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INSPIRING IDEAS INSIDE



# Los Lunas Strategic Tourism Plan

March 2018



## RESOLUTION NO. 18-08

### A RESOLUTION OF THE VILLAGE OF LOS LUNAS ADOPTING THE LOS LUNAS STRATEGIC TOURISM PLAN.

**WHEREAS**, THE VILLAGE OF LOS LUNAS COUNCIL, the governing body of the Village of Los Lunas, has retained the authority to adopt master plans for the physical development of areas within its planning and platting jurisdiction as authorized by Chapter 3, Article 19, NMSA 1978, and

**WHEREAS**, Chapter 3, Article 19 permits the adoption of a master plan in parts provided that the part corresponds with one of the functional subdivisions of the subject matter of the plan or any part thereof, and

**WHEREAS**, the Planning and Zoning Commission, acting as advisor to the Village in matters related to planning has reviewed and recommended the approval of the Village of Los Lunas Strategic Tourism Plan; and

**WHEREAS**, the Village of Los Lunas Strategic Tourism Plan has been developed in accordance with findings of supporting studies and in response to the desire and needs of the Village; and

**WHEREAS**, adoption by the Village of Los Lunas Mayor and Council demonstrates their commitment to tourism development achieving the goals outlined in the Village of Los Lunas Strategic Tourism Plan.

**NOW THEREFORE, BE IT RESOLVED**, by the governing body of the Village of Los Lunas, New Mexico, that:

That the Village of Los Lunas adopts the Village of Los Lunas Strategic Tourism Plan.

**PASSED, APPROVED AND ADPOTED** this 24<sup>th</sup> day of May, 2018.

A blue ink signature of Charles Griego, Mayor, over a horizontal line.

Charles Griego, Mayor

**ATTEST:**

A blue ink signature of Gregory D. Martin, Village Administrator, over a horizontal line.

Gregory D. Martin, Village Administrator

# Strategic Tourism Plan

## TABLE OF CONTENTS

Purpose of the Los Lunas Strategic Tourism Plan.....	1
Executive Summary .....	4
Global Brand Perception Indicators .....	8
Target Markets .....	9
Los Lunas Tourism Brand .....	10
Tourism Strategies.....	20
Executing The Plan .....	27
About Once a Day Marketing LLC.....	28
Appendix.....	29

# Strategic Tourism Plan

## PURPOSE OF THE LOS LUNAS STRATEGIC TOURISM PLAN

### WELCOME

Once a Day Marketing, LLC is excited to present the *Los Lunas Strategic Tourism Plan* (**The Plan**). The Plan provides a practical approach to successfully brand and market the emerging Los Lunas tourism industry. Implementing the strategies identified in The Plan will ensure that residents, businesses, organizations and local government share a clear understanding of what the Los Lunas tourism brand stands for and how to work together to make the community a great place to play and stay. The proper execution of The Plan will positively shape the perceptions and experiences of Los Lunas tourism in the minds of tourists and visitors.



The Plan complements the research detailed in the *Los Lunas Tourism and Outdoor Recreation Industry Study* previously delivered by Once a Day Marketing LLC. The study identified the following tourism elements: 1) Assets and Amenities; 2) Activities; 3) Partners & Providers; 4) Opportunities; 5) Success Gaps and 6) Recommendations.

# Strategic Tourism Plan

The Plan prioritizes strategies and direction to follow immediately, such as enhancing the customer experiences at existing Village events. It highlights goals for developing and managing new programs and campaigns to promote Los Lunas as New Mexico's latest tourism destination as well as long-term strategies to implement in the future as time and budget allow such as creating new tourism attractions. Lastly, this document highlights objectives, key perception indicators, and measures of success.

The Los Lunas Strategic Tourism Plan has been prepared by Once a Day Marketing LLC, a Santa Fe-based consultancy that works throughout New Mexico to develop community brands and supports regional economic development and tourism initiatives. Our company previously developed the overarching Los Lunas brand of "Small Community. Big Possibilities" and the Village's economic development sub-brand of "A Community That Works." Information about our company is located at the end of this document.

## TOURISM BRANDING OVERVIEW

According to Ed Burghard, creator of the Strengthening Brand America Project, place branding is much more than a logo, tagline, website or brand positioning. It's the ability of the community to deliver on the brand promise and exceed visitor expectations. Burghard's simple equation clearly defines the elements of successful place branding:

$$\text{Place Branding} = \text{Place Making} + \text{Place Marketing}$$

Driven by short term desire to attract more visitors, many communities dive deep into *Place Marketing*. They create advertising campaigns and distribute marketing content through today's sophisticated marketing ecosystem including print, television, radio, billboards, internet and social media channels. The advertising piques the interests of targeted travels who seek out the destination. This visitation results in communities believing their Place Branding goals have been achieved.

However, many communities do not equally address the *Place Making* variable of the equation to ensure the visitor experiences meet or exceed expectations. When the traveler spends time and money to visit a destination and has a sub-par or negative experience, he or she will not only cease to visit the destination in the future but may also use social media avenues such as TripAdvisor to share the

# Strategic Tourism Plan

poor encounter online. Just like a spark can start a forest fire that rages across the landscape, a negative social media post can torch future desire of others to frequent the heavily marketed destination.

Our team strongly believes in the Place Branding equation and The Plan reflects our findings, strategies and recommendations to address both place making and place marketing. As the Village of Los Lunas moves forward with its partners to develop a thriving tourism industry, embracing the Place Branding equation and uniting the community behind it will ensure that visitors have a great experience and share via social media that others should visit the Village as well.



To create the optimum tourism brand for Los Lunas, strengths of both the community and its competitors have been assessed. Visitor needs are also a key driver of the brand positioning. With these elements identified, the goal is to create an identity and positioning that will be unique, compelling and believable and enable the community to differentiate from its competition (i.e. other communities looking to attract similar tourists and visitors). In the diagram to the left, the star pinpoints the best positioning for Los Lunas to stand out in the cluttered travel industry.

Once a Day Marketing LLC has been tasked by the Village of Los Lunas to develop a new tourism brand and strategic plan that will drive community efforts to attract more visitors to Los Lunas, increase their length of stay and expenditures, and ensure a rewarding customer experience (CX).

Figure 1 - Optimum Tourism Positioning

A community with a brand that clearly sets visitor expectations and experiences will firmly place the destination on the tourism map. A well understood brand attracts the right customers, provides “sight-doing” activities, and delivers a rewarding and memorable visit. Destinations such as the Hawaiian Islands, Disney Resorts, and the City of Santa Fe have created top travel brands and are experts at place branding. The Village of Los Lunas, following the tourism branding strategy identified in The Plan which includes place branding best-practices, will be able to develop a strong tourism brand as well.

# Strategic Tourism Plan

## EXECUTIVE SUMMARY

### PROJECT HISTORY

Los Lunas began its branding journey several years ago when Once a Day Marketing partner James Glover was hired to develop a unique community brand. Following extensive market research and community engagement, it was determined that Los Lunas and its citizens, despite its small size, were able to accomplish big things. From this insight a brand positioning was identified that Los Lunas is a place that enables its residents and businesses to achieve the American Dream in a safe community that provides an outstanding quality of life. The brandline "Small Community. Big Possibilities." was created to reflect this promise.

In addition to its overarching brand, our team created an economic development sub-brand of "A Community That Works." This branding has supported the ongoing recruitment efforts of the Village to attract new businesses and create more jobs. Attracting Facebook is a strong indicator that Los Lunas branding is working.

It is believed that the development of Los Lunas tourism industry would complement the strong economic development that is already taking place in the Village and would enhance the quality of life for residents and visitors by offering more amenities and activities. A thriving tourism cluster would further diversify the local economy, generate new economic-based jobs and enhance business and talent attraction. Lastly, this sector aligns with the current "Small Community. Big Possibilities." mindset and a new, exciting tourism sub-brand would nicely integrate into future Village of Los Lunas marketing and promotion.



# Strategic Tourism Plan

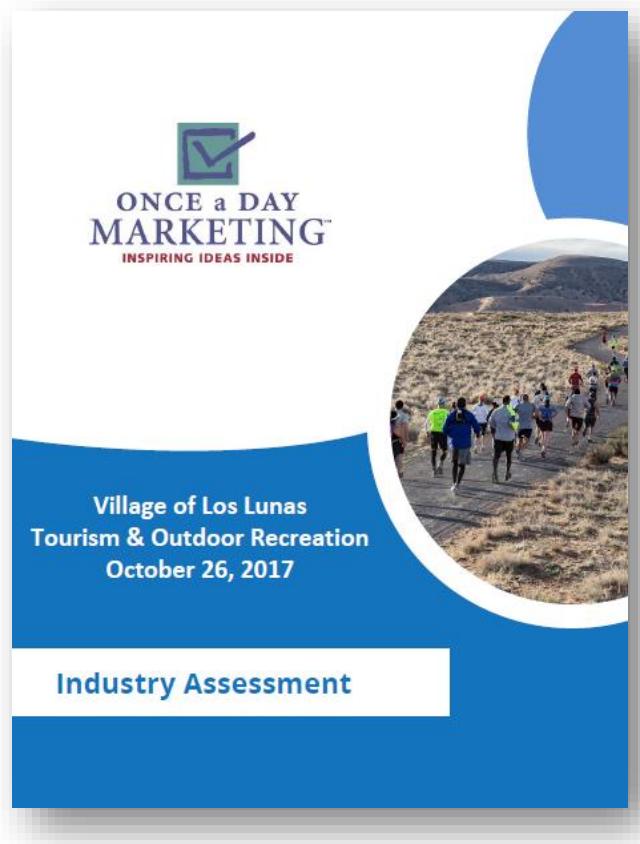
## PROJECT OBJECTIVES

The Plan embraces the following high-level objectives related to three key deliverables: Tourism Brand, Strategic Tourism Plan, and the Place Branding Action Plan. The objectives are:

TASK	OBJECTIVES
<b>Tourism Brand</b>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Inform the Los Lunas community about the new brand and how to use the branding in tourism marketing through presentations and formal training</li> <li><input checked="" type="checkbox"/> Create awareness, excitement and buzz for the branding effort community-wide</li> <li><input checked="" type="checkbox"/> Engage Los Lunas businesses and residents, provide information and tools to encourage community members to become brand ambassadors and deliver on the brand promise</li> </ul>
<b>Strategic Tourism Plan</b>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Promote Los Lunas as a great place to play and stay</li> <li><input checked="" type="checkbox"/> Create roadmap to follow to bring new tourists and visitors to Los Lunas</li> <li><input checked="" type="checkbox"/> Attract new businesses to support emerging tourism industry</li> <li><input checked="" type="checkbox"/> Create new experiences to further brand Los Lunas as tourism destination</li> </ul>
<b>Place Branding Action Plan</b>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Increase tourist visitation</li> <li><input checked="" type="checkbox"/> Extend stays and spends</li> <li><input checked="" type="checkbox"/> Enhance visitor experience within Los Lunas</li> </ul>

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# Strategic Tourism Plan



## PROJECT RESEARCH

To identify the current Los Lunas destination assets—amenities, activities, partners, providers & opportunities—that will be the foundation for developing a thriving tourism sector, Once a Day Marketing completed the *Los Lunas Tourism & Outdoor Recreation Industry Assessment*. The study, which is available from the Los Lunas Community Development Department, determined that this is an exciting time for the Village of Los Lunas to develop a tourism and outdoor recreation industry that will complement existing economic development initiatives. On the national level, tourism & outdoor recreation sectors are growing rapidly. New Mexico tourism is up and, at the local level, Los Lunas has an adequate foundation of tourism offerings and partners to formally enter this growing market.

## LOS LUNAS TOURISM BRAND

After reviewing the attributes that make Los Lunas unique and analyzing numerous tourism brand types, Once a Day Marketing recommends that the Village of Los Lunas develop an **experience brand** with a manner and tone that is exciting, energetic, imaginative, and adventurous. This type of tourism brand can be differentiated through the experience it provides, as much as or more than its tourism product or service offerings.

The brand essence for the new experience brand is that Los Lunas is the personable place that shares memorable and “soul-feeding” adventures that visitors simply love. Given the strengths and offerings of the community, Los Lunas can deliver on this brand promise. This positioning enables Los Lunas to use the proposed brandline of “Roads Less Traveled.”

# Strategic Tourism Plan

## STRATEGIC TOURISM PLAN

Once a Day Marketing, LLC prepared the *Strategic Tourism Plan* (The Plan) to identify priorities that, when implemented, will favorably change perceptions in the minds of targeted travelers about Los Lunas tourism experience. The goals of The Plan are to instill the mindset of the brand into the fabric of the entire community, build a support network that will collaborate to deliver on the brand promise that Los Lunas truly offers “road less traveled,” and promote Los Lunas with a strong, unified community voice and identity.

The Plan includes global brand perception indicators, target markets, points of difference, types of brands, brand platform statement, brand essence and brandlines.

Six strategic priorities were identified: Leadership, Visitor Experience, Infrastructure, Partnerships & Funding, Business Development and Branding & Marketing. The Plan is the high-level blueprint to follow to bring the Los Lunas tourism initiative to fruition.

## PLACE BRANDING ACTION PLAN

The *Los Lunas Place Branding Action Plan* has been developed to provide specific tactics to implement to advance the tourism project. The action plan integrates the place branding equation and shares both place making and place marketing recommendations for Los Lunas and its regional partners to prioritize and follow. The *Place Branding Action Plan* is designed to drive tourism behavior and performance and categorizes tasks by the six strategic priorities created in the *Strategic Tourism Plan*.

The Place Branding Action Plan has been created in a separate Excel document. The action plan features strategic direction and tactics with appropriate reference numbers. It also divides action items into broad marketing categories and lists responsible parties, timing and budget.

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# Strategic Tourism Plan

## GLOBAL BRAND PERCEPTION INDICATORS

To gauge the success of a tourism branding initiative, target audience perceptions and overall community brand stature should be measured. The Plan includes a list of global brand perception indicators that can be monitored and measured to determine whether or not Los Lunas tourism brand stature is growing and evolving in the right direction.

KEY PERCEPTION INDICATORS	MEASUREMENT CRITERIA
Community united under a single theme and voice	<ul style="list-style-type: none"> <li>• Demonstration of brand adoption</li> <li>• Goals accomplished leveraging the brand (e.g., Tourism Alliance)</li> </ul>
Community members understand the mindset of the tourism brand and deliver on brand promise	<ul style="list-style-type: none"> <li>• Residents/businesses integrating the brand</li> <li>• Number of exceptional customer experiences throughout the community</li> </ul>
Desired perceptions about the community	<ul style="list-style-type: none"> <li>• Favorable public comments &amp; enhanced online presence</li> <li>• Amount of earned media</li> </ul>
Branded offerings provided by the community	<ul style="list-style-type: none"> <li>• Number of businesses and organizations offering branded programs</li> <li>• Increased branded merchandise</li> </ul>
Improved customer service	<ul style="list-style-type: none"> <li>• Number of employees participating in Journey A2D training</li> <li>• Favorable public comments</li> </ul>
Increased interest in the community by target audience	<ul style="list-style-type: none"> <li>• Number of requests for brand related materials</li> <li>• Increased visitation to online sites / visitors to community</li> </ul>
Increased community participation	<ul style="list-style-type: none"> <li>• Number of residents exploring Los Lunas tourism amenities and activities</li> <li>• Number of attendees at Tourism Alliance and Play &amp; Stay meetings</li> </ul>
Enhanced quality of life	<ul style="list-style-type: none"> <li>• Increased amenities and activities aligned with the brand mindset</li> <li>• Initiatives to make Los Lunas a better place to Play &amp; Stay</li> </ul>
Increased community pride and goodwill	<ul style="list-style-type: none"> <li>• Positive public sentiment</li> <li>• Demand for branded merchandise</li> </ul>
Increased understanding of brand by tourists and visitors	<ul style="list-style-type: none"> <li>• Increased interest in Los Lunas as a place to play and stay</li> <li>• Number of visitors to Los Lunas</li> </ul>

# Strategic Tourism Plan

## TARGET MARKETS

Through research performed when creating the *Los Lunas Tourism & Outdoor Recreation Industry Assessment*, we identified a wide range of potential tourism and outdoor recreation prospects for Los Lunas to target in the future. We reviewed psychographic tourism sectors, outdoor recreation targets and demographic tourism targets resulting in 24 potential target audiences.

Given current Los Lunas resources and opportunities available, we have developed the primary and secondary sectors to attract. Primary targets relate to psychographic interests and secondary targets center on age demographics and the emerging Asian market. Identifying the best potential targets will enable Los Lunas to focus its place branding to accommodate these types of visitors.

PRIMARY TARGETS	
CATEGORY	DESCRIPTION
<i>Adventure Tourist</i>	Tourists traveling to remote or exotic locations in order to take part in physically challenging outdoor activities
<i>Agri-Tourist</i>	Visitors to any agriculturally based operation or activity at a farm, ranch, vineyard, etc.
<i>Arts, Culture &amp; History Tourist</i>	Tourists engaged with a country or region's culture, specifically the lifestyle of the people in those geographical areas, the history of those people, their art, architecture, religion(s), and other elements that helped shape their way of life; visitors to rural areas showcasing the traditions of indigenous cultural communities (i.e. festivals, rituals), and their values and lifestyle
<i>Creative Tourist</i>	Travelers seeking opportunities to develop their creative potential through active participation in courses and learning experiences
<i>Edu-Tourist</i>	Visitors seeking knowledge and experience on specific topics, rather than travel itself such as youth travelers, exchange students, workshop travelers and language school attendees
<i>Fairs, Festivals &amp; Events Tourist</i>	Tourists who travel to a city where a particular event or festival (music, arts & crafts, etc.) is the main reason for the trip

# Strategic Tourism Plan

SECONDARY TARGETS	
CATEGORY	DESCRIPTION
<i>Baby Boomers</i>	This group of travelers was born between 1946 and 1964, almost all plan to travel and have the discretionary income to enjoy a rewarding experience. They don't consider themselves as aging. At this point in life, they enjoy taking trips with family and reunions.
<i>Gen X</i>	Family life shapes this group born between 1965 and 1982. They may not travel far from home but want a comfortable and memorable experience.
<i>Millennials (Gen Y)</i>	There are more Millennials (1980s – 1990s) than Gen X and Baby Boomers. Millennials love to travel. They seek customized, unique experiences – not cookie-cutter big brands. They also enjoy group trips with friends.
<i>Asian/Other</i>	Mainland Chinese have become the largest group of travelers in the world. They have transformed travel markets in Australia and Thailand and are expected to reshape tourism in America as well. Five million Chinese are estimated to visit the USA by 2020. The Chinese love wide open spaces, cowboys and Indians, national parks, scenic beauty and gaming.

## Los Lunas Tourism Brand

Over the past few years, Los Lunas has done a remarkable job developing its community and economic development brands and has attracted numerous projects to make the Village a great place to live and work. Regarding tourism, however, Los Lunas is still an unknown. When travelers think about exploring New Mexico the chance that Los Lunas is considered as tourism destination is small. Santa Fe, Taos and Albuquerque typically come to mind. The reason? Each of these communities has created a strong and recognized brand and worked to develop broad offerings of things to see and do. Partners within each city and have collaborated to promote these destinations as well.

# Strategic Tourism Plan

In our assessment of Los Lunas, Once a Day Marketing determined that the community and the region have numerous tourism assets to offer and promote to a wide range of visitors. The biggest challenges facing the Los Lunas tourism initiative are establishing and promoting the new brand and uniting the community to work together to enhance and increase tourism experiences. Given the successful launch of its community and economic development brands, Los Lunas has the proven ability to introduce a new tourism brand as well.

A primary goal of the Los Lunas tourism brand is to excite the community to collaborate to develop place branding tourism experiences and deliver on the brand promise to make Los Lunas a “soul-feeding” and memorable destination to play and stay. The tourism brand will unite the community to create positive adventures throughout the Village.

Another major goal is to ensure that the tourism brand is relevant and will resonate with target audiences. A brand cannot be all things to all people and should establish the right expectations in the minds of potential visitors to attract travelers who will love the offerings provided by Los Lunas and the surrounding area.

The new Los Lunas tourism brand, along with the Strategic Tourism Plan, are designed to bring these goals to fruition.

## POINT OF DIFFERENCE

To determine the best tourism brand for the Los Lunas, we leveraged the primary and secondary research conducted in the industry assessment and identified the strengthens and challenges facing Los Lunas today and in the future. The *Points of Difference* table below recognizes 10 factors that Los Lunas may be able to differentiate from other tourism destinations. Specifically, these points of difference include: 1) industry & local products, 2) landmarks & icons, 3) location & access, 4) personality & values, 5) culture, 6) history, 7) legends & myths, 8) natural environment, 9) people and 10) physical attributes.



Understanding these factors supports our efforts to identify the optimal tourism positioning or star as explained in the Tourism Branding Overview above. Pinpointing the best positioning significantly increases Los Lunas's ability to differentiate in the competitive tourism industry not only in New Mexico but the USA and international markets as well.

# Strategic Tourism Plan

VILLAGE OF LOS LUNAS — POINTS OF DIFFERENCE			
Architecture and design		Attractions	
Celebrity and fame		Climate	
Cuisine and wine		Culture	✓
Emotional benefits and feelings		Ethnicity	
Events		History	✓
Industry and local products (Facebook)	✓	Influence and power	
Landmarks and icons (Rio Grande, Manzano Mountains, Tome Hill, El Cerro de Los Lunas)	✓	Legends and myths (Mystery Stone)	✓
Location and access (proximity to Albuquerque, I-25, Rail Runner, Rio Grande)	✓	Natural environment (Bosque and agriculture)	✓
Nightlife		People (friendly, welcoming, diversity)	✓
Personality and values (big possibilities)	✓	Physical attributes (small community)	✓
Social benefits		Sports	

# Strategic Tourism Plan

## NEW MEXICO TOURISM LANDSCAPE

To further identify the optimal tourism positioning or gold star for the Los Lunas tourism brand, we examined the existing New Mexico tourism landscape. Reviewing extensive New Mexico tourism promotional materials such as the New Mexico Tourism Department website (newmexico.org), the *New Mexico Adventure Guide*, and tourism brochures, we captured our findings using MindJet/MindMap software and logged regional tourism offerings across the state. The New Mexico Tourism Department has divided the state into six regions: Central, North Central, Northwest, Northeast, Southwest and Southeast. Detailed MindMaps of each New Mexico tourism region can be found in the appendix.



# Strategic Tourism Plan

Los Lunas is located in the Central Region, along with other such places as Albuquerque, Belen, Bernalillo, Corrales, and the Sandia, Santa Ana & Isleta Pueblos. A description of each region, as promoted by the *New Mexico Adventure Guide*, follows.

NEW MEXICO TOURISM REGIONS	
Central	Albuquerque is the gateway to this striking region. Find native culture, entertainment, dining, shopping, and many, many hot-air balloons
North Central	This part of the state combines vivid cultural experiences with mountain life awesomeness
Northwest	History, culture, and natural beauty have deep roots in these wide-open spaces
Northeast	More plains than peaks, this region is home to working ranches, historic towns, and storied stops along the Santa Fe Trail and old Route 66
Southwest	The old west mining and wilderness region is triangulated by Las Cruces and the destination towns of T or C and Silver City
Southeast	From White Sands to the depths of Carlsbad Caverns, New Mexico's outlaw country is packed with natural wonders and Old West lore

The Central Region has many tourism assets and experiences to promote including historic oldtown ABQ and Nob Hill, multiple casinos, the Isotopes and Lobos, Petroglyph National Monument, Sandia Peak Ski Area and Tram, ABQ Bio Park/Zoo/Botanic Gardens, ABQ museums, the Indian Pueblo Cultural Center, ABQ International Balloon Fiesta and Route 66.

Los Lunas has the opportunity to leverage the existing Central Region travel market by promoting its own ties to Route 66, access to the Manzano Mountains, exhibits and tours at the Heritage Museum and proximity to Salinas National Monument. Los Lunas can also differentiate by capitalizing on its unique history and culture, friendly and personable people, agrarian roots and location of UNM Valencia Campus.

# Strategic Tourism Plan

## TYPES OF BRANDS

Utilizing our community, economic and tourism branding experience, along with Los Lunas points of difference listed above, Once a Day Marketing assessed and reviewed nine potential types of tourism brands for Los Lunas. The brand types included *Experience, Conscious, Service, Innovative, Value, Performance, Luxury, Style and Disruption*. A description and tone/manner of each brand type is noted in the *Types of Brands* below.

Based on our findings, five of the potential brands were quickly eliminated due to the fact that 1) the positioning wouldn't be relevant for Los Lunas or 2) the community couldn't deliver on the brand promise. For instance, Los Lunas would be hard pressed to establish the "Luxury" brand; such a brand is more akin to the offerings of a destination like Beverly Hills or Monte Carlo.

At first glance, Los Lunas seemed positioned to align with four remaining brand possibilities: *Experience, Conscious, Service, Value*. However, three of the brand types were also dropped for the following reasons. Los Lunas would have to work very hard to develop a conscious tourism brand. A good example of a conscious brand is a national park that strives to protect the environment. Similarly, a service brand is not recommended because Los Lunas cannot control all the service aspects of the tourism experience in the community like a resort company such as Disney can administer. Lastly, Los Lunas could strive to be known as a value tourism destination but the potential activities and experiences that Los Lunas will offer to visitors warrant higher prices. There is no reason to be perceived as bargain tourism destination.

With the pros and cons completed, it was determined that the **Experience** brand positioning is best suited for an attractive and desired Los Lunas tourism brand:

<b>Experience Brand</b>	Los Lunas is differentiated through the experience it provides, as much as or more than the product or service
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# Strategic Tourism Plan

TYPE OF BRANDS		
BRAND CHARACTER	DESCRIPTION	TONE & MANNER
Experience Brand	Differentiated through the experience it provides, as much as or more than the product or service	Exciting, energetic, imaginative, adventurous
Conscious Brand	Is on a mission to make a positive social or environmental impact or enhance people's quality of life	Inspiring, thoughtful, transparent
Service Brand	Consistently delivers high-quality customer care and service	Humble, predictable, friendly
Innovative Brand	Consistently introduces advanced and breakthrough products and technologies	Risk-taking, imaginative, progressive
Value Brand	Offers lower prices for basic quality	Down-to-earth, practical, straightforward
Performance Brand	Offers products that deliver superior performance and dependability	Precise, confident, reliable
Luxury Brand	Offers higher quality at higher price	Discriminating, refined, glamorous
Style Brand	Is differentiated through the way its products or services look and feel, as much as or more than what they do	Creative, stylish, contemporary
Disruptive Brand	Challenges the current ways of doing things and introduces new concepts that substantively change the market	Rebellious, confident, daring

# Strategic Tourism Plan

## BRAND POSITIONING

Using the insightful information and strategic thinking harnessed from the components above, the Los Lunas brand positioning statement was developed as the foundation for future brand alignment and marketing communication by the Village of Los Lunas. The positioning statement reflects how the community wants to be perceived by visitors in the future. It identifies the unique aspect of the brand, target markets, frame of reference for the brand, functional benefits of the brand, permission to believe that the brand can deliver on its promise, and the emotional benefits derived by visitors from a Los Lunas experience.

This is the internal Los Lunas perspective that succinctly spells out the essential elements of a successful community brand. From this statement, all future branding and marketing communications will be developed.

This statement is the foundation for the brand promise and will be used to drive all future Los Lunas messaging and marketing. It generates visitor expectations about the Los Lunas experience. It will create one voice for the community and enable marketing partners to share compelling, consistent, and on-going messaging that reinforces the meaning of the Los Lunas brand.

TOURISM EXPERIENCE BRAND POSITIONING	
Target Audience	For tourists who seek a personable community who shares memorable and “soul-feeding” adventures,
Frame of Reference	the Village of Los Lunas, located just 22 miles south of Albuquerque along Interstate 25 and the Rail Runner line
Point of Difference	and nestled between the picturesque Manzano Mountains and El Cerro de Los Lunas along the Rio Grande,
Reason to Believe	offers unique, diverse and intimate experiences (see and do)
Benefit	that travelers love, cherish and never forget.

# Strategic Tourism Plan

## BRAND ESSENCE & PROMISE

From the brand positioning shared above, the essence or DNA of the Los Lunas tourism brand has been distilled down to a simple statement:

*Los Lunas is the personable place that shares memorable and “soul-feeding” adventures that visitors simply love.*

This brand promise reflects the expectation that Los Lunas will create in the minds of targeted customers. The Village must strive to deliver this brand promise to each and every traveler to the community. The brand promise also establishes success criteria for all partners to use to evaluate brand performance.

The simple branding question to ask in the future on any aspect of Los Lunas offerings: Are we delivering “soul-feeding” and memorable adventures that visitors love? If the answer is yes, then perceptions in the minds of travelers will be positive and the strength and stature of the Los Lunas tourism brand will climb. If the answer is no, the community must work together to refine and rework the offering until a strong yes is achieved.

Lastly, Los Lunas and its partners can always improve the brand offering. Even if the answer is yes, the next question to ask is how can we get our visitors to love our “soul-feeding” and memorable adventures even more. It should be noted that branding is a 24/7/365 task that goes on forever. Once the Los Lunas travel brand is launch, the community will always work to make the travel experience better.

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# Strategic Tourism Plan

## PROPOSED BRANDLINE

A brandline, also referred to as a slogan or tagline, is a short, memorable phrase that aligns with the brand positioning and enables target markets to quickly recognize and clearly understand the essence of the brand. Nike has "just do it." Allstate uses "You're in good hands." And of course, Disneyland's famous "The happiest place on Earth."

Once a Day Marketing identified numerous brandlines categorized as welcoming, memorable, soul-feeding, adventurous, and love. These brandlines were shared and discussed with Village administrators. A final brandline of **"Roads Less Traveled"** was selected by the staff. This new brandline will enable potential Los Lunas visitors to easily recall the Los Lunas tourism brand, gain a quick understanding of tourism offerings and experience, and pique their interest to learn more about the destination. Brandline rationale follows.

BRANDLINE	RATIONALE
<b>Roads Less Traveled</b>	<p>1) It's a familiar phrase with specific meaning to what we want Los Lunas visitors to think and experience when visiting. Here is an excerpt from Wikipedia: Metaphorically speaking, someone who takes 'the road less traveled' is acting independently, freeing themselves from the conformity of others (who choose to take the road more often traveled'), generally making their own choices, and perhaps leaving a new trail that will become the road more often traveled.</p> <p>2) It comes from the famous Robert Frost poem "The Road Not Taken" and has a nice hidden meaning too:</p> <p style="padding-left: 40px;">Two roads diverged in a wood, and I— I took the one less traveled by, And that has made all the difference.</p> <p>3) It has a double meaning: a) related to the mindset above and making all the difference and b) taking real backroads of Los Lunas and the surrounding area with lots of exciting choices and opportunities in a not so crowded setting...in other words our visitors can escape on their own.</p> <p>4) This brand line accurately reflects what the visitor experience will be.</p> <p>5) Implies adventure without having to say it. It enables Los Lunas to use the word "adventure" in all its print copy and messaging. This way Los Lunas isn't redundant with adventure in brandline and in copy.</p>

# Strategic Tourism Plan

## TOURISM STRATEGIES

Once a Day Marketing has identified six strategic tourism priorities for Los Lunas. The elements include *Leadership, Visitor Experience, Infrastructure, Partnerships & Funding, Business Development and Branding & Marketing*. For Los Lunas to successfully launch its tourism sector, a consistent pursuit of each component must be initiated. A definition of the priorities follows.



### STRATEGIC PRIORITY #1: LEADERSHIP

This first priority requires the Village of Los Lunas make a formal commitment to develop and grow a thriving tourism industry. It is essential for appropriate resources to be allocated that ensure exceptional place branding is established and maintained. Leadership also confirms that the Village is working every day to advance the initiative through village government, community taskforce and workgroups, and public/private partnerships which will be formed. Other leadership factors include embracing the new Los Lunas tourism brand, the *Los Lunas Strategic Tourism Plan*, and the *Los Lunas Place Making Action Plan*.

### STRATEGIC PRIORITY #2: VISITOR EXPERIENCE

The best way to advance the Los Lunas tourism initiative is for the Village to offer exemplary visitor experiences and warm welcomes for its travelers. The goal is to mimic the best practices administered by Disney and Virgin, two of the top customer-centric brands in the world.

# Strategic Tourism Plan

Key success ingredients include integrating the mindset of the new tourism brand throughout the community; establishing a guarantee that Los Lunas will always strive to deliver “soul-feeding” and memorable tourism experiences; providing ongoing customer service training; enhancing existing tourism offerings; advancing new tourism experiences and attractions; and encouraging **tangible tourism**.

Travelers today are no longer sightseers but sight-doers. They want to immerse themselves into authentic, rewarding experiences. NMTD has coined this travel trend tangible tourism and defines it below.

*Tangible Tourism (noun): The multidimensional experience a visitor has when their senses or emotions are engaged in an activity unique to the area in which they are visiting.*

The Plan recommends that Los Lunas actively address tangible tourism by working with community partners to develop and promote creative tourism, experiential tourism, immersive experiences and authentic experiences. The criteria to follow is whether or not Los Lunas is a place that provides “soul-feeding” and memorable experience that visitors truly love. Quality is key over quantity. By providing tangible tourism offerings and delivering on its brand promise, Los Lunas generates favorable impressions in the minds of visitors who will be inclined to both visit Los Lunas again and recommended The Village to family and friends.

## STRATEGIC PRIORITY #3: INFRASTRUCTURE

Tourism infrastructure is the third strategic priority and it is a major component of successful place making. As the Los Lunas tourism brand is promoted, it will attract visitors from New Mexico, the USA and foreign countries. To deliver a first-class tourism experience when travelers arrive, it's imperative that quality infrastructure is in place. Shabby or low-quality infrastructure will generate negative perceptions in the minds of tourists and hinder the expansion of the initiative in the future.

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# Strategic Tourism Plan



A tourism infrastructure plan should be developed and the appropriate resources allocated. Priorities should range from low cost / short-term tactics that instantly enhance the visitor experience to high cost / long-term capital improvements that will significantly increase tourism visitation and brand Los Lunas as a top-notch destination.

Infrastructure elements might include branded wayfinding / signage, an amphitheater at the Transportation Center, a Route 66 Museum and more overnight capacity. New visitor experiences such as a water-wise garden specifically designed to attract hummingbirds, bees and butterflies or a climbing apparatus for outdoor enthusiasts and active families will further put the Village on the tourism map, generating more gross receipts and lodger tax revenue.

## STRATEGIC PRIORITY #4: PARTNERSHIPS & FUNDING

The *Los Lunas Tourism & Outdoor Recreation Industry Assessment* identified numerous tourism agencies, organizations and providers for the Village to partner with to develop and expand its tourism initiative. The major partner for Los Lunas is the New Mexico Tourism Department which is dedicated to expanding regional tourism throughout the state via its New Mexico True brand.

# Strategic Tourism Plan



New Mexico True is the overarching tourism brand and it is the first statewide branding initiative that has been enthusiastically embraced and supported by New Mexico communities to promote tourism. To date, New Mexico True Community Partners include: *Gallup, Aztec, Artesia, Santa Rosa, Silver City, Truth or Consequences, Rio Rancho, Elephant Butte, Bernalillo, Valles Caldera, Jemez, Harding County, Eagle Nest, Las Vegas, Moriarty, Carlsbad, Deming, Sky City, Roswell, Alamogordo, Cloudcroft, Las Cruces, Red River, Taos and Los Alamos.*

The brand positioning created by True is that New Mexico is a place that offers outstanding adventure steeped in culture. The brandline for the True campaign is Adventure that Feeds the Soul. While states like Colorado and Utah do offer great adventures, they lack the ability to offer amazing cultural experiences. From a branding perspective, the fact that New Mexico can offer both adventure AND culture is the state's unique differentiator and dramatic difference from other competitive destinations.

NMTD has been tirelessly working to create awareness of the brand in the minds of travelers seeking adventure and culture. Utilizing many marketing ecosystem components such as television, dynamic website, FAM trips, print, billboards, online sweepstakes, photo contests, videos, social media, outreach, visitor centers, geo-targeted ads, etc., the True campaign is growing the fly and drive market to the state, generating approximately 34 million visits and building a \$6 billion travel industry.

As a New Mexico True Community Partner, Los Lunas has the opportunity to collaborate with NMTD on many strategic tourism initiatives that will enable the Village to maximize its branding reach to a wider target audience and better leverage available financial resources. Specific "True" strategies and tactics are outlined in the Los Lunas Place Branding Action Plan.

Los Lunas has the opportunity to align with other partners to advance the initiative including the New Mexico Hospitality Association, Albuquerque Convention & Visitors Bureau, UNM – Valencia Campus, and regional agriculture and art businesses and organizations.

# Strategic Tourism Plan

In addition to tourism partnerships, it's critical that Los Lunas seek out funding sources to develop and grow its tourism industry. Given that tourism is seen as an economic driver, the Village can pursue a wide range of grants that support infrastructure development, workforce, customer service training and job creation. Further, Los Lunas should seek public/private partnerships and ventures that enable the community to grow its tourism offerings and leverage the resources of the private sector.

## STRATEGIC PRIORITY #5: BUSINESS DEVELOPMENT

Los Lunas has a proven track record in economic development. The recruitment of Facebook is a prime example of this success. The goal to build a thriving tourism industry will enable the Village to target new business expansion / job growth opportunities in the future.

As Los Lunas expands its tourism sector, the initiative will be a great driver for retaining and expanding existing tourism businesses, launching new tourism-focused startups, and recruiting other visitor-centered companies. These firms will develop more traveler offerings that will increase single-day and extended-day visitation and spending. Lodgers tax revenue will climb. Further, as the base of tourism companies expands, additional support services will increase as well, also generating more gross receipts tax for the Village and improving quality of life for residents.

Being proactive to build the tourism industry, Los Lunas can target Mainland Chinese tourists. Long-term, there might be no bigger opportunity for Los Lunas to build its visitor base than to create the right offerings to attract Mainland Chinese visitors. A new memorandum of understanding between the US and Chinese Governments permits large tours of Chinese to visit the US. Destinations such as the Grand Canyon, Yosemite and Yellowstone are already seeing large numbers of Chinese tourists. With its outdoor, art and cultural offerings, scenic beauty and wide-open spaces, proximity to national parks, and nearby gaming venues, Los Lunas has the essential elements to build a successful Chinese inbound tourism market.

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# Strategic Tourism Plan

## STRATEGIC PRIORITY #6: BRANDING & MARKETING

With the new tourism brand now defined, and the other strategic priorities addressing place making aspects of the visitor experience identified, Los Lunas is well positioned to launch a successful marketing campaign to establish the community as New Mexico's newest "off-the-beaten-path destination for travelers to experience. Los Lunas has substantial experience branding its overarching community reputation of "Small Community. Big Possibilities." and the economic development sub-brand of "A Community That Works." This brand management expertise will enable the community to establish a clear understanding in the minds of targeted visitors that Los Lunas is a place that provides "soul-feeding" and memorable adventures that tourists simply love.

The *Place Branding Action Plan* lists numerous branding and marketing tasks for Los Lunas to implement to strengthen the stature of its new tourism brand and to create traveler inquiries and visitation. An example of the action plan follows on the next page. Key action items include enhancing the existing Village of Los Lunas app, building a dedicated visitor website, creating a presence on the New Mexico Cultural Affairs Department "Cultural Atlas" app, developing and launching the "Roads Less Traveled" campaign, and leveraging the marketing opportunities of New Mexico True.

Another major tactic of the branding & marketing strategic priority is to aggressively utilize social media and digital marketing. This plan emphasizes best-practices in Internet and social media marketing to target and attract desired travelers. Most people today use smart phones, tablets and laptops to access travel information. Using leading search engines such as Google, they research and book trips that align with their personal interests. Los Lunas has the opportunity to convert online visitors by developing and managing a strong online presence that utilizes digital strategies such as AdWords/pay-per-click, re-targeting, geo-fencing, blogging, hashtags, social media/inbound marketing, webcams and e-newsletters.

**Roads Less Traveled Campaign:** Because of its proximity to Interstates 25 & 40, Los Lunas has a steady flow of potential visitors on a daily basis that might visit food establishments or shop at box stores and downtown retailers. Los Lunas has the opportunity to create compelling and enticing local promotions to convert these visitors into tourism customers for Los Lunas experiences. The plan highlights a local campaign called "Roads Less Travel." designed to call attention to Los Lunas offerings with potential visitors are spending time in town. This campaign directly aligns with the brand promise and enhances visitors experience within the Village.

# Strategic Tourism Plan

<b>Village of Los Lunas</b> <b>Place Branding Action Plan</b> <b>2018</b>			
#	Strategy	Tactics	Category
<b>1. LEADERSHIP</b>			
1.01	Tourism Initiative	Pass a Village resolution to officially endorse the Los Lunas tourism initiative and demonstrate commitment to provide necessary resources to support this effort in the future	PLACE MAKING
1.02	Tourism Budget	Develop and approve formal place branding/tourism budget	PLACE MAKING
1.03	Tourism Taskforce	Form tourism taskforce comprised of local government, businesses, organizations, schools and other tourism-related partners to advance initiative	PLACE MAKING
1.04	Tourism Workgroups	Form workgroups: Visitor Experience, Infrastructure, Partnerships & Funding, Business Development, and Branding & Marketing, to implement the place branding action plan	PLACE MAKING

Figure 2 - Example of Place Branding Action Plan

# Strategic Tourism Plan

## EXECUTING THE PLAN

The *Los Lunas Strategic Tourism Plan* clearly defines target markets, brand positioning and strategic priorities. Accompanied by the detailed *Los Lunas Place Branding Action Plan*, the Village has roadmaps to follow to build a thriving tourism industry. The Village now has action items to implement short-term, mid-term and long-term to bring this exciting economic development initiative to fruition.

With The Plan, Los Lunas is ready to formally launch a proactive new tourism experience that will attract targeted markets to the community and encourage visitors to stay longer and to spend more during their visits. The rollout of the brand and the implementation of the place making action plan will take time. We have listed seven key next steps to officially initiate the Los Lunas branding journey.

- Adopt the *Los Lunas Strategic Tourism Plan*
- Prioritize *Los Lunas Place Branding Action Plan* and assign responsibilities, timelines, and budgets
- Form Los Lunas Tourism Alliance and begin to integrate the mindset of the new brand into the community
- Refine and enhance current inventory of Los Lunas tourism offerings and experiences
- Develop recommended social media channels and utilize Internet best-practices advertising strategies
- Create local "Roads Less Traveled" campaign to begin converting existing transient visitors into tourism customers
- Work with NMTD immediately to implement NM True branding and marketing opportunities

Once a Day Marketing LLC is excited that Los Lunas is moving forward with a new tourism brand and initiative. The Plan provides the voice, tone and manner for Los Lunas to share across the community and with its target markets. As the tourism branding effort continues, the Village of Los Lunas will have opportunities to develop a unique identity and deliver on a brand promise that will attract desired visitors. Without a doubt, **Los Lunas will be the personable place that shares "soul-feeding" and memorable adventures that visitors simply love.**

# Strategic Tourism Plan

## ABOUT ONCE A DAY MARKETING LLC



Founded in 2012 by partners James Glover and Marianne Tenenbaum, Once a Day Marketing is a leading New Mexico-based strategic planning and branding consultancy. The company's unique business focus seamlessly blends knowledge and experience of economic development, tourism, and community branding with proven strategic planning and implementation.

Once a Day Marketing understands the importance of place branding and how place making and place marketing directly impact the ability of cities and counties to attract new residents, businesses, talent and tourists. We pride ourselves on inspiring

innovative ideas and developing actionable, strategic solutions for our clients that align with their available resources and abilities to achieve strategic goals and objectives.

Once a Day Marketing partners are currently engaged in many New Mexico strategic initiatives including the brand integration for Los Alamos County; brand development for Alamogordo; preparation of the statewide comprehensive economic development strategy for the New Mexico Association of Regional Councils (NewMARC); community branding and development of the outdoor recreation industry for Farmington, NM, and the public relations campaign to eliminate illegal dumping in Dona Ana County.

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# Strategic Tourism Plan

## APPENDIX

Detailed MindMaps of each New Mexico tourism region follow.

- 1) Central Region
- 2) North Central Region
- 3) Northwest Region
- 4) Southwest Region
- 5) Northeast Region
- 6) Southeast Region