



Marketing With SUCCESS

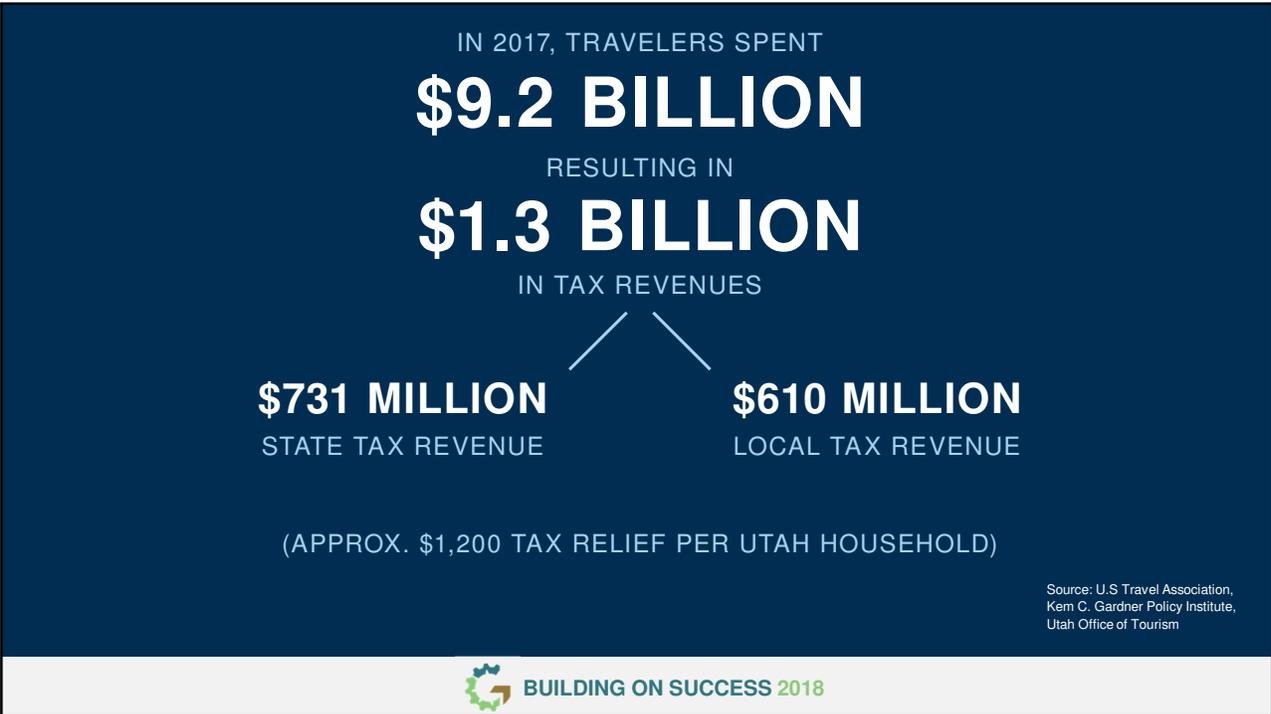
Jay Kinghorn & Rachel Stone
Utah Office of Tourism



“Half the money I spend on advertising is wasted; the trouble is, I don't know which half.”

John Wanamaker - 1838–1922

The bottom section of the slide features a blue-tinted portrait of John Wanamaker on the left. To the right of the portrait is a quote in white text. Below the quote is the name and dates of John Wanamaker. At the bottom center, there is a small green gear logo followed by the text 'BUILDING ON SUCCESS 2018' in a teal font.

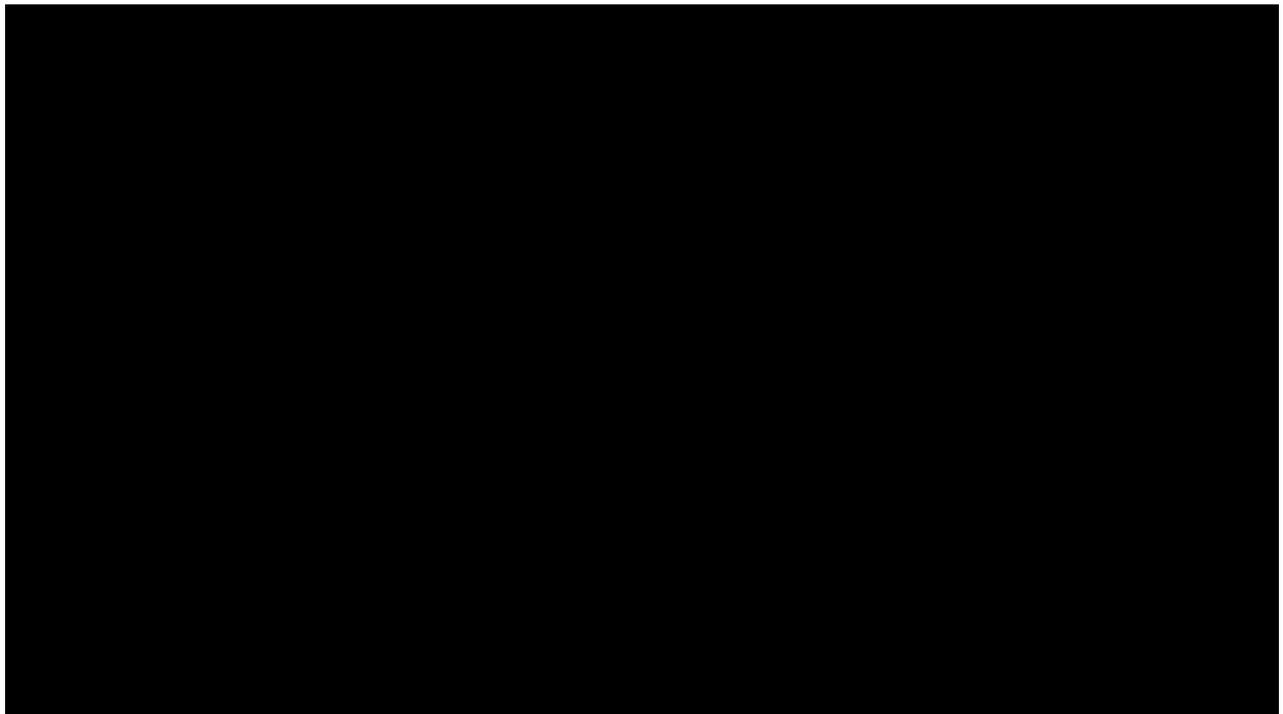


OUR MISSION

Increase tax revenues generated by tourists while providing a high-quality experience for visitors and locals.



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UTAH OFFICE OF TOURISM

- Domestic and international marketing and promotional programs
- Television
- Digital ads
- Public relations campaigns
- Travel trade development
- Cooperative marketing
- Destination development
- Social media



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UOT MEASUREMENT GOAL

**Become the most measured state
tourism destination marketing
organization in the country**



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OUR OBJECTIVE

To bring data and analytics to our operational and strategic decision-making.



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CHALLENGES

We don't own the transaction.

No one makes a travel decision simply by seeing a banner ad, billboard or TV spot.



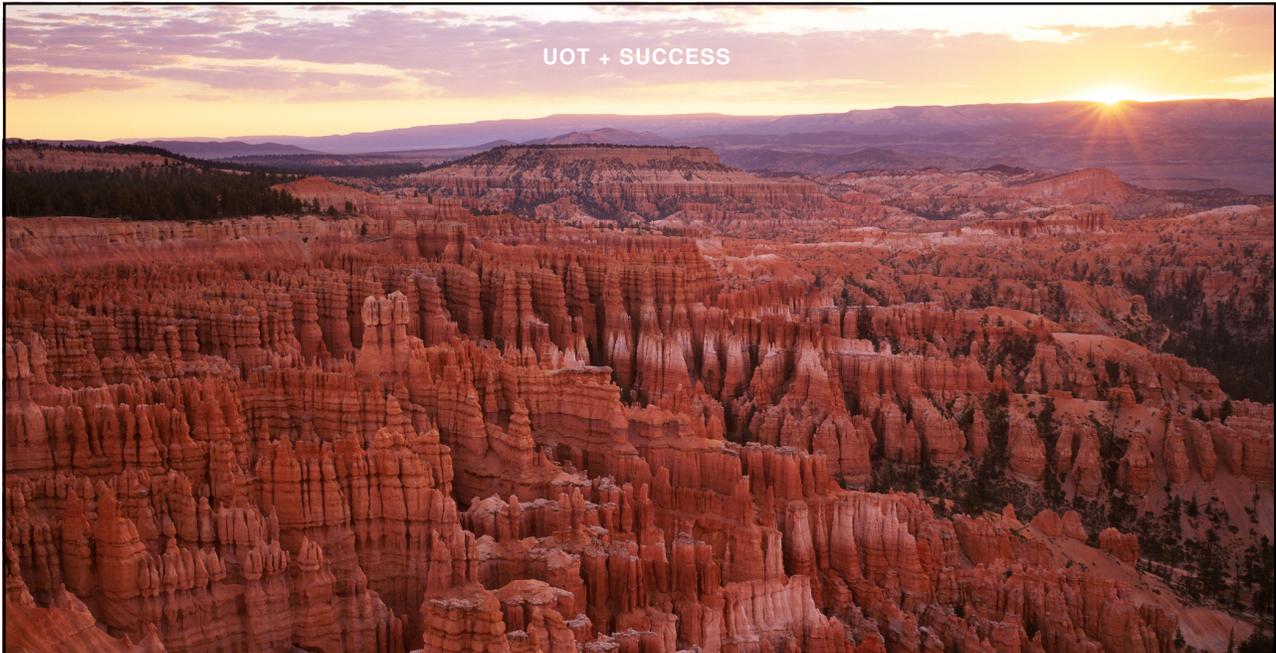
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STRATEGY

**Wherever possible, measure outcomes.
When this isn't possible measure the
next best thing: engagement.**



UOT + SUCCESS



UOT SUCCESS MEASURE

How do we track a diverse set of operational efforts?

How do we track outcomes instead of activity?

How can we make sure this system isn't easily "gamed"?



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UOT SUCCESS MEASURE

Increase visitutah.com visitation

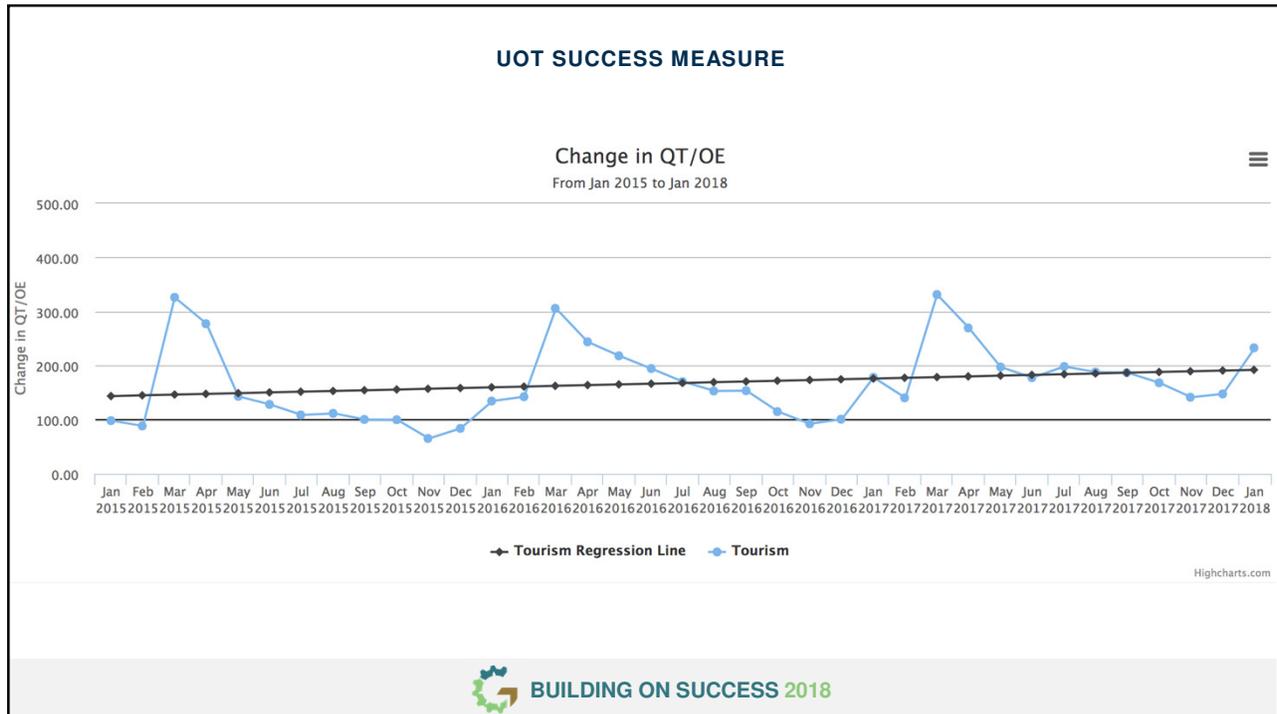
Measurement goals are already in place

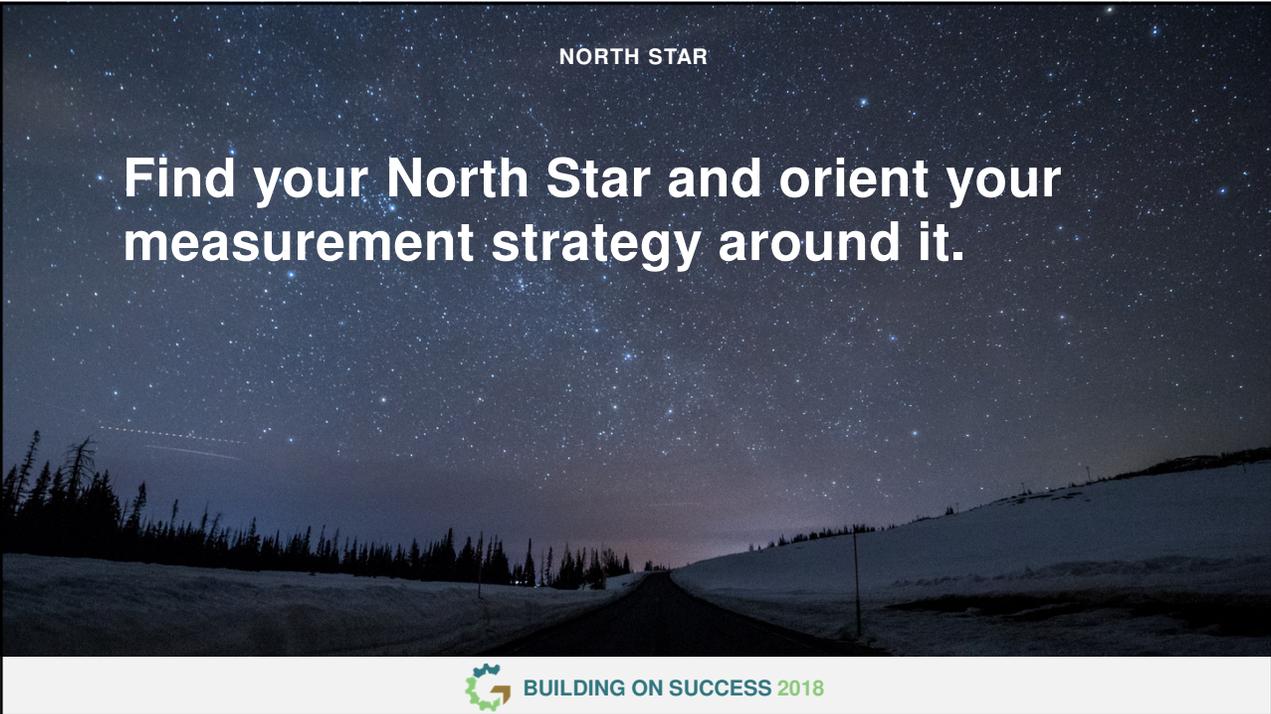


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UOT SUCCESS MEASURE

Threshold goals for out-of-state:
3 or more pages per session
4+ minutes session duration





NORTH STAR – KEY TOOLS



Uses first-party data from hotels and airlines to track travel bookings to Utah.



ARRIVALIST

Uses phone location data to observe movement of devices (and the people who own them) to Utah.



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NORTH STAR – LEADING + CONFIRMATORY INDICATORS

What is the greatest predictor of bookings and arrivals?



ARRIVALIST



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NORTH STAR – LEADING + CONFIRMATORY INDICATORS

Post-impression AKA view-through activity



Sees ad (no click)



Later visits website



Travel confirmed



Click-through rate had no correlation with our observed outcomes.

NORTH STAR – DEPARTURE FROM INDUSTRY NORMS



NORTH STAR – THE VALUE OF A SINGLE KPI

Clarity in decision making
Better communication with our agency + vendors
Facilitates tracking and reporting
Opens doors to new analysis & opportunities for improvement



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NORTH STAR – THE VALUE OF A SINGLE KPI

**Snow in Boston leads to ski
bookings in Utah.**



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NORTH STAR – TAKEAWAYS

Be deliberate in choosing your KPIs
KPI Should identify where your strategic decisions are wrong
Set Focus on outcomes over activities
Don't be afraid of hard-to-measure things



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BASE HITS

**Focus on small wins to build momentum,
instead of a single home run.**



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BASE HITS – AUTOMATING UOT'S DATA COLLECTION

Simple scripts with manual steps to test, refine and improve
First on digital marketing analytics, next on industry data sets
Built lots of working prototypes before investing more



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BASE HITS – AUTOMATING UOT'S DATA COLLECTION

Next Steps

Centralized cloud storage
Automated data collection and processing
Predictive capabilities for campaign planning + optimization
Additional correlation analyses



Google Cloud



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BASE HITS – TAKEAWAYS

Minimize cost & risk through small, smart investments
Start with your highest-value business questions
Increment—*go deeper on one problem*—then go wider
Critical to train your team



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DATA AT THE TABLE

Give data a seat at the table.



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DATA AT THE TABLE – MEASURES BEYOND DIGITAL MARKETING

Creative

Are there differences in travel planning behavior between markets or market segments?

Can we test campaigns early to minimize the risk of failure?

Media Planning

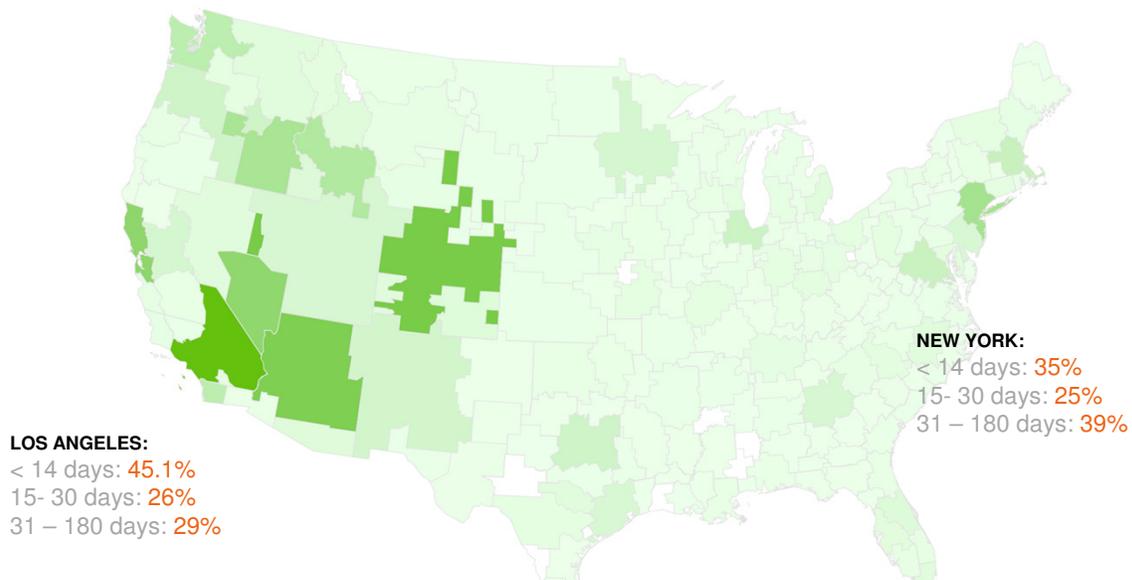
Where are we not investing budget, but should?

How does our media planning better align with media planning?



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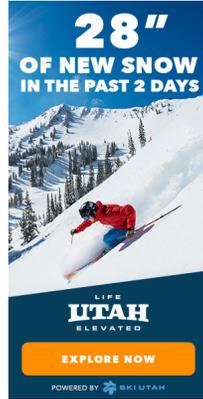
DATA AT THE TABLE – DESTINATION SKIERS & POWDER CHASERS



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DATA AT THE TABLE – DESTINATION SKIERS & POWDER CHASERS

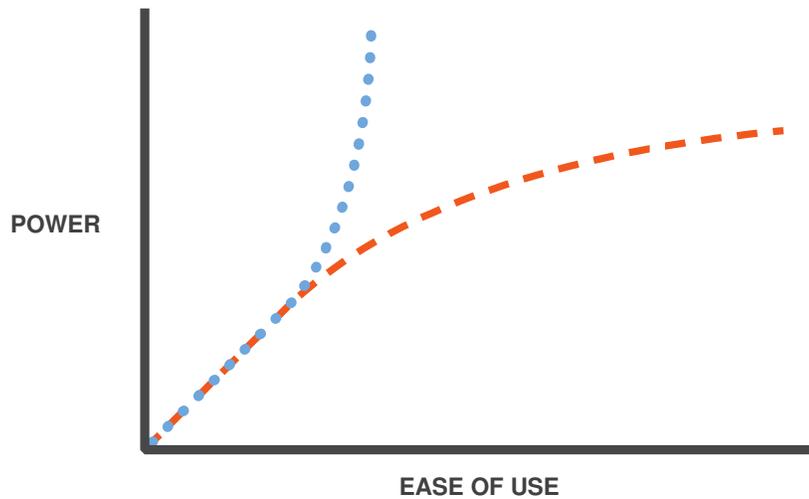
IMMEDIACY

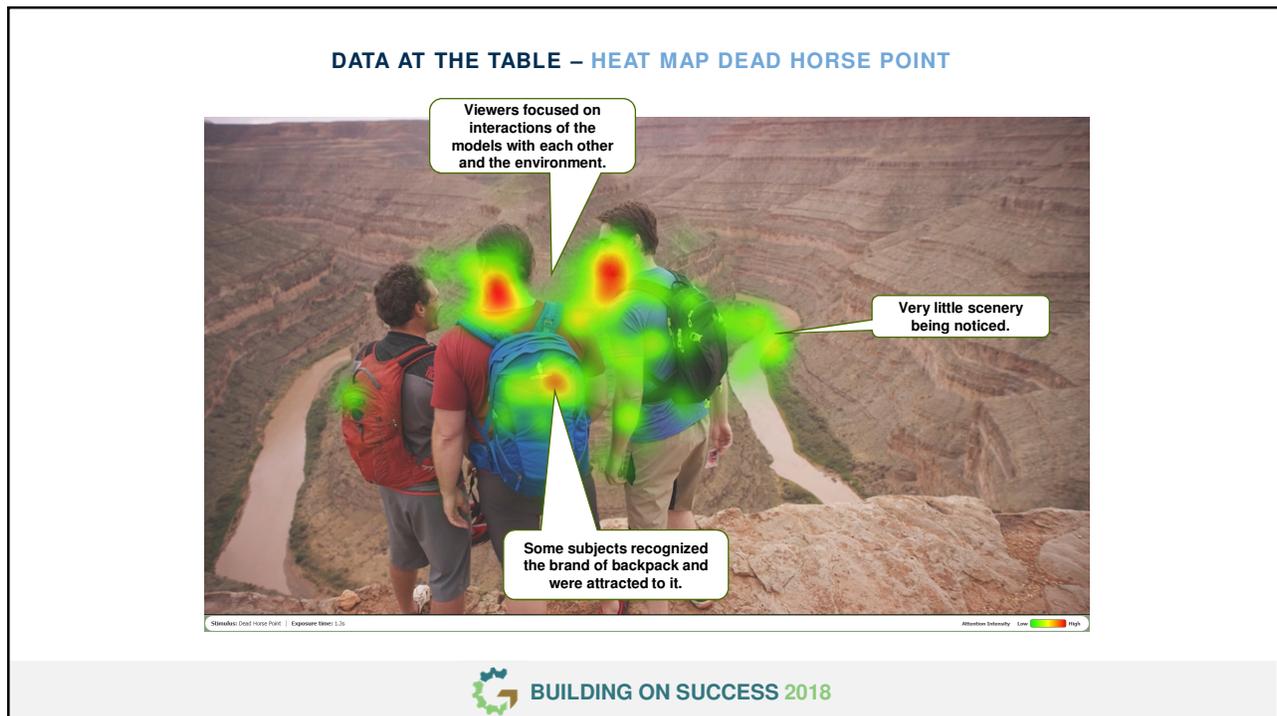
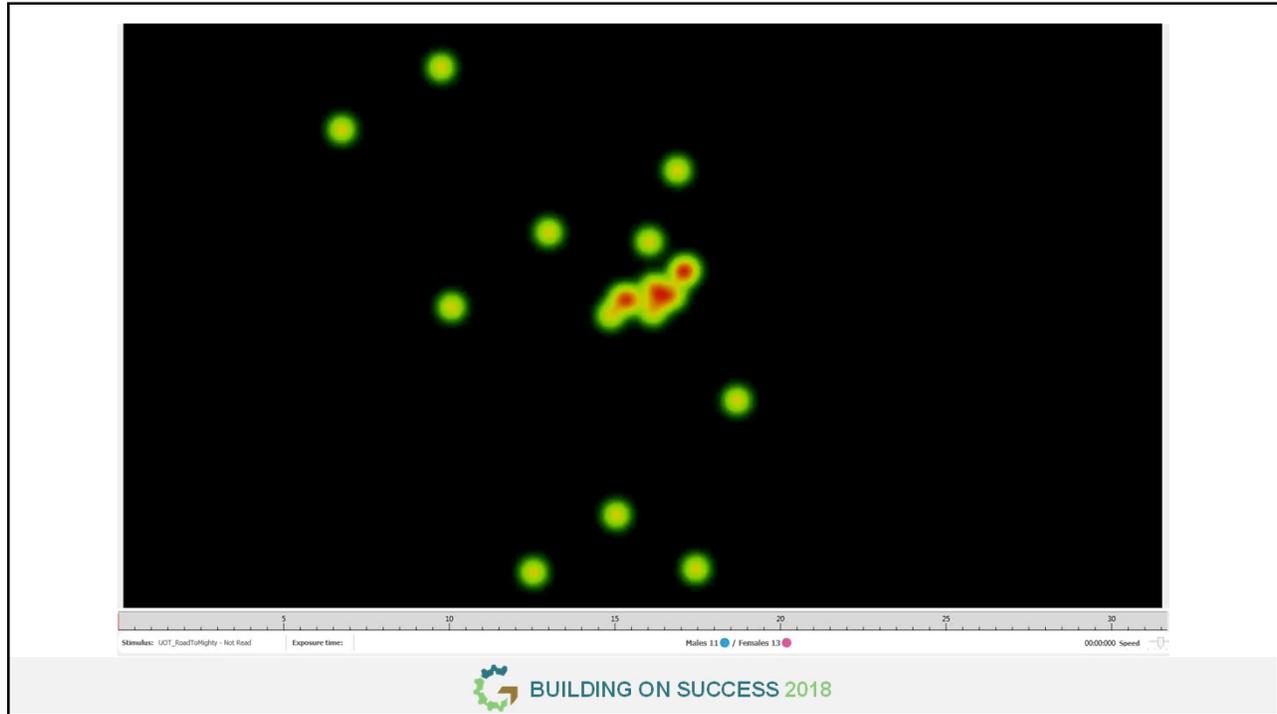


RELIABILITY



DATA AT THE TABLE – UVU NEUROMARKETING





DATA AT THE TABLE – HEAT MAP UTAH LOGO



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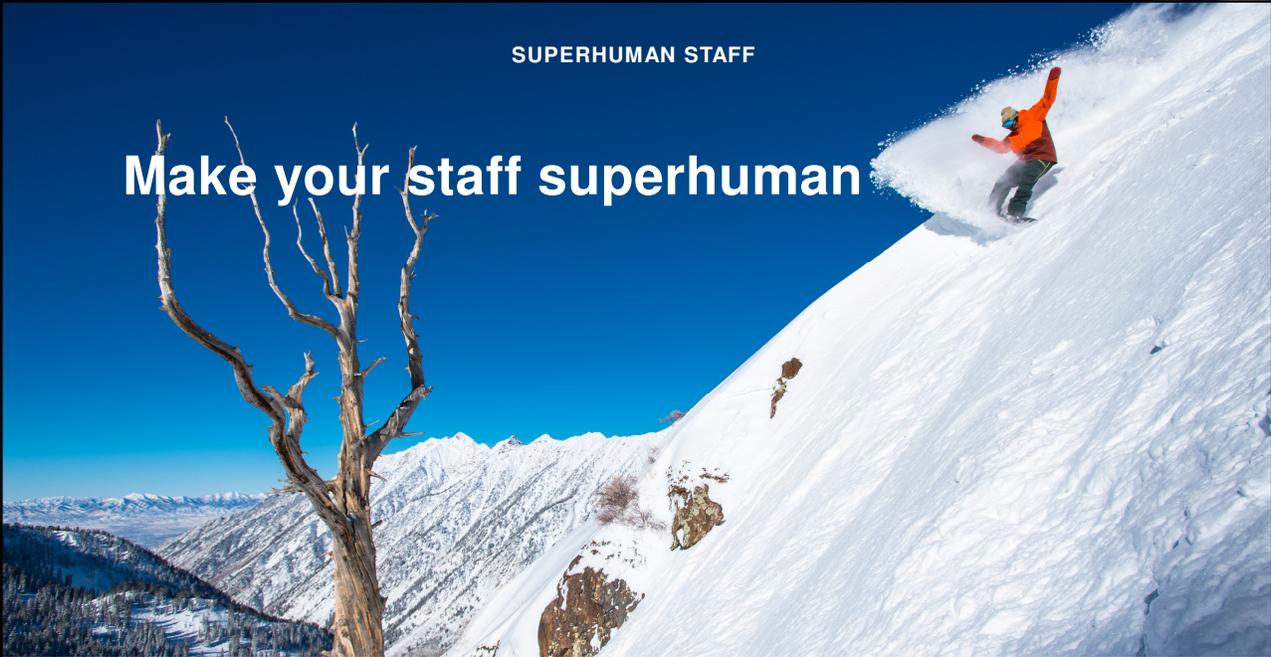
DATA AT THE TABLE – TAKEAWAYS

Are you using the right data to guide decisions?
 Is data shared to the people who need it most?
 Does your system allow you to ask exploratory questions of your data?

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SUPERHUMAN STAFF

Make your staff superhuman



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SUPERHUMAN STAFF



*Actual UOT staff member

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SUPERHUMAN STAFF – VISUALIZATION TO FACILITATE DECISIONS

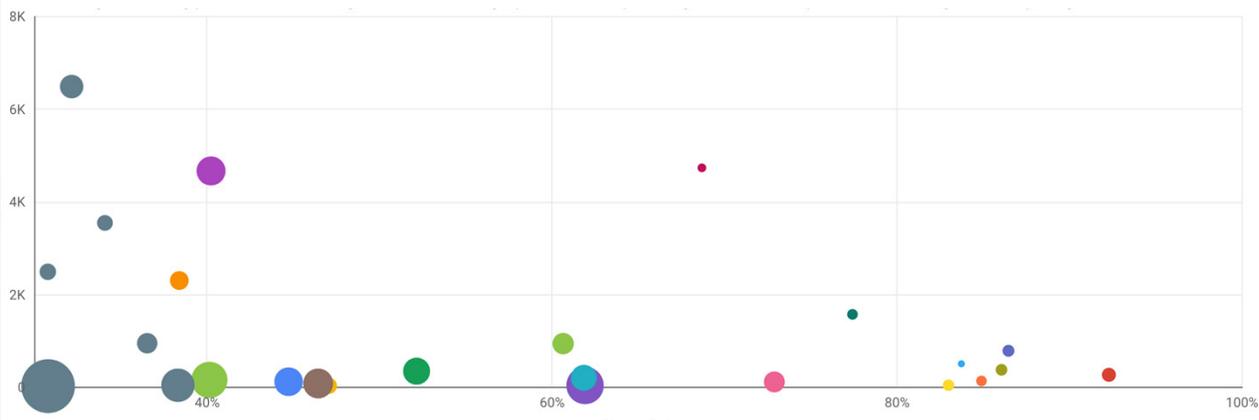
Which pages are performing poorly?

bounce rate

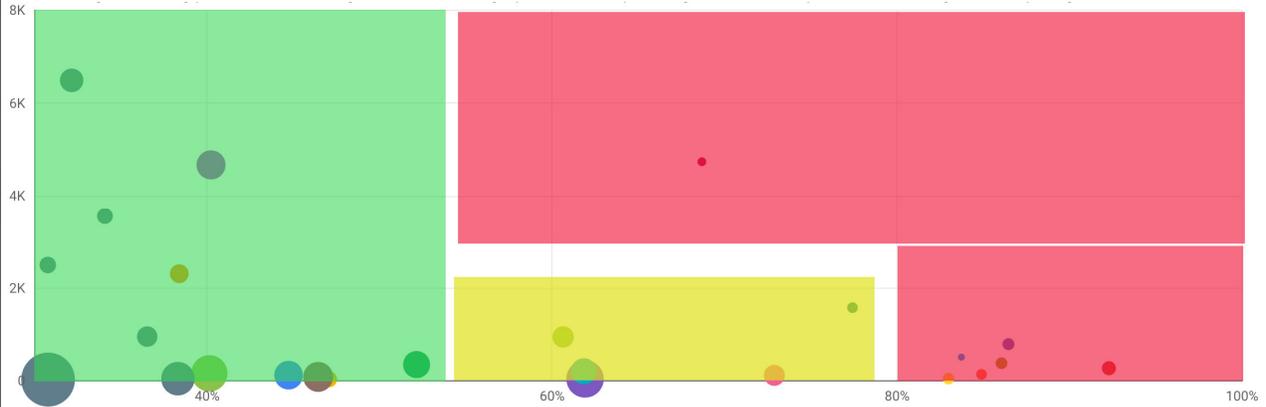
Landing Page	Source	Sessions	Bounce Rate	Avg. Session Duration	Min 3 Pages Visited (Goal 5 C...	Goal 19 (...)
1. /articles/ogdens-star-is-rising/	Facebook	6,968	20.88%	00:01:01	2.97%	4.2%
2. /plan-your-trip/recommended-itineraries/mighty5/best-we...	Facebook	6,439	32.12%	00:01:35	1.66%	9.68%
3. /places-to-go/cities-and-towns/vernal/	Facebook	4,965	25.16%	00:00:52	3.79%	3.65%
4. /plan-your-trip/recommended-itineraries/cycling-the-road-t...	Facebook	4,727	68.78%	00:00:26	0.83%	2.16%
5. /articles/riding-the-arapeen-trails/	Facebook	4,670	40.24%	00:02:18	0.73%	17.22%
6. /plan-your-trip/recommended-itineraries/hidden-secrets/	Facebook	3,968	15.78%	00:01:34	3.18%	7.66%
7. /places-to-go/cities-and-towns/logan/	Facebook	3,549	34.07%	00:00:52	4.65%	3.97%
8. /plan-your-trip/recommended-itineraries/away-from-it-all/	Facebook	2,958	14.16%	00:01:13	1.76%	5.31%
9. /plan-your-trip/recommended-itineraries/fishing-the-road-t...	Facebook	2,492	30.66%	00:00:55	1.04%	3.45%
10. /places-to-go/cities-and-towns/heber/	Facebook	2,306	38.38%	00:01:07	3.73%	4.77%



SUPERHUMAN STAFF – VISUALIZATION TO FACILITATE DECISIONS



SUPERHUMAN STAFF – VISUALIZATION TO FACILITATE DECISIONS



SUPERHUMAN STAFF – VISUALIZATION TO FACILITATE DECISIONS



Start 'em Early

A first overnight adventure in Red Cliffs Desert Reserve

MORE NEARBY



Red Cliffs Desert Reserve

At Red Cliffs Desert Reserve and National Conservation Area, you'll find hiking, camping and rock climbing with a backdrop of fascinating geology and wildlife.



Snow Canyon State Park

Located at the edge of the Mojave Desert, Great Basin and Colorado Plateau, Snow Canyon State Park explodes with dramatic geology perfect for any type of outdoor adventure – and photo opportunities.

(Blue sky peeks)¹¹ through the (clouds)¹⁰ as I zoom down (Utah)⁵⁹'s (Interstate 15)¹³ off the (edge)⁸ of the high (country)⁶. (Juliet)¹ looks up from her (book)²⁹ to take in the bright red (landscape)¹⁹ spreading below. But my (mind)⁴⁰ is still stormy. I had planned a (trip)²⁵ to the (Uinta Mountains)⁶¹, to be my seven-year-old (daughter)⁴⁹'s first (backpacking experience)²². When the (forecast)²⁰ called for freezing (temperatures)⁵⁰ and (snow)³⁵ in the (mountains)³¹, I turned south. I scanned the (state)³² for a sunny (forecast)²¹, as well as a reasonable (drive)³⁷, a short (trail)¹⁶ and a rewarding (destination)³⁶. This specific (combination)¹⁴ required a little (research)⁶⁰. (Capitol Reef National Park)⁴⁸ was too cold. The (trails)⁴³ I was eyeing in (Canyonlands National Park)⁵⁸ were too far for our limited time. The southwest bit of the (state)³³ was a fast (drive)³⁰ and showed (sun)⁸⁷ and 70 degrees, but (Zion National Park)⁴¹'s (reservable (backcountry permits)⁴⁴ were all taken. Then I thought of (Red Cliffs Desert Reserve)⁷², a vast (conservation)⁴⁵ and (recreation area)⁴ that encompasses the (canyons)¹⁷ above the (St. George)⁷¹ metro (area)²². It was a (place)³ I had passed by (dozens)⁵¹ of (times)²⁸ and not thought much about. But it seemed to be the perfect (solution)³⁹. I found a short, accessible (canyon)⁹ in a quiet (corner)⁵² of the (reserve)¹⁸. And on this day when the early fall (blizzard)⁵⁴ had rendered (most)⁴⁶ of our (drive)³⁸ along (I-15)¹³ a bleak (gray)⁵⁵, (Utah)⁵⁹'s (Dixie)⁴⁸ proved to be dependably blue. Yet recent (dad)⁵⁶ falls are pulsing through my (head)⁸¹. I pictured the time I had taken (Juliet)¹ on her first double (black diamond powder run)¹¹⁵ at (Solitude Mountain Resort)²⁵³, resulting in a head-first (fall)⁹⁶ and (lots)¹¹⁴ of (tears)¹¹³. Then there was the ill-fated (boogie boarding session)⁴⁷ where a (freak wave)⁹¹ crashed on her (head)⁸² and drilled her into the (ground)⁹⁷. This (trip)⁸³ needed to be not long, not cold and definitely not boring. So the (stakes)¹³⁰ are high. We are hiking two-and-a-half miles, and they had better be magic. ((Big Hollow)²; (trail guide)¹²⁰ below the (article)¹¹⁹) We exit (I-15)¹³ at (Leeds)²⁵⁴, turn past the (Silver Reef)¹⁶⁸ (ghost town)⁹², and rally down a (Dixie National Forest)¹³³ (road)⁶⁹ along the (base)¹¹⁸ of the (Pine Valley Mountains)¹⁶⁹ to our (destination)⁴³, a (pullout)¹¹⁷ where the (road curves)¹¹⁶ around the (head)⁸⁴ of the (Big Hollow)²; (drainage)⁹⁸ in the



SUPERHUMAN STAFF – VISUALIZATION TO FACILITATE DECISIONS

Utah Office of Tourism
INDUSTRY SITE

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Services Agencies

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Partner Opportunities Travel Trade Scenic Byways Marketing Research

What's New

2018 Utah Tourism Conference
Utah Tourism Industry Association and the Utah Office of Tourism are proud to ...

National Travel and Tourism Week
Join Utah in celebrating National Travel and Tourism Week, May 6-12, 2018. This annual ...

2018 Legislative Session
The 2018 General Session of the 63rd Legislature will be held January 22 - ...

Utah Tourism Day on the Hill
We're pleased to be a part of UTIA's 12th Annual Tourism Day on the ...

FAQs:

\$8.40 billion in visitor spending

\$1.23 billion in tax revenue
(\$665 million state + \$561 million local)

\$1,212 in tax relief per household

144,200 Utah jobs generated

Utah Tourism Industry Metrics

International Spending in Utah (USD)

International Visits to Utah

In addition to monitoring industry and marketing metrics, the Utah Office of Tourism conducts research on visitors and the Utah communities that welcome them. Explore interactive dashboards to discover lodging metrics, tourism-related taxes, visits and more on the [Utah Tourism Industry Metrics](#) page.

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DASHBOARDS

Self-service dashboards that answer specific questions democratize knowledge and free analysts' time.

DASHBOARDS – ANSWER QUESTIONS

“Rachel:

In Grand County, what is the total Transient Room Tax and Restaurant Tax for 2017 vs 2018 year to date?

Which months bring in the most of each tax? Does this correlate with monthly visits to Arches and Canyonlands National Parks?”



DASHBOARDS – BEFORE



DASHBOARDS – USE MACHINE READABLE DATA



UTAH STATE TAX COMMISSION
DIVISION OF REVENUE ACCOUNTING
TRANSIENT ROOM REVENUE
AUGUST 2018

UT_RR023

2019-02	TOTAL DISTRIB	TOTAL DEDUCT	FINAL DISTRIB	DIVERSIONS	BALANCE OWED	TOTAL PAID	BALANCE FWD
Trans Room Grand Totals:	\$8,690,896.18	\$56,490.79	\$8,634,399.39	\$368,174.58	\$0.00	\$8,266,224.79	\$0.00
City Trans Room Totals:	\$7,273,276.49	\$47,276.39	\$7,226,000.10	\$368,174.58	\$0.00	\$6,857,825.53	\$0.00
Munic Trans Room Totals:	\$1,417,619.78	\$9,214.49	\$1,408,399.29	\$0.00	\$0.00	\$1,408,399.26	\$0.00

CNTY / CITY	LOCALITY	TOTAL DISTRIB	TOTAL DEDUCT	FINAL DISTRIB	DIVERSIONS	BALANCE OWED	TOTAL PAID	BALANCE FWD
01000	Beaver County	\$41,500.50	\$289.75	\$41,220.75	\$0.00	\$0.00	\$41,220.75	\$0.00
01008	Miford	\$409.60	\$2.66	\$406.94	\$0.00	\$0.00	\$406.94	\$0.00
02000	Big Water County	\$63,275.79	\$411.29	\$62,864.47	\$0.00	\$0.00	\$62,864.47	\$0.00
02017	Big Horn City	\$9,297.66	\$60.89	\$9,236.77	\$0.00	\$0.00	\$9,236.77	\$0.00
02086	Phery	\$1,056.79	\$6.87	\$1,049.92	\$0.00	\$0.00	\$1,049.92	\$0.00
02113	Timpanion	\$1,109.78	\$20.21	\$1,089.57	\$0.00	\$0.00	\$1,089.57	\$0.00
03000	Cache County	\$68,589.04	\$640.83	\$97,848.21	\$0.00	\$0.00	\$97,848.21	\$0.00
03008	Lipian	\$18,176.83	\$118.15	\$18,058.68	\$0.00	\$0.00	\$18,058.68	\$0.00
03049	North Logan	\$2,837.22	\$19.03	\$2,818.19	\$0.00	\$0.00	\$2,818.19	\$0.00
04000	Carbon County	\$34,253.28	\$221.07	\$33,789.21	\$0.00	\$0.00	\$33,789.21	\$0.00
04016	Helper	\$107.29	\$0.70	\$106.59	\$0.00	\$0.00	\$106.59	\$0.00
04035	Price	\$6,893.11	\$43.51	\$6,849.60	\$0.00	\$0.00	\$6,849.60	\$0.00
05000	Daguerre County	\$19,933.92	\$129.57	\$19,804.35	\$0.00	\$0.00	\$19,804.35	\$0.00
06000	Davis County	\$163,764.82	\$1,194.41	\$162,569.41	\$0.00	\$0.00	\$162,569.41	\$0.00
06008	Cresfield	\$1,180.07	\$7.67	\$1,172.40	\$0.00	\$0.00	\$1,172.40	\$0.00
06017	Farmington	\$8,525.68	\$55.29	\$8,450.37	\$0.00	\$0.00	\$8,450.37	\$0.00
06030	Layton	\$25,904.28	\$168.38	\$25,735.90	\$0.00	\$0.00	\$25,735.90	\$0.00
06038	North Salt Lake	\$36.61	\$2.32	\$34.29	\$0.00	\$0.00	\$34.29	\$0.00
06048	Sunset	\$1,203.84	\$8.80	\$1,195.04	\$0.00	\$0.00	\$1,195.04	\$0.00
06057	Woods Cross	\$4,188.48	\$27.10	\$4,161.37	\$0.00	\$0.00	\$4,161.37	\$0.00
06061	West Bountiful	\$11.19	\$0.07	\$11.12	\$0.00	\$0.00	\$11.12	\$0.00
07000	Duane County	\$15,087.65	\$97.94	\$14,989.71	\$0.00	\$0.00	\$14,989.71	\$0.00
07019	Roosevelt	\$688.41	\$4.35	\$684.06	\$0.00	\$0.00	\$684.06	\$0.00
08000	Emery County	\$39,209.12	\$254.86	\$38,954.26	\$0.00	\$0.00	\$38,954.26	\$0.00

August 21, 2018

Page 1 of 4

2018-08- DISTRIBUTION FILE TO FINANCE.TXT

201808SEM	ES	01808Beaver County	0000042259
201808SEM	ES	03038Logan	00007204688
201808SEM	ES	06000Davis County	00010081730
201808SEM	ES	06008Bountiful	00006929681
201808SEM	ES	06008Clearfield	00002110443
201808SEM	ES	06030Layton	00005932755
201808SEM	ES	06008Emery County	00000551533
201808SEM	ES	09008Garfield County	00000383374
201808SEM	ES	10008Grand County	00000232971
201808SEM	ES	12008Juah County	00000571308
201808SEM	ES	13008Kane County	00000523598
201808SEM	ES	14008Willard County	00000391211
201808SEM	ES	17008Rich County	00000206748
201808SEM	ES	18122Salt Lake City	00031766561
201808SEM	ES	18995Salt Lake County/VECC	00060327028
201808SEM	ES	19008San Juan County	00000818788
201808SEM	ES	20008Shoshone County	00001282366
201808SEM	ES	22008Summit County	00004353413
201808SEM	ES	23008Tooele County	00003894574
201808SEM	ES	25008Utah County	00017216794
201808SEM	ES	25083Dorem	00007118669
201808SEM	ES	25088Pleasant Grove	00002174826
201808SEM	ES	25008Provo	00005858923
201808SEM	ES	25105Springville	00002475141
201808SEM	ES	26008Wasatch County	00001815577
201808SEM	ES	27025St. George	00000895958
201808SEM	ES	29008Weber County	00018106048
201808SMT	TL	06049Syracuse	00001591261
201808SMT	TL	11003Cedar City	00002145687
201808SMT	TL	06030Layton	00005224928
201808SMT	TL	25083Dorem	00006944182
201808SMT	TL	09008Escalante	00000071716
201808SMT	TL	12009Eureka	00000029034
201808SMT	TL	12019Levan	00000025288
201808SMT	TL	18118Liverton	00002520438
201808SMT	TL	18139South Salt Lake	00002802875
201808SMT	TL	29030Plain City	00000302342
201808SMT	TL	14014Fillmore	00000276523
201808SMT	TL	21034Richfield	00000618194
201808SMT	TL	08009Ferron	00000049109
201808SMT	TL	23032Mendover	00000049788
201808SMT	TL	03059Richmond	00000168054
201808SMT	TL	06008Bountiful	00003356640
201808SMT	TL	18011Moab	00000091517
201808SMT	TL	20021Mayfield	00000018780
201808SMT	TL	23023Grantsville	00000672355
201808SMT	TL	25009Highland	00000922557
201808SMT	TL	02008Bear River	00000032366
201808SMT	TL	02069Mantua	00000056505



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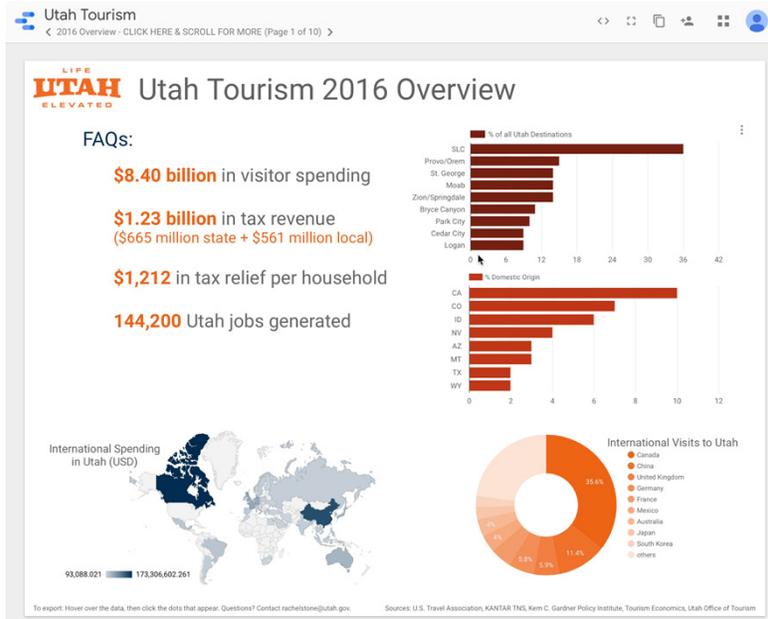
DASHBOARDS – GOOGLE UNTIL IT'S DONE



python how to delete pandas column



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DASHBOARDS – AFTER



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BEYOND DASHBOARDS– EXPANDING INTERNAL QUESTIONS

Research

Measure correlations proactively vs reactively
Relationship between daylight in U.K. and British travel to Utah?
Survey and interview research with actual visitors

Empowering Relationships

Data Digest webinars and presentations to evangelize unique insights
Make our Partners Superhuman



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SUPERHUMAN STAFF – TAKEAWAYS

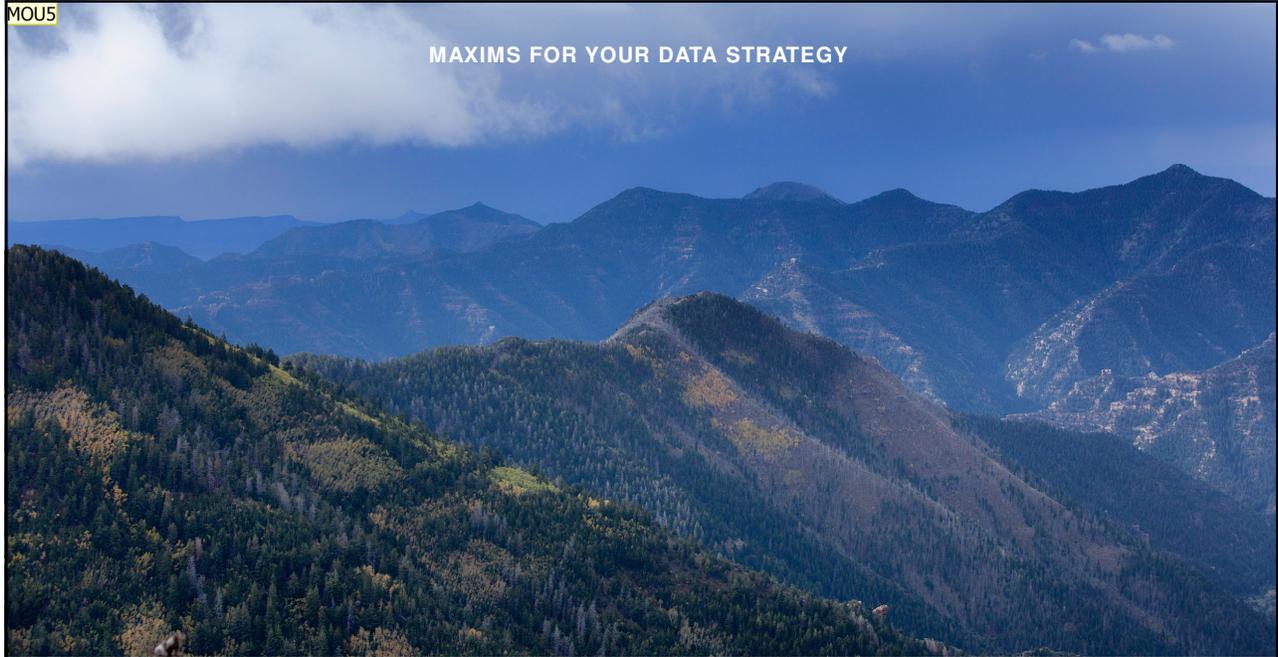
Where could KPIs show a misalignment with business strategy?
Where are business goals not being met?
What decisions are made regularly?
What outliers help to tell a story about what you aren't considering in your strategy?



BUILDING ON SUCCESS 2018

MOUS

MAXIMS FOR YOUR DATA STRATEGY



 BUILDING ON SUCCESS 2018

MAXIMS FOR YOUR DATA STRATEGY

Organized data is a valuable asset.



Photo: Lengyel Márk

 BUILDING ON SUCCESS 2018

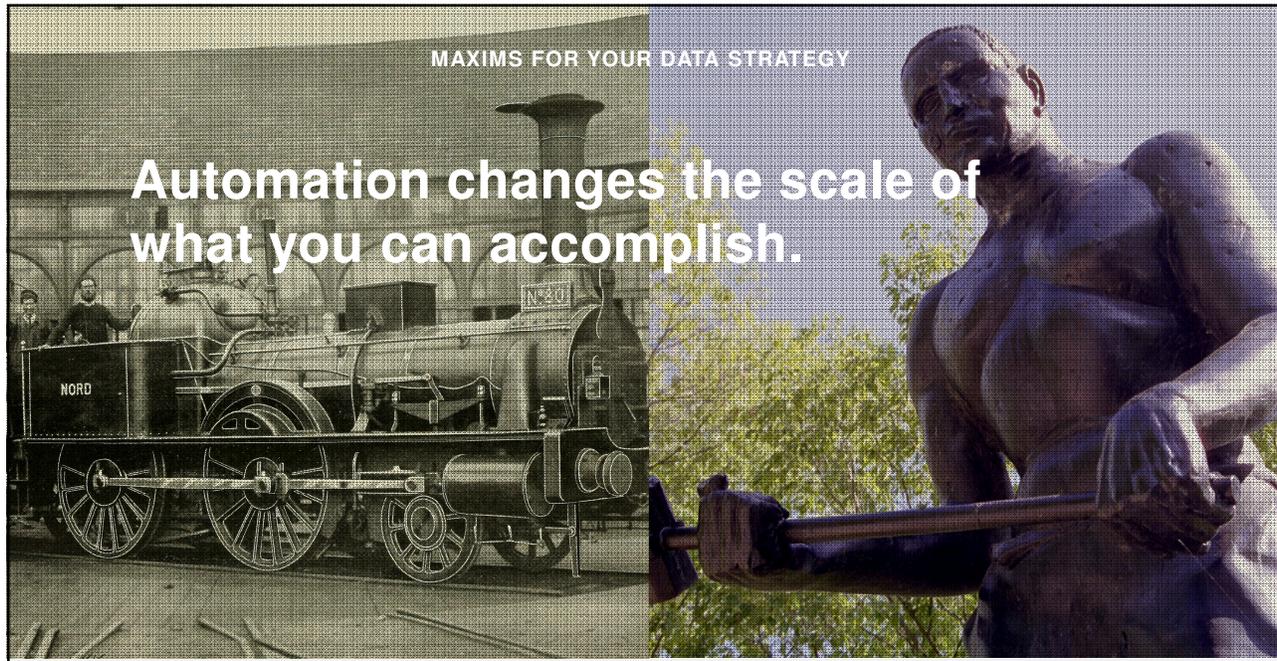
Slide 55

MOU5 This needs a different placeholder photo

Microsoft Office User, 9/20/2018

MAXIMS FOR YOUR DATA STRATEGY

Automation changes the scale of what you can accomplish.



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MAXIMS FOR YOUR DATA STRATEGY

Overview dashboards are (mostly) useless.

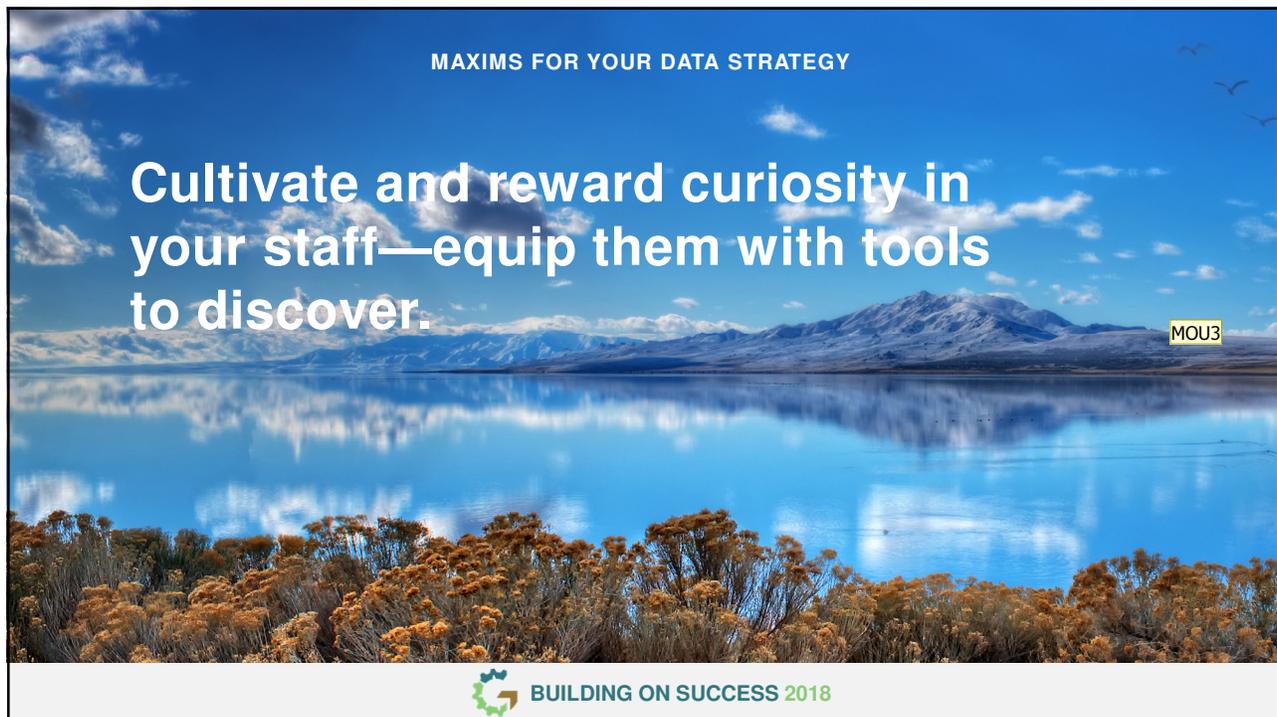


 BUILDING ON SUCCESS 2018

MAXIMS FOR YOUR DATA STRATEGY

Cultivate and reward curiosity in your staff—equip them with tools to discover.

MOU3



 BUILDING ON SUCCESS 2018

Thank You

jkinghorn@utah.gov
rachelstone@utah.gov

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Slide 59

MOU3 This needs a graphic to match the headline.

Microsoft Office User, 9/20/2018