▪ IV. MARKETING ▪

Angel Fire's Economic Development Marketing Action Plan must address both internal and external audiences to build brand awareness and stimulate growth of a sustainable year-round economy.

Data and trends relating to tourism can be particularly valuable in crafting well-targeted and cost-effective marketing for Angel Fire's economic development efforts. This is especially true because the Marketing Action Plan recommended in this report concentrates initially on visitors to Angel Fire as well as local residents and businesses. In addition, tourist concerns and behavior patterns often mirror those of the general population, so in addressing these "visitor" issues Angel Fire is also speaking directly to current and prospective residents and business owners.

An analysis of current tourism research yields information that can help assess the best timing for marketing actions and which messages will resonate most strongly with target audiences. This information can also help uncover emerging desires or unmet needs which can then become the basis for planning future amenities and/or facilities and for recruiting or establishing related businesses. Please refer to the Marketing Trends section of the Appendix for a synopsis of current research conducted by the Tourism Industry Association of America, other national organizations and the New Mexico Tourism Department, as well as articles and reports from key industry experts.

Angel Fire's vision to create its future community cannot be accomplished in isolation or even by a few action-oriented people. However, by effectively implementing internal and external marketing initiatives, Angel Fire can build community support and participation that will in turn spur economic development. The "Reach New Heights" brand will serve as the primary marketing umbrella for economic development, including support of current business enterprises, creation of entrepreneurship within the community and recruiting new business. The entire community will benefit from this single, comprehensive marketing strategy managed through its new Economic Development Organization, the Community and the Angel Fire Chamber of Commerce.

Defining the most effective channels to reach the target markets for economic development ensures that available marketing dollars will be used most efficiently and that marketing messages will be delivered to the intended audiences most effectively.

Current residents, tourists and other visitors who choose to spend time in a particular destination can serve as valuable portals for recruiting new people and businesses. Often visitors are attracted to the potential of living and working in the place they are passing through. Therefore one of the most powerful ways to reach targeted markets is through people either living or visiting the area. This is also the most cost-effective way of reaching niche markets through a broad audience.

Angel Fire's new brand image needs first and foremost to be communicated to the "internal" community. With strong internal community support, the likelihood of successful external marketing increases considerably. Image is part of an evolving and interactive process involving community identity and reality, and Angel Fire's residents and businesses must come together under the " Reach New Heights" umbrella to ensure collective delivery on its brand position and promise. In this way, Angel Fire becomes its own best advocate for future economic growth and sustainability. For this reason, internal marketing is not only the place to start, it is an ongoing process that will always represent a significant portion of marketing efforts.

The main goal of internal marketing is to inform the citizens of economic development efforts and success while soliciting support for the plan. Because this is the foundation for future marketing success, approximately 80% of implementation efforts should be invested internally for the first two years.

STRATEGIES AND ACTIONS

4.1 GOAL: The Economic Development Marketing Plan will target internal audiences.

4.1.1 Strategy One: Encourage broad, active participation from the community in execution of the marketing plan.

Key points of the Economic Development Strategic Plan should be communicated to the entire Angel Fire community. "Reach New Heights" crosses all community boundaries, and every citizen should clearly understand that Angel Fire is open for business growth and the sectors that have been targeted to attract this growth.

These targets need to be effectively marketed to the internal community for their participation and support. "Reach New Heights" speaks to higher levels of participation across all community disciplines. The external marketing efforts to these niche markets will become more successful with the internal support of the community.

In order for the marketing plan to be successful, the community must be actively engaged in the process. This includes not only Community officials, but also the Resort, the Chamber of Commerce, other organizations, businesses, developers, and even residents.

Actions:

4.1.1.1. Feature the "Reach New Heights" brand in all marketing efforts communicated through the Community of Angel Fire, the Chamber and the Economic development organization.

- Use key messages.
- Direct toward community participation, tourism, and events.
- Direct toward target economic development clusters.

4.1.1.2 Institute a uniform method to capture complete demographic and psychographic information.

- Put a universal form on all website portals that can extrapolate information on current business, residents, visitors and potential new business.
- Create a marketing subcommittee under the Marketing Action Team to develop the database management system with the cooperation of all Angel Fire government and business entities.
- Work closely with the Resort to coordinate (and perhaps expand) information gathering efforts, not only for tourism promotion but to identify prospective residents or new business owners. However, it's important to remember that not everyone who comes to Angel Fire comes to visit the Resort; as the Community's amenities broaden this will be even more true. It's also broader data relative to prospective interest in living/working in Angel Fire, as well as specific cluster-related data. Therefore it's vital for the EDO to develop and maintain a broad-based and ongoing data collection system.
- Establish an EDO database that captures leads from all possible sources and assembles them in such a way to enable mining of information for statistical analysis as well as communications.
- Develop regular information-sharing among local hospitality and other public-contact businesses, to assist them in improving their own customer service while also providing the broadest data for the EDO. These information sharing gatherings could be organized under the auspices of the Chamber of Commerce as part of the Quality In-Service initiative.
- Segment data to deliver targeted marketing messages.

4.1.2 Strategy: Develop and implement Quality In Service (QIS) community-wide hospitality improvement plan to educate the business and service industries on customer service, business friendly practices and branding communication initiatives.

"Reach New Heights" speaks to higher levels of living and contributing to the community. The Chamber of Commerce is the natural entity to spearhead and manage this program, because one of the Chamber's key roles is to help businesses and the overall business community thrive.

Actions:

4.1.2.1 Develop a series of seminars for merchants and other public-contact businesses, with topics relating to customer service, hiring practices, employee training and branding and marketing topics. Include elements of pride -- in community living and in business practices.

4.1.2.2 Publicize "Reach New Heights" best practices.

4.1.2.3 Create "Reach New Heights" award(s).

4.1.2.4 The EDO as an organization should participate in Quality New Mexico and encourage the Community government and other local businesses and organizations to also participate. (QNM is a non-profit organization committed to improving New Mexico by helping government and businesses achieve qual ity and performance excellence through education and recognition.)

4.1.3 Strategy: Develop "Buy Local" business support program.

The EDO and Chamber of Commerce can jointly institute a Buy Local program that encourages local residents and visitors to support Angel Fire businesses. Studies show that locally owned businesses create more local jobs and, in some sectors, provide better wages and benefits than national chains. Most independent businesses are owned by people who live in this community and are committed to investing in Angel Fire's future. And local business owners and employees often possess a high level of expertise and a passion for the products they sell. The success of locally owned, independent businesses provides real-life inspiration to the community's young people, proving that they can stay in Angel Fire and prosper on their own terms.

Actions:

4.1.3.1 Create a marketing piece or other collateral.

4.1.3.2 Electronically link marketing piece(s) to all community websites.

4.1.3.3 Distribute print collateral at businesses and other portals throughout the community.

4.1.3.4 Include message points:

- Keeping Dollars in Angel Fire's Economy
- Embracing What Makes Angel Fire Unique
- Fostering Local Job Creation
- Nurturing Our Community
- Benefiting from Local Business Owners' Expertise

4.2 GOAL: The Economic Development Marketing Plan will target external audiences.

Angel Fire should have an effective stream of communication to capitalize on the marketing resources of its strategic partners. In addition, Angel Fire needs to activate its network of state services and legislators to move its economic development agenda forward for success.

4.2.1 Strategy: Create a long-term marketing and communications plan.

Actions:

4.2.1.1 Use resources of existing and new strategic partners to effectively help communicate the "Reach New Heights" economic development message.

Integrate design across all Angel Fire marketing publications

THE IDEA GROUP OF SANTA FE, LLC

- Work closely with existing strategic partners to ensure Angel Fire's brand and message(s) are promoted on partners' websites, in their collateral materials, and featured at trade and industry events.
- Work closely with the State Department of Tourism to maximize Angel Fire's visibility in State marketing materials, on the Tourism website, and at conventions, tradeshows and conferences.
- Explore cooperative advertising opportunities with key partners.

4.2.1.2 Create a "Reach New Heights" newsletter that highlights economic development and related community programs, heralds economic development accomplishments, and highlights champions of the brand.

- Distribute the newsletter electronically through a community database.
- Ensure distribution list includes economic development and related entities outside Angel Fire as well as "friends" of the community such as the Governor and state officials, legislators, Congressional representatives, etc.
- Distribute hard copies via Community offices, Visitors Center, Chamber office, the Resort, the Veterans Memorial, art and cultural venues and events, local business outlets.

4.2.1.3 Include brand artwork and key messages, with direction to EDO website, in the Angel Fire Visitor Guide and other community/tourism marketing materials.

4.2.1.4. Create an aggressive public relations plan to maximize exposure to internal and external markets.

- local and statewide media
- industry and trade publications

4.2.2 Strategy: Create a long-term marketing and communications plan specific to each target business cluster.

Actions:

4.2.2.1 Develop cluster profiles.

- Inventory existing cluster businesses
- Identify trends and growth opportunities
- Develop incentives to motivate cluster development
- Create resource list of industry champions, business leaders

4.2.2.2 Create targeted media lists for each economic development cluster.

4.2.2.3 Develop relationships with top tier media for all the economic development clusters.

4.2.2.4 Create a plan for ongoing communications pertaining to Angel Fire's economic climate for business development in targeted clusters.

4.2.2.5. Develop a list of key national media around regional stories on economic development. Business section and real estate contacts are important in this effort.

4.2.2.6 Obtain business databases for each cluster to conduct targeted marketing.

4.2.3 Strategy: Develop collateral materials (tool kit) necessary to support internal and external marketing.

As the Village, the Chamber and the proposed Marketing Action Team begins to develop its internal and external collateral materials, a consistent look and feel should be agreed upon by the marketing entities that integrates all Angel Fire design elements (logo, tagline, colors, fonts, spacing, wording, etc) into the standard Angel Fire graphical appearance. A style guide should be developed that includes specific font types, standardized PMS color choices, approved text, and copies of high resolution graphical files of logos.

Actions:

4.2.3.1 Produce a brochure that invites Angel Fire residents Angel Fire to "Reach New Heights" and participate in economic growth by starting a needed business in the community.
- Through Marketing Action Team, review and prioritize previously created lists of desired/needed businesses
- Distribute at Chamber, Community offices and economic development portals throughout the community

4.2.3.2 Produce a brochure that invites visitors to "Reach New Heights" by bringing their existing business to Angel Fire or taking advantage of emerging business opportunities.
- Distribute at local lodging, restaurants and other high-traffic venues
- Collaborate with event producers to deliver message to attendees
- Use as fulfillment piece for information requests
- Put downloadable version on EDO website

4.2.3.3 Produce a general brochure that describes Angel Fire's Economic Development Plan, identified targeted clusters and highlights "Reach New Heights" brand with key messages.
- Use as fulfillment piece for information requests
- Put downloadable version on EDO website
- Distribute at trade shows or other out-of-town events

4.2.3.4 Produce cluster-specific brochures for targeted use.
- Use as fulfillment piece for information requests
- Put downloadable version on EDO website
- Distribute at trade shows or other out-of-town events
- Distribute through public relations efforts to targeted media, trade associations and through conferences and events

4.2.3.5 Consider producing short video or DVD to support other marketing efforts.
- Use at trade shows or other gatherings
- Incorporate on EDO website

4.2.3.6 Position Angel Fire as a Green Community and capitalize on that status to attract businesses within the Green and Clean cluster. Work through the Environmental Protection Agency's Smart Growth program to earn Green Communit status. (The EPA's Green Communities Program sets standards for smart growth and offers fund ing resources for these communities. These Smart Growth programs help communties grow in ways that expand economic opportunity, protect public health and the en vironment, and create and enhance the placesthat people love to live. Angel Fire can tap into this resource and establish itself as a Green Community.

Angel Fire is well on the way to satisfying the requirement for Green Community status and can be qualified for grants that are detailed at www.epa.gov/greenkit/index.htm.

- Apply for appropriate funding
- Adopt a Green Community seal to be incorporated into marketing materials

4.2.3.7 Market Angel Fire as an overtly friendly community for veterans, veterans organizations and programs, events and conferences.

- Establish relationships in New Mexico and on the national level to identify veteran-specific programs and resources that could be recruited
- Develop "Reach New Heights" content directed toward veterans for inclusion in the Westphall Foundation's quarterly bulletin
- Post and update "Reach New Heights" message(s) on the Westphall Foundation's website and/or link to their website
- Investigate opportunities to implement a skiing-based rehabilitation program for veterans and other people with disabilities. (Please refer to the Appendix to see the Ski Apache Disabled Skiers Program FAQ's as a possible model to emulate.)

4.2.4 Strategy: Use existing or new events and/or business meetings to draw attention to target clusters.

Actions:

4.2.4.1. Consider creating a permanent, outdoor venue to host music or other performance events on a lawn setting. Use available land; perhaps construct a simple stage structure.

4.2.4.2 Work with independent producers to bring in musical events that could benefit causes or programs relating to target clusters, returning veterans and green/ clean initiatives.

4.2.4.3. Create additional recreational events (biking, skiing, marathons, triathlons, extreme sports, etc).

4.2.4.4 Identify and work with producers of festivals or other broad-audience special events such as food and wine, Oktoberfest.

4.2.4.5 Identify and market to producers of conferences, conventions and meetings that can bring business people within target economic development clusters into Angel Fire.

4.3 GOAL: The Economic Development Organization has a functional and financial structure to fully support marketing and other recruitment efforts.

4.3.1 Strategy: Create a Marketing Action Team.

The EDO is responsible for prioritizing and implementing the Economic Development Marketing Plan; the Marketing Action Team will support the EDO Board and executive director in that work, focusing on strategies aimed at each economic development cluster. The Marketing Action Team will be comprised of key stakeholder representatives, in order to facilitate broad-based communication and collaboration as plans unfold.

Actions:

4.3.1.1 Include representatives from the Community (including the Director of Tourism), the Resort, the Chamber of Commerce, the Vietnam Memorial, the arts, local developer(s) and real estate sales as well as "at large" business and/or com munity members.

4.3.1.2 Establish a subcommittee dedicated to each key cluster.

4.3.2 Strategy: Create an Events and Meetings Action Team.

The purpose of this Action Team is to create a schedule of conferences and events for Angel Fire built around the economic development clusters. This will expand overall tourism while serving to highlight Angel Fire's overall brand promise and specific opportunities relating to each cluster.

Actions:

4.3.2.1 To ensure strong coordination, this subcommittee will be chaired by the Director of Tourism.

4.3.2.2 Work with the Resort, Chamber of Commerce, Arts Council, Veterans Memorial and private developers to identify gaps and opportunities regarding events and meetings/conferences and to create a coordinated strategic plan to move forward.

4.3.2.3 Identify additional indoor or outdoor facilities/venues that could be developed to attract desired events.

4.3.3 Strategy: Create a comprehensive EDO website.

Actions:

4.3.3.1 Consider obtaining domain name: www.ReachingNewHeights.com.

4.3.3.2 Include broad-based content relevant for economic development and cluster targets under the" Reach New Heights" umbrella.

- "Reach New Heights" branding and communications message
- Information on available business incentives and permitting
- How to start a business in Angel Fire
- Demographic information
- Directory of local businesses (link to Chamber website)
- Available buildings and sites
- Tax (personal, property, GRT, etc.) information
- Description of Angel Fire's business friendly attitude and business-related programs (link to Chamber website)
- Data on available sites and buildings
- Economic development projects
- Economic development News
- Job postings
- Information about the Business Response Team

4.3.3.3 Include links to relevant Community departments (planning, etc.) and to outside business development resources.

4.3.3.4 Include links to key community websites, including
- www.afgov.com
- www.angelfireresort.com
- www.angelfireartspace.com
- www.angelfirechamber.org

4.3.3.5 All future communications from the Community of Angel Fire and the Economic Development Organization highlight the EDO website.

4.3.4 Strategy: Create a comprehensive database to support marketing and recruitment.

A business license system is an easy and highly effective way to capture valuable information about community businesses. This information can be used to track patterns of business growth as well as detect patterns of business demise, identifying issues which the Economic Development Organization and/or the Chamber of Commerce can address as part of the overall business retention program. The business license database also provides a valuable communication tool. Further, since there should be a fee for the license, funds are collected which can be used to further community business programs.

Actions:

4.3.4.1 Work with the Community to establish an Angel Fire business license requirement and fee.
- Design application form to capture desired business demographics
- Use information to construct comprehensive local business database managed and maintained by the EDO
- Use annual renewal paperwork to update database

4.3.4.2 Mandate that all or a portion of business license fees be directed to the Economic development organization to support its programs.

4.3.4.3 Create a separate mailing list (electronic and postal) to be used for disseminating information and or soliciting input regarding economic development issues.
- Local and outside organizations interested in Angel Fire's economic development
- Target cluster industry resources
- Regional and State officials, legislators, etc.
- Local, statewide, regional and national media

4.3.4.4 Develop a "leads capture" system to gather information on individuals and companies that inquire about doing business in Angel Fire.

4.3.4.5 Research and obtain customer relationship marketing (CRM) software to enable fully relational creation and tracking of information, segmentation and integration of database/s, events and other activities, leads management, and dissemination of communications.

4.3.5 Strategy: Create a marketing and advertising budget and identify sources of revenue to support it.

It's likely that for 2008 and 2009 the Economic development organization can anticipate limited marketing resources. Therefore, the Marketing Action Plan focuses on leveraging existing resources, along with an aggressive public relations effort, to tell the "Angel Fire: Reach New Heights" story. As described above, existing resources include community residents and visitors as well as marketing efforts of strategic partners and Angel Fire's own tourism-oriented marketing. While this near-term approach should have significant impact, every effort must be made to research opportunities to obtain additional long-term funding for recruitment and marketing.

Actions:

4.3.5.1 Continue to dedicate the Community's current tourism marketing budget to tourism- specific initiatives.

4.3.5.2 Use funds available through the EDO to focus on priorities identified by the Marketing Action Team, ensuring that economic development and tourism marketing are well coordinated to make best use of available dollars.

4.3.5.3 Increase the local GRT to help fund the marketing/advertising budget.

4.3.5.4 Research and follow up on opportunities to obtain grant dollars to further support marketing efforts.

4.3.6 Strategy: Form an Advisory Council of esteemed industry experts and influencers residing outside the Angel Fire region.

This Council will support the EDO's work by bringing specific, relevant "big picture" expertise and guidance to EDO initiatives and by serving as ambassadors for these initiatives in both the public and private sectors regionally and beyond. This expands the EDO's strategic capabilities while enhancing public awareness of Angel Fire's brand and economic development opportunities. A committed Advisory Council will provide specialized expertise and can advise on current and proposed policy, as well as be a sounding board on new and existing projects. Council members should be willing to be called by an EDO representative for guidance and strategy direction. Angel Fire should consider hosting the Advisory Council at semi-annual meetings where they can meet with the EDO board of directors and Marketing Action Team and receive updates on growth and plans for The Community.

Actions:

4.3.6.1 Invite participation from industry experts within the targeted clusters as well as others that can more broadly advance the EDO agenda.

4.3.6.2 Limit Council membership to ensure "nimbleness."

4.3.6.3 Consider the following recommended individuals or categories for Council membership:

- The Idea Group (strategic marketing solutions)
- Director, NM Department of Veterans Affairs
- Communications industry (to advise on connectivity issues and development)
- Cabinet Secretary, NM Department of Tourism
- Media

- Representative from LANL
- Energy conservation or "Green/Clean" industry
- Destination marketing expert

4.3.6.4 Develop a specific mandate that defines the Council's role and accessibility guidelines to Community representatives.

4.3.6.5 Use the Council to identify new resources to support economic development.

4.3.6.6 Ensure that the Council's function remains fluid but functional.