



## HOW TO WRITE A MARKETING PLAN

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#### What is a Marketing Plan

A marketing plan provides direction for your marketing activities. Marketing plans need not be long or cost a lot to put together. Think of it as a road map, with detailed directions on how to get to your destination. Sure there may be a few bumps in the road, perhaps a diversion or two, but if the marketing plan is carefully researched, thoughtfully considered and evaluated, it will help the organization achieve its goals. The marketing plan details what you want to accomplish with your marketing strategy and helps you meet your objectives.

#### The marketing plan:

- Allows the organization to look internally in order to fully understand the impact and results of past marketing decisions.
- Allows the organization to look externally in order to fully understand the market in which it chooses to compete.
- Sets future goals and provides direction for future marketing efforts that everyone in the organization should understand and support.
- Is a key component in obtaining funding to pursue new initiatives.

#### A marketing plan includes these elements:

- Summary and Introduction
- Marketing Objectives
- Situation Analysis
- Target Markets
- Strategies
- Tracking and Evaluation

## How do I begin? Where do I start?

### Summary and Introduction

Your marketing plan should start with an executive summary. The summary gives a quick overview of the main points of the plan. It should be a synopsis of what you have done, what you plan to do, and how you are going to get there.

Although the executive summary appears at the beginning of the plan, you should write it last. Writing the summary is a good opportunity to check that your plan makes sense and that you haven't missed any important points.

### Marketing Objectives

Your marketing objectives should be based on understanding your strengths and weaknesses, and the business environment in which you operate in. They should also be linked to your overall business strategy.

For example, suppose your business objectives include increasing visitation by 10 percent over the next year. Your marketing objectives might include targeting a promising or emerging new market segment to help achieve this growth.

As with any strategic initiative a marketing plan should start with objectives. Your marketing objectives will guide your entire marketing initiative and be used for evaluation. Without objectives you may get off-track and will not know when you have reached your ultimate goal.

Your objectives often focus on your specific target market(s). Objectives must:

- Be measurable in quantitative terms, such as number of visitors, sales volume, and so forth. By having quantitative objectives, you will have a clear target to strive toward and will know when the objective has been achieved.
- Be framed within a specific time period.
- Be outcome based. In other words, what is the end result you are looking for?

### Example:

The overall goal of Bisbee's tourism marketing program is to create enhanced public awareness through a comprehensive marketing campaign that will result in increased overnight visitation. Bisbee has 290 rooms in various hotels, motels and bed & breakfast establishments; they would like to see a 10 percent increase in occupancy. The city also has approximately five dozen retail and service merchants, as well as more than 30 lodging and bar and restaurant establishments; they anticipate an increased economic impact measured through tax revenues, or an additional \$500,000. Bisbee's marketing program has the following objectives:

- Increase overnight visitation from leisure travelers thus positively impacting tax revenues on an annual basis; increase visitation by 10 percent.
- Increase the length of time visitors stay in Bisbee and convert day trip visitors to overnight visitors thus positively impacting bed tax revenues; increase length of stay from ½ day to one overnight.
- Promote the community as a viable and worthy destination of choice in the off-season (May through December), especially capitalizing on summer traffic.
- Maximize limited marketing dollars to enhance Bisbee's desirability as an overnight destination to targeted audiences during the high-season (January through April). Leverage marketing dollars through the TEAM program and identify one new funding source.

### Situation Analysis

A situation analysis details the context for your marketing efforts. In this section you will take a close look at the internal and external factors that will influence your marketing strategy, this is called a SWOT analysis. A SWOT analysis combines the external and internal analysis to summarize your Strengths, Weaknesses, Opportunities and Threats.

A strength is an asset or a resource that can be used to improve a community's competitive position, such as a natural attraction, historic buildings, or a strong retail base. A weakness is just the opposite, a resource or capability that may cause your community to have a less competitive position, which can adversely affect tourism. For instance, empty commercial space or unattractive vacant buildings are categorized as weaknesses. Opportunities are developed from a tourist destination's strengths, or set of positive circumstances, and can include tourist overflow from a nearby metropolitan city or the opportunity for special events within your community. Threats are viewed as problems that focus on your weaknesses and which can create a potentially negative situation. Depressed commercial activity or a competing tourist destination's growing summer music festival are examples of threats.

You need to look for opportunities that play to your strengths. You also need to decide what to do about threats to your business and how you can overcome important weaknesses.

	INTERNAL	EXTERNAL
+	Strengths	Opportunities
-	Weaknesses	Threats

Example:

- Strength: A destination with amazing natural assets;
- Weakness: Hiking paths are in disrepair; creek is dry during summer months;
- Opportunities: Initiate a volunteer tourism program where visitors can help build and maintain trails.
- Threats: Target market also views another town with more dollars to have similar assets.

Your SWOT analysis might help you identify the most promising customers to target. You might decide to look at ways of integrating adventure tourism or volunteer tourism into your marketing programs and use pod casts on the Internet to reach customers. And you might start to investigate ways of raising additional investment to overcome your financial weakness.

This section also considers:

- The rationale for your marketing efforts.
- The resources available within your organization and how these might facilitate or inhibit your marketing strategies
- A review of your past marketing efforts; what was successful and what was not successful. This will help you make decisions regarding your current efforts..
- Trends and recent changes, nationally and regionally, that might influence your marketing strategy. This includes demographic, social, and economic trends.
- Competition analysis. Who are your primary competitors, who are their target markets, what are they offering their visitors? Most importantly, how are you different? Differentiation can be based on numerous factors: price, product, service quality, location, and many others. In this section also consider who are your partners and allies and how can you work with them to achieve your marketing objectives.

## Additional Information on Trends

Some of the following trends should be considered as you develop targeted promotions and programs.

- Shorter Trips, Closer to Home: Even more than six years after the events of 9/11, people are still taking shorter trips closer to home, a trend also related to the rising gasoline prices.
- Gen X and Extreme Gen X Markets: Target audiences in these markets are typically coming from short haul destinations or Arizona's neighboring states. While these travelers do not spend as much money and travel as far as our established affluent Baby Boomer market, they have the potential to do so as they grow into their careers and family lives. By establishing Arizona as a premier travel destination with them now, they will continue to look at vacations in Arizona as they grow older and move into a higher income bracket.
- Empty Nesters and Affluent Boomers: As the Baby Boomer population begins to turn 60, the leisure time they have available for travel increases. This group is the wealthiest, most educated and most well-traveled generation in U.S. history.
- Wellness Travel: In response to this growing domestic trend, AOT has made Arizona's wellness product offerings more visible to consumers, including advertising featuring spas and outdoor recreation.
- Increased International Travel: Research and visitation numbers show that France, Belgium and the Netherlands present an emerging opportunity for Arizona. In addition to these new markets, China continues to grow in importance as the tourism market of the future. While it is not a primary international market for FY08, it is on the radar screen for future international marketing development.
- Culinary Tourism: Culinary travelers, defined as those who travel for unique and memorable eating or drinking experiences, make up roughly one-fifth of the U.S. leisure traveling population. Compared to the average leisure traveler, wine and culinary travelers are more affluent, better educated, and take part in more activities while traveling, making this a large, active, and lucrative market for destinations and other travel marketers.
- Web-Based Travel Research and Planning: More and more travelers turn to the Internet for information on travel destinations, room rates and availability, booking and other travel options.

## Target Markets

The concept of target markets is one of the most basic, yet most important aspects of marketing. There is no such thing as the "general public." It is unrealistic to think that you can attract everyone. Defining your target market helps you decide where to commit resources and what kinds of promotional methods and messages to use. Define your target market(s) specifically in terms of:

- demographics: age, income, marital status, employment status.
- psychographics: reads magazines, attends sporting or cultural events, dines out once a month, member of a frequent flyer club.
- residence: where does your market live?
- social group: affluent couples without children, affluent families with one or more kids, young families with one or more children, singles.
- activities: what do they want to do, includes vacation versus business travelers, visiting friends and family versus strictly vacation travel, as well as specific activities such as visiting cultural sites, resort visits, and golf
- motives or benefits: what are people trying to get out of their trip, what are they looking for?
- past experience: have the people in your market visited your area before (i.e., repeat visitors) or are they first time visitors?
- planning frame: how far in advance do people in your market plan their trips; one week, one month, or are they spontaneous?

Target Market: Empty Nesters, Affluent Boomer Families, 45 to 64, \$125,000 annual income In relationships, Travel 4 to 6 times a year for leisure, Live in suburban areas around cities, One or more kids



### Example:

The following are examples of selection of target markets based on demographics, residence (geographic location), and activities.

With limited resources Bisbee plans to target in-state metropolitan markets with an emphasis on Tucson and Phoenix. Tucson is only 90 minutes from Bisbee and Phoenix is three hours. Bisbee plans to target the lucrative niche markets of the historic heritage and cultural arts traveler. According to a study conducted by Northern Arizona University, 70 percent of the visitors have an annual household income above \$50,000 and an average age of 52 years, and 36 percent are from Arizona.

Kingman focuses primarily on the domestic market. Their out-of-state markets tend to be within the Western region, mostly the neighboring states of Nevada, California, Utah and New Mexico – visitors mainly travel by automobile. They specifically target residents and visitors in the Colorado River region of Arizona and Nevada with a winter campaign. They also incorporate a few advertising projects that reach a national audience with an emphasis on reaching culture and heritage travelers and automobile enthusiasts. In addition, they also target the in-state drive markets with an emphasis on Route 66 oriented travel.

Prescott targets cultural heritage tourists, outdoor enthusiasts, and climate-conscious travelers who match their demographic profile. Prescott area lodging organizations estimate that more than 75 percent of their visitors come from the Phoenix metro area. The area is also accessible for those traveling by automobile from the contiguous states of California, New Mexico, Nevada, Colorado and Texas. They target mature travelers with time and discretionary income.

### Strategies

Strategies are simply action plans that detail how the marketing variables of product, price, place and promotion (commonly referred to as the four Ps of marketing) are used to attain the marketing plan's annual objectives and overall strategies.

Your marketing plan is how you put your marketing strategy into practice. It's worth highlighting the main points of your strategy in your marketing plan.

To understand the market well, you will need to break it down into different segments – groups of similar customers or travelers. For example, you can break the business market down into businesses of the same size and in the same sector.

For each segment, you need to look at what customers want, what you can offer and what the competition is like. You want to identify segments where you have a competitive advantage. At the same time, you should assess whether you can expect high enough sales to make the segment worthwhile.

Often the most promising segments are those where you have existing customers. If you are targeting new customers, you need to be sure that you will be able to reach them.

Once you have decided what your target market is, you also need to decide how you will position yourself in it. For example, you might offer a high quality product at a premium price or a flexible local service. Some businesses try to build a strong brand and image to help them stand out. Whatever your strategy, you want to differentiate yourself from the competition.

### Plan your marketing tactics

Once you have decided what your marketing objectives are, and your strategy for meeting them, you need to plan how you will make the strategy a reality.

This section should incorporate your target markets, especially those that are primary. Consider the four Ps:

- Product: specifically define what you are offering your visitors, and how it is different from what is offered by others.
- Price: the price for your product and a justification of your pricing decision.
- Place (distribution): the way in which you will get your product to your market(s); directly offered to visitors or via travel agents and/or tour operators. If you choose to focus on more than one market, prioritize your markets to help you decide where resources should be committed.

- Promotion: the way you plan to promote your product. This section includes your advertising, publicity, sales promotion and public relations strategies. Your media schedule should be included in this part of the marketing plan.

If you sell a service, you can extend this to 7 Ps:

- People: for example, you need to ensure that your employees have the right training.
- Process: the right process will ensure that you offer a consistent service that suits your customers.
- Physical evidence: the appearance of your employees and premises can affect how customers see your service. Even the quality of basic items such as menus, can make a difference.

Your marketing plan must do more than just say what you want to happen. It must include how you will make sure that it happens.

The plan should include a schedule of key tasks. This sets out what will be done, and by when. Without a schedule, it's all too easy to get bogged down dealing with day-to-day tasks and lose sight of what you are trying to achieve.

It should also assess what resources you need. For example, you might need to think about what brochures you need, and whether they need to be available for electronic distribution (by e-mail or downloaded from your Web site). You might also need to look at how much time it takes to sell to customers and whether you have enough staff.

The cost of everything in the plan needs to be included in a budget. If your finances are limited, your plan will need to take that into account. You may also want to link your marketing budget to your sales forecast.



**Example:**

The Prescott Area Coalition for Tourism (PACT) a regional destination marketing organization, has developed itineraries to effectively market the Prescott area's natural beauty, outdoor recreation options, historical attractions, and the extensive offerings of special events and festivals.

Based on the Prescott area's assets, PACT has successfully identified and implemented a creative marketing theme entitled "History Lives On!" Their marketing message is selected to appeal to the array of key target markets. The message resonates with consumers who have a fascination with the excitement, romance and mystique of the Old West that extends beyond the bounds of the U.S. to a worldwide audience. The Prescott area recognizes the need to capitalize on the western heritage, and broaden the appeal to include more regional product. Their ads and collateral materials feature images of contemporary cowboys and incorporate copy points on special events and itineraries throughout the region such as golf, hiking, shopping and back-road adventures where history is literally living on.

Each Prescott area advertisement features copy, the motto "History Lives On!" and representative images associated with the traditional west or a featured itinerary. Based on reader response cards, the Prescott message gets the readers attention. More than 16,000 requests for Prescott information were received in FY2004. Nearly 43,000 leads were received through reader response mechanisms in FY2005. The first seven months of FY2006 generated 12,000 leads.

**Their marketing activities include:**

- Magazine advertising;
- Newspaper advertising;
- Web-based promotional programs;
- Itinerary/events collateral pieces;
- Extensive public relations to obtain positive media coverage.

## Tracking

This section of your plan should include plans and procedures for tracking each type of marketing activity you are using. Tracking helps monitor the effectiveness of each marketing activity and is especially helpful with your overall program evaluation.

Here are some types of media along with ideas for tracking their effectiveness. The techniques will vary depending on your product type and market.

- Display advertising - With traditional consumer publications, tracking can be done through the use of different phone numbers, special offers (specific to that advertisement or publication), or reference to a specific department to call for information. When those calls come in, your call-center staff must be prepared to record the information so the results can be tallied for that publication.

Many publications also include Reader Service Listings or business reply cards that allow the reader to circle a number that corresponds to your ad on a mail-in postcard in order to get more information about your product or service. While you may get a lot of junk requests (competitors, shoppers, or literature collectors), you also can get some good leads. Keep a record of these leads and follow-up on the final result.

- Direct marketing - With postal mailings, tracking is relatively simple. Include on the mailing label a code (called a key code or a source code) that corresponds with the mailing list so you know which list is producing, and instruct your call-center staff to record the information by asking the customer for the code. You can also include customer numbers here and record repeat orders without the problem of re-entering their information into your customer database.

For telemarketing campaigns, tracking is also relatively simple since a live person is communicating with the customer throughout the entire process, in most cases.

- TV or radio ads - These require similar tracking methods as consumer publications. They can be tracked through the use of unique phone numbers, special offers (specific to that advertisement) or reference to a specific department to call for information. Again, when those calls come in, your call-center staff must be prepared to record the information so the results can be tallied for that particular spot. Another less exact method, if you're marketing on a very large scale, is to track immediate sales along with the timing of the advertisement.
- Internet marketing - Usually, this is easily tracked because it is based on click-throughs or page impressions. Your Web administrator should be able to provide reports that indicate the number of click-throughs that actually led to the purchase of your product. Also unique URLs that direct to your Web site to track users response to a specific promotion or campaign. You may also experience call-in sales as a result of your Web site activity. Make sure your call center is aware and records the information accurately.
- Promotions - Most closed promotions are basically "self-tracking" because they require the customer to do something, such as fill out an entry form (trackable), turn in a coupon, return a rebate slip (trackable), or log-on to a Web site to claim a prize (also trackable). Open promotions, such as sales, require a little more work to track, although they can be tracked in a general way by noting increased sales for that time period, store, region, or whatever the parameters of the sale.
- Events - An event is also tricky to track. You know how many people attended, but do you know how many sales occurred as a result? You can issue coupons at the event that can be tracked, offer other special deals, or even allow attendees to join a special club. You have to be creative in order to track the true sales results of a big event.



- Trade Shows - A trade show's effectiveness can be tracked by collecting the right information at the show and following up on it. These results must also be tallied and recorded. The success of trade show attendance can be measured by the number of consumers who requested information from your booth, or the number of tour operators or travel agents who requested specific information on your destination or business.
- Database - Before your marketing plan is kicked off, make sure you have the database structure in place to record this information. Use codes for every level of information so that you can sort by various specifications. This takes a lot of planning, as well as training for your staff. Setting up the records with drop-down boxes for selecting preset information such as product number, list codes, publication codes, or department codes, will make your records much more consistent and usable.
- Data Analysis & Storage - The tabulated results and customer information is very valuable information. Make sure you routinely back up the system where this data is kept and keep copies in safe places. The customer data is extremely valuable to your future direct-marketing efforts, and must be keyed in correctly and accurately.

#### Example:

Bisbee will review its objectives twice a year to evaluate the achievement of their goals. In addition, Bisbee monitors the monthly attendance figures for the Bisbee Visitor Center and the two most attended attractions: the Queen Mine Tour and the Bisbee Mining & Historical Museum. They monitor their Web site hits and the amount of time people spend on the site. They monitor the monthly and yearly tax revenue figures for accommodations (bed tax), food & beverage, and retail sales as well as total taxable sales. The figures are compared on a monthly basis as well as a yearly basis. On a comparative monthly basis they look at what happened the year before; how did they market their destination this year as opposed to last year; what special events occurred to spur an increase (or decrease), and if the weather might have been an influence. When their numbers go up, either on a month-to-month basis or on a yearly basis, they cautiously feel their marketing efforts have been successful. They hope to have an increase of 10 percent per year in all tax revenues and 10 percent in attendance figures to call their efforts a profitable success.

#### Evaluation

The final section addresses the manner in which you will measure your success and in what ways your objectives have been met. Although often overlooked, this section is vitally important as it helps determine the success of your marketing efforts. It also assists in reporting Return on Investment (ROI) to members, constituents, etc. Methods for evaluation of marketing efforts are different for each type of marketing project. Your methods of tracking will help in your evaluation. As an example, for print placement, you can measure the number of leads generated by a magazine or newspaper ad. For a Web site, the number of page views or the number of Web-based requests for products or services can be measured. Public relations efforts can be measured by the number of articles written about your community or business in newspapers and magazines, and the residual media value. The success of trade show attendance can be measured by the number of consumers who requested information from your booth, or the number of tour operators or travel agents who requested specific information on your destination or business. Additional evaluation techniques include attendance at an event from year-to-year, or a visitor research study to determine who is visiting and how they found out about you.

An evaluation may include the following: Leads generated through the marketing program – direct marketing efforts, Internet leads, number of inquiries as a result of advertising efforts, travel trade shows, Familiarization (FAM) tours, number of visitors, hotel occupancy rates, or hotel sales tax revenues.

The most important questions should be asked

- Did we reach our goal?
- Was the marketing campaign successful?
- Were we able to determine Return on Investment? (Please note that ROI refers specifically to dollars returned for dollars invested.)
- Did our efforts result in Conversion? In other words, were we able to convert an inquirer to a visitor?
- Can we utilize our database to survey, capture additional information or to establish a Customer Relationship Management program?



## Tips for Writing a Marketing Plan

### A good marketing plan:

- Sets clear, realistic and measurable targets – for example, increasing visitor attendance by 10 percent;
- Includes deadlines for meeting targets;
- Provides a budget for each marketing activity;
- Specifies who is responsible for each activity.

Poorly thought-out objectives will cause problems. For example, you might set a target for the number of new inquiries. But if none of these inquiries turn into actual visitation, you will have increased costs without any benefits.

### Make it Happen

A plan will not happen by itself. You need to make someone responsible for monitoring progress and following up on overdue activities. Reviewing progress will also help you learn from your mistakes so that you can improve your plans for the future.

### Control

As well as setting out the schedule, the plan needs to say how it will be controlled. You need an individual who takes responsibility for pushing things along. A good schedule and budget should make it easy to monitor progress. When things fall behind schedule, or costs overrun, you need to be ready to do something about it and to adapt your plan accordingly.

From time to time, you need to stand back and ask whether the plan is working. What can you learn from your mistakes? How can you use what you know to make a better plan for the future?

## Resources

The following is a listing of agencies and organizations that conduct or maintain tourism-related research, or are contacts for information on specific topics.

**Arizona Office of Tourism:** The Research & Strategic Planning Division has a variety of statistics that can help with a marketing plan, strategic plan, general information, and much more.

Web site: [www.azot.gov](http://www.azot.gov)

**Arizona Bureau of Land Management:** Provides information on lands managed by the Bureau of Land Management in Arizona.

Web Site: [www.blm.gov/az/st/en.html](http://www.blm.gov/az/st/en.html)

**Arizona Department of Commerce:** The Office of Economic Information and Research serves as the state's clearinghouse for economic information and manages strategic research related to Arizona's economy. The Office also provides information and analyses of trends, opportunities, best practices, market issues and department/program impacts.

Web Site: [www.azcommerce.com](http://www.azcommerce.com)

**Arizona Department of Economic Security:** Provides population statistics and labor market information, which includes Census 2000 data, employment and wage estimates by occupation for the state, metropolitan areas and counties.

Web Site: [www.de.state.az.us](http://www.de.state.az.us)

**Arizona Department of Revenue:** Provides tax revenue for tourism-related sectors.

Web Site: [www.revenue.state.az.us](http://www.revenue.state.az.us)

**Arizona Department of Transportation:** The Transportation Planning Division provides traffic count estimates for Arizona's roads and highways.

Web Site: [www.dot.state.az.us](http://www.dot.state.az.us) or for specific traffic counts [www.tpd.az.gov](http://www.tpd.az.gov)

**Arizona Hospitality Research and Resource Center at Northern Arizona University:** Provides information and service to the research needs of hospitality and tourism industries in Arizona and throughout the southwestern United States, provide specific areas of research and study, including economic impact of tourism, visitor demographics and profiles, customer satisfaction, marketing, resident attitude surveys, workforce issues, and ecotourism and sustainability issues.  
Web Site: [www.nau.home.nau.edu/ahrrc](http://www.nau.home.nau.edu/ahrrc)

**Arizona State Parks:** Provides economic impact of Arizona State Parks and visitation estimates.  
Web Site: [www.pr.state.az.us](http://www.pr.state.az.us)

**Arizona State University Center for Competitiveness and Prosperity Research:** A public service research unit of the W. P. Carey School of Business at Arizona State University, the Center for Competitiveness and Prosperity Research specializes in applied research relating to the economics and demographics of Arizona and the metropolitan Phoenix area.  
Web Site: <http://wpcarey.asu.edu/seid/ccpr/index.cfm>

**Eller College of Management at University of Arizona:** The Economic and Business Research Program provides information on the economic impact of Mexican visitors to Arizona and publishes the monthly newsletter Arizona's Economy.  
Web Site: [www.eller.arizona.edu/explore/](http://www.eller.arizona.edu/explore/)

**Greater Phoenix Economic Council:** Provides statistical information on the Greater Phoenix area and the 14 communities that surround the area. The Information Center includes information on demographics and the labor force, as well as quality of life studies.  
Web Site: [www.gpec.org](http://www.gpec.org) or for the Information Center [www.gpec.org/InfoCenter](http://www.gpec.org/InfoCenter)

**International Air Transport Association:** Provides information on aviation areas including traffic and financial statistics, economic analysis and market research.  
Web Site: [www.iata.org/](http://www.iata.org/)

**National Bureau of Economic Research:** A private, non-profit, non-partisan research organization dedicated to promoting a greater understanding of how the economy works, includes data on expenditures, fluctuations and growth.  
Web Site: [www.nber.org](http://www.nber.org)

**National Park Service:** Public Use Statistics Office provides park visitation for areas administered by the National Park Service.  
Web Site: [www.nps.gov](http://www.nps.gov), for specific visitation statistics <http://www2.nature.nps.gov/stats/>

**Phoenix Sky Harbor Airport:** Provides current and historical data on airport operations, including passenger traffic and economic impact information.  
Web Site: <http://phoenix.gov/AVIATION>

**Population Reference Bureau:** Provides information on U.S. and international population trends and their implications, searchable database contains data on 95 demographic variables for more than 220 countries, 28 world regions and sub-regions, the world as a whole, and the United States.  
Web Site: [www.prb.org](http://www.prb.org)

**Statistics Canada:** A source for Canadian social and economic statistics and products, including community profiles.  
Web Site: [www.statcan.ca](http://www.statcan.ca)

**Travel Industry Association of America (TIA):** A leader in domestic and international travel economic and marketing research, providing statistical information to the industry, seeks to meet the needs of TIA members and the travel industry in general by gathering, conducting, analyzing, publishing and disseminating economic, marketing and international research that articulates the economic significance of the travel and tourism industry at national, state and local levels.  
Web Site: [www.tia.org](http://www.tia.org)

**Travel and Tourism Research Association:** Association for travel and tourism research professionals, including state tourism office researchers and academic professionals.  
Web Site: [www.ttra.com](http://www.ttra.com)

**U.S. Bureau of Economic Analysis:** A division of the U.S. Department of Commerce, provides economic information specifically about the gross domestic product.

Web Site: [www.bea.gov](http://www.bea.gov)

**U.S. Bureau of Labor Statistics:** Provides information on labor economics and statistics.

Web Site: [www.stats.bls.gov](http://www.stats.bls.gov)

**U.S. Bureau of Transportation Statistics:** A division of the U.S. Department of Transportation that provides transportation statistics.

Web Site: [www.bts.gov](http://www.bts.gov)

**U.S. Census Bureau:** Agency responsible for Census data from 2002.

Web Site: [www.census.gov](http://www.census.gov)

**U.S. Department of Commerce Office of Travel and Tourism Industries:** Collects, analyzes and disseminates international travel and tourism statistics for the United States, including inbound and outbound travel to the United States and abroad.

Web Site: [www.tinet.ita.doc.gov](http://www.tinet.ita.doc.gov)

**World Tourism Organization:** Serves as a global forum for tourism policy issues and a practical source of tourism know-how and statistics; includes information on Yearbook of Tourism Statistics, compendium of tourism statistics.

Web Site: [www.world-tourism.org](http://www.world-tourism.org)

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*Notes*

A series of horizontal lines for writing notes, arranged in approximately 15 groups of three lines each. Each group of three lines is separated by a small gap, and the lines within each group are slightly wavy and uneven, suggesting a hand-drawn or scanned quality.