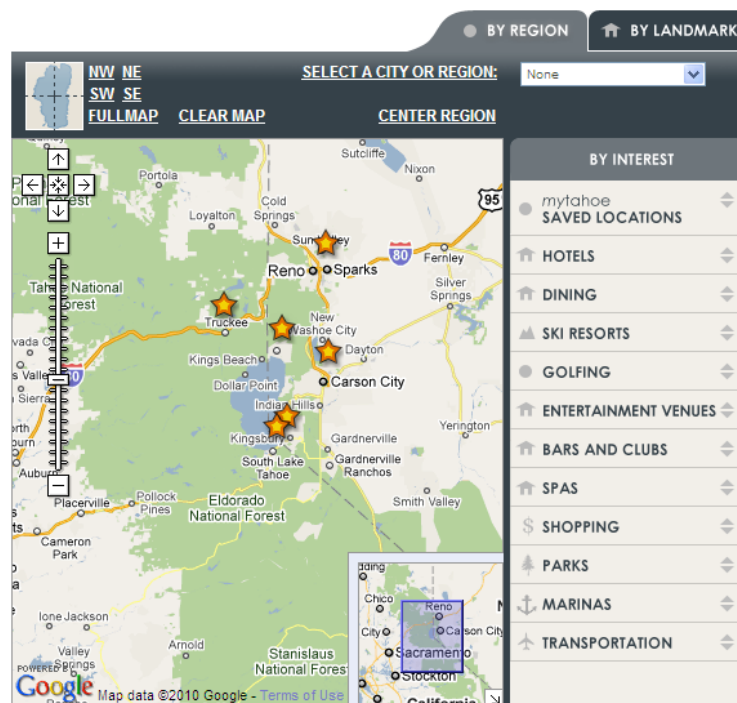


Figure 11 Tahoe.com

- h. Monthly online Newsletter with subscription option.

A screenshot of the 'gotahoenorth signup' form. The heading is 'gotahoenorth signup'. Below it, the text says 'Please choose which you wish to receive:'. There are three main sections, each with a checkbox and a description. The first section is 'ENews - Receive the latest news from North Lake Tahoe plus information on special events and Cool Deals.' with a checked checkbox and an 'enews REQUEST NEWSLETTER' button. The second section is 'Tahoe Vacation Planner' with two options: 'Download a PDF' (unchecked) and 'Receive printed planner via regular mail' (checked). The third section is 'Quarterly Newsletter' with two options: 'Download a PDF' (unchecked) and 'Receive the printed newsletter via regular mail' (checked). Each section has a small image representing the content.

Figure 12 GoTahoeNorth.com

- i. Monthly event calendar with annual activities.

Welcome to the tahoe.com events calendar. Find something you like? Save it for later in mytahoe or in the calendar program you use everyday.

July 2010						
S	M	T	W	T	F	S
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1	2	3	4	5	6	7

This is YOUR calendar. If there's an event going on that's open to the public, we want it in this calendar. If it's not here, click on SUBMIT EVENT, and we'll add it.

[Submit Event](#)

Search

[Go](#)

Category

- ☒ Arts & Entertainment
- ☒ Community
- ☒ Outdoor/Recreation

Select: [All](#), [None](#)

Event Type

[\[All Values\]](#)

Figure 13 Tahoe.com

- j. People and nature oriented professional photos that reflect Lake Texoma experience (Alt text for all images).
- k. Conversion Forms to capture visitors information (Name, email, address, phone, hobbies).

Go Tahoe North [Exit this survey](#)

1. Introduction

1. What brought you to the site?

- ☐ Lodging
- ☐ Info about the area
- ☐ Activities
- ☐ Events
- ☐ Cool Deals
- ☐ Other (please specify)

25%

[Next](#)

Figure 14 GoTahoeNorth.com

- l. Facebook page / interface (branding, drive web traffic, visitor engagement and reputation management).

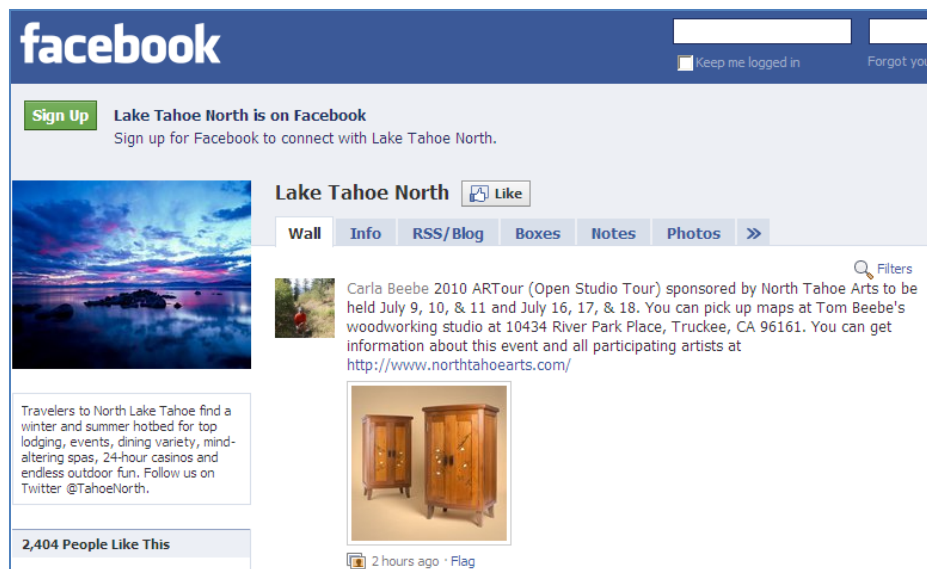


Figure 15 GoTahoeNorth.com

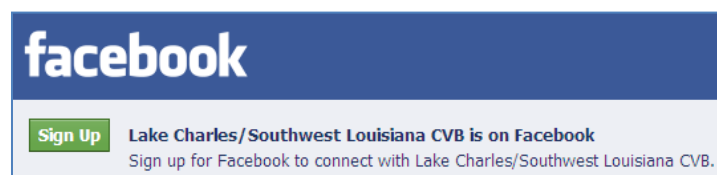


Figure 16 Visitlakecharles.org

- m. Search Engine submission (Google, Yahoo, and Bing).
- n. Travel Reviews (Trip Advisor, Virtual Tourist, IgoUgo, Yahoo! Travel).



Figure 17 GoTahoeNorth.com

- o. No Ads on the main page and if they needed to be included they need to follow the same design of the website.

4.1.2 Phase Two - Segmentation

- a. Create Segments (Activities or People).

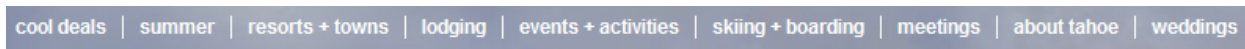


Figure 18 GoTahoeNorth.com

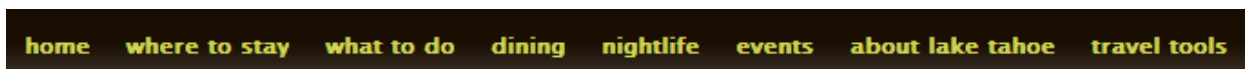


Figure 19 TahoeSouth.com



Figure 20 Visitlakecharles.org

- b. YouTube Channel for Lake Texoma.

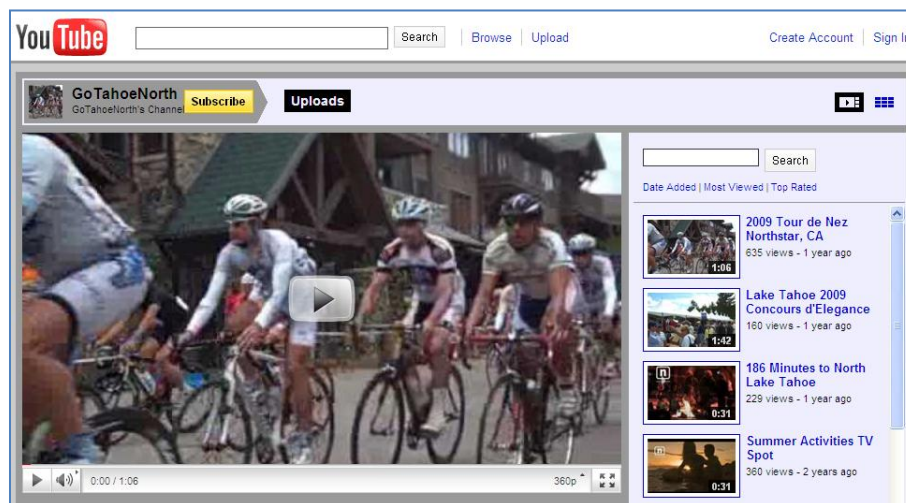


Figure 21 GoTahoeNorth.com

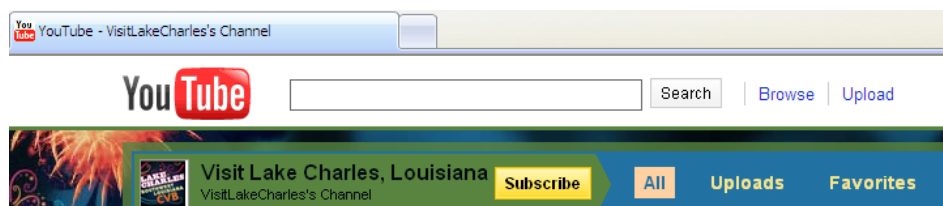


Figure 22 Visitlakecharles.org

c. Twitter Account.

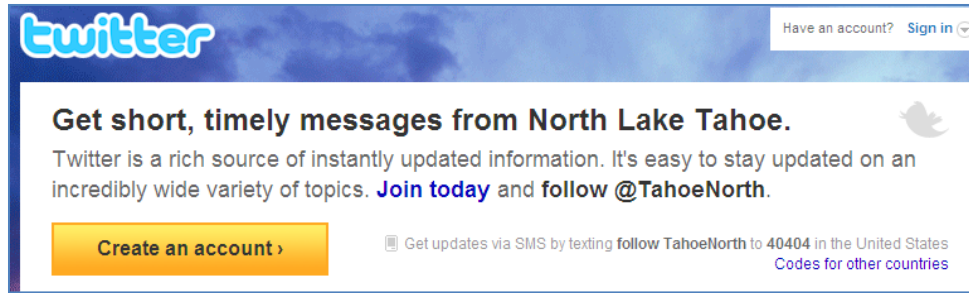


Figure 23 GoTahoeNorth.com

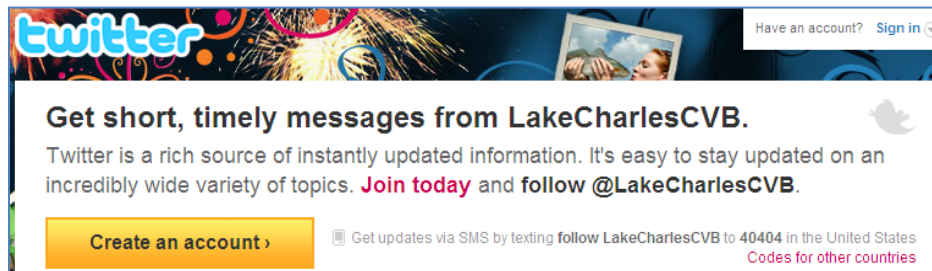


Figure 24 Visitlakecharles.org

d. Image slide shows or videos of different events on the lake.

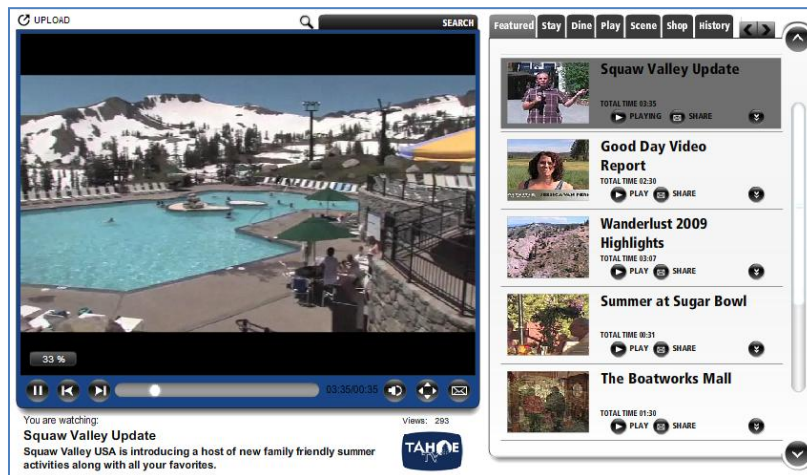


Figure 25 GoTahoeNorth.com

e. Monthly Blog.



Figure 26 GoTahoeNorth

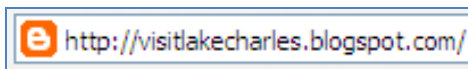


Figure 27 Visitlakecharles.com

f. RSS.

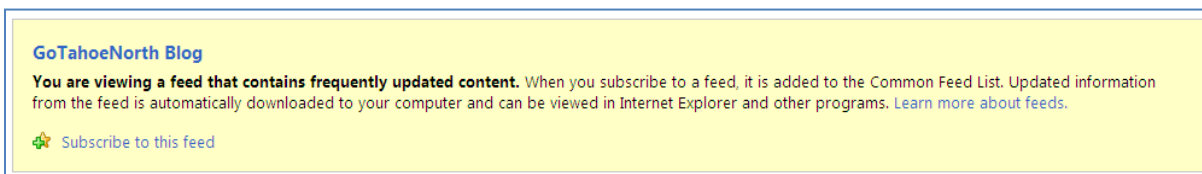


Figure 28 GoTahoeNorth.com

4.1.3 Phase Three – Additional Services

a. Custom travel tools (My Tip).

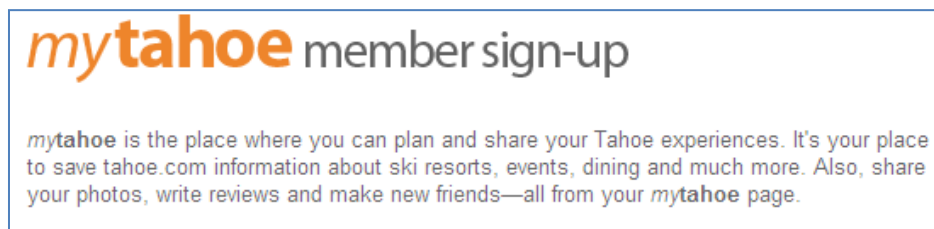


Figure 29 Tahoe.com

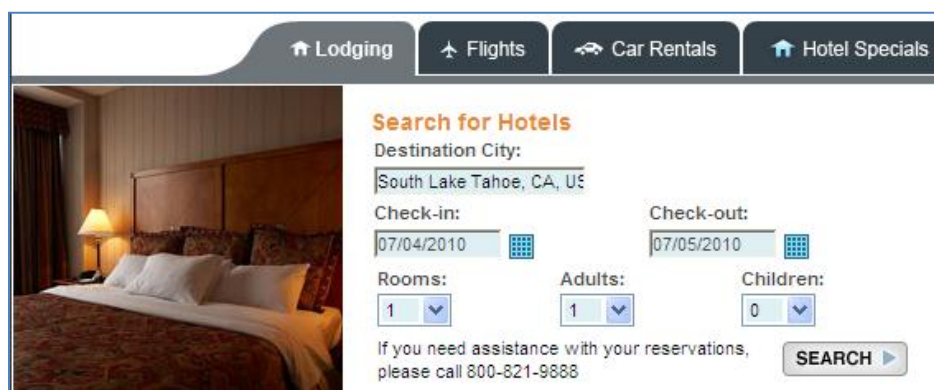


Figure 30 Tahoe.com

b. Media Information.

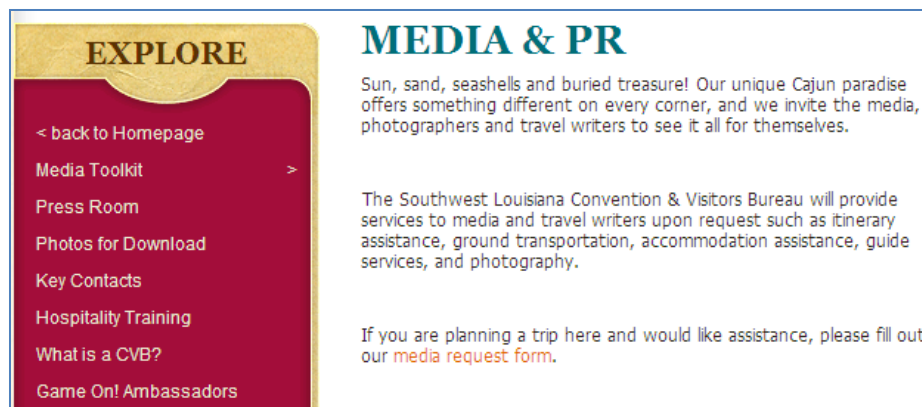


Figure 31 Visitlakecharles.org

c. Other sources for tourism (Business Meetings / Weddings / Films).

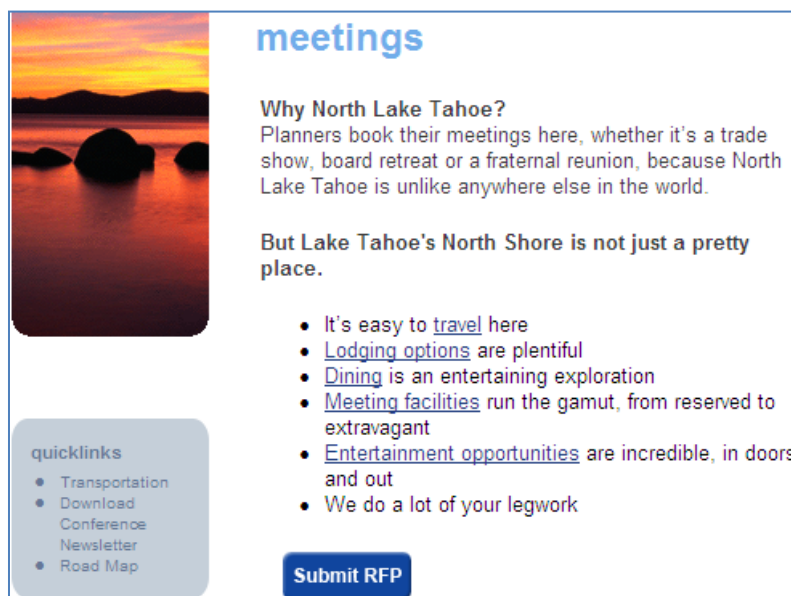


Figure 32 GoTahoeNorth.com



Figure 33 TahoeSouth.com



Figure 34 Visitlakecharles.org

In summary, the website for Lake Texoma needs to belong to an organization that is committed to the following objectives: promote, protect and develop the lake. Important is that all the members are committed to participate in the development and administration of the website so it can be successful. The Lake Texoma website objective has to be Tourism; the goal of the website is to bring tourists to Lake Texoma. As TCOG plans to create a new website for Lake Texoma, TCOG is recommended to setup the new website in three phases: Information, Segmentation, and Additional Services.

4.2 Marketing Recommendations

With Lake Texoma being in a newly development and planning stage of their branding efforts, several marketing actions must be taken in order to create a brand for Lake Texoma. The website for Lake Texoma needs to belong to an organization that is committed to marketing, promoting and communicating the lakes activities and amenities. Once the organization has been identified, then planning and design for a marketing plan for the Lake Texoma website can be done.

Based on the marketing data research and analysis done on the benchmark and competitive lakes, several marketing ideas have been identified for recommendations to assist with the branding of Lake Texoma: themes & subjects, logos, taglines, and tools & techniques.

Table 63 Marketing Ideas for Recommendation

Marketing Ideas for Recommendation	
<ul style="list-style-type: none">• Themes & subjects• Logos	<ul style="list-style-type: none">• Taglines• Tools & techniques

4.2.1 Themes & Subjects

Come up with a theme or subject to center the lake's website around that is special to the lake or its surrounding area.

Lake Texoma can take a similar approach as Lake Tahoe and create a theme solely off the different locations. As the picture shows, the Lake Tahoe website segmented the lake into North and South.¹⁴ Lake Texoma can do the same by creating one website that divides the lake up by Texas' activities and amenities, and Oklahoma's activities and amenities.



Figure 35 Lake Tahoe Website Welcome Page Showing North and South Segments

¹⁴ <http://www.visitlaketahoe.com/>

Lake Texoma's competitive lake, Lake Charles, does an exceptional job of bringing its location, southern flair and Creole culture into its website. They display this through their color scheme, picture, and to the activities and amenities they advertise.¹⁵



Figure 36 Lake Charles' Theme and Subjects

Lake Texoma can do this in several ways either by separating or tying together the two states that share the lake: Oklahoma has deep American Indian roots, and Texas itself is known for being big and cowboys.

Incorporating the lakes surrounding culture and history makes for a more exciting brand that consumer may want to explore.

Table 64 Texas & Oklahoma Possible Themes

Texas theme	Oklahoma theme
<ul style="list-style-type: none">• Activities and Amenities• Culture• History• Colors• Pictures• Big• Cowboys• Lone Star	<ul style="list-style-type: none">• Activities and Amenities• Culture• History• Colors• Pictures• American Indian Roots

4.2.2 Logo & Symbols

Create a professional logo that will create brand recognition and be special only to Lake Texoma.

The logo can be a name, color, picture, a symbol or a combination of these items. The logo should be created based on the brand image and theme trying to be created.

¹⁵ <http://www.visitlakecharles.org/>



Figure 37 Lake Tahoe North Logo

Another approach to take is creating a symbol like Lake Tahoe has for the North Lake.¹⁶ This is a rather confident approach. Since Lake Tahoe has a mature brand for its north side of the lake, it works very well.

As for the south side of the lake, you can see they did take the same approach. The south lake has a combination of items including words and a symbol.¹⁷



Figure 38 Lake Tahoe South Words & Symbol

The use of a symbol is another way to create brand awareness and recognition. If visitors and consumers are consistently seeing this symbol on everything that represents Lake Texoma, they will start identifying the symbol with the lake. Once the logo has been exposed for a while, you can test its brand recognition through focus groups, by showing consumer a variety of logos and ask them what comes to mind when they first see it.



Figure 39 Lake Charles Logo & Tagline Combined

Lake Charles has created multiple logos. The organization, Lake Charles Southwest Louisiana Convention and Visitor Bureau, that promotes and host the Lake Charles website created a logo resembling the Mardi Gras festive designs with bright color as shown in Figure 36 above.¹⁸ The logo ties right in with the overall websites' theme. The other logo uses color and incorporates a

¹⁶ <http://www.gotahoenorth.com/>

¹⁷ <http://www.tahoesouth.com/>

¹⁸ <http://www.visitlakecharles.org/>

tagline to promote the gaming and casino activities which are obviously a huge piece of Lake Charles' economy.

This idea would be great for the partnership between Lake Texoma and the local casinos. When they see a logo like this, a visitor not only thinks of casinos but also the location.

4.2.3 Tagline

Lake Tahoe has several taglines associates with its brand. The North side tagline "Explore, Dream, Live" induce action to the consumers mind, where it makes the consumer wonder what does Lake Tahoe have to offer that makes them what to explore, dream, and live.

Lake Charles's "Are you Game?" tag-line works really well for the marketing of their local casinos.¹⁹ Not only did that create a catchy tagline, they were also able to communicate it in the form of a logo.



Figure 40 Lake Charles Tagline "Are You Game?"

This is definitely the superior approach to mimic for Lake Texoma. Not only can this be promoted and marketed on all Lake Texoma communications, but the casino can promote and market on all their marketing material as well.

Other good taglines were found on Lake Texoma's other competitive lakes, but the lack of branding, professional website or logos almost leaves them unnoticed. The other taglines from Lake Eufaula includes: "feeling of awe from the grandeur of the seemingly endless shorelines of sandy beaches."²⁰; "Come play with us!". Sam Rayburn Lake has this tagline: "Because you love your lake".²¹

4.2.4 Tools & Techniques

Lake Tahoe has one technique that stuck out that the team did not see on the other website: testimonials.²²

¹⁹ <http://www.visitlakecharles.org/>

²⁰ <http://lakeeufaula.com/info/info.html>

²¹ <http://www.samrayburn.com/>

²² <http://www.gotahoenorth.com/about-tahoe>

"north lake tahoe was everything
we'd imagined and more" jonnie sans, san francisco

Figure 41 Lake Tahoe Testimonial Marketing Techniques

This is a critical marketing technique for Lake Texoma to mimic. It will give prospective tourist confidence of a positive experience they will have while at Lake Texoma. Testimonials give prospective visitor confidence because it has come from a satisfied visitor.

Most of the tools and techniques used by Lake Charles would work very well for Lake Texoma. The tools and technique used to promote and communicate the Lakes' activities and amenities are shown below.

Table 65 Marketing Tools & Techniques for Recommendation

Marketing Tools & Techniques for Recommendations	
• Facebook	• Pod cast
• Twitter	• e-newsletter
• MySpace	• Video tour
• Blogs	• Reservations
• Brochures	• Giveaway promotions
• iPhone applications	• Photo tour
• mp3	

Together all of these tools are the techniques used to get Lake Charles brand communicated to the consumer.

Social Networks, a gateway to one-visitor communication and feedback, are needed to improve websites services. Nowadays, a website that is only informational and not interactive has no room for the busy mind of an internet user. Create websites that allow visitors to create an account, book hotel rooms, view videos, view webcams, or view pictures will keep the visitor coming back for more.

Loading lake brochures and travel guides to the website reduces expenditures for printing direct marketing pieces. Another good marketing technique is internet promotions like vacation getaways.

4.3 Amenities Recommendations

The amenities' recommendation is that there should be coordinated efforts between the organizations that create and development amenities and the marketing plan development of TCOG. Also, existing amenities should be reviewed for current information and appropriateness to the branding effort of Lake Texoma. The marketing plan development effort will unquestionably involve the internet and the creation of a website. The following are recommendations for improving the amenities collection, review, and display of amenities.

Table 66 Amenities Recommendations

Amenities Recommendations	
A Single Authority	Coordination of both amenities and marketing efforts
A Central Website	All amenities should be categorized and highlighted
Surrounding Counties and Cities	Amenities and activities should be combined to demonstrate the broad offerings
Marketing Tools	Pictures, heading, and captions should be used

First, a single authority is recommended to coordinate the efforts of both the organizations that create and develop the amenities and the marketing efforts of Lake Texoma. Visitors that are interested in visiting Lake Texoma will want to know what amenities are available at the lake and in the surrounding communities. A single authority can bring all known and developing amenities together and determine the appropriateness to the branding effort of Lake Texoma.

Second, a central website should be created for Lake Texoma. This website should have the amenities categorized. The categorization of the amenities helps the visitor to quickly find the amenities of interest. If the visitor finds enough amenities that are of interest, the visitor will likely visit the lake and the surrounding communities.

Third, the counties and cities surrounding Lake Texoma should have their lists of amenities and activities combined to demonstrate the broad offerings the counties and cities have to offer the visitor. While the lake will have some amenities and activities in the immediate vicinity around the lake, additional amenities and activities listing could entice the visitor to visit more frequently or extend their stay in the area.

Finally, amenities can use quite a number of marketing tools to draw attention to the different amenities that are offered. Pictures of amenities and activities that would appeal to users of the amenity or activity are examples of using those tools. In addition, using headings and captions to describe the picture with action or feeling, or simply describing the view, these can stir up an emotional connection with the picture.

4.4 Lead Organizations Recommendations

Recommendations based upon the research and analysis discussed in previous section on lead organizations. The following sections will provide three recommendations that will enable Lake Texoma to establish an effective and successful brand (theme) and marketing plan.

Table 67 Lead Organization Recommendations

Lead Organization Recommendations	
Recommendation One	One Single Authority: Coordinate administration of lake and land regulations, permit approval, and business development strategy through one single authority
Recommendation Two	Lighter Quotas & Reduced Fees: Provide incentives in the form of lighter quota restrictions and reduce fees for potential developers and investors
Recommendation Three	Issue RFPs with Clearly Defined Vision: Issue requests for proposals to the public with a clearly defined vision statement for lake management

4.4.1 Recommendation One – One Single Authority

Coordinate administration of lake and land regulations, permit approval, and business development strategy through one single authority.

A clear advantage is seen by potential investors when there is a single association or party exercising authority on behalf of all lake, forestry, and business organizations. This keeps federal, state, and local government organizations in sync with business and marketing organizations as well as a variety of special interest groups.

4.4.2 Recommendation Two – Lighter Quotas & Reduced Fees

Provide incentives in the form of lighter quota restrictions and reduced fees for potential developers and investors.

It is essential that lake management develops a plan in which fees and quotas for new businesses are implemented gradually so that profit is possible and investment fears are reduced. New businesses should not be held to the same restrictions and pay the same fees as current business.

Current business will profit from new investors and businesses that are approved which align with the overall strategic plan. For as long as businesses provide the highest level of service and maintain quality standards set forth by the management authority, the asset (lakes and green areas) will add value because businesses offer a unique experience to visitors and positively reflect the mission statement of the lake area.

4.4.3 Recommendation Three – Issue RFPs with Clearly Defined Vision

Issue requests for proposals to the public with a clearly defined vision statement for lake management.

It is in the best interest of the lead lake management organization to encourage land developers to bid on projects such as new hotels or play grounds. Issuing request for proposal (RFP's) to the public may provide a quick overview of potential developers and their intentions align with strategic goals.

To reduce potential road blocks and increase successful establishment of new developers in the lake areas, RFP's can be released in a designed order with stated incentives and vision.

Example of such RFP could be:

“Tourism at its best in Texoma, means the highest standards of quality, productivity, environmental performance and interior design in Texoma. Site accommodation standards of future phase developments are restricted to five-star luxury hotels. Texoma invites potential investors to meet and discuss partnership between our resources and your hotel.”

4.5 Demographic Recommendations

Demographics

The demographics recommendations are that the target markets should include two different locations, generational segments, income level, and family in the marketing efforts. In addition, there should be particular attention given to the Hispanic community in the marketing efforts.

There should be marketing strategies that focus on county-wide demographics around the lake, and larger markets. Although the Harrah's report suggests that the demographic that visit the casinos average 46 years old, research revealed that there are seniors in the nearby counties that can be marketed to bring their earnings to area to visit the casino and businesses in and around Lake Texoma. Other county-wide marketing efforts should showcase the lower cost activities and amenities in and around the lake.

For the other marketing strategy, the focus would be on the larger target cities. In these cities, research shows that the higher income and professionals reside in the larger cities. Income dependent activities should be shown to this demographic to entice them to bring their earnings to Lake Texoma area.

In both of these strategies, there should be a constant message to the families and the different generational groups. For the families, there should be a constant message to families in both the county and city markets to encourage them to visit the lake. Showing family-orient activities and amenities can help families determine if there are things for them to do at the lake as a family. For the different generations, activities and amenities suited for each should be explicitly shown so that each will know that there are activities and amenities specifically for them.

Finally, the area that may have the most impact is the focus on the Hispanic population that is becoming more prevalent in the societal and social corners of Texas and Oklahoma. The marketing programs and plans need to keep the Hispanic community at the forefront of every activity designed to promote Lake Texoma.

Here are a few recommendations of what can be done to attract the Hispanic tourist.

Table 68 Recommendations to Attract Hispanic Tourists

Recommendations to Attract Hispanic Tourists
<ul style="list-style-type: none">• Use Spanish on brochures, signs, billboards – and make sure the translation is right.• Consider a bi-lingual staff that can answer questions for those that don't speak English.• Acknowledge the heritage by learning a few words in Spanish.• Make websites user-friendly for Spanish-speaking people.• Use events and promotions that allow parents to showcase their children, such as baby-picture contests or picture-drawing contests for the older children.• Determine the origins of those Hispanics in your service area. Are they Mexican? Cuban? Dominican? Puerto Rican? Use the demographic data from the Census Bureau to help with this task.• Connect with the community by sponsoring a school fundraiser or church social – create a sense of loyalty to the Hispanic community.• Avoid stereotypes about preference and activities.• Offer special occasion promotions, like birthdays, Mother's Day, religious holidays, new baby, Cinco de Mayo, etc.• Build a personal connection in your campaigns – people want to feel appreciated.

Top 10 Tourism-Related Industries

The recommendation from the top 10 tourism-related industries analysis is that more marketing efforts should be employed to encouraged the increase demand of tourism-related industries so that they can flourish.

To encourage more tourism-related industries to flourish, a concerted effort of the local businesses and governmental agencies must reassess the lake's assets to determine its tourism value and ability to generate more visits for areas around the lake. The various assets must be used effectively to ensure that the assets do not lose value through neglect. More visits generate more varied demands of different services. In addition, more visits will increase existing industries in the area around the lake

The benchmark Lake Tahoe has shown with their top 10 listing that they know how to accommodate visitors to the area and present visitors with a variety of tourism-related industries. They have done this by marketing their lake's assets effectively and planned for supporting the increase in visitations to the lake.

4.6 Survey Recommendation

The recommendation for the survey is that TCOG should use the web-based tools & web-based survey services that are available on the internet: SurveyMonkey, SurveyGizmo, and similar type companies.²³ These services help with the creation of the survey and the distribution of the

²³ <http://www.surveymonkey.com/> and <http://www.surveygizmo.com/>

questionnaire. In addition, the web-base service provides reports to reduce the amount of time to create.

There are several web-based survey services that provide tutorials and sample questions to use the help the user to create questions. These web-based services help and assist the surveyor in creating questionnaires

The questions are entered into the web-based service. The questions the team provided can be changed, if necessary. The web-based service creates a questionnaire so that others can participate in the survey from any location on the web. The questionnaire's web site address can be sent to selected stakeholders who will be participating in the survey.

Time will be saved by conducting the survey over the internet, than by the traditional methods of mailing the survey or conducting an in-person interview or an over-the-phone interview. The time to collect the data will be reduced. The time to assemble the information for a report will be significantly reduced. Tabulating and creating reports will be quicker. The time saved will help reduce costs over traditional methods of conducting a survey.

With these results, TCOG will investigate further the most important marketing plan topics that are revealed to be important or critical to the stakeholders. The Capstone Students recommend that TCOG use web-based tools & web-based survey services that are available.

A brief description of the coding used for the survey is found in Appendix C. The TCOG Survey can be found in Appendix C1.

5 Next Steps in the Future

After the completion of the research, analysis, and recommendations report to help TCOG create a brand (theme) and to help TCOG desire to develop a marketing plan, The Capstone Students have a few additional recommendations for TCOG's next steps to take in the future.

First, TCOG should develop a proposal for grant money or partnerships with the intention of future investments and developments.

Secondly, TCOG should consider developing a marketing plan with input from outside consultants. The marketing plan will have an outlook of 3 to 5 years. Included in the marketing plan, there should be budget considerations and monetary considerations of existing assets.

Lastly, TCOG should consider developing a dedicated, "Official" Lake Texoma website. The official website should be supported with pure IT and Web development tools, software, and support staff that can effectively support the branding (theme) and the implementation of the marketing plan.

6 Conclusion

TCOG and other partners in the steering committee for Lake Texoma want to promote and market Lake Texoma effectively. They feel that they have a great asset in the lake, and that a brand (theme) and a marketing initiative would attract tourist and generate revenue for the area.

TCOG, through Katy Cummins, and The Capstone Students worked together to provide this report on several lakes with the purpose of helping the TCOG with their development of their branding and marketing plan efforts for Lake Texoma.

The Statement of Work (SOW) was created to help direct The Capstone Students and to provide the pertinent information to TCOG. The requested information to be researched and analyzed was to provide TCOG some direction on how to best approach their branding and marketing plan initiatives. With regular communication with Katy Cummins, The Capstone Students were able to provide a number of recommendations from the research and analysis of 11 lakes identified by Katy Cummins and The Capstone Students. All aspects of the SOW were completed, and the results have revealed some additional work that TCOG must follow through-on to ensure a successful creation of a brand for Lake Texoma and a successful implementation of a TCOG-created marketing plan.

Based on the research and analysis, TCOG and the other partners in the steering committee must give serious consideration of a single authority to manage Lake Texoma's lake assets and marketing initiatives. The Capstone Students determined through research that the most successful lakes had a clear brand and a clear marketing plan that guided the single authority.

The single authority will have responsibilities that include being the single source of information about economic development of the lake assets and of the marketing initiatives to promote the lake's features and amenities. Any economic developer that may be interested in developing in and around the lake's assets must go through the single authority. Although The Capstone Students could not determine the extent of the integrated marketing communication mix, the team did see extensive efforts directed toward a web-based marketing communications method. The single authority had direct control over the web-based marketing communications.

The single authority also appeared to have set up an effective communications structure to obtain the latest and up-to-date features and amenities listings that are categorized from businesses and other organizations surrounding the lake. With the extensive efforts to provide distinct categories and listing of features and amenities on the lake's website, the single authority actively pursues a harmonious collaboration with businesses and other organizations surrounding the lake and nearby communities.

The report provides ideas that will assist TCOG with their development of their branding (theme) efforts. Finally, the report will help TCOG in their development of a TCOG marketing plan to guide them to a successful branding launch of Lake Texoma.

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Exhibit A: Detailed Alexa & Website Grader Research & Analysis

The Alexa graphs show the popularity ranking per lake website provided by Alexa.com for Lake Texoma, the Benchmark Lake (Tahoe) and the competitive ones (Lake Charles, Sam Rayburn and Eufaula).

The Website Grader graphs show the structure grade provided by Websitegrader.com per lake website for Lake Texoma, the Benchmark Lake (Tahoe) and the competitive ones (Lake Charles, Sam Rayburn and Eufaula).

Alexa Traffic Ranks per Lake (Texoma, Tahoe, Eufaula, Sam Rayburn)

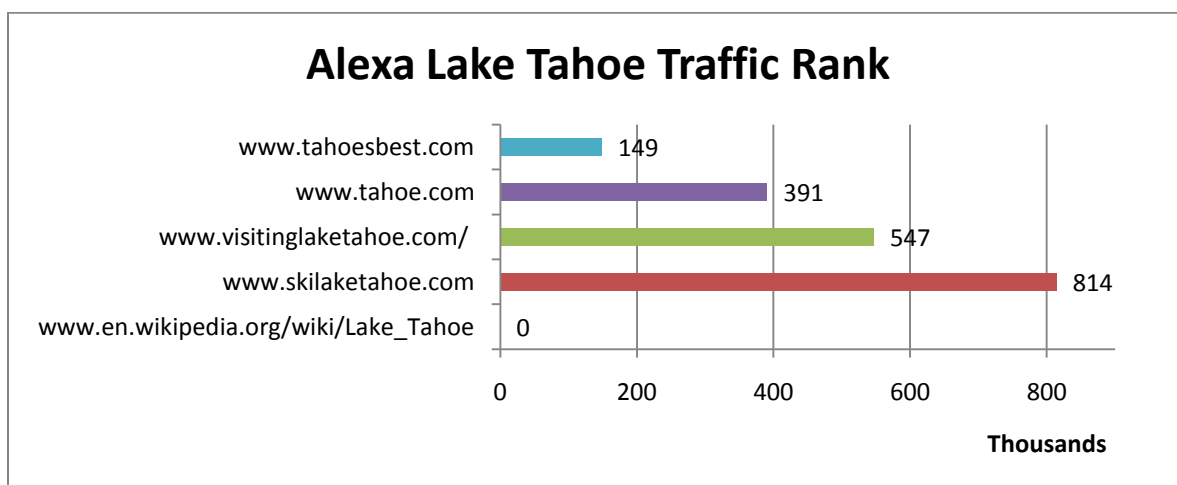


Figure 42 Alexa Lake Tahoe Traffic Rank

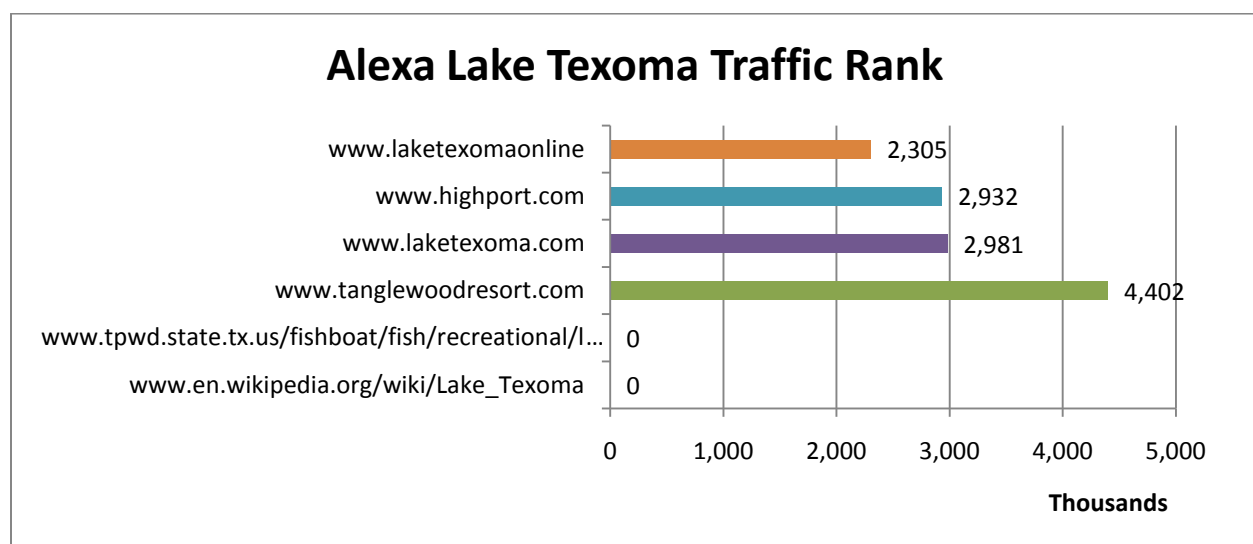


Figure 43 Alexa Lake Texoma Traffic Rank

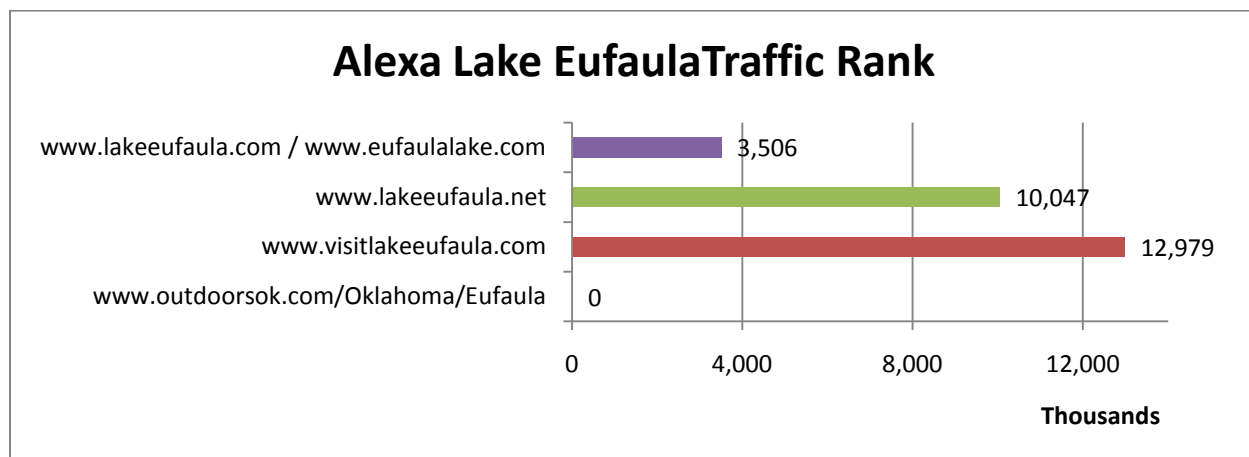


Figure 44 Alexa Lake Eufaula Traffic Rank

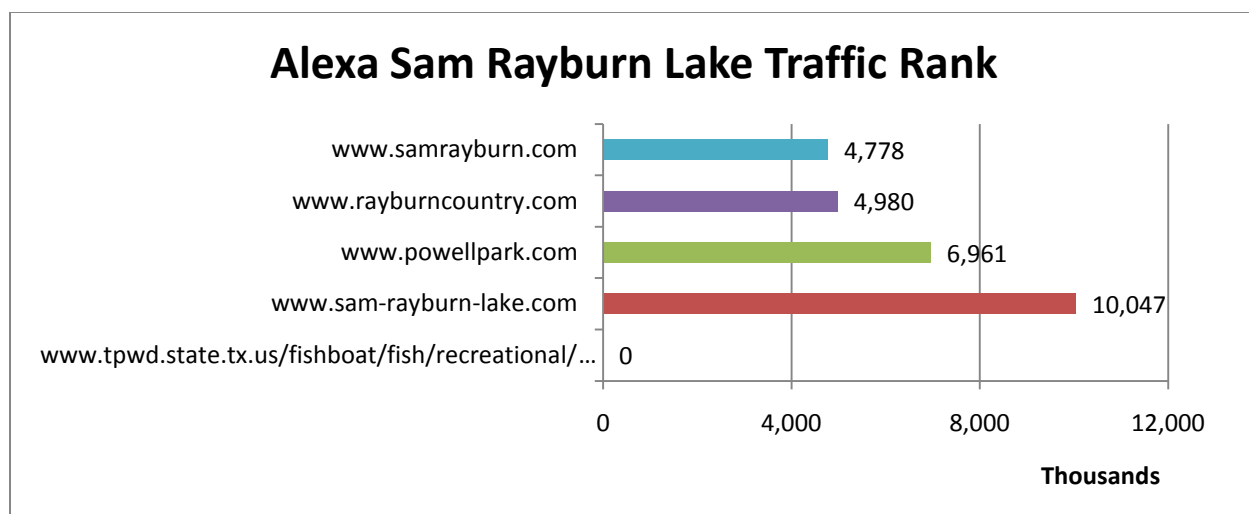


Figure 45 Alexa Sam Rayburn Lake Traffic Rank

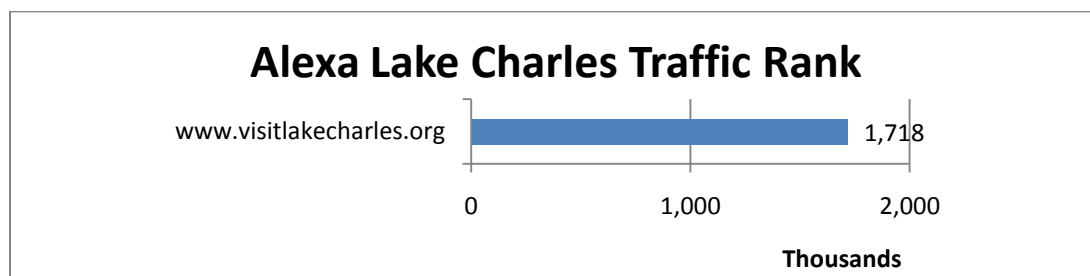


Figure 46 Alexa Lake Charles Traffic Rank

Website Grader grade per Lake (Tahoe AVG 88, Texoma AVG 78, Eufaula AVG 59, Sam Rayburn AVG 83 and Lake Charles 97)

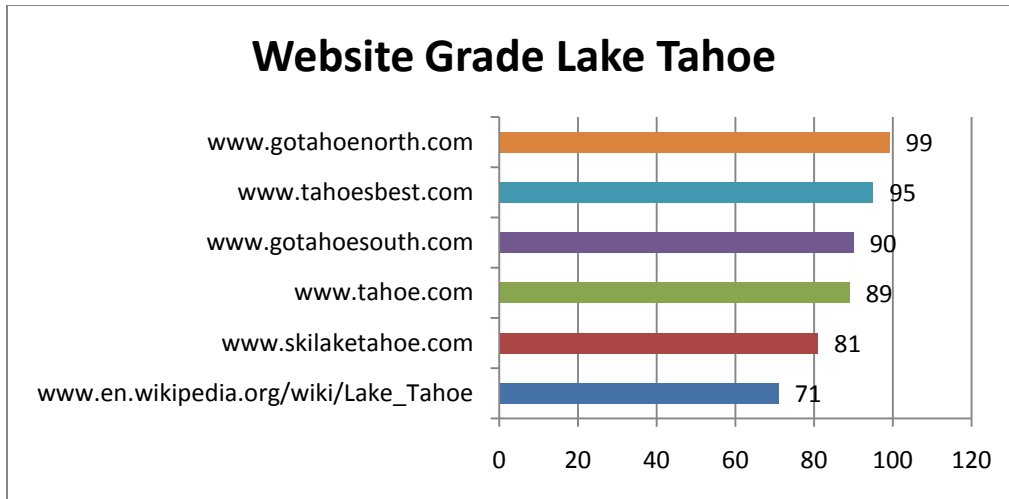


Figure 47 Website Grade Lake Tahoe

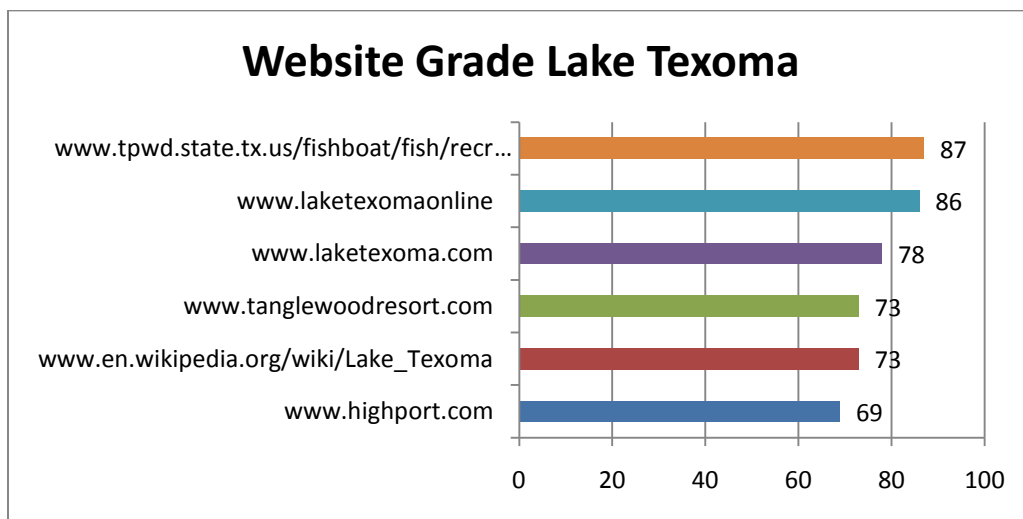


Figure 48 Website Grade Lake Texoma

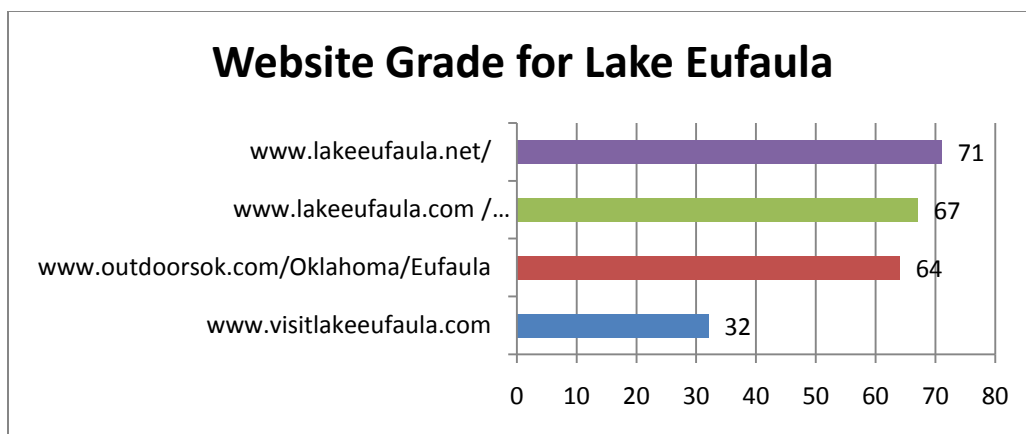


Figure 49 Website Grade for Lake Eufaula

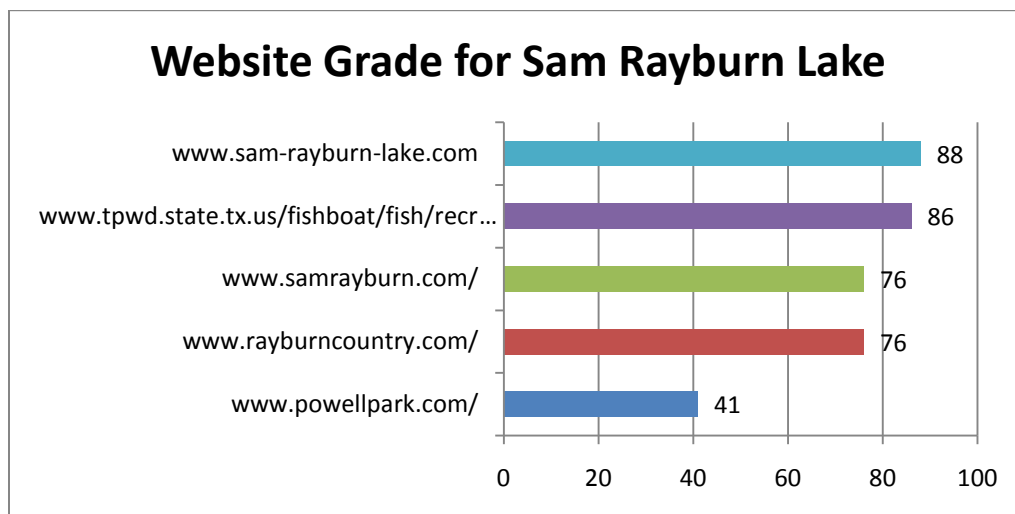


Figure 50 Website Grade for Sam Rayburn Lake

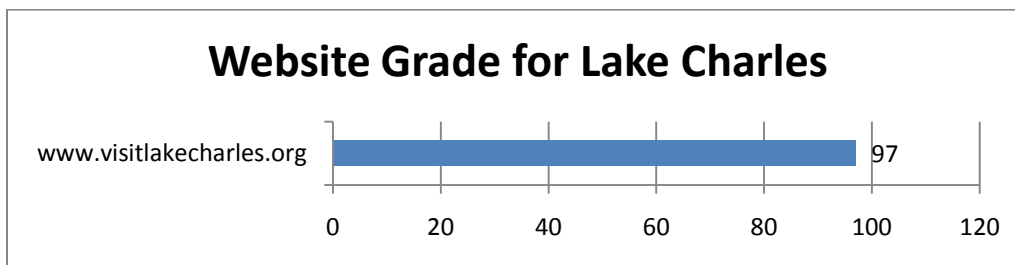


Figure 51 Website Grade for Lake Charles

Google Trends results for Lake Texoma, Lake Eufaula and Sam Rayburn Lake in 2010 by State and City

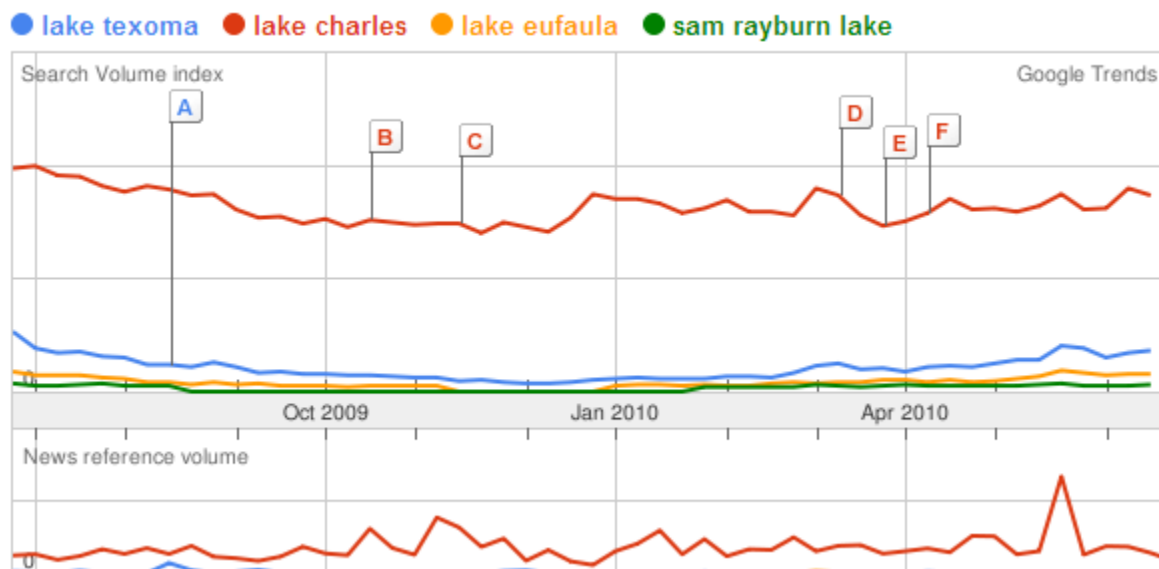


Figure 52 Google Trends Results for Lake Texoma, Lake Eufaula, and Sam Rayburn Lake in 2010

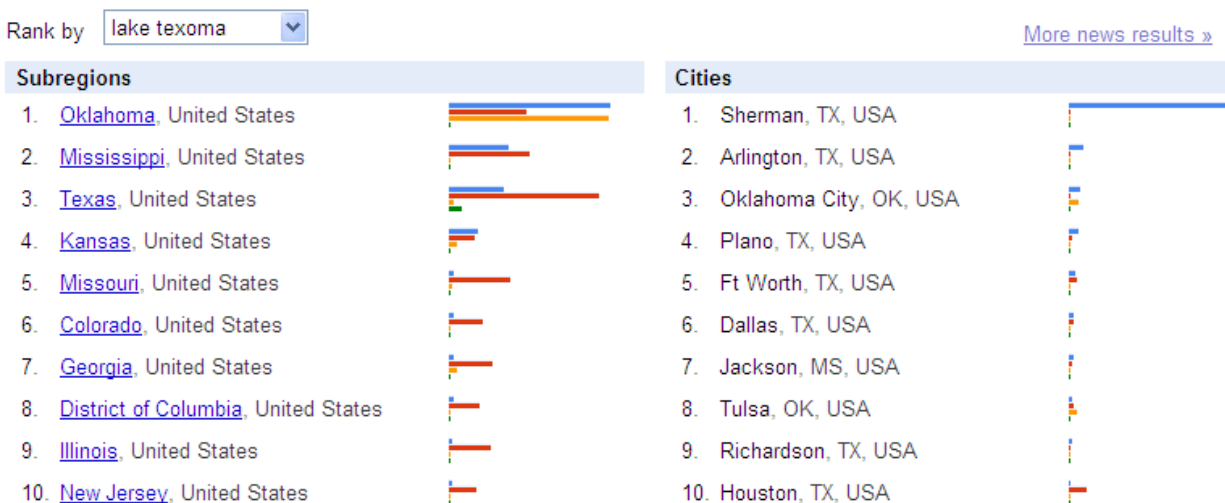


Figure 53 Google Trends Results for Lake Texoma by City and State

Exhibit B: Additional Lakes Research & Analysis

The additional lakes that are listed here are from the Marketing Research & Analysis section. These lakes were researched and analyzed in the same manner as the benchmark lake, competitor lakes, and lake of interest.

Additional Lakes

Detroit Lake

The main representative is the Detroit Lakes Regional Chamber of Commerce, and they certainly face tough competition as there are so many lakes in Minnesota. Detroit Lake has lots of great attributes, and the visitors can easily learn about them through their main website. The Website (<http://www.visitdetroitlakes.com/>) has a clear theme of water and trees. The website is clean and very informative, as well. It is not the most appealing of all lakes websites assessed, but certainly effective and professional.

The Website has many nice marketing features. One of the nicest things is the annual visitor's guide that is easy to navigate that has a number of good information for visitors, and has a great look and feel. The "things to do" section is excellent with multiple options for visitors to determine what can be done in different seasons. Another interesting thing is that the Chamber of Commerce clearly promotes business tourism, which is not well explored in other lakes.

Table 69 Marketing Organization for Detroit Lake

Marketing Organization
Detroit Lakes Regional Chamber of Commerce

Table 70 Pros & Cons for Detroit Lakes

Pros	Cons
<ul style="list-style-type: none">• Promotes business tourism (e.g.: corporate meetings and events)• Visitor's Guide is very professional and appealing• Website has many nice features (e.g.: search, Twitter, Facebook)• Website has appealing pictures that encourage users to visit the lake	<ul style="list-style-type: none">• The Chamber of Commerce could leverage some more tools like blogs, message boards and quizzes

Table 71 Variety of Marketing Tools & Techniques for Detroit Lakes

Variety of Marketing Tools & Techniques	
<ul style="list-style-type: none">• Facebook• Twitter	<ul style="list-style-type: none">• Search function

Finger Lakes

Finger Lakes were one of the only few lakes who had multiple website with different representative that supported each other: Finger Lakes Tourism Alliance and Lakes Visitors Connection - Ontario County, NY.

Both website were very different in layout but very professional. They both had different logos but very similar in its design. Additionally, both organizations had similar blue colors, aqua colors, brown warm colors used for their websites. A lot of picture, word art and graphics were used. Web design and layout of the websites were professional and creative. Marketing tools and techniques used are shown below.

Also direct marketing materials (brochures, travel guides) were linked to the website to save on cost and timing to mail out to consumer. This website <http://www.fingerlakes.org/> did a great job at making the visitor feel they have ownership in the website by having an account feature.

Table 72 Marketing Organizations for Finger Lakes

Marketing Organization
Finger Lakes Tourism Alliance Lakes Visitors Connections – Ontario County

Table 73 Pros & Cons for Finger Lakes

Pros	Cons
<ul style="list-style-type: none">• Lake has their own visual identity with their own logo• Had several organizations supporting each other	<ul style="list-style-type: none">• Website could leverage more tools like ‘live chat’ and flicker accounts

Table 74 Variety of Marketing Tools & Techniques for Finger Lakes

Variety of Marketing Tools & Techniques	
<ul style="list-style-type: none">• Twitter,• Facebook,• Interactive web brochures,• Email blast,• Blogs,• Message boards,• Travel guide,	<ul style="list-style-type: none">• Comment and suggestions tool,• Direct business advertising,• YouTube,• Webcam, and• Quizzes.• Specials and coupons,• Account feature

Mille Lacs Lake

Marketing data found on Mille Lacs Lake shows the lake's website is represented by Mille Lacs Area Tourism Council. The organization has branded this lake with a brand image of a fish.

The lake has a logo, but no real identified tag line. The Capstone Students found a reference that let us assume "There's so much more than fishing..." was the tagline. With its main colors being brown and green, the website is professional and clean. A web designer used special marketing and web design software to add movement to the website and add excitement to the marketing tools such as an interactive visitor guide.

Besides great use of pictures for visual and a web design and graphic designs, some of the marketing tools and technique used are shown below. Overall this was a great website with great marketing tools.

Table 75 Marketing Organizations for Mille Lacs Lake

Marketing Organization
Mille Lacs Area Tourism Council

Table 76 Pros & Cons for Mille Lacs Lake

Pros	Cons
<ul style="list-style-type: none">• Lake has well defined logo• Professional website that is clean and promote tourism• Website has appealing pictures that encourage users to visit the lake• Interactive visitor's guide that is easy to access	<ul style="list-style-type: none">• Lake could have explored some more marketing techniques such as 'live chat' or blogs

Table 77 Variety of Marketing Tools & Techniques for Mille Lacs Lake

Variety of Marketing Tools & Techniques	
<ul style="list-style-type: none">• Newsletter,• Live Chat,• Blogs,• Pictures,• Facebook,• Twitter,• Brochures,• Member accounts,	<ul style="list-style-type: none">• Hot deals,• Interactive visitor guide,• Web cams,• Videos,• Links to other informative site,• Coupons and• Specials• Jobs,

Crane Lake

This lake had a very clear brand around creating an outdoor voyage imagery to consumers on their website represented by Crane Lake Tourism Bureau. Crane Lakes has developed a logo and tagline that is fitting to its brand image.

The use of pictures to give the consumer a visual of the lake was the focal point of the home page. The color schemes are a multiple of neutral colors contrasting with the bright orange name logo, which is pretty much consistent through all data found through Google search.

The marketing tools and techniques used are shown below. Overall the lake seems geared toward fishing, outdoors and nature lovers and is well perceived through its website.

Table 78 Marketing Organization for Crane Lake

Marketing Organization
Crane Lake Tourism Bureau

Table 79 Pros & Cons for Crane Lake

Pros	Cons
<ul style="list-style-type: none">• Very clear brand and marketing message• Lake has their own visual identity by using a logo	<ul style="list-style-type: none">• Lake could leverage the use of some additional marketing tools, such as Facebook and testimonials

Table 80 Variety of Marketing Tools & Techniques for Crane Lake

Variety of Marketing Tools & Techniques	
<ul style="list-style-type: none">• Videos• Nature Blogs• Fishing Reports	<ul style="list-style-type: none">• Web Cam• Visitor Guides/Brochures• Twitter

Rough River Lake

The website is represented by the Rough River Lake Business & Tourism Association, Inc. which has no contact information beside an email for consumers to give feedback or get additional information. No really beneficial marketing data was found on Rough River Lake beside a tagline “Something For Everyone” but has no effective marketing or appeal with no brand, logo, or marketing tools or techniques.

The only marketing tools and technique found are shown below.

Table 81 Marketing Organization for Rough River Lake

Marketing Organization
Rough River Lake Business & Tourism Association, Inc.

Table 82 Pros & Cons for Rough River Lake

Pros	Cons
<ul style="list-style-type: none">• Lake has created their own tagline that is inspiring and promotes tourism in the area	<ul style="list-style-type: none">• Very poor web and graphic designs• Website creates no interest to go there to visit and creates anti-selling

Table 83 Variety of Marketing Tools & Techniques for Rough River Lake

Variety of Marketing Tools & Techniques
<ul style="list-style-type: none">• Blogs,• Marketing material including Fisher’s Report• Sample coupons for business to advertise to consumer.

White Bear Lake

Explore White Bear organization has created the website to promote and market the lakes and its amenities to consumers. White Bear Lake has several marketing and communication flaws because the lake and the city that the lake lies in have the same name. Marketing data on the lake was more difficult to find due to this reason.

Its brand is centered on the city of White Bear and has a logo and tagline. Several other logos and taglines were found in addition. The website has a few marketing tools and techniques shown below.

Table 84 Marketing Organization for White Bear Lake

Marketing Organization
Explore White Bear

Table 85 Pros & Cons for White Bear Lake

Pros	Cons
<ul style="list-style-type: none">• Lake has their own identification with logo and tagline	<ul style="list-style-type: none">• Minimum number of marketing techniques used• Lake could better promote themselves with blogs, quizzes, and fun facts

Table 86 Variety of Marketing Tools & Techniques for White Bear Lake

Variety of Marketing Tools & Techniques	
<ul style="list-style-type: none">• Picture Gallery,• Event Calendars,• Business Advertisements,	<ul style="list-style-type: none">• Web design and graphics, but• Nothing that stuck out or made it very appealing.

Exhibit C: Brief Description of the Coding in the Survey

The survey contains coding to assist with the categorizing of the data collected. Below is the coding reference to be used to match the coding in the survey to the marketing plan topics.

Table 87 Coding Mapping to Match Code to Marketing Plan Topics

Variety of Marketing Tools & Techniques	
1000	Marketing Strategy
2000	Service
2001	Service Definition
2002	Service Brand & Brand Equity
2003	Service Mix & Line
2004	Service Audit – Delete or Improve Service
3000	Promotion – Integrated Marketing Communications
3001	Advertisement
3002	Sales Promotion
3003	Public Relations
3004	Direct Marketing
3005	Personal Selling
4000	Implementation and Control of the Marketing Plan
4001	People Responsible for Implementation of Marketing Plan
4002	Measure and Evaluation of Success or Failure of Marketing Plan
4003	Difficulties and Risks
4004	Worst-Case Scenario
4005	Implementation Milestones

Exhibit C1: TCOG Survey

Texoma Council of Governments Stakeholder Survey

Thank you for taking the time to complete the TCOG Stakeholder Survey. TCOG is conducting the survey to create and launch a new and exciting brand image of Lake Texoma. The goal of this survey is to determine what aspects of a marketing plan that you consider critical to designing an effective and achievable marketing campaign to launch a new and exciting brand of Lake Texoma. The survey is expected to take approximately 10 minutes to complete.

Marketing Strategy / Goal

1. Do the lake and its shoreline public access areas meet local visitors' needs? (1000)

- ☐ ☐
Yes No

2. Do the lake and its shoreline public access areas meet non-local visitors' needs? (1000)

- ☐ ☐
Yes No

3. For local visitors, do they seek a variety of features or activities? (1000)

- ☐ ☐
Yes No

4. For attracting non-local visitors, should more features and activities be developed for the lake? (1000)

- ☐ ☐
Yes No

5. Does Lake Texoma have unique features to offer local and non-local visitors? (1000)

- ☐ ☐
Yes No

If Yes, please list the unique features: _____

Service – Definition, Quality, Value, Brand, and Audit

6. Is Lake Texoma the primary attraction to the area? (2001)

☐ ☐
Yes No

If No, please list the primary attraction to the area:

7. Are there enough features and activities in and around Lake Texoma to encourage visitors to stay... (2001)

☐ ☐ ☐ ☐
3 or more days 2 days Overnight Day Visit Only

8. Where should the focus of attention for the area be concentrated? (2001)

☐ ☐
Lake Texoma Surrounding
 Communities'
 Features/Activities

9. Given the list below, which brand-type will distinguish Lake Texoma from other lakes? (2002)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The Name Lake Texoma					
Term or Catch Phrase					
A Design					
A Symbol					

10. If your organization participates in the promotion of the brand of Lake Texoma, which of the brand-types would your organization associate with? (2002)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The Name Lake Texoma					
Term or Catch Phrase					
A Design					
A Symbol					

11. Should unused lake features, activities, and assets be retired? (2004)

☐ ☐
 Yes No

12. Should the retired lake features, activities, and assets be reallocated? (2004)

☐ ☐
 Yes No

Promotion – Integrated Marketing Communications

13. Rank the following as an effective means of communicating Lake Texoma's features and activities to local visitors. (1 – highest, 6 – lowest; one entry per column) (3001)

	1	2	3	4	5	6
Magazines						
Radio						
Outdoor Displays						
Internet						
Newspapers						
TV						

- 14. Rank the following as an effective means to communicate Lake Texoma's features and activities to non-local visitors. (1 – highest, 6 – lowest; one entry per column) (3001)**

	1	2	3	4	5	6
Radio						
Outdoor Displays						
Newspapers						
Magazines						
TV						
Internet						

- 15. Does your organization currently market via the internet? (3004)**

☐ Yes ☐ No

- 16. Rank in order the promotional methods your organization engages. (1 – highest, 5 – lowest; one per column) (3000)**

	1	2	3	4	5
Advertise in newspapers, TV, etc (3001)					
Offer short-term price reductions (3002)					
Participate in community events (3003)					
Use direct mailing or catalogs (3004)					
Employees actively engage in personal selling (3005)					

- 17. Does your organization currently use Facebook as a marketing communications tool? (3004)**

☐ Yes ☐ No

- 18. Does your organization currently use Twitter as a marketing communications tool? (3004)**

☐ Yes ☐ No

19. Does your organization actively use blogs as a marketing communications tool? (3003)

- ☐ ☐
Yes No

Implementation and Control of the Marketing Plan

20. To effectively market a new brand of Lake Texoma, there should be... (4001)

- A Single Authority ☐
Separate, but Equal ☐
Groups

21. If a single authority, what type of organization should comprise the single authority? (4001)

- For-profit Private Entity ☐
Non-profit Private Entity ☐
Governmental Agency ☐

22. If separate but equal, which type of entity takes the lead to implement and control the marketing plan? (4001)

- Private ☐
Governmental ☐

23. What measure defines the success or failure of the marketing plan to launch a brand of Lake Texoma? (4002)

- Number of Sales ☐
Number of Visitors ☐

Cross Section

24. Indicate how important the following are to your organization?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Features/Activities at Lake Texoma (1000)					
Lake a Primary Attraction (2000)					
Advertise via the Internet (3000)					
An increase/decrease in sales/traffic (4000)					

25. Indicate how important the following are to your organization?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Posting Organizational Events to Facebook (3000)					
Displaying a Symbol Representing Lake Texoma (2000)					
Single Authority Marketing Lake Texoma (4000)					
Develop Variety of Features/Activities for Lake Texoma (1000)					

26. Indicate how each of the follow affects the brand image of Lake Texoma? (1 is highest; 5 – lowest)

	1	2	3	4	5
Unique Features/Activities (1000)					
Overnight Accommodations (2000)					
Number of Sales (4000)					
Types of Promotional Methods (3000)					

Additional Feedback

Please list any areas of improvement to a marketing plan that will develop and market a brand for Lake Texoma.

Please share any additional comments.

Thank You.

Thank you for taking the time to fill out our survey. We rely on your feedback to help us improve our brand development and marketing plan for launching the brand of Lake Texoma. Your input is greatly appreciated.

Exhibit D: .zip Compressed 11 Lake Data Files in Excel Format

The icon below is the zip file that contains the 11 Lake Data Files that are in Excel Format. To access the contents of the icon, double-click on the icon. The file will unzip, and the contents will be displayed file browser window.



11 Lake Data
Files.zip

Exhibit E: Tourism-Related Industries with NAICS Code & Descr.

This is the list of tourism-related industries that were used to determine the top 10 tourism related industries. These were chosen based on the likelihood that a tourist would be a customer in these industries.

NAICS Code	Industry Description Represented by the NAICS Code
483212	Inland Water Passenger Transportation
485310	Taxi Service
485320	Limousine Service
487110	Scenic and Sightseeing Transportation, Land
487210	Scenic and Sightseeing Transportation, Water
532111	Passenger Car Rental
532120	Truck, Utility Trailer, and RV (Recreational Vehicle) Rental and Leasing
532292	Recreational Goods Rental
711110	Theater Companies and Dinner Theaters
711120	Dance Companies
711130	Musical Groups and Artists
711190	Other Performing Arts Companies
711211	Sports Teams and Clubs
711212	Racetracks
711219	Other Spectator Sports
711310	Promoters of Performing Arts, Sports, and Similar Events with Facilities
711320	Promoters of Performing Arts, Sports, and Similar Events without Facilities
711410	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures
711510	Independent Artists, Writers, and Performers
712110	Museums
712120	Historical Sites
712130	Zoos and Botanical Gardens
712190	Nature Parks and Other Similar Institutions
713110	Amusement and Theme Parks
713120	Amusement Arcades
713210	Casinos (except Casino Hotels)
713290	Other Gambling Industries
713910	Golf Courses and Country Clubs
713920	Skiing Facilities
713930	Marinas
713940	Fitness and Recreational Sports Centers
713950	Bowling Centers

NAICS Code	Industry Description Represented by the NAICS Code
713990	All Other Amusement and Recreation Industries
721110	Hotels (except Casino Hotels) and Motels
721120	Casino Hotels
721191	Bed-and-Breakfast Inns
721199	All Other Traveler Accommodation
721211	RV (Recreational Vehicle) Parks and Campgrounds
721214	Recreational and Vacation Camps (except Campgrounds)
721310	Rooming and Boarding Houses
722110	Full-Service Restaurants
722211	Limited-Service Restaurants
722212	Cafeterias, Grill Buffets, and Buffets
722213	Snack and Nonalcoholic Beverage Bars
722310	Food Service Contractors
722320	Caterers
722330	Mobile Food Services
722410	Drinking Places (Alcoholic Beverages)