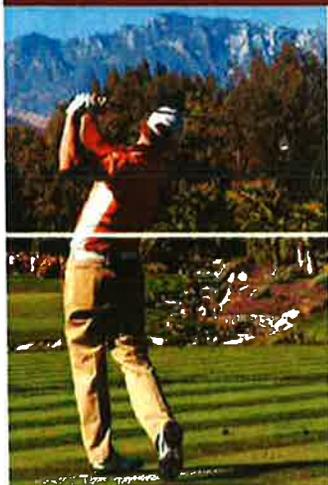




INDIAN WELLS

CALIFORNIA



2008 - 2010
STRATEGIC MARKETING PLAN





This Strategic Plan was prepared as part of a collaborative effort between the Indian Wells Marketing Committee, City Staff and PMC.

For the City of Indian Wells

For PMC

The Honorable Mary T. Roche, *Mayor*

Kendall Flint, *Director of Strategic Communications*

The Honorable Ed Monarch, *Councilmember*

Stephen Prestwood, *Research*

Greg Johnson, *City Manager*

Douglas Brooks, *Research*

Nancy Samuelson, *Director of Marketing and Community Relations*

Louis Lillegard, *Graphic Designer*



This Strategic Plan covers fiscal years 2008/2009 and 2009/2010. The goals, strategies and tactics described are intended to be repeated both years. They will be reviewed at the conclusion of the first year and refined if necessary to reflect changing market conditions. At present, the annual budget is expected to increase in the second fiscal year to reflect cost of living increases of approximately 3%.



TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	1
2. MARKET DYNAMICS	10
3. KEY AUDIENCES	16
4. STRATEGIC PLAN	18
5. BUDGET & SCHEDULE	46



Our Mission

Create an unsurpassed quality of life for our residents and guests by providing superior public safety, exceptional service, and outstanding amenities that will further enhance our image as a prestigious community.



EXECUTIVE SUMMARY

The overall goals for our 2008–2010 Strategic Marketing Plan are:

- To support the fulfillment of the City's brand vision to create and sustain an unsurpassed quality of life for residents and guests.
- To become internationally recognized as a prestigious community and luxury destination.



The City of Indian Wells has branded itself as an intimate and tranquil California desert destination for discerning individuals who seek and value exclusive experiences. The City is uniquely dedicated to preserving the exceptionally high quality of life enjoyed by its residents as well as ensuring an outstanding experience for its guests. The purpose of this Strategic Marketing Plan is to promote that brand and position the City for success by coordinating the broad range of strategies and tactics employed by the City's Marketing and Community Relations Department.



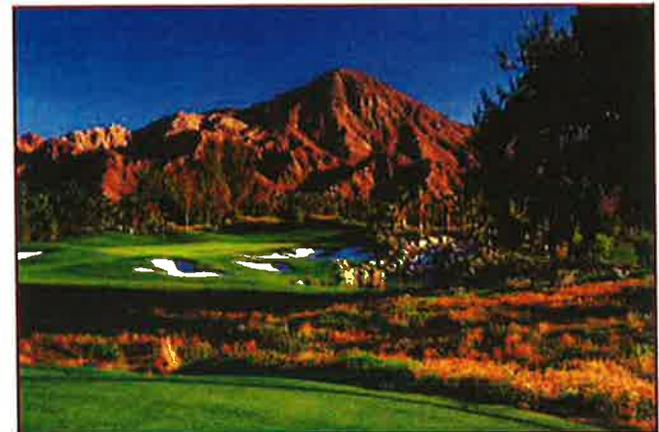
2007–2008 ACCOMPLISHMENTS

The City of Indian Wells developed and successfully implemented its first Strategic Marketing Plan in fiscal year 2007/2008. That plan included completion of the overall Indian Wells branding roadmap and foundation, completion of the new City of Indian Wells Web site which enjoyed an 11% increase in traffic, development of new collateral and marketing materials to support the brand, and improvements and enhancements to community outreach.

The year also saw the City's signature events, the Pacific Life Open and the LG Skins Game, well attended, garnering the City valuable national and international renown. Successful marketing efforts also resulted in the City's two golf courses, the Celebrity and the Players, being ranked in the top 10 municipal courses by Golfweek magazine – making Indian Wells the only municipal facility in the country with two courses in the top 10.

Successful marketing efforts in 2007 generated over 44,000 leads to our Resort Partners through our Web site and over 8,800 phone calls through our tracked 800 number. We increased our tourism database to over 22,000 individual contacts and our group planner database to over 1,500.

The Department is exceeding its goals and is appropriately positioned to implement its new Strategic Plan.





STRATEGIC PLAN MARKETING BUDGET

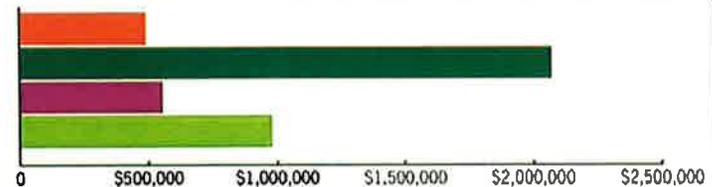


■	Public Relations/Community Communications.....	\$343,658.....	29%
■	Brand Advertising.....	\$461,395.....	39%
■	Web/Online.....	\$218,961.....	18%
■	Group/Meeting.....	\$137,420.....	12%
■	Leisure.....	\$31,600.....	3%
	Total.....	\$1,193,034	

THIS IS THE APPROVED BUDGET FUNDING AND EXPENDITURES

The City of Indian Wells has allocated \$5,300,309 for fiscal year 2008/2009 and \$5,489,893 for fiscal year 2009/2010 for advertising, marketing and public relations. The largest segment of this budget, \$2,070,000 for fiscal year 2008/2009 and \$2,143,500 for fiscal year 2009/2010, is for sponsorship of the LG Skins Game. These funds come from the City's Redevelopment Agency and account for 39 percent of the total budget. Thirty-two percent of the City's annual advertising, marketing, and public relations budget comes from the City's General Fund. Revenues from hotel sales account for 27 percent, and revenues from the City's Document Transfer Tax account for 2 percent.

Marketing and Community Relations Department Staff	\$489,750
LG Skins Game Sponsorship	\$2,070,000
Cultural and Promotional Sponsorships	\$554,525
Palm Springs Desert Resorts (CVA).....	\$975,000





EXPENDITURES

Currently the Department includes three full-time employees: the director, a marketing associate and an administrative assistant. Together they account for 9 percent of the total budget. Eighteen percent of the City's budget (\$942,162 fiscal year 2008/2009) is paid to the Palm Springs Desert Resort Cities Convention and Visitors Authority. These funds come from Hotel Tax revenues. As mentioned previously, the City allocates 39 percent of its budget to sponsorship of the LG Skins Game. The balance of the budget, approximately \$1,193,034 in fiscal year 2008/2009, is divided between nine main Strategic Channels which will implement the additional strategies and tactics associated with this Strategic Marketing Plan.

Indian Wells is an intimate and tranquil California desert destination for discerning individuals who seek and value exclusive experiences. Indian Wells is dedicated to preserving the quality of life for its residents and caters to guests as if they were members of the City's residential family.

INDIAN WELLS STRATEGIC CHANNELS

- | | |
|--------------------------------------|---|
| 1. Public Relations | <ul style="list-style-type: none">• Media Relations• Crisis Communications |
| 2. Research | <ul style="list-style-type: none">• Resident Survey• Leisure Traveler Survey |
| 3. Brand Advertising | <ul style="list-style-type: none">• Magazine Ads• Radio and Television |
| 4. Signature Events & Sponsorships | <ul style="list-style-type: none">• LG Skins Game/PacificLife Open• Community Events |
| 5. Community Identity | <ul style="list-style-type: none">• Monument Signs• Highway 111 Beautification |
| 6. Online/Web Strategies | <ul style="list-style-type: none">• Click-Through• Online Market/Web Site Optimization |
| 7. Community/Resident Communications | <ul style="list-style-type: none">• Monthly Newsletter• Ambassador Program/Community Marketing |
| 8. Group/Travel Trade | <ul style="list-style-type: none">• Luxury Immersion Experience (FAM)• Sales Missions |
| 9. Visitor/Guest Outreach | <ul style="list-style-type: none">• Visitor Guide Update• In-Room Programming |



COMPETITION

Competition on the state level in regard to this desert oasis luxury niche market comes from its regional neighbors in Palm Springs and surrounding communities. However, these communities share a mutually beneficial relationship as tourism dollars spent in the Coachella Valley will most likely be disbursed throughout these jurisdictions. The most substantial state competition will come from Orange County, San Diego and Los Angeles tourism markets generating dollars from substantial entertainment, shopping and beach-going markets. They generate vast amounts of tourism dollars to Southern California and present an opportunity for Indian Wells to lure its target demographic, due to the City's proximity and niche market amenity types.



Within the Coachella Valley, Indian Wells' main competition comes from Rancho Mirage and Palm Desert. They are also considered upscale communities with quality amenities; however, Indian Wells remains the Gold Standard High-end Luxury choice.

Coachella Valley Transient Occupancy Tax Revenues
in Thousands of Dolares

Jurisdiction	TOT	2004	2005	2006
Cathedral City	11%	1,248.0	1,296.0	1,426.3
Desert Hot Springs	10%	782.7	817.1	904.7
Indian Wells	9.3%	4,267.2	4,884.7	5,352.9
Indio	10%	1,097.4	1,220.0	1,322.0
La Quinta	11%	4,261.8	4,831.3	5,437.2
Palm Desert	9%	7,609.2	7,718.3	8,132.7
Palm Springs	12.5%	12,317.4	13,360.0	14,676.5
Rancho Mirage	10%	5,148.7	5,687.3	5,877.5

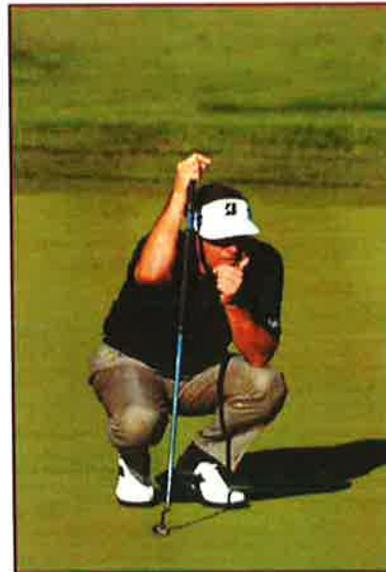
Dean Runyon Associates



MARKET DYNAMICS

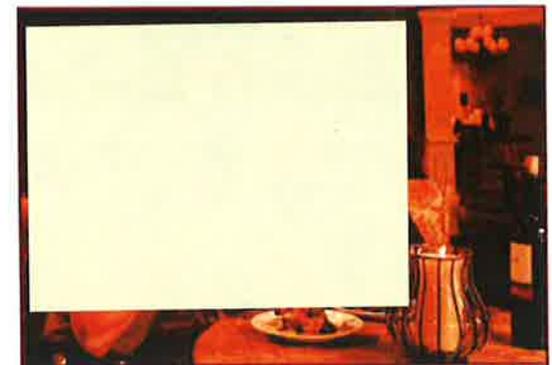
In-state visitors represent the highest volume of travelers in California. In 2005, California residents represented 80 percent of travelers, or 279.8 million person-stays, and \$42 billion in travel spending. Residents spend an estimated \$435 per person per trip in California. California's primary out-of-state domestic leisure markets are Washington, Oregon, Nevada, Arizona, New Mexico and Utah. Leisure visitors from these states totaled 19.3 million or 51 percent of non-resident leisure travel to California in 2005.

According to the Auto Club of America, 2008 marked the first time in the past decade that automobile trips actually decreased nationwide and specifically here in California. Rising fuel costs and gas prices have resulted in a surge of "staycations" with potential travelers opting to stay at home. This trend applies to all socioeconomic groups with the exception of luxury travel, which has remained consistent with previous years' data.



**Eighty percent of travelers
in California are from
the Golden State.**

2007 – California Tourism & Travel Commission

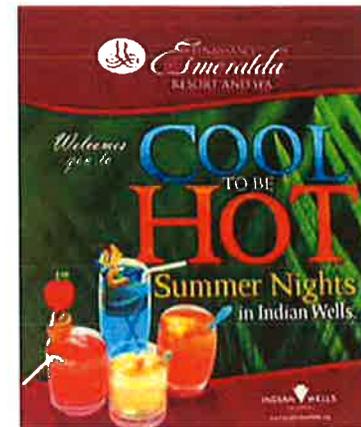




GUIDING PRINCIPLES

The Strategic Plan is designed to support the fulfillment of the City's overall goals to create and sustain an unsurpassed quality of life for residents and guests and to become internationally recognized as a prestigious community and luxury destination. To accomplish this, the Plan follows a set of guiding principles which are based on research and analysis of the City's competition and market dynamics as discussed earlier. These principles include:

- The City will provide a marketing platform to promote the Indian Wells brand which will be shared with our brand partners, including the resort, golf and tennis interests within the City.
- The plan will leverage cooperative programs and focus on geo-demographic markets with the highest likelihood of selecting Indian Wells as a destination.
- The City will evaluate programs' return on investment (ROI) and impacts of brand awareness and perception.
- The City will align with hotel properties and appropriate partners to coordinate resources based on high-impact programs and initiatives.





KEY STRATEGIES

The City's program builds on the City's overall goals and guiding principles by identifying several key strategies to achieve its desired outcomes.

The City will align its brand position with a strategically targeted communications campaign to have the greatest impact to our core revenue contributor, tourism.

Our marketing communication strategies are grounded in research to connect the City with our key audiences through demographically sound channels.

Each strategy will be supported by a series of tactics including specific types of advertising and public relations methodologies, event planning and online/Web strategies.

Marketing's purpose is to manage the most effective communication mediums to reach our target audiences and maintain consistency and clarity of our brand. External partnerships (signature events, local sponsorships, Resort Partners) provide us immediate access to a larger target audience, and this communications alignment acts as an endorsement for our brand. The Marketing Department will monitor and assess our brand and image perception and use this data to measure the impact and effectiveness of our communication efforts.

All of these efforts – communications, advertising and marketing – culminated in the delivery of the City's 2008-2010 Strategic Marketing Plan which will be managed and implemented by the Marketing and Community Relations Department.

DESIRED OUTCOMES

Continue Building our Brand Awareness and Perception

Create Tourism Demand for our Products

Deliver and Expand Residential Satisfaction

Contribute to the Continued Growth in TOT

Make "Best of" Lists for Travel and Residential Communities



BENCHMARKS

Indian Wells will track and measure program successes in relation to return on investment on each aspect of the Strategic Marketing Plan budget to gauge long- and short-term progress in meeting the City's primary goals of increasing travel spending and hospitality in Indian Wells and enhancing quality of life for its residents.

Each marketing program (e.g., brand advertising, online/Web, public relations) will be driven by annual work plans developed to achieve the overall goals. The overall success of Indian Wells' Strategic Marketing Plan will be measured by tourism's contributions to the City's economy and feedback from residents and target demographic audiences. Program successes measured on an annual basis will be determined by such indicators as:

- Market share
- Visitor volume
- Ad effectiveness studies/brand message recall
- Web site statistics
- Conversion/packages and room nights booked in connection with www.indianwells.com
- Public relations return on investment (ROI)
- Travel trade products
- Industry partner satisfaction
- Indian Wells' appearance on "Best of" lists

Uncontrolled environmental factors that could negatively impact program implementation and forecasted successes include global economies and exchange rates, political conditions and natural disasters. While the business travel market will be monitored, it will not be included in annual benchmarks for success. Priority in tracking and measurement will be directed at the leisure market and will include golf, tennis and luxury travel enthusiasts as well as meeting planners.

Indian Wells continues its legacy as a premier golf destination with the spectacular transformation of the Indian Wells Golf Resort and its two new signature courses. Choose the excitement of Clive Clark's Celebrity Course or the classic challenge of John Fought's Players Course – both with breathtaking views. Enjoy a world class players experience while being treated like a celebrity. Book your tee time today.

INDIAN WELLS
GOLF RESORT

800 657 5102 ~ WWW.INDIANWELLSGOLFRESORT.COM



MARKET DYNAMICS¹

This section addresses trends in market dynamics that affect and inform investments in strategies and tactics included in this Strategic Marketing Plan.

TECHNOLOGY

Nearly 30 percent of all hospitality revenues in the U.S. are generated from the Internet. Another 25 percent are directly influenced by consumer online research, but booked offline. By 2010, the Internet is expected to contribute over 45 percent of all travel-related bookings in North America (HotelInteractive.com, October 2006). Web 2.0 is a phrase coined by O'Reilly Media that refers to second generation Internet-based services that allow consumers to define their own online experience through various technologies, from social networking to blogging to wikis, or Web sites that can be modified by any user. Companies and brands that can create a customized, seamless experience using these new technologies will reach an exponentially wider audience in all corners of the globe. To take advantage of this trend, Indian Wells has invested in its on online presence and will continue to do so in the future via its Web site, pay-per-click programs, e-mail blasts and other online activities which are detailed in this Plan.

¹ Market research data and background from California Tourism and Travel Commission.

² Dr. Suzanne Cook, TIA/eMarketer2006/Forrester Research

In the U.S., \$4 of every \$10 spent online is spent on travel and half of all travel is now booked online²

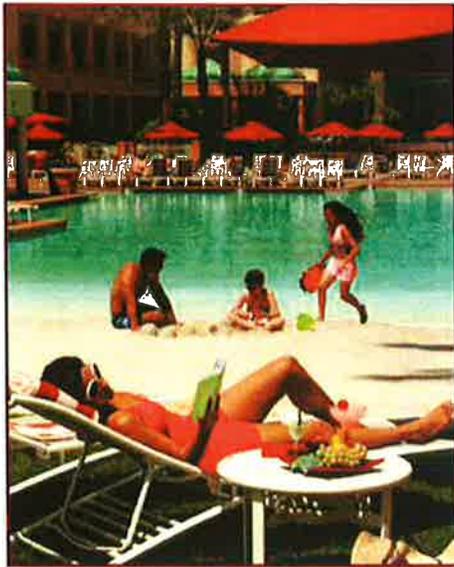




AGE WAVE

In the decade from 2000 to 2010, the 45–64 age segment is expected to grow from 20 to 25 percent of the U.S. population (Pulse Marketing/Newbridge Partners). This important market segment shows interest in culture, arts, history, pampering and health-related travel (D.K. Shifflet, October 2006). Gen X (born between 1965 and 1980) and families are responding to higher cost-of-living prices by spending less on discretionary purchases such as travel. This group is burdened by financial and time debt. Conversely, couples age 35–54 and affluent seniors are an emerging market. The fastest growth for hotel room night sales since 2001 has been among the Gen X crowd, although Baby Boomers represent the largest segment and stay longer (D.K. Shifflet, presentation at TIA, October 2006).

Indian Wells key market demographics include affluent, older travelers at the height of their earning potential. Our strategies and tactics will take advantage of this expanding market and connect our services, resorts and brand with this demographic.



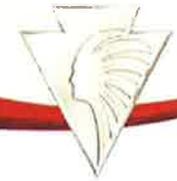


MINORITY MARKET

The United States is now the second largest Spanish-speaking country in the world. Hispanic online households are projected to grow from approximately 5.5 million in 2003 to 8 million, or 68 percent, in 2007. There are as many as 800–900 travel agencies in the U.S. serving Hispanic travelers in the top five domestic markets: California, Florida, Illinois, New York and Texas (www.papelmedia.com—Papel Media Network, 2005). Among the Hispanic segment, there are differences in travel patterns between the assimilated and the non-assimilated population. The “Spanish-speaking only” segment of the population is below average in travel volume and travel spending (MRI Syndicated Data, 2006). Hispanic, African American and Asian American traveling households mirror some demographic characteristics of U.S. traveling households, while some characteristics vary by segment. Like U.S. travel in general, the majority of person-trips taken by minority travelers are for leisure purposes and the mode of travel is by personal motor vehicle. Summer is the most popular season and shopping is the top activity, regardless of age or ethnicity (TIA: The Minority Traveler).

Indian Wells’ proximity to Southern California’s affluent Hispanic and African American populations positions the City for growth in this market. Our media outreach and publications will seek out opportunities to capitalize on this segment.





TIME POVERTY

Time poverty is a threat to the travel and tourism industry on a global level. According to the Travel Industry Association, only 47 percent of employed Americans use all of their vacation time, while 24 percent don't use any of their vacation time for travel. This sense of time poverty among employed persons may result in more frequent, shorter, localized trips. Time poverty leads to a desire for all-inclusive, bundled packages to simplify planning and transactions. Indian Wells is positioned perfectly to take advantage of this by focusing its primary attention on travelers within a 90-mile radius of the City and those living in cities with direct flight service to Palm Springs. With an increasing number of travelers opting for shorter vacations, Indian Wells can offer a convenient, luxury travel option for our target demographic in key geographical markets.

AIRLINE CAPACITY

Airline passenger loads in the United States are at roughly 86 percent. Airlines are modifying their routes for efficiency and have increased passenger loads due to numerous aircraft taken out of service (Plunkett Research Ltd., December 2006). Air passenger prices, one of the main components of real tourism output, remained volatile, declining 8.5 percent in the fourth quarter of 2006, after increasing 0.9 percent in the third quarter and 16.9 percent in the second quarter (U.S. Bureau of Economic Analysis, 3/21/07).

Direct service is currently offered between Palm Springs and the following cities:

Bellingham, Washington (BLI)
Calgary, Alberta (YYC)
Dallas/Fort Worth, Texas (DFW)
Denver, Colorado (DEN)
Edmonton, Alberta (YEG)
Las Vegas, Nevada (LAS)
Los Angeles, California (LAX)
Minneapolis/St. Paul, Minnesota (MSP)
O'Hare/Chicago, Illinois (ORD)
Phoenix, Arizona (PHX)
Portland, Oregon (PDX)
Sacramento, California (SMF)
Salt Lake City, Utah (SLC)
San Francisco, California (SFO)
San Jose, California (SJC)
Seattle, Washington (SEA)
Vancouver, British Columbia (YVR)



Airlines currently serving Palm Springs International include:



Our media relations and marketing efforts will ensure that our brand and information is provided to potential guests with access to the area via these carriers, thus capitalizing on proximity and access to air travel within our key demographics.

CULINARY TRAVEL

Within the past three years, 17 percent of American leisure travelers, or 27.3 million people, have engaged in some type of culinary or wine-related activity while traveling. Culinary travelers take an average of 6.8 domestic and international trips per year, 15 percent more than the average U.S. leisure traveler (TIA, 2/14/07).

These travelers are divided into groups based on how central these activities were in their trip and the planning process:

- Food- or wine-related activities were the key reason for the “deliberate” culinary traveler’s trip and destination selected.
- The “opportunistic” culinary traveler sought out food- or wine-related activities, but these were not a factor in destination selection.
- The “accidental” culinary traveler participated in food- or wine-related activities on a trip “simply because they were available.”





At this time, Indian Wells has some exciting, new emerging options for this market segment, beginning with the opening of the new IW Club as well as new developments on the horizon including Indian Wells Crossings and the Indian Wells Town Center. Given their spending patterns and zeal for luxury experiences, this market segment will be an integral part of future marketing efforts.



LUXURY TRAVEL

According to Smith Travel Research and PriceWaterhouseCoopers, while hotels have been enjoying increased revenue per available room (RevPAR) and average daily rates (ADRs) across all market segments, the upscale, upper upscale and luxury segments have seen the most growth, averaging between 8 and 10 percent growth in each of the last three years. Indian Wells' four properties fit beautifully into this model and are illustrative of its success. We will continue to focus our efforts on those strategies and tactics that reinforce our luxury brand as astute, exclusive and tranquil.



KEY AUDIENCES

The City of Indian Wells has several key audiences. We will develop and refine our specific demographic profile (segmenting our audience) to allow more targeted marketing strategies that deliver impactful messages to our niches.

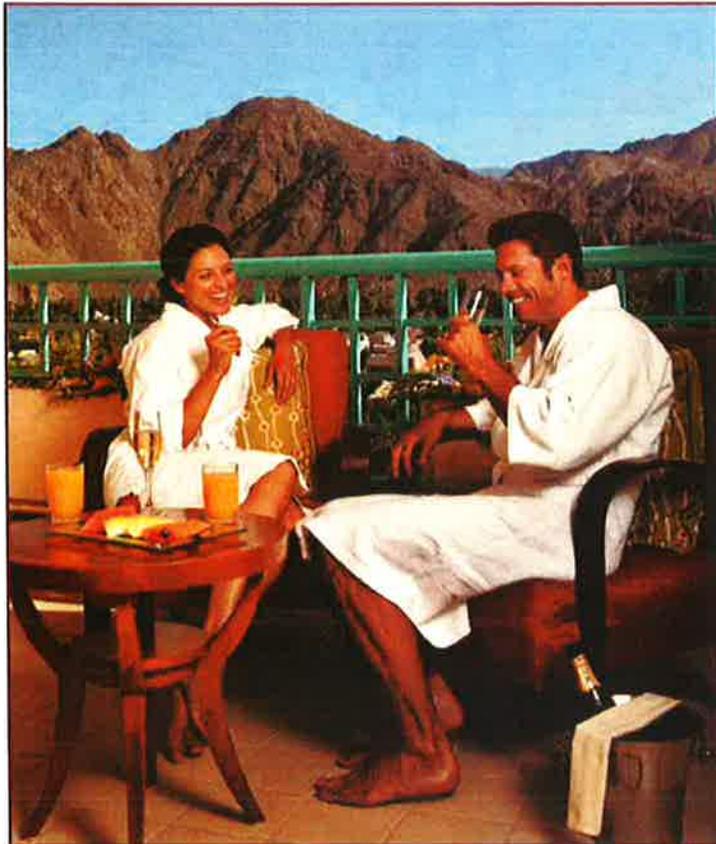
Residents

- Full-time residents (8 months+)
 - Under 55
 - Age 55+
 - Age 70+
- Part-time residents

Enthusiasts

- Golf enthusiasts
 - Individuals who play four times annually
 - Members of USGA
 - Members of Southern California golf clubs
- Tennis enthusiasts
 - Individuals who play twelve times annually
 - Members of USTA
 - Members of Southern California tennis clubs





Leisure Travelers with Focus on Luxury Travel

- Individuals with household income over \$100K annually
- Live within a 120-mile radius of Indian Wells
- Predisposed to travel
- Baby Boomers and older

Travel Planners for Groups

- Meeting planners
 - Priority to California-based planners
 - U.S. meeting planners
- Corporate meeting planners
 - Top 400 California companies by revenue
 - Top 100 California companies by staff
 - Companies with 100+ employees within a 100-mile radius



STRATEGIC PLAN

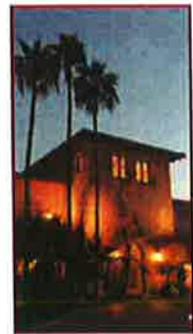
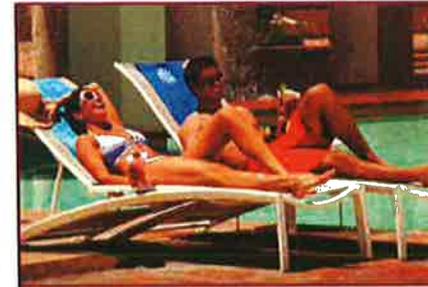
This Strategic Marketing Plan connects both advertising and public relations strategies and tactics under the umbrella of marketing. Marketing's focus is to develop and implement the most effective brand communications channels to meet the City's goals thus enabling fulfillment of the City's vision.

The overall goals for our 2008–2010 Strategic Marketing Plan are:

- To support the fulfillment of the City's brand vision to create and sustain an unsurpassed quality of life for residents and guests.
- To become internationally recognized as a prestigious community and luxury destination.

To realize the City's overall goals, this Plan will be implemented through investments in nine clearly defined strategic channels, each with its own objectives, tactics and measurement tools. These areas are:

1. Public Relations
2. Research
3. Brand Advertising and Management
4. Signature Events and Sponsorships
5. Community Identity
6. Web/Online
7. Resident Communications
8. Travel Trade
9. Leisure/Guest Programs





The Plan includes a number of tactics that support efforts across categories; Public Relations will support Signature Events, Brand Advertising will support Travel Trade and Leisure/Guest Programs. The intent is for all nine areas to support the overall goals of the Strategic Marketing Plan and work collaboratively.

1. PUBLIC RELATIONS

Public relations is essentially the management of communications between an organization, in this case the City of Indian Wells, and its public. For the City, this includes residents, businesses, stakeholders, meeting planners and leisure travelers and guests. The overall goal of the Strategic Plan is to manage the dissemination of information efficiently, consistently and accurately and to establish protocols to ensure success.

OBJECTIVES

The City's main objective is to ensure consistent, positive and accurate dissemination of information to our key audiences.

TACTICS

- Signature events call for specialized outreach programs. For each event, the City will incorporate a number of specific activities as appropriate. These may include:
 - Profiles/articles regarding participants, sponsors and the event itself.
 - Satellite media tours for television and radio to promote the event(s). These are live interview broadcasts that are featured in local, regional and national news programs. These may also include edited B-Roll (video) packages for use by news agencies.

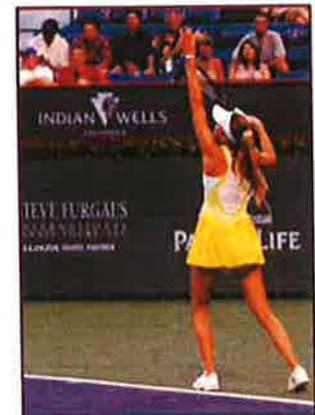




- Tip sheets, news releases and event-specific media kits. These will be developed and disseminated prior to, during and following the event.
- Special online media sections will be created to allow journalists easy access to materials, photos and video clips.

- The City will update all media lists on a regular basis including:
 - Local media (print, radio, television, Web, blog)
 - Regional, national and international media
 - Travel/tourism media
 - Trade media (golf, tennis, meeting planners)

- Develop a media protocol for responding to media inquiries.
 - All media inquiries will be referred to the Director of Marketing and Community Relations, who will coordinate responses as appropriate with the City Manager, department heads and elected officials. Proposed spokesperson roles are as follows:
 - All inquiries relating to travel/tourism, resident programs and brand management – Director of Marketing and Community Relations
 - All inquiries relating to policy guidance or Council actions – City Manager and then elected officials as appropriate
 - All inquiries relating to the implementation of programs, e.g., planning, finance, public works, community development – City Manager
 - All staff members and elected officials will receive media training to prepare key messages and ensure consistent delivery of the City's overall messaging.





- Ongoing public relations tools
 - News releases – Develop a series of news releases, tip sheets and fact sheets for distribution to media. These may include:
 - Announcements
 - Major announcements
 - Trend press releases
 - Feature story releases
 - Promotion of signature events and sponsorships (LG Skins Game, Pacific Life Open, NBA Exhibition Game)
 - Media kit – Develop an online media kit with all relevant information about Indian Wells and its amenities. Update as needed throughout the year.
 - Guest articles/opinion editorials – The City (City Manager, select staff and/or Council members as appropriate) will submit articles to the Desert Sun and other publications to promote actions, positions and activities in Indian Wells.
 - Editorial boards – The City will conduct quarterly editorial boards with local print, radio and television editors to be attended by the City Manager, Director of Marketing and Community Relations, Mayor and others as needed to discuss upcoming programs, plans and activities to be undertaken by the City. This proactive approach is meant to ensure close collaboration with media and educate writers in advance of story development.
 - Development of public service announcements (print, broadcast and radio) as appropriate throughout the year.



- Develop an immediate response plan.
 - A crucial step in the formation of a rapid response communication plan is to identify the situations that the City is most likely to face. Successful management includes thinking of worst-case scenarios and preparing for them. Department heads, including police and fire, will meet to discuss and plan for various scenarios.
 - Develop a strategy. The Director of Marketing and Community Relations will work closely with the City Manager to identify a program for dealing with a situation to be reviewed by Council to allow for quick action.
 - Identify a single spokesperson. A single spokesperson should be identified to disseminate pertinent information to the media and the public in the event of a situation. The designated spokesperson should always be available to respond to the media in an attempt to prevent the media from approaching other sources for information.
- Monitor media attention. The City will engage a clipping service to track all articles published and will provide monthly clips to elected officials.

SUCCESS MEASURE

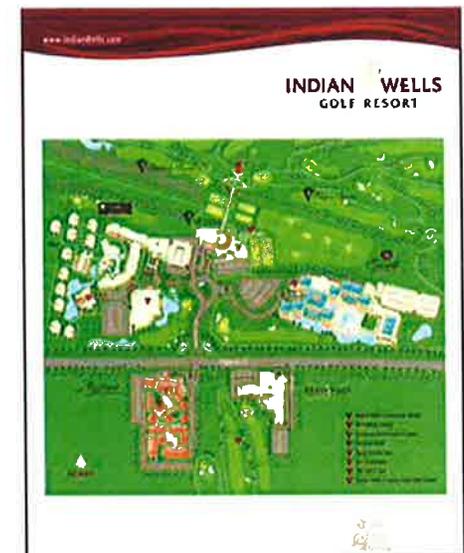
- ✓ Accurate, positive media coverage of the City of Indian Wells with key messages intact.
- ✓ Increase in media impressions locally, regionally, nationally and internationally.
- ✓ Measurable increase in local awareness regarding City programs, initiatives and actions.
- ✓ Measurable increase in regional, national and international awareness regarding City as a destination resort and luxury brand.



2. RESEARCH

Thoughtful research was employed in the development of this Strategic Plan to ensure that the strategies and tactics were appropriate and prudent for implementation. A partial list of sources includes:

Auto Club of America	Nielsen Net Ratings
California Travel and Tourism Commission	Palm Springs Bureau of Tourism
Dean Runyan Associates	Plunkett Research, Ltd.
D.K. Shifflet & Associates	Pulse Marketing/Newbridge Partners
ESRI Community Tapestry (psycho-demographic profiles)	Smith Travel Research
hotelinteractive.com	Travel Industry Association (TIA)
Media Metrix	U.S. Census Bureau
MRI Syndicated Data	U.S. Bureau of Economic Analysis



Research will also be used to measure the success of the plan by setting benchmarks for current perceptions in fiscal year 2008/2009 and then testing for improvements during fiscal year 2009/2010. Research increases the effectiveness of marketing by accurately testing the attitudes, behaviors and values of key audiences. Telephone surveys are considered the best means of conducting consumer surveys due to the readily available samples, favorable response rates and the ability to execute an entire survey quickly. Telephone surveys will be used to understand resident and traveler needs, segment target audiences, test messaging and track awareness.



OBJECTIVES

In order to accurately gauge the success of its programs and gain a clear understanding of existing brand perceptions, the City will use quantitative research to establish an accurate benchmark for both its residents and its target audiences.

TACTICS

- The City will develop a telephone survey to be administered by a third party contractor on behalf of the City for its residents. This survey will be completed in fall 2008 when occupancy is high to ensure maximum participation. The survey will gauge satisfaction with City services and brand awareness. The identical survey will be administered again in spring 2010.
- The City will develop a second statistically valid survey +/- 3% of Southern California residents with household incomes of \$100K+. This survey will measure brand awareness and be used to benchmark the success of future marketing efforts. Participants will be sought within a 100-mile radius of Indian Wells. The identical survey will be administered again in spring 2010.
- The City will develop a written survey to be given to guests staying at resort properties and/or using its golf and/or tennis facilities.

SUCCESS MEASURES

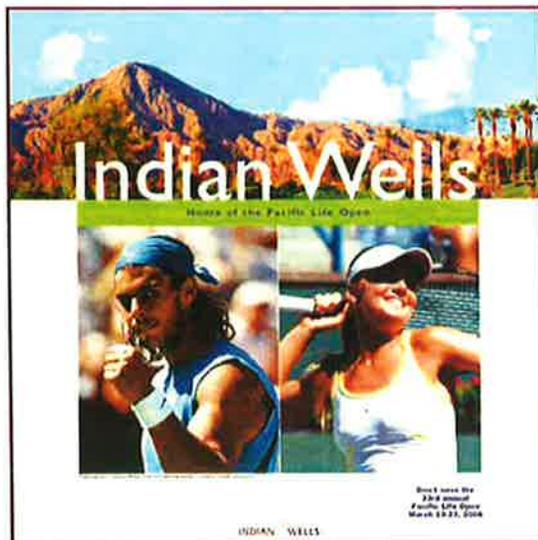
- ✓ Completion of statistically valid surveys +/- 3% of Indian Wells residents and a final report detailing key findings.
- ✓ Completion of statistically valid surveys +/- 3% of Southern California residents and a final report detailing key findings.
- ✓ Completion of a written guest survey and a final report detailing key findings.

The vision of Indian Wells is to be recognized as a city where residents live in a content, tranquil, happy environment, with an exceptional quality of life, second to none, with residents who are caring and concerned with the needs of others.



An intimate and tranquil California desert destination for discerning individuals who seek and value exclusive experiences, Indian Wells is dedicated to preserving the quality of life for its residents and guests.

INDIAN WELLS



3. BRAND ADVERTISING AND MANAGEMENT

The City's overall strategy has been to increase local, regional and international awareness and exposure of the Indian Wells brand by promoting widespread understanding of the City's key features and unique lifestyle, thus creating interest and demand as a highly sought destination. Brand advertising is the delivery of a consistent and compelling message to our residents as well as new and returning guests to our distinctive and exclusive destination. Brand management refers to the ongoing practice of maintaining consistency with the City's brand personality and logo mark in all communications, partnerships and visual elements.

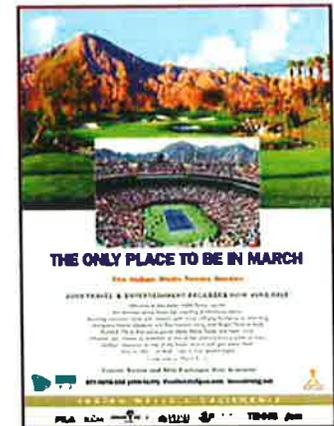
OBJECTIVES

To increase local, regional, national and international brand awareness and position Indian Wells as a premier luxury brand through leveraging of our partnerships (including signature events), media relations, marketing and advertising, while supporting the consistent application and delivery of the Indian Wells brand promise.



TACTICS

- Develop and maintain brand identity in all communications, advertising, marketing and public relations materials. The Marketing and Community Relations Department will review all relevant materials produced by all City departments and Resort Partners prior to publication or distribution.
- Coordinate brand implementation with Indian Wells Golf Resort, IW Club and Indian Wells Tennis Garden management. Each of these areas implements its own specific marketing program. All efforts will be coordinated to ensure best and highest use of investment dollars and staff efficiencies. This can be accomplished via regular meetings with key staff members representing each area and the Director of Marketing and Community Relations.
- Oversee production of photography, television commercials, radio spots and print advertising.
 - Develop collateral materials including brochures for meeting planners, leisure travelers and others.
 - Develop and place branded print advertising in luxury market and select travel magazines and mailers to reach our key demographic audiences.
 - *Sunset Magazine, Travel & Leisure, National Geographic Traveler, and Food & Wine*
 - *American Express Direct Mail*
 - *Alaska Airlines*
- Print advertising
 - *Los Angeles Times* (tennis insert), *Beverly Hills Courier*
- Convention and visitor guides/vacation planners
 - *California Visitor Guide*
 - *Palm Springs Desert Resort Cities Convention and Visitors Authority's Getaway Go Guide*
 - *Sunset California Drives*
 - *USA Today*
- Radio advertising in Southern California and San Diego markets

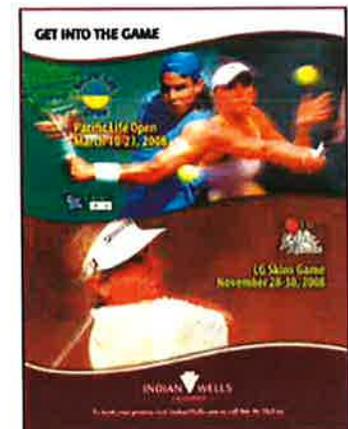




- The Marketing and Communications Department will create quarterly brand books to compile all materials produced by the City (Community Development, Public Works, Police, Fire), and its Resort Partners (IW Club, Indian Wells Tennis Garden, golf courses, resorts).
- Luxury Marketing Council Membership. The Luxury Marketing Council Los Angeles (LuxLA) is an organization of Los Angeles area luxury purveyors, comprising CEOs, directors of marketing, general managers and other top executives. LuxLA serves as a catalyst in bringing together the smartest most imaginative marketers of luxury products and services to explore best practices, share intelligence on customers and stay on the leading edge of market trends. The council facilitates innovative marketing alliances and partnerships, where its members can cultivate referrals from best customers - the 8.7 million individuals globally with liquid portfolios of \$1,000,000 or more.

SUCCESS MEASURES

- ✓ Demonstrate a measurable increase in brand awareness, positive perception and association of Indian Wells as a luxury brand.
- ✓ Increase positive press and media stories identifying Indian Wells as a luxury destination and community.
- ✓ Increase Web site traffic to indianwells.com.
- ✓ Increase revenues from sales tax and TOT.





4. SIGNATURE EVENTS AND SPONSORSHIPS

Indian Wells has successfully aligned itself with premier events, bringing its brand image into millions of homes through television, radio and other multimedia channels. The City has also been a consistent supporter of arts and educational programs and events within the Coachella Valley which reinforces its brand and supports its mission to enhance the quality of life of its residents while increasing brand awareness on a regional, national and international level.

OBJECTIVES

To enhance the brand awareness of the City of Indian Wells and the Indian Wells Golf Resort, IW Club and Tennis Garden through cooperative marketing and partnership initiatives locally, nationally and internationally.



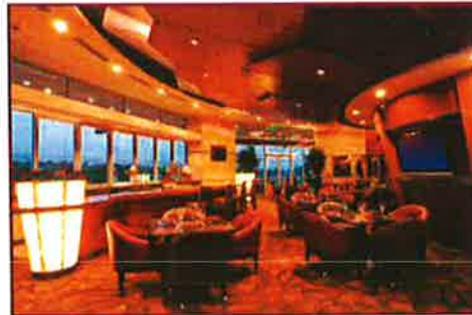
TACTICS

• **IW Club Grand Opening**

The IW Club represents an iconic extension of the Indian Wells brand and is the epicenter of the Indian Wells Golf Resort experience. The IW Club offers residents and guests an extraordinary hospitality and golf experience as well as new options for local meetings and events. The grand opening will position the IW Club as the Coachella Valley's premier multipurpose venue for use by residents, visitors and guests seeking a comfortable upscale gathering spot for special events, dining or as a perfect complement to their memorable golf experience.

- Implement a proactive public relations program leading up to, during and following the opening.¹
- Develop and air television commercials promoting the IW Club and its amenities.
- Hold a soft opening August 2008 to create viral buzz and identify areas for improvement and enhancement.
- Hold a grand opening event October 5, 2008, for 500-600 residents, guests, celebrities, VIPs and local officials. Use glamorous food stations in different parts of the facility to generate a flow around the building and showcase the culinary excellence and diversity found at the IW Club as well as its outstanding architectural design and amenities.
- Hold special media preview dinners for local, regional and national travel/tour and culinary writers.

¹ Please see the Strategic Plan's section on Public Relations for details.





- **LG Skins Game**

The City of Indian Wells entered into a three-year sponsorship agreement for the LG Skins Game in 2007 to promote the newly renovated Indian Wells Golf Resort. This made-for-TV event gives the City an opportunity to manage and successfully implement the sponsorship agreement to its fullest potential, showcasing our world-class amenities, lifestyle and resorts. The event enhances our brand experience by bringing together world-class professional golfers and our residents and guests. Future sponsorships will have performance measures attached to ensure appropriate ratings and/or make-goods based on the City's level of investment.

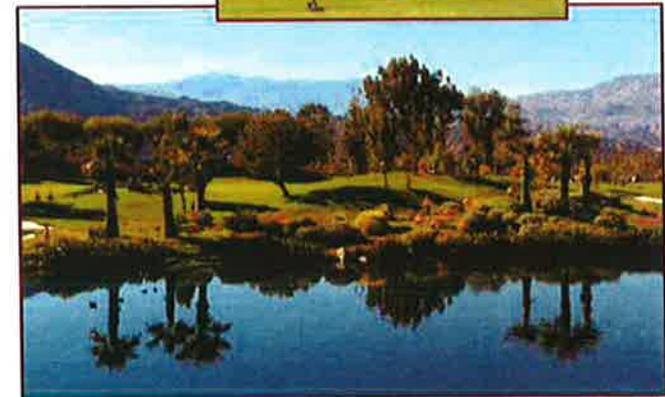
Our Strategic Plan includes tactics to maximize the value of this sponsorship.

- The City will implement a proactive public relations program leading up to and during the LG Skins Game.¹
- Telecast tools
 - Create on-course signage strategically placed to promote the Indian Wells brand and name.
 - Create high-definition vignettes to promote Indian Wells and our hotel Resort Partners as a luxury destination.
 - Create new, expansive television commercials to promote Indian Wells and its prestigious events and tranquil, exclusive "country club" environment.

¹ Please see the Strategic Plan's section on Public Relations for details.



- The City will update its Web site with the most recent information regarding the LG Skins Game. Information will include links for ticket sales, lgskinsgame.com, PGATour.com and other appropriate sites. The City drives traffic to its Web site by purchasing pay-per-click options when users search for words including “Skins Game” and other “skins-centric” search terms.
- The City will work closely with its Resort Partners to develop all-inclusive packages to attract celebrity players for the Skins Game. Packages will promote the entire Indian Wells experience (including spa and culinary adventures, the Living Desert and Jeep rides), as an incentive to play and stay over the Thanksgiving weekend. Celebrity players and guests add to the Indian Wells brand experience by reinforcing the unique, exclusive nature of our luxury brand.
- Local marketing strategies for ticket sales and attendance
 - Desert Sun sponsorship to boost local awareness and create ticket demand for the Skins Game, reinforcing the Indian Wells Golf Resort’s position as a premier world-class facility.
 - KESQ sponsorship also creates awareness and demand to purchase and attend the event and also increases awareness locally of the Indian Wells Golf Resort. KESQ will also run spots during the LG Skins Game, which solidifies our resort in the minds of the viewers.
- **Indian Wells Tennis Tournament**
The City will support and promote this event with several tactics.
 - Los Angeles Times insert (February/March) promoting the tournament and Indian Wells.
 - Telecast tools
 - Create on-site signage strategically placed to promote the Indian Wells brand and name.





- Create high-definition vignettes to promote Indian Wells and our hotel Resort Partners as a luxury destination.
 - Create new, expansive television commercials to promote Indian Wells and its prestigious events and tranquil, exclusive "country club" environment.
 - The City will work closely with its resort partners to develop all-inclusive packages to attract celebrity players for the tennis tournament. Packages will promote the entire Indian Wells experience (including spa and culinary adventures, the Living Desert and Jeep rides), as an incentive to play and stay over the weekend. Celebrity players and guests add to the Indian Wells brand experience by reinforcing the unique, exclusive nature of our luxury brand.
 - The City will implement a proactive public relations program leading up to and during the tennis tournament.¹
- **Phoenix Suns – NBA Exhibition Game at the Indian Wells Tennis Garden**
Though renowned for our golf and tennis facilities, Indian Wells is also attractive to other upscale demographics. The Tennis Garden has entered into an agreement to serve as the site for this exhibition game. Our Strategic Plan will support that effort as follows:
- The City will implement a proactive public relations program leading up to and during the Suns Game.¹
 - The City will update its Web site with the most recent information regarding the Phoenix Suns game. Information will include links for ticket sales and other appropriate sites.
 - The City will utilize a pay-per-click program to drive traffic to our Web site for more information about the game and resorts.



¹ Please see the Strategic Plan's section on Public Relations for details.



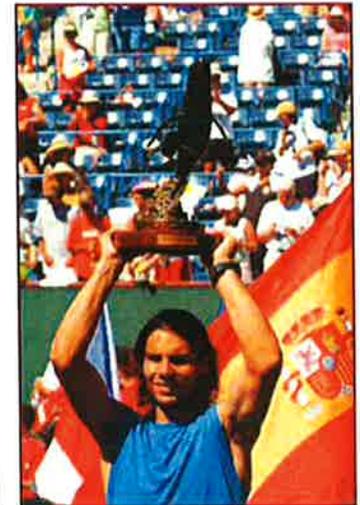
- **Sponsorship of Valley Events**

Throughout the course of the year, the City will continue to support programs and events which promote its brand and contribute to the overall quality of life of its residents. These events may include but are not limited to:

- The Palm Springs Film Festival
- The Living Desert
- McCallum Theatre
- Town Hall Meetings
- Palm Spring Art Museum

SUCCESS MEASURES

- ✓ Monitor sales results and TOT to monitor growth/decline over next three years for tourism, golf, tennis and the IW Club.
- ✓ Enhance and monitor resort hotel guest comments and satisfaction surveys.
- ✓ Meeting planner/sales mission ROI.
- ✓ Increase in Web site traffic on indianwells.com and calls to our toll-free number.





5. COMMUNITY IDENTITY

The City of Indian Wells lies along Route 111 in the Coachella Valley. It is important to the City and its residents to develop a sense of place when entering and leaving the City. For this reason, the City has invested in architectural and structural enhancement to beautify the community. Though these enhancements will be implemented through the Community Development and Public Works Departments, the Marketing and Community Relations Department will actively participate in brand management and promotion.

OBJECTIVES

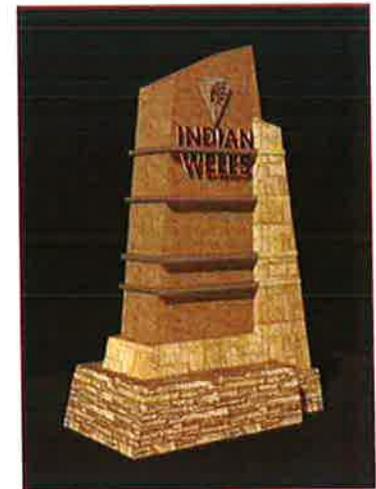
The City's objective is to incorporate its brand identity into physical design and architectural elements to create a sense of place within the community.

TACTICS

- Complete City fountains, monument and signage program.
- Begin Phase 1 of Highway 111 beautification to increase the visual impact and branding of Indian Wells.
- Develop banners and other outdoor signage standards.
- Incorporate new brand into fleet vehicles and City Hall uniforms.

SUCCESS MEASURES

- ✓ Completion of the programs.





6. ONLINE/WEB STRATEGIES

Web-based marketing allows Indian Wells to effectively and efficiently communicate with consumers, travel trade, media and our industry partners.

OBJECTIVES

The City's main objective with these tactics is to maximize use of the Internet to connect users with our Resort Partners and events so they may plan and enjoy a broad range of experiences in the City.

TACTICS

- The City will implement a Web site audit to ensure that the City is appropriately positioned in the search engine marketing, organic, social media and pay-per-click programs to maximize our strategy and expenditure. Following audit, the City will review and implement appropriate changes as suggested by the report.
- The Web site will be updated regularly with new content.
- The Web site will be utilized to promote packages and other special offers relating to the City, events, golf/tennis opportunities and our partner resorts.
- The Web site will be used to increase leads to hotel and golf resort properties.
- The City will continue to enhance our search engine marketing/search engine optimization programs. These programs connect the City with online users via Google, Yahoo and other Internet search engines.





- Our marketing team will create appropriate linking systems to help increase our Google rankings. As the Indian Wells name becomes more popular, our City site moves up the list of sites returned by the search engine in response to user queries.
- The City will use the Internet to create social marketing networks (online communications, travel blogs, testimonials) to ensure the brand and experience is recommended through the viral network.
- We will continue to monitor our online Web site traffic as well as our ongoing return on investment analysis for all tactics.
- The Web site will be updated to include an online store where users may purchase Indian Wells branded items including clothing and merchandise.
- The City will increase its opt-in leisure database by offering special incentives to sign up for our database (sweepstakes, giveaways, etc.). This will give the City the opportunity to expand its viral marketing opportunities and track potential guests. The City will use this internal database to send offers and incentives to visit Indian Wells and offer stay and play packages at the Indian Wells Golf Resort.
- Online advertising – LATimes.com, Sign-onSanDiego.com, OCRegister.com, regional online advertising through our pay-per-click campaign and special purchased mailing databases, our own internal leisure database e-mail specials (quantity over 20,000).





- The City will place and maintain three webcams, one each at the Tennis Garden, Golf Resort and IW Club to reinforce the natural beauty and amenities offered in the City. The webcams will be linked to the City's Web site and made available to its Resort Partners and other travel sites as approved by the City.
- The City's key demographic for leisure, group and business travelers is best reached through two key Internet sites, www.LuxuryLink.com and Sabre's www.VirtuallyThere.com. Both sites focus on travelers who take more than three leisure trips per year, are affluent (+100K) and are predisposed to luxury travel experiences. The City will work collaboratively with its Resort Partners and the golf and tennis facilities to develop packages for these two sites.
- Virtual video tours will be developed and posted on the Internet to allow new and returning guests to view high resolution videos featuring the City's golf courses, tennis facilities, IW club, resort properties and other amenities.

SUCCESS MEASURES

- ✓ Increase in site visits and length of time spent on the Indian Wells Web site.
- ✓ Increase in room referrals to hotel and Resort Partners.
- ✓ Increase in positive Web postings regarding Indian Wells and our resort properties.



7. RESIDENT COMMUNICATIONS AND ENGAGEMENT

The overall goals for the City's resident communications strategies are to support the fulfillment of the City's brand vision, to create and sustain an unsurpassed quality of life for residents and guests, and to become internationally recognized as a prestigious community and luxury destination.

OBJECTIVES

The Indian Wells Marketing Strategy is designed to instill community pride and promote the City's brand image as the premier residential destination for special resident amenities and ensure that all interactions with the City and its Resort Partners are exceptional.

TACTICS

- The City will keep residents informed via 10 issues of its newsletter which is distributed to all Indian Wells homes. The newsletter contains information of interest to residents.
- The City will communicate with residents via e-mail blasts on an as-needed basis to provide timely dissemination of information and/or promotion of upcoming events of interest to the community.
- The Community Relations and Marketing team will conduct brand education sessions with City and Golf Resort staff, Resort Partners, and community and resident marketing partners (brand emissaries and Ambassadors). The purpose of this program is to ensure consistency in message, actions and approach to all interactions with residents.





- Develop the residential community relationship and usage of the IW Club.
 - Promote the opening and amenities offered at the IW Club via postcard, newsletter and Channel 17. Materials will promote the multitude of uses the state-of-the-art facilities offer residents, their families and their guests.
 - Plan resident socials, art lectures, wine/cooking dinners and other events at the IW Club to attract Indian Wells and Coachella Valley residents to the facility.
- Implement Indian Wells Ambassador programs with the Community Activities Committee and recognize their efforts in City publications. These advocates will introduce friends and family to Indian Wells and promote the community brand. Part of this program will include the development of signature pins to identify Ambassadors. Their roles will include:
 - Acting as greeters at events, attend new resident welcome event to help orient residents and hand out new resident packets.
 - Developing resident events at IW Club.
 - Finding outlets and recommendations for volunteering with other IW residents.
- Create branded IW clothing and signature merchandise for residents including golf shirts and hats. In keeping with the City's image and brand, materials will be of high quality and craftsmanship.
- Continue to offer resident discounts and "exclusive" privileges at the LG Skins Game, Tennis Tournament and other events taking place in the City.
- Complete and distribute new resident guide (Welcome Packet for New Residents) and promotional DVD.
- Hold an annual community orientation at IW Club for residents, homebuyers, media and local realtors.



- Create friends and family incentives at the IW Club, Golf Resort, hotels and special events including concerts.
- Continue to increase our e-mail marketing database (currently more than 2,000) to continue to streamline and improve our communication with residents.
- Continue to update the City Web site.
- Improve communications and use of Channel 17.
- Develop and recruit future Ambassadors.

SUCCESS MEASURE

- ✓ Measurable increase in resident satisfaction with the City's communications.
- ✓ Measurable increase in local pride within community.
- ✓ Reduction in complaints based on lack of information and/or poor communication between the City and its residents.
- ✓ Consistent brand management and communications throughout Resort Partners staff and programs.
- ✓ Successful implementation of Ambassador program as evidenced by active membership and successful events





8. GROUP/TRAVEL TRADE

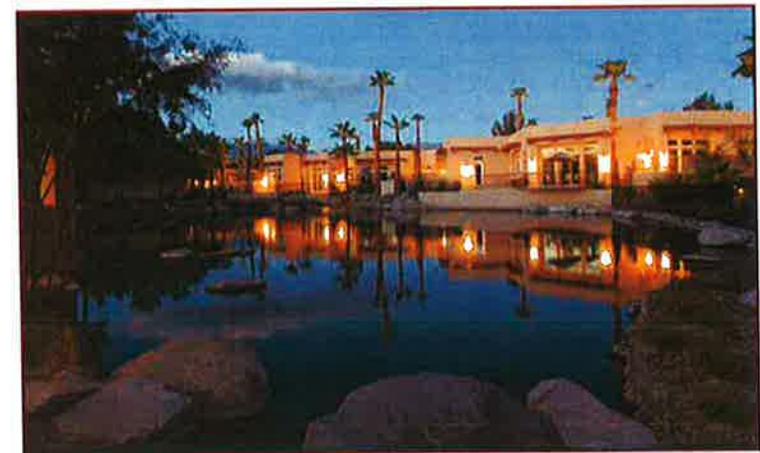
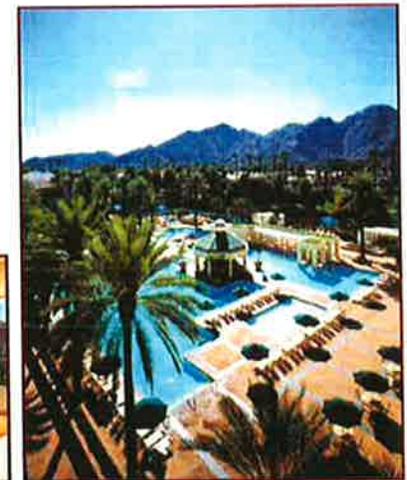
The brand communication strategy that was implemented last fiscal year was designed to promote and position Indian Wells as a premier destination to the leisure and group-based audience/tourism market and to have an impact that increases the City's widespread awareness as a premier luxury destination by leveraging the City's unique assets (Golf Resort campus, Tennis Garden, IW Club) and recognized events. Our primary focus is on local and regional travel; however, we will continue to broaden our markets to include national and international meeting planners. As we have learned from past efforts, locations with a substantial number of meeting planners, Washington, D.C., for example, often yield higher return on investments than the physical markets in which they are found.

OBJECTIVES

The City's objective is to continue to enhance the meeting planner market segment to immediately increase group/meeting sales volume and visitor nights, broaden markets and position the City for future increases over the next three years as a result of this year's investments.

TACTICS

- Develop special hotel and golf resort incentives to the group tourism market to experience the new Indian Wells Golf Resort campus and book in Indian Wells.





- Continue sales mission with an emphasis on smaller events and pre-qualification of attendees.
 - In 2008, we plan a heavy emphasis on West Coast locations. This is due to industry trends indicating a preference for shorter trips within a 90-mile radius of Indian Wells. Primary markets include Los Angeles, Orange County, San Diego, Portland, Seattle, San Francisco and Sacramento in fall 2008 (see schedule for dates).
 - 2009 – Expand beyond West Coast with LA/Orange County, San Diego to include other important markets with direct flight access to Palm Springs including Chicago, Dallas and select Canadian markets, as well as Washington, D.C., which has a high number of meeting planners.
- Plan luxury immersion experiences to bring meeting planners to our resorts and golf facilities to enjoy our amenities and the new Indian Wells Golf Resort campus firsthand in December 2008.
- Complete new marketing collateral including sales kit and new meeting planner DVD.
- Advertising placement in travel trade publications and Web sites.
 - *Meeting West*
 - *Meeting Professional (MPI)*
- The City will become a partner with Worktopia.com <http://www.worktopia.com/suppliers>. Worktopia enables hotels, conference centers, airport lounges and other venues to offer their meeting facilities to companies of all sizes. Worktopia directly connects with thousands of corporate meeting planners, travel brokers and others who are booking simple meetings for up to 100 attendees.





- As corporations move toward more sustainable practices, the City will be working closely with its Resort Partners to offer green meetings via IW Green. This will involve programs to reduce carbon footprints by centralizing meetings, dining and activities on a single resort campus, providing innovative transportation options and other green initiatives including paperless booking options.
- The City will take advantage of its proximity to the entertainment industry and actively market junket planners (Fox/Paramount/Warner Bros) for feature film and television releases. Junkets are multi-day events attended by entertainment reporters and celebrities. Over the course of several days, the stars, directors and producers are interviewed by media to promote a film or television project. This will be promoted twice yearly with staff and appropriate Resort Partners making one trip to the Los Angeles metro area. Key decision makers will be invited to experience the resort firsthand as part of a special immersion experience.

SUCCESS MEASURES

- ✓ Increase in group sales and meetings held in Indian Wells.
- ✓ Expansion of geographical markets choosing to book in Indian Wells.
- ✓ Increase in meeting planner database.





9. LEISURE/GUEST PROGRAMS

Leisure travelers, golfers and tennis enthusiasts are an important part of Indian Wells' success. They become brand ambassadors through their own positive experiences here in the City and often evolve to become residents. Our plan is designed to make their experiences with the City memorable, unique and enjoyable. Indian Wells doesn't have "tourists" – we have guests who are welcomed enthusiastically by the City and all of our brand partners.

OBJECTIVES

The City's objective is to ensure a high quality, positive experience for all guests to Indian Wells. This includes groups, individual leisure travelers, enthusiasts (golf and tennis) and visitors who come to spend time with family and friends.

TACTICS

- The City will revamp the Indian Wells Guest Guide for placement in resort rooms and lobbies.
- We will create a new leisure sales direct mail piece to be sent to our existing database of guests as well as to new leisure leads.
- Continue in-room golf video to promote Indian Wells Golf Resort to guests and update as new amenities including the IW Club are available.

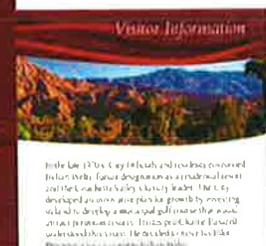
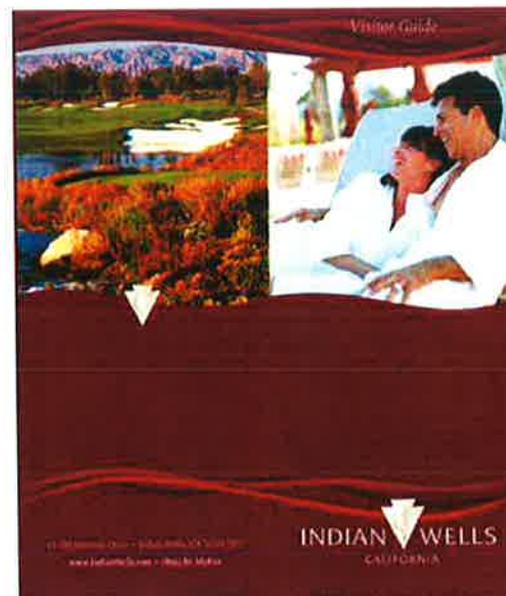




- Continue appropriate support of Palm Springs Desert Resort Cities Convention and Visitors Authority.
- Present a cohesive visual brand environment for the guest experience.
- Deliver on the brand promise of exceptional service for an exceptional experience for every guest. (No amount of brilliant marketing will replace or diminish a negative experience.)
- Position our premier amenity, the Indian Wells Golf Resort, locally and regionally and as “must” play in the Coachella Valley by supporting the City’s golf marketing strategic plan. The City will work closely with OB Sports and the management team at the Indian Wells Golf Resort to ensure that all efforts are coordinated and complementary to each other.
- Complete golf guide and sales kit (first draft in progress, waiting for photography).

SUCCESS MEASURES

- ✓ Measurable positive guest experiences.
- ✓ Increase in guest night stays.
- ✓ Increase in golf rounds played per year.
- ✓ Increase in tennis bookings.
- ✓ Positive regional, national and international media stories.



With the City of Indian Wells and its residents, the Indian Wells Golf Resort is a natural fit for the Coachella Valley's growth. The City developed an economic plan for growth, recognizing the need to develop a world-class golf resort to attract investment and create jobs. The City's goal was to build the Indian Wells Golf Resort as a premier amenity for the Coachella Valley, providing a world-class golf experience for all.

The City of Indian Wells and its residents are proud to have the Indian Wells Golf Resort as a premier amenity for the Coachella Valley. The City's goal was to build the Indian Wells Golf Resort as a premier amenity for the Coachella Valley, providing a world-class golf experience for all.

The City of Indian Wells and its residents are proud to have the Indian Wells Golf Resort as a premier amenity for the Coachella Valley. The City's goal was to build the Indian Wells Golf Resort as a premier amenity for the Coachella Valley, providing a world-class golf experience for all.



BUDGET AND SCHEDULE

1. PUBLIC RELATIONS

Tactic	Budget	July 08	Aug. 08	Sept. 08	Oct. 08	Nov. 08	Dec. 08	Jan. 09	Feb. 09	Mar. 09	Apr. 09	May 09	June 09
Media Relations Immediate Response Plans	\$489,750	—											→
Clipping Service	\$1,668	—											→
Misc. PR and Speeches	\$15,500	—											→
TOTAL INVESTMENT	\$524,918												



2. RESEARCH

Tactic	Budget	July 08	Aug. 08	Sept. 08	Oct. 08	Nov. 08	Dec. 08	Jan. 09	Feb. 09	Mar. 09	Apr. 09	May 09	June 09
Resident Telephone Survey	City Manager Budget					→							
Southern CA IW Brand Awareness Survey	City Manager Budget				→								
Guest Survey	City Manager Budget					→							
TOTAL INVESTMENT	TBD												



3. BRAND ADVERTISING

Tactic	Budget	Aug. 08	Sept. 08	Oct. 08	Nov. 08	Dec. 08	Jan. 09	Feb. 09	Mar. 09	Apr. 09	May 09	June 09
Brand Advertising Management												
✓IW Photography	\$15,000	→										
✓Television Production	\$48,000											
Radio/TV Production and Placement												
✓Local	\$120,000			→							→	
✓Los Angeles DMA												
✓San Diego DMA												
Print Advertising												
✓Magazines	\$40,240		→					→				
✓Newspapers												
LG Skins Advertising												
✓Television	\$20,000											
✓Outdoor	\$27,000			→								
✓Print	\$25,000											
✓Celebrity Firm	\$20,000											
✓Contingency	\$8,000											
Tennis Ads												
✓Television	\$10,000							→				
✓Print	\$30,000											
IW Club Television Ads	\$80,000		→									
Creative Consultant	\$18,154											
TOTAL INVESTMENT	\$461,394											



4. SIGNATURE EVENTS AND SPONSORSHIPS

Tactic	Budget	July 08	Aug. 08	Sept. 08	Oct. 08	Nov. 08	Dec. 08	Jan. 09	Feb. 09	Mar. 09	Apr. 09	May 09	June 09
IW Club Grand Opening	Included in PR and Events Budgets		→										
LG Skins Game	(RDA) \$2,070,000		→										
Indian Wells Tennis Tournament	\$29,525							→					
NBA Exhibition Game	(TBD)							→					
Valley Events and Sponsorships and Cultural Grants	\$525,000	→											→
TOTAL INVESTMENT	\$2,624,525												



5. COMMUNITY IDENTITY

Tactic	Budget	July 08	Aug. 08	Sept. 08	Oct. 08	Nov. 08	Dec. 08	Jan. 09	Feb. 09	Mar. 09
Highway 111 Beautification Landscape Programs	Public Works Budget			→	→	→	→	→	→	→
Monument Signs	Public Works Budget	→	→	→						
Fleet Vehicles and City Uniforms	Administration Budget	→	→	→						
TOTAL INVESTMENT	TBD									



6. ONLINE/WEB BASED ENGAGEMENT

Tactic	Budget	July 08	Aug. 08	Sept. 08	Oct. 08	Nov. 08	Dec. 08	Jan. 09	Feb. 09	Mar. 09	Apr. 09	May 09	June 09
Search Engine Marketing													
✓Pay Per Click Program	\$80,000	→											
✓Web site Updates	\$8,000	→											
✓Web site Analysis	\$17,300	→											
Email Marketing													
✓Travel Agents			→					→					
✓Leisure Lists		→											
✓Meeting Planner Lists	\$7,500	→											
Web site Pay Per Click Management	\$20,340		→				→						
Online Advertising													
✓Meeting Planners	\$10,000	→											
Summer Promotions													
✓Luxury Link													
✓OC Register	\$29,421			→									
✓CVA Website													
✓Budget Travel													
Fall Promotions	\$15,000								→				
Spring Promotions	\$15,000												
Special Promotions	\$16,400												
TOTAL INVESTMENT	\$218,961												



7. RESIDENT COMMUNICATIONS

Tactic	Budget	July 08	Aug. 08	Sept. 08	Oct. 08	Nov. 08	Dec. 08	Jan. 09	Feb. 09	Mar. 09	Apr. 09	May 09	June 09
Newsletters (10)	\$108,000												
E-mail Blasts	\$6,000												→
Channel 17/City Web site	\$48,000												
Channel 17 Hardware	\$24,000												
Development and Implementation of Ambassadors Programs	\$18,000												→
New Resident Guide	\$35,000												→
Postage	\$22,000												→
Other Community Marketing Programs	\$24,990												→
TOTAL INVESTMENT	\$326,490												



8. GROUP/TRAVEL TRADE

Tactic	Budget	July 08	Aug. 08	Sept. 08	Oct. 08	Nov. 08	Dec. 08	Jan. 09	Feb. 09	Mar. 09	Apr. 09	May 09	June 09
Palm Springs Desert Cities Convention and Visitor Authority	(From Hotel Tax) \$975,000	→											→
Sales Missions Luxury Immersion	\$75,000		→	→	→	→	→						
Meeting Planner Guide	\$12,000			→	→								
Meeting Planner Video	\$20,000			→	→								
Holiday/Spring Gift & Promotion	\$30,420	→					→						
TOTAL INVESTMENT	\$1,112,420												



9. LEISURE/GUEST PROGRAMS

Tactic	Budget	July 08	Aug. 08	Sept. 08	Oct. 08	Nov. 08	Dec. 08	Jan. 09	Feb. 09	Mar. 09	Apr. 09	May 09	June 09
In-Room Guest Guide	\$12,000			—	—	—	—	—	—	—	—	—	—
In-Room Golf Video	\$16,000	—	—										—
Toll-Free Numbers	\$3,600	—	—	—	—	—	—	—	—	—	—	—	—
TOTAL INVESTMENT	\$31,600												