

AN ANALYSIS OF CONVENTION MARKETING
IN TUCSON, ARIZONA

by

Terry L. Davis

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Jerry Davis

APPROVAL BY THESIS DIRECTOR

This thesis has been approved on the date shown below:

Jack P. Hoag
Jack P. Hoag
Associate Professor of Marketing

November 10, 1963
Date

PREFACE

Over the past twenty years conventions have become an important factor in the economies of many cities across the nation and a high level of competition for conventions has developed between these cities. In recent years Tucson has become one of these cities that actively competes for conventions.

However, no formal research has been done in the area of convention marketing for Tucson businessmen so that they lack the data necessary to plan and implement optimum marketing strategy. Therefore, there is a possibility that changes in marketing strategy are required and that if these changes are made a higher level of convention activity in Tucson can be reached.

This thesis is intended to indicate where marketing strategy could be changed through an analysis of delegates that have attended conventions in Tucson and an analysis of the conventions and marketing strategy found in other cities.

In Chapter I the problem and some of the terminology used are defined. Also, the objectives, scope, and research methodology are discussed. Chapter II presents an analysis

of the expenditures and activities of delegates in Tucson and a discussion of the economic impact of their expenditures. In Chapter III and Chapter IV the conventions and the marketing strategies found in other cities are compared to Tucson. Chapter V is the concluding chapter of the thesis and contains a discussion of areas where changes could be made based on the analyses in the preceding chapters.

However, this study only penetrates the surface. More research will be required in areas such as the building of convention facilities.

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Chapter I

INTRODUCTION

Problem and Background

The competition for conventions between cities has increased substantially over the last two decades. For instance since World War II there has been a 133 percent increase in the number of communities that actively compete for conventions while during the same period there has only been a two percent increase in the numbers of conventions held annually.¹ Thus, the size of the market appeared to have remained fairly stable whereas the competition for each portion of the market has increased significantly.

Tucson is one of the more recent cities to actively compete for conventions and it appears that an increasingly aggressive and capable marketing job must be done in Tucson because of the increasing competition. At the present time the marketing efforts of Tucson businessmen may be somewhat handicapped because no formal marketing studies of conventions for Tucson have been made. Therefore, the data

¹"More Competition," Chicago Convention News, May 1962, p. 1.

necessary for efficient convention marketing is lacking.

An analysis of convention marketing was made in order to meet this need for data and is presented as the subject of this thesis.

Statement of the Problem

Relatively little marketing information about conventions is available that applies specifically to Tucson. When marketing data is not available, problems develop among those who offer goods and services to conventions and their delegates. Thus, an analysis of convention marketing is needed to aid in finding solutions to these problems.

Definitions

Since a formal marketing study of this nature has not been made in the past, very little standardized terminology or precise definitions exist. Therefore, the meanings of such terms as conventions and convention marketing are described in this section to illustrate interpretations used in this thesis.

Conventions. In this thesis a convention is defined as "a body of delegates, representatives, or the like, periodically convened for a common purpose." Such gatherings as fairs, festivals, or athletic events are excluded. The International Association of Convention Bureaus also makes a distinction between conventions and other kinds of gatherings.

"The essential characteristic of a convention is its out-of-town attendance. Events which are attended primarily by local residents generally all excluded from the convention category."² Thus, the term "convention" used here includes primarily meetings of organizations that are held on a periodic basis of which the majority of those attending are non-residents.

Convention Marketing. "The American Marketing Association's Definitions Committee, in 1948, defined marketing as follows: The performance of business activities that direct flow of goods and services from producer to consumer or user."³ This same definition will be applied to convention marketing, with the terms "producer" and "consumer" interpreted in a less technical sense.

A convening organization is substituted for the word "consumer", and the items consumed would be all those goods or services sold as a direct result of a convention. The marketing institution that offers the goods or services which are consumed would be, in a loose sense, the "producer."

²International Association of Convention Bureaus, Conventions an American Institution (Cincinnati: International Association of Convention Bureaus, 1957), p. 46.

³The Journal of Marketing, Vol. XIII, No. 2, quoted in Kenneth R. Davis, Marketing Management (New York: Ronald Press Company, 1961), p. 5.

Therefore, convention marketing is defined as the performance of business activities that direct the flow of goods and services from a marketing institution to a convening organization.

On the producer side of this relationship there are two primary marketing institutions: the convention bureau and the hotel⁴. The convention bureau is a nonprofit organization which offers a variety of convention services for which no price is charged, and which functions as an impartial representative for both the public and private interests of the city. In other words, the bureau offers (1) its own services and (2) all the resources in the city that might be required to bring the convention to the community. The hotel, on the other hand, acts in its own interests and offers the same services it does for other customers, plus several additional services. For example, it provides sleeping, meeting, and banquet facilities and such other services as tours, registration assistance, and meeting aids.

Institutions of smaller individual importance in this relationship might be talent agencies, catering companies, retailers, night clubs, and a variety of other establishments. Although these institutions are included

⁴The Convention Liaison Committee, Convention Liaison Manual, (Washington, D. C. National Publishing Company, 1961), p. vii.

in the definition, their convention marketing activities are treated in less detail than those of the convention bureau and the hotel because:

- (1) Individually they have little or no impact on the decision for a convention's location.
- (2) They usually are represented collectively by the convention bureau.

Once the convention is booked into the city, however, their marketing activities can have some effect on the distribution and total amount of convention and delegate expenditures.

This particular segment of convention marketing will be discussed briefly in Chapter II, but the majority of emphasis is placed on the marketing activities of the two prime suppliers of convention services. These are the convention bureau and the hotels.

Objective

The primary aim of this thesis is to determine how convention marketing strategy in Tucson might be changed in order to improve Tucson's competitive ability. As part of this aim there are four objectives. These are (1) to determine differences in the expenditures and characteristics of delegates to state, regional and national conventions, (2) to determine the economic impact of delegate expenditures, (3) to compare the characteristics of conventions held in Tucson to conventions held in other cities, and

(4) to compare the present marketing strategy in Tucson to the marketing strategy in other cities.

Scope

Since prior marketing studies in Tucson have not been made there was little available data to serve as a guide for this thesis. Thus a broad analysis of Tucson's convention marketing is made that (1) can indicate where the present marketing strategy might be changed and (2) can provide data to serve as a basis for further study.

Method

A mail survey of convention delegates who were not residents of Tucson and a mail survey of convention bureaus were made in order to determine where changes in Tucson's marketing strategy might be made that could improve Tucson's competitive ability.

Convention Delegate Survey

A stratified sample of delegates to conventions in Tucson were mailed questionnaires in order to estimate the economic impact of convention delegates on Tucson and to determine differences in the characteristics and expenditure of delegates to State, Regional, and National Conventions. The population consisted of delegates who were not residents of Tucson and who attended conventions held in the city during

the period November 1, 1961 to October 31, 1962. The sub-populations or strata were (1) nonresident delegates who attended conventions held at the state level, (2) nonresident delegates who attended conventions held at the regional level, and (3) nonresident delegates who attended conventions held at the national level.

Only nonresidents were included in the sample for the following reason. The expenditure per delegate for Tucson residents will be small compared to nonresidents because residents stay at home and do not incur expenses for hotel rooms, restaurant food, and other items. Therefore, the economic impact of Tucson residents will be small compared to the total economic impact of all convention delegates.

There are two reasons why a stratified sample was used: First, "stratification may bring about a gain in precision in the estimates of characteristics of the whole population."⁵ If each stratum is homogeneous; in that the measurements vary little from one unit to another, a precise estimate of any stratum mean can be obtained from a small sample in that stratum.⁶ These estimates can then

⁵ William G. Cochran, Sampling Techniques (New York: John Wiley and Sons, Incorporated, 1961), p. 65.

⁶ Ibid.

be combined into a precise estimate for the whole population."⁷

An analysis of the Tucson Convention Bureau's records showed that State conventions lasted for shorter periods than either regional or national conventions. This is an indication that state delegates will remain in Tucson for shorter periods and hence their expenditures may also be smaller than delegates to regional or national conventions. Also, the results of a delegate expenditure survey for thirty-seven cities made by the International Association of Convention Bureaus in 1957 indicates that there are variances between the expenditures of delegates to state, regional and national conventions. Since expenditures appear to vary between strata, the stratified sample may bring about a gain in the precision of the estimates.

The second reason is because each stratum represents a different market.⁸ For instance, Tucson's primary competition for state level conventions is Phoenix, whereas many more cities compete with Tucson for regional level and national level conventions. Therefore, if data is wanted for certain subdivisions of the population, it is advisable to treat each subdivision as a population in its own right.⁹

⁷Ibid.

⁸Ibid.

⁹Ibid.

Method of Selecting the Sample

There was a major problem encountered in drawing the sample because there was no available listing of the delegates who attended conventions in Tucson. Thus, a list had to be constructed in order to draw a sample.

The names and addresses of delegates were obtained in the following manner. First, the Tucson Convention Bureau had a record of most of the organizations that held conventions in the city between November 1, 1961 and October 31, 1962. These organizations were stratified and the officials of the organizations in each stratum were contacted and requested to furnish a list of names and addresses of the delegates who attended their convention. A copy of the letter sent to convention officials is in Appendix I. Once the lists had been obtained, a sample of nonresident delegates in each stratum was drawn and mailed questionnaires. Copies of the questionnaire and cover letter are in Appendices II and III.

Sample Size.

As shown in Table I there were ninety-two conventions held in Tucson during the survey period of which over half were state conventions.

All of the national and regional convention officials were contacted and asked to send registration lists because

TABLE 1
CONVENTION SAMPLE

Convention Level	Total Conventions ^a Nov. 1, 1961 to Oct. 31, 1962	Conventions in Sample	Conventions That Pro- vided Lists
State	60	28	6
Regional	20	20	3
National	<u>12</u>	<u>12</u>	<u>5</u>
Totals	92	60	14

^aTaken from records provided by the Tucson Convention Bureau.

the number of conventions and the number of delegates in attendance were small. A probability sample of state convention officials was drawn by numbering the state conventions from one to sixty and selecting every n th convention. A table of Random Digits was used to determine n .

A sample thirty of the state convention officials were contacted instead of the population because the cost per contact was considerable, and a sample of thirty out of sixty was considered large enough to yield a sufficiently representative sample of state conventions so that the expenditures of delegates to state conventions could be estimated.

A little over eighty percent of all the convention officials responded to the request, but only a minority of the total responding provided registration lists. (See Table I). Most of those that did not furnish lists stated that no record of delegates to their convention was kept. The remainder stated that their constitutions would not allow disclosing the names and address of the delegates to their conventions.

Since only a few of the conventions could furnish registration lists, a statistically verifiable sample of convention delegate expenditures could not be made. In

other words, there is no method to quantitatively measure the amount of sampling error that may be present, because the sample of delegates was drawn from a partial list of all the names and addresses of delegates to conventions in Tucson. For instance, the Theorem for determining the variance of sample mean, for stratified random sampling is

$$V(\bar{x}) = \frac{\sum_{h=1} N_h^2 v(\bar{x}_h)}{N^2}$$

where N_h is the population of the stratum.¹⁰ The formula assumes that the sample is selected from N_h so that each unit has an equal chance of being included in the sample. In this case a sample was selected from a partial N_h .

As shown in Table II, the lists which were provided allowed a sample to be taken from around one seventh of the total number of delegates. The regional stratum had the lowest percentage of total delegates and the national stratum had the highest percentage.

Although estimates of delegate expenditures cannot be verified statistically, estimates could still be made by drawing a sample from the names and addresses of delegates that were available. In order to eliminate any human bias, the nonresident delegates in each stratum were numbered and every n th name was selected. For instance, the state delegates were numbered from one to eight hundred and

¹⁰Ibid., p. 68.

thirty-two. (See Table 2). A table of Random Digits was used to determine n.

A sample of fifty delegates in each stratum was drawn which gives a total sample of one hundred and fifty. A sample of one hundred and fifty was thought to be large enough so that estimates of the nonresident delegate expenditures could be made. Also, the large cost and sizable amounts of time involved prevented taking a larger sample. However, this sample is believed sufficiently large enough to estimate the nature and impact of convention delegate expenditures on Tucson.

Sample returns. Errors due to nonresponse are probably not large enough to warrant serious concern because approximately seventy-five percent of the delegates returned questionnaires.

The largest amount of nonresponse was in the regional stratum. Thus, the greatest possibility of nonresponse errors are in the regional stratum. However, relatively reasonable estimates can be made from the sample because overall the percent of nonresponse was not too large.

Convention Bureau Survey

In order to determine how Tucson compared to other cities in respect to conventions and marketing strategy a nonprobability sample of twenty convention bureaus were

TABLE 2

DELEGATE SAMPLE SIZE AND RETURNS

	State	Regional	National	Totals
Total Delegates on Lists Furnished by Conventions	1,050	320	1,500	2,875
Total Nonresidential Delegate	832	280	1,347	2,459
Number in Sample	50	50	50	150
Number of Returns	39	32	43	114
Percent Return	77%	64%	86%	76%

mailed questionnaires. Samples of the cover letter and questionnaires are included in Appendices IV and V.

In order to be included in the sample, the city had to meet the following requirements:

- (1) The city must meet the requirement for membership in the International Association of Convention Bureaus. "The basic requirement for membership in the International Association of Convention Bureaus is that the city must have been host to a minimum of ten competitive conventions in each of five succeeding years."
- (2) The city must be located in a well known resort area and be considerable distance from the large urban and industrial centers of the East and Midwest.

The purpose of setting these requirements is to include only cities who will be competing for conventions that are not restricted to locating in large industrial areas. Altogether there are about thirty cities that meet these requirements.

Nineteen of the twenty convention bureaus responded. However, because two of the returns were improperly completed only the seventeen properly completed questionnaires will be used in the subsequent analysis.

Since the purpose of this survey was to collect data in order to compare Tucson to other cities in respect to conventions and marketing strategy, a sample of seventeen out of twenty cities is believed sufficiently representative for this purpose. The names of the cities included in the sample are given in Appendix V.

Chapter II

CONVENTION DELEGATES IN TUCSON

An analysis of the characteristics expenditures, and economic impact of delegates to conventions held in Tucson is made in this chapter in order to serve as a guide to the planning of marketing strategy. The objectives of the chapter are (1) to analyze the differences between the characteristics, and expenditures of delegates to state, regional, and material conventions, and (2) to analyze how convention delegate expenditures are distributed in the Tucson economy.

The Characteristics and Expenditures of Delegates

In order to aid planning marketing strategy differences in the expenditures and characteristics of delegates are analyzed and presented in this section.

Total Expenditures

Convention delegates who were not residents of Tucson spent approximately \$1,979,700 in the city during the period beginning November, 1961 and ending October 31, 1962. (See Table 3). As shown in Table 3, the major portion of the

TABLE 3

ESTIMATED EXPENDITURES OF DELEGATES IN TUCSON FROM
NOVEMBER 1, 1961 TO OCTOBER 31, 1962.^a

Con- vention Level	Number of Non- residents, Delegates ^b	Average Per Dele- gate Ex- pendi- ture	Total Ex- pendi- ture Non- residents	Number of Local Delegates	Aver- age Regis- tration Fee	Total Expendi- ture Local Dele- gates	Total Ex- penditures All Dele- gates
State	10,880	\$ 34.00	\$369,920.00	2,860	\$ 5.00	\$14,300.00	\$344,220.00
Regional	3,880	172.00	676,360.00	630	20.00	12,600.00	688,960.00
National	3,370	277.00	933,490.00	380	48.00	18,240.00	951,730.00
Total	18,130		\$1,979,770.00	3,870		\$45,140.00	2,024,910.00

^aThe estimates are rounded to the nearest dollar.

^bCalculated from records provided by the Tucson Convention Bureau.

\$1,979,700 was spent by nonresident delegates that attended regional and national conventions. The total expenditure of delegates to state conventions accounted for only \$329,920. On the other hand the majority of nonresident delegates that attended conventions in Tucson were the delegates to state conventions. Therefore, the majority of the expenditures of nonresident delegates to conventions in Tucson are made by a minority of delegates. This minority is the delegates to national and regional conventions.

The reason why the national and regional convention delegates have a greater total expenditure than state delegates is that the national and regional delegates is greater, total delegate expenditures can be increased substantially if more national and regional conventions and delegates were brought to Tucson.

The procedure used in estimating the total expenditures of delegates that were not residents of Tucson was as follows. The Tucson Convention Bureau could provide estimates of the total number of delegates that attended conventions in the city during the period beginning November 1, 1961 and ending October 31, 1962. However, the Bureau's records did not differentiate between delegates who resided in Tucson and delegates who were not residents. Since only nonresidents were included in the sample, resident

delegates had to be subtracted from the total delegate estimates made by the Bureau. Resident delegates were eliminated from the total by determining the percentage of nonresidents from the same lists used in selecting the sample. This percentage was then multiplied by the Bureau's total delegate estimates. For instance the percentage of nonresident delegates to state conventions was approximately 79.2. The total delegates to state conventions as estimated by the bureau was 13,740. Therefore, 10,880 delegates or 79.2 percent were nonresidents. The total number of nonresident delegates in each stratum were then multiplied by their respective average expenditures in order to provide their total estimated expenditures.

The estimate of total expenditures is probably understated somewhat because the expenditures of Tucson residents were not included. In order to avoid a understatement the average registration fee of nonresidents could be used as an estimate of the average expenditures of Tucson residents. This is believed to be a reasonable estimate of their expenditures because Tucson residents would be sleeping and eating and would not have hotel and restaurant expenses. Also, Tucson residents would probably pay the same registration fee as a nonresident because registration fees cover items such as meeting, banquet, and program costs. Thus, an additional \$45,000 could be added to the

expenditures of nonresidents. As shown in Table 3, this amounts to approximately \$2,024,910 and provides a more accurate estimate of the total delegates expenditures.

Nevertheless, most of the delegate spending is done by nonresidents, and the amount of money spent by delegates in Tucson will not be increased substantially unless more national and regional delegates and conventions come to Tucson.

Delegate Characteristics and Expenditure Patterns

As pointed out in the preceding section, a basic difference between the state, regional, and national delegates is their average expenditure. Delegates to national conventions spend the most per delegate, and delegates to state conventions spend the least per delegate.

Several factors were brought out by the delegate survey which can help account for their differences. One of these factors is illustrated by Table 5. The table provides an estimate of the average length of stay per delegate and shows that national delegates stay in Tucson longer than either regional or state delegates and that state delegates remain in Tucson for the shortest periods. Thus, the delegates that stay in Tucson longer will also spend more for food, lodging, and many other items. Table 4 shows that delegates to national conventions spend the most for food

TABLE 4
EXPENDITURE PATTERNS OF NONRESIDENT DELEGATES FROM
NOVEMBER 1, 1961 TO OCTOBER 31, 1962

Expense Category	State Delegates	Regional Delegates	National Delegates
Fees	\$ 5.00	\$20.00	\$48.00
Lodging	5.50	45.00	62.00
Hotel Restaurants	4.00	41.00	63.00
Other Restaurants	3.00	10.50	17.00
Night Clubs	.50	18.00	21.50
Groceries	1.50	2.50	1.00
Total Food and Beverages	9.00	72.00	112.50
Movies		.50	.50
Sporting Events	--	1.50	2.00
Sightseeing	.50	3.00	5.00
Others	---		1.00
Total Entertainment	.50	5.00	8.50
Gifts	2.50	6.50	17.00
Clothes	3.00	4.50	12.00
Others	--	1.00	.50
Total Shopping	5.50	12.00	29.50
Taxies and auto rentals	--	10.00	9.00
Gas and Oil	8.50	8.00	7.50
Total Transportation	8.50	18.00	16.50
Average Total Expenditure	34.00	172.00	277.00

TABLE 5
 AVERAGE LENGTH OF STAY FOR NONRESIDENT DELEGATES COMPARED
 TO AVERAGE LENGTH OF CONVENTION FOR
 NOVEMBER 1, 1961 TO OCTOBER 31, 1962. ^a

	State	Regional	National
Average length of Delegates' stay in Days	2.1	3.8	5.1
Average length of Convention in Days	2.0	2.7	3.0
Difference	.1	1.1	2.1

^a

Figures are rounded to the nearest tenth.

and lodging, and that delegates to state conventions spent the least. The fact that national and regional delegates remain in Tucson for the longest periods also means they will have a greater opportunity to shop and go sightseeing and hence probably spend more for the products and other services offered by Tucson businesses. (See Table 4).

Another factor which helps to explain why national and regional delegates spend more for lodging is indicated by Table 8. The table shows that nearly all delegates to national and regional conventions stayed in hotels or motels, whereas only forty percent of the state delegates stayed in hotels or motels. Therefore, the average amount spent by state delegates is smaller because sixty percent of these delegates did not report an expenditure for lodging.

The majority of state delegates come to Tucson by automobile whereas the majority of national and regional delegates arrived by plane or by train. (See Table 6) This particular characteristic helps to explain why delegates to national and regional conventions spend more for local transportation such as taxicabs and automobile rentals. However, the delegates to state conventions did spend nearly as much for gas and oil as the national and regional delegates. A possible explanation for this is that a high percentage of the state delegates drove automobiles and therefore would be stopping at Tucson service stations.

TABLE 6

METHODS OF TRANSPORTATION FOR DELEGATES TO CONVENTIONS
TUCSON DURING NOVEMBER 1, 1961 TO OCTOBER 31, 1962

Convention Level	Air	Train	Automobile	Bus
State	---	---	100%	---
Regional	40%	---	60%	---
National	65%	10%	20%	5%

TABLE 7
DELEGATES WHO BROUGHT QUESTS TO CONVENTIONS
DURING NOVEMBER 1, 1961 TO OCTOBER 31, 1962

Convention Level	Yes	No
State	40%	60%
Regional	45%	55%
National	55%	45%

TABLE 8
LODGING USED BY DELEGATES TO CONVENTIONS DURING
NOVEMBER 1, 1961 TO OCTOBER 31, 1962.

Convention Level	Hotel	Motel	Friends
State	15%	25%	60%
Regional	90%	10%	---
National	55%	40%	5%

Table 6 shows that national and regional delegates spent the most for products such as souvenirs and gifts and for entertainment and sightseeing. Table 7 points out that greater percentages of national and regional delegates spent time shopping. The table also shows that greater percentage of these delegates visited a wide variety of tourist attractions and engaged several types of recreational activities. It therefore appears that national and regional delegates are more interested in combining vacation or tourist activities with their convention trips. State delegates on the other hand appear to be less interested in recreation and sightseeing and as shown in Table 5 seldom stay in Tucson beyond the length of their respective conventions.

As shown in Appendix III very few of the national delegates had been in Tucson prior to their convention. This was also true of regional delegates to some extent. All of the state delegates had spent time in Tucson prior to their conventions. The point that the majority of national delegates and many regional delegates had not previously been in Tucson, can be an explanation of their greater interest in sightseeing and vacation activities.

Tucson's attributes as a resort area could be a good selling point to national and regional conventions because the majority of delegates to these conventions appear to be interested in vacation activities as well as

the business of their respective conventions. Also, Tucson merchants and other businesses could make a special effort to inform national and regional delegates of their products and services once the convention has located in Tucson. Many National and regional delegates, have not been in Tucson prior to the convention, and may not be familiar with the city and its businesses. (See Appendix III)

Other characteristics that differentiate the state, regional, and national delegates are expense accounts and guests. Nearly all regional and national delegates had expense accounts whereas only a fourth of the state delegates had expense accounts. (See Appendix III) Thus, the national and regional delegates may be able to afford more for entertainment and other items because the cost of their food, lodging, and travel was paid for by their companies or organizations. As shown in Table 7 greater percentages of national and regional delegates brought members of their families and guests. These additional people may have spare time and could spend it shopping and sightseeing. They will also result in additional hotel and restaurant revenue.

Summary

The delegate to a national convention is characterized by spending the largest amounts on food, lodging,

TABLE 9

ACTIVITIES OF OUT OF TOWN DELEGATES WHILE ATTENDING CONVENTIONS

NOVEMBER 1, 1961 - OCTOBER 31, 1962

Places Visited	Convention Level			Recreational Activities	Conventional Level		
	State	Region- al	Nation- al		State	Region- al	Nation- al
Old Tucson	16%	18%	33%	Horseback Riding	--	--	3%
Arizona Desert Museum	8%	18%	56%	Golf	--	27%	9%
Dog or Horse Races	--	36%	33%	Swimming	--	27%	34%
University of Arizona	75%	9%	86%	Hiking	--	--	8%
San Xavier Mission	8%	--	28%	Shopping	33%	63%	51%
Mt. Lemmon	--	--	8%	General Sight- seeing	16%	10%	51%
Night Clubs	--	73%	63%	Soaking up the sun	--	28%	31%
Mexico	8%	36%	50%	Picnicing	--	--	3%
Phoenix	89%	36%	25%	Other	16%	10%	16%
Other	25%	--	42%				

entertainment, shopping, and local transportation. The majority of national delegates have expense accounts, stay in motels or hotels, and arrive by plane or by train. Many national delegates have not been in Tucson prior to the convention. They also remain in Tucson for the longest periods and are interested in sightseeing and other vacation activities.

The delegates to regional conventions are quite similar to national delegates in many respects. However, the regional delegate remains in Tucson for a shorter period and has a smaller average expenditure.

State delegates remain in Tucson for the shortest periods and spend considerably less for food, lodging, and other items. Few state delegates are interested in sightseeing and few spend time shopping. One of the largest expenditures of state delegates is for gas and oil because the majority drive to Tucson to attend their convention.

The fact that Tucson has many resort attributes could be an important selling point and should be incorporated into the city's marketing strategy.

The amount of money spent by convention delegates in Tucson could be increased substantially if more national and regional conventions come to Tucson because the average expenditures of delegates to these conventions is greater.

This factor should be considered in planning marketing strategy. For instance more resources could be allocated to attracting regional and national conventions to Tucson.

The Economic Impact of Delegate Expenditures

The purpose of this section is to show how the expenditures of convention delegates are distributed in the Tucson economy in order to establish the economic impact of conventions on Tucson.

The Distribution of Expenditures

Table 3 gives the average amount spent for food, lodging, and other items by convention delegates during their stay in Tucson. Each of the items listed on Table 3 represents an expenditure for a product or service that is sold by a Tucson business. Therefore, the total delegate expenditures are distributed in approximately the following manner:

(1) Hotels	55%
(2) Retailers	19%
(3) Restaurants	16%
(4) Other businesses	10%

The hotel category includes the lodging and hotel restaurant expenditures. Included in the retailer category are the grocery, shopping, and gas and oil expenditures. The other businesses category includes the expenditures for

taxicabs, auto rentals, and entertainment.

Registration fees are spent for such items as banquets, business aids, and entertainment at the convention. Thus, hotels, caterers, secretarial agencies and other businesses probably receive the majority of revenue which results from registration fees. In order to include registration fees in the percentages, eighty percent of the total registration fees were added to the hotel category. The remaining twenty percent was added to the other businesses category. The exact distribution of the registration fees is not known so that the twenty, eighty distribution is only a rough estimate. However, since registration fees are relatively small percent of the total delegate expenditures they did appreciably effect the percentages in the four categories.

Hotels receive the largest share of the revenue that results from conventions which amounts to 55% or approximately \$1,113,750 of the total expenditures. However, hotels are by no means the only business that receive a share of the delegates expenditures. The remaining 45% or \$912,160 turned into receipts for Tucson merchants, gas stations, transportation companies, restaurants, and even movie theatres. Therefore, not only hotels benefit from conventions but merchants and other business benefit as well.

Economic Impact

Delegate expenditures are not only distributed among hotels and other businesses that come into direct contact with delegates. These expenditures can also in (1) revenues for suppliers and wholesalers, (2) wages, (3) tax revenues, and (4) profits, interests and rents. For instance hotels must (1) pay their employees wages, (2) pay their supplies, (3) pay interest on borrowed capital; and (4) earn a return on their investments. In addition some sales made by hotels are taxable so that sales taxes results.

Therefore, convention delegate expenditures can provide personal incomes and can create jobs for many Tucson citizens. As more convention delegates come to Tucson there is a need for more employees to accommodate them. This need would be particularly true for hotels because more maids, bellhops, and other employees may be needed.

Suppliers of food and services also must be paid so that additional markets are created for many season's industries. For instance farmers must supply restaurants and hotels with food products to meet the requirements of delegates. In addition services such as linens and laundry, must be provided.

Sales taxes state income taxes and other state taxes are also paid out of convention delegate expenditures.

Income taxes paid on wages earned from the servicing of a

convention represent additional tax revenues for the general public as well as such other taxes as sales, liquor, and entertainment taxes.

In summary convention delegate expenditures provide a sizable source of retail sales, hotel sales and other business sales. These sales in turn can contribute to personal incomes and profits for the citizens of Tucson.

Summary

Conventions held in Tucson result in a sizable economic impact on the city. The estimates of two million dollars that was spent by convention delegates during the period November 1, 1961 to October 31, 1962 resulted in wages for Tucson citizens, tax revenues, and incomes for Tucson businesses.

Some conventions contribute a greater share to the total expenditures than others. National and regional conventions are in the minority compared to state conventions, but national and regional conventions result in many more times the revenue than do the state conventions. Such reasons as the following account for the differences in expenditures between state, regional and national delegates.

- (1) National and regional delegates remain in Tucson longer than state delegates.

- (2) National and regional delegates are more interested in vacation or tourist activities.
- (3) Larger percentages of national and regional delegates stay in hotels.

All the above differences could be taken into account when planning marketing strategy. For instance more resources could be allocated to attracting national and regional conventions than allocated to attracting state conventions because the economic impact of the former is greater. Also, local business could capitalize on the facts that national and regional delegates remain in Tucson longer, are generally not familiar with the city, and are interested in sightseeing and entertainment.

Chapter 3

MARKET CHARACTERISTICS

In this chapter the conventions held in Tucson are analyzed and compared to conventions held in cities that are likely competitors of Tucson. The objectives of this chapter are (1) to determine Tucson's present share of the convention market in comparison with competing cities, and (2) to estimate the portions of the convention market for which Tucson is presently most competitive.

Tucson's Share of the Market

According to the International Association of Convention Bureaus, there are approximately twenty thousand state, regional, and national conventions held annually and are attended by over ten million delegates.¹² They also estimate that the average convention is attended by around five hundred persons, but go on to say that the actual attendance varies widely. It can range from small groups of one hundred to gatherings of over twenty-five thousand.¹³

¹² International Association of Convention Bureaus, Conventions an American Institution. (Cincinnati: International Association of Convention Bureaus, 1957) p. 46.

¹³ Ibid.

In 1961 there were approximately 58 state conventions, 18 regional conventions, and 14 national conventions held in Tucson. The size of these conventions ranged from less than 50 to around 6,000. However, only two approached 6,000 whereas many more were in the 50 and under size group. Appendix VII shows the size characteristics of Tucson's conventions for the years 1961 and 1962. The average size for the majority of conventions was around 200 or under. As shown in Table 10, the Tucson Convention Bureau estimates it at 175.

In order to present some idea of Tucson's standing relative to several other convention cities, Table 10 was constructed from responses to the Convention Bureau Questionnaire. This table seems to be indicative of the following points:

- (1) Fewer conventions were held in Tucson during 1961 than in nearly all of the other convention cities.
- (2) Tucson's conventions were mostly from the state level, whereas in nearly half of the other cities, regional and/or national conventions accounted for the majority.
- (3) The average size for the majority of conventions is larger in nearly all other cities than it is in Tucson.

In Chapter II it was shown that in Tucson the

TABLE 10
CONVENTION COMPARISONS

Cities	Total Conventions 1961	Major Source			Usual size
		State	Regional	National	
A	323		x		450
B	300		x	x	N.R.
C	288		x	x	500
D	278			x	600
E	275	x			300
F	259			x	N.R.
G	250			x	275
H	200		x	x	200
I	190	x			300
J	185	x			350
K	182	x			275
L	167	x			250
M	154	x			250
N	125	x			300
Tucson	90	x			175
O	81	x			200
P	46	x			200

N.R. No response.

expenditure per delegate is much greater for national and regional conventions than it is for state conventions. According to a study made by the International Association of Convention Bureaus in 1957, the expenditure per delegate is also greater in other cities. Thus, the volume of convention spending in nearly all the other cities is greater than in Tucson, because (1) there are a smaller number of conventions held in Tucson, (2) the conventions are generally smaller, and (3) the ratio of national and regional conventions to state conventions is smaller in Tucson than in many of the cities.

Trends. In recent years there has been a tendency for national conventions to move from the urban and industrial areas of the East and Midwest to the more distant tourist and resort areas.¹⁴ Such things as jet travel, the building of large scale convention facilities, and intense promotions from the resort areas have stimulated this trend. Ten out of the seventeen cities in the survey appear to have been capitalizing on this movement as shown in Table 11. All ten reported increases in national conventions in 1962 over 1961.

Phoenix, Palm Springs, and Albuquerque are known as desert resorts and were among the ten cities that showed increases in national conventions. Tucson is also known as a desert resort but did not show an increase in national

¹⁴Miami Goes After the Convention Trade," Business Week, May 14, 1960, p. 160.

TABLE 11
CONVENTION TRENDS

Cities	1961	1962	Increase or Decrease	Increase in national conventions
A	323	331	+8	Yes
B	300	300	--	Yes
C	288	320	+32	Yes
D	278	282	+4	Yes
E	275	295	+20	Yes
F	259	235	-24	Yes
G	250	279	+29	Yes
H	200	220	+20	Yes
I	190	200	+10	Same
J	185	250	+65	Yes
K	182	134	-48	Decrease
L	167	218	+51	Yes
M	154	139	-15	Same
N	125	120	-5	Same
Tucson	90	97	+7	Same
O	81	84	+3	Same
P	46	47	+1	Same

conventions. This could be an indication that Tucson is less competitive than any other resort cities and particularly desert resort cities. The reasons why Tucson may be less competitive than other resort areas is explored further in the next chapter.

Tucson was, however, among the cities that showed an increase in the total number of conventions over 1961. Thirteen cities reported increases; Tucson ranked tenth in respect to the size of the increase in total conventions.

Based on these results, Tucson does not seem to be enjoying the increases in National conventions or in its total conventions to the extent that the majority of the other resort communities are.

In summary, Tucson differs from the majority of convention cities in regard to the following:

- (1) Tucson has smaller conventions.
- (2) Fewer conventions are held in Tucson.
- (3) Tucson experienced less convention volume growth, and no growth in the number of conventions.
- (4) Tucson appears to be capitalizing on its resort attributes to a lesser extent than other resort cities.

Facility Requirements

Conventions in Tucson appear to use the University of Arizona campus and other facilities as headquarters nearly as much as they do hotels. This characteristic is particularly true of the state conventions. Forty-two percent of the state conventions in Tucson were not headquartered in hotels. (See Table 12)

The state and regional conventions that did not use the campus or hotels were headquartered in such places as churches, public schools, and the Young Men Christian Association's building.

The facility requirements of the State conventions may be representative of all the Arizona conventions. In a survey made of twenty-three State conventions in the Spring of 1962, by a University of Arizona marketing class it was found that approximately sixty-five percent of the state conventions rotated between Phoenix or other Arizona cities and Tucson.¹⁵ Also, since most of the people who attend state conventions are most likely from the larger Arizona cities, it would seem reasonable that many of these conventions would have alternating policies between cities. Thus, the 122 conventions held in Tucson over the two-year period may be fairly

¹⁵ "A Study of the Small Convention Market," written by Terry L. Davis and T.P. Flemming, (School of Business and Public Administration, University of Arizona, Spring 1962), Appendix III.

Table 12
 FACILITIES USED BY CONVENTIONS IN TUCSON DURING
 1961 and 1962^a

Facilities	State	Regional	National
Hotel	58%	71%	79%
University of Arizona	35%	17%	21%
Other ^b	7%	12%	--

^a Taken from records provided by the Tucson
 Convention Bureau

^b Includes the Young Men's Christian Association
 Building and Public School Facilities.

representative of the total State conventions held annually. If this is true, the facility requirements for almost any State convention can be met in Tucson. However, Tucson's facilities relative to national and regional convention requirements are not the same as for State conventions.

National and regional conventions seem to be much larger than Arizona conventions. Rarely does a state convention exceed six thousand, and in most cases it will be two hundred or under. The data in Table 10 and the experience of the International Association of Convention Bureaus seem to indicate that most national conventions and possibly most regional conventions are larger than the State conventions. Since there are very few national and regional conventions in Tucson and these are either relatively small or have special requirements for the University campus, it is possible that the requirements of the majority of these conventions cannot be met in Tucson. (See Table 4, Chapter IV for Tucson's present hotel and meeting facilities.) In addition to size, the following other factors seem to substantiate this:

- (1) Mr. George Sanderson of the Chicago Convention Bureau stated in a recent article:

"The maximum captive audience is the secret of Chicago's success as the convention and trade show center of the country. When a

convening group can sleep, eat, meet, and display its exhibits under one roof, it attracts its largest attendance. In May alone, there are a score of large groups holding conventions in single hotels which would otherwise need a combination of facilities elsewhere." 16

If a large number of Regional conventions require a central facility, the market for which Tucson may be competitive would be restricted considerably because the convention size would have to be small.

- (2) The seasonal aspect of national and regional conventions seem to overlap with the tourist season and the peak periods for State conventions. These are the months of April, May, October, and November. Thus, if facilities are filled with tourists and State conventions during these months it will tend to limit the number and sizes of national and regional conventions which can be accommodated.

Therefore, the fact that Tucson currently ranks lower in respect to capacities of Convention facilities relative to other cities, (Table 14, Chapter IV) and lower in the number and sizes of national and Regional conventions would seem to indicate that most of these conventions are going to cities where their needs can be best met.

¹⁶"Chicago Hotel Building Book at Record Peak," Chicago Convention News, June 1961, p. 4.

Summary

Tucson does not appear to compare favorably to other convention cities in respect to the sizes and volume of regional and national conventions. The national and regional conventions that do locate in Tucson are generally small, and some of these conventions have specific requirements for the University campus.

However, Tucson does attract large numbers of State conventions and is probably quite competitive with other Arizona cities for these conventions. Tucson's present market, thus appears to be limited primarily to (1) state conventions, (2) smaller national and regional conventions, and (3) conventions with special requirements for the

University.

UNIVERSITY OF ARIZONA

Department of Administration

1960

Chapter IV

CONVENTION MARKETING STRATEGY IN TUCSON

COMPARED WITH OTHER CITIES

The objective of this chapter is to compare the marketing strategy in Tucson with other cities in order to determine where changes in Tucson's marketing strategy could be made that might help make Tucson more competitive.

Convention Facilities

Adequate facilities are vital to the success of a convention because to accomplish its objectives, it must fulfill its requirements for the meetings, lodging, and dining of its delegates.¹⁷ In Chapter III it was briefly indicated that Tucson may not be able to meet the requirements of many conventions. Therefore, this subject will be explored in more detail in this section, since facilities can be an important aspect in attracting conventions to a city.

Tucson Facilities

Altogether there are seventeen convention hotels and motels in Tucson that can accommodate a convention. That

¹⁷ Conventions an American Institution, p. 103.

is, they can provide lodging, meeting, and banquet facilities. Two of these hotels have a room capacity of 250 each and meeting capacities of around 1300 to 1400. The remainder are smaller and range from seventy to two hundred in respect to room capacity and one hundred to six hundred for meeting capacity.

The two largest hotels account for the majority of national and regional conventions as well as the state conventions held in Tucson. This is shown in Table 12. The smaller hotels account for only a minority of the conventions. Therefore, it appears that in order to attract conventions to Tucson the larger convention hotel facilities were necessary.

Facilities in Other Cities

Table 14 provides a facilities comparison between cities. As shown in the table, all but one of these cities have larger hotel facilities than Tucson. City C, for instance, has approximately seven hotels larger than Tucson's.

Ten of these cities have large public or private auditoriums which can accommodate thousands of people, and five have one or more additional auditorium or convention hall. In most cases, these are operated by hotels. Since the facilities are generally larger and more prevalent in other cities, both larger and greater numbers of conventions

TABLE 13
HOTELS USED BY CONVENTIONS IN TUCSON DURING
1961 and 1962^a

Hotel	Percent of Total	
	Regional and National Conventions	All Con- ventions
Pioneer	27%	32%
Ramada Inn	53%	42%
Others	20%	26%

^aTaken from records provided by the Tucson Convention Bureau.

TABLE 14
COMPARISON OF CONVENTION FACILITIES

Cities	Auditorium	Capacities of Largest Hotel			Number of Hotels larger than Tucson Hotels
		Lodging	Meeting	Banquet	
Tucson	No	250	1500	1000	
A	Yes	550	2000	1200	5
B	Yes	900	2000	1400	4
C	Yes	500	2000	200	7
D	Yes	850	2000	1800	5
E	Yes	350	1000	750	1
F	Yes	875	1500	1200	3
G	Yes	600	2400	1600	3
H	No	500	1500	1000	3
I	Yes	400	5000	1000	2
J	Yes	400	1200	1000	3
K	Yes	500	1500	1000	2
L	No	600	1000	750	2
M	No	250	1000	600	0
N	Yes	600	2000	1500	2
O	No	400	800	6000	1
P	No	N.A.	N.A.	N.A.	N.A.

can be accommodated in these cities.

These cities are listed in the same order as Table 10 in Chapter III. It should be noted that the cities with the largest hotels, as well as the greatest number of hotels also ranked highest in the number of conventions and, in addition, had the greatest number of National and Regional conventions. Since Tucson currently ranks low in available facilities as well as the number of National and Regional conventions held, it would seem to indicate that most of the conventions are going to cities with large hotel facilities. For instance, in Phoenix there is a large convention hotel, the Westward Ho. It is possible that Tucson would not be considered as a convention site by many national organizations that would like to hold a convention in the Southwest because more desirable facilities can be found in Phoenix. Therefore, Tucson has a competitive disadvantage in that its hotels are smaller, and its meeting and exhibit areas are smaller because there is no convention hall.

However the lack of large facilities is not necessarily a competitive disadvantage for attracting large numbers of State conventions to Tucson. If the characteristics of the State conventions meeting here during the past two years can be assumed representative, then Tucson can accommodate large State conventions as well as

and better than most other Arizona cities. As pointed out in Chapter III, State conventions as a general rule, are less than 300 persons and headquartered in places other than hotels nearly as often as in hotels. Thus, facilities do not appear to be a competitive disadvantage for State conventions, but rather for National and Regional conventions.

National Competition and Trends. Tucson's standing in respect to overall facilities is likely to drop further in the future. Indicative of this trend are several statistics published by the American Hotel Association and several statistics published by the American Hotel Association and several convention bureaus. The American Hotel Association reports that approximately one billion dollars was spent on new hotel construction during 1960.¹⁸ One hundred five new hotels and two hundred thirty new motor hotels were built during this period.¹⁹ In addition to hotel construction, approximately sixty-five cities have built convention halls since the end of World War II.²⁰

¹⁸"Sixty Cities Compete for Conventions Invest Heavily," Chicago Convention News, July 1961, p. 1.

¹⁹Ibid.

²⁰"San Diego County Visitor Industry," a special report to the members of the San Diego Convention and Tourist Bureau on the success of the San Diego Visitor Industry, 1961.

Since World War II, there has been a 133 percent increase in the number of cities competing for conventions, while there has been only a 2 percent increase in the total conventions held nation-wide.²¹ In California alone there has been a 100 percent increase in convention cities and there are now twenty-six cities with convention bureaus.²² Thus, with the small increases in conventions, and the sizeable increases in facilities in active convention cities, Tucson may have difficulty maintaining its present level of regional and national conventions, not to mention increasing its share of these conventions.

The need for more hotel rooms does not appear to be just for more rooms in the community but rather for additional room capacity per hotel. There are several points brought out in Chapter III and the preceding section which appear to substantiate this need. First, the peak meeting seasons for national and regional conventions overlap with Tucson's tourist seasons and peak state convention meeting periods. Secondly, larger conventions can be accommodated in most other cities whereas in Tucson only small conventions can be lodged in one hotel. Finally, many organizations seem

²¹Ibid.

²²Ibid.

to want their convention housed in one central facility.

More adequate meeting and exhibit facilities are also needed. At the present time multipurpose meeting and banquet rooms are being used, whereas in other cities hotels with convention halls and large auditoriums can be found. Thus, Tucson appears to be at a competitive disadvantage because these other cities have more adequate facilities. The fact that Tucson currently ranks low in the number of conventions held is a further indication that conventions are locating in cities with more adequate facilities.

However, a convention hall or a large auditorium should not be built without considering the need for more hotel rooms. The usage of the hall by national and regional conventions may not be optimum because hotel rooms are presently limited particularly in the peak tourist seasons and state convention meeting periods. Therefore, it would be difficult to adequately handle a very large convention.

In order to completely consider whether investments in additional meeting and lodging facilities should be made, the question arises as to whether these investments could be economically justified. In order to be entirely conclusive, additional study is required, however, the following points indicate that facility investments

may be justified. First Tucson would be able to accommodate larger conventions as well as several conventions simultaneously, which would enable more conventions and delegates to come to Tucson. Secondly, Tucson's convention facilities would be more comparable to other cities and therefore make Tucson more competitive with these other cities. Since larger and greater numbers of conventions could be held in Tucson, there would be greater numbers of delegates in the city and thereby total delegate expenditure would be increased. For instance, one national convention of five hundred nonresident delegates would result in an approximate expenditure of \$137,500. Of this revenue approximately fifty-five percent or \$75,600 would go to hotels and approximately forty-five percent or \$61,900 would go to local business firms for services and products.

These expenditures represent additional revenue to these businesses which can contribute to overhead and increase returns. These expenditures also will contribute to employment, increase tax revenues, and increase revenue of suppliers.

Therefore if convention facility construction is undertaken the number of convention delegates in Tucson could be increased as a result. The greater numbers of delegates will contribute to such things as employment and help to stimulate the overall growth of the Tucson

economy.

Convention Marketing Activities

Although the existence of adequate facilities to accommodate conventions are vital, there are additional ways of competing which are also important. Such marketing activities as advertising and personal selling by hotels and convention bureaus can contribute to a city's competitive position.

The two primary convention marketing institutions in a community are (1) the convention bureau, and (2) the hotel. The convention bureau acts as a representative for the general community and all its business interests. In this capacity, the bureau is responsible for selling the city's services to organizations that hold conventions. The hotel acts in its own interests with the objective of optimizing its return on investment. Both the hotel and the convention bureau engages in marketing activities such as personal selling and advertising and can thereby contribute to a city's competitive position.

Convention Bureaus

The convention bureau's major responsibility is to offer services to conventions and to represent the whole

community collectively.²³ However, in order to function the bureau must stimulate interest in conventions by the community's citizens. Citizen interest must be stimulated because (1) the bureau requires operating funds which usually come from membership dues and/or tax revenue allocations, (2) local members of convention holding organizations provide a source of leads about potential conventions for the city, and (3) invitations to come to the city made to organizations usually come from a local member of that organization. Therefore, the bureau must be concerned with gaining citizen support to function effectively as the community's representative.

In other words there are two aspects to a convention bureau's operations. One is its representative function. The other is stimulating interest in conventions among the citizens of the community.

Citizen support. Based on the results of the Convention Bureau Survey, several points can be made which indicate that the level of support and cooperation of citizens in Tucson is not as great as it appears in other cities.

First, the Tucson Convention Bureau has a smaller operating budget than the bureaus in most other cities. Forty-eight out of fifty convention bureaus associated with

²³ Conventions on American Institution, p. 40.

the International Association of Convention Bureaus have larger operating budgets than the Tucson Bureau.²⁴ Financial information was available for nine of the bureaus in the survey. The Tucson Bureau's operating budget for 1962 was \$25,000, whereas, only one of the nine bureaus had a budget of \$50,000 while the remaining eight bureaus had budgets ranging from a low of \$25,000 to a high of \$315,250.

The Tucson Bureau is also confronted with a problem of increasing costs with no increases in revenue. (See Appendix V) None of the other bureaus reported a similar situation. All the bureaus stated that costs and income have both risen or that both have remained constant. (See Appendix V). Therefore, the Tucson Bureau does not have the funds to finance the operations of similar scope to many competitive bureaus and is further faced with the problem of restricting operations somewhat because of increased operating costs.

Secondly, the cooperation and support of hotel management in Tucson may be more difficult to maintain than it is in other cities. Hotel management in Tucson tends to turn over frequently while in most of the other cities it does

²⁴"Summary of Budget Survey from International Association of Convention Bureau Members," report to the Board of Directors International Association of Convention Bureaus, July 11, 1962.

not. (See Appendix V). When new hotel management comes into a city, cooperation with and confidence in the bureau must be established.

Finally, Tucson hotels are generally unwilling to make room commitments to conventions much more than a year in advance. All other cities reported at least a two-year policy and many went beyond two years. In order for the Bureau to actively compete for a convention it must have full assurance that room commitments will be met without question. Therefore, convention bureaus in other cities have a greater degree of flexibility when negotiating with conventions and particularly in negotiating with those conventions that are planned more than a year in advance.

The cities where the convention bureaus are well financed, where the hotels will make long run room commitments, and where there is a relatively low turnover of hotel management also appear to be the most successful in securing conventions. City K in Table 10 had a substantial decrease in the number of conventions 1962 over 1961. The convention bureau in City K also has the lowest operating budget. Tucson, and cities O and P in Table 10 are the lowest ranked cities in respect to the number of conventions held annually. These are also cities where hotel management turns over frequently.

Convention Bureau Policies

Services. To help further an interest in the city by a convention the convention bureau offers a variety of services. In order to determine how important these services are to conventions, the bureaus were asked whether convention executives were placing increased demands on them for their services. Twelve out of seventeen said "yes." Five said "no" and fell into two distinct categories. (See Appendix V). They were (1) from cities where very few conventions are held and few services are offered or (2) from cities with very large and numerous convention hotels. In the first case, the "no" answer would probably have little significance. In the second, the conventions in those cities may be turning to hotels for these services because, based on the literature furnished by the bureaus, hotels in these cities offer both similar and additional services to the Bureaus. Thus, the responses seem to indicate that bureau services can be an important means of competing because they are required by a great number of the conventions held in other cities.

In order to meet the requirements for services the Tucson Convention Bureau will

- (1) provide counseling and planning assistance
- (2) aid with the housing and registration of

delegates,

- (3) secure publicity and promote attendance, and
- (4) assist in securing meeting aids and entertainment.

As shown in Appendix V, the Tucson Bureau's services are similar to those of nearly all the other bureaus. The only significant difference was that five bureaus provided free secretarial service, whereas the Tucson Bureau only provides assistance for a securing secretaries.

The bureaus were asked two additional questions to determine differences in respect to the extensiveness of services offered by the bureaus. One asked for the number of direct mail pieces sent to help build delegate attendance. The other asked for the number of registration personnel that would be furnished by the bureau. As shown in Appendix V, almost all of the cities answering the question send more direct mail pieces and furnish more registration personnel than Tucson. The number of conventions in these cities was also greater. Therefore, in order to accommodate large numbers of conventions, the bureau must be prepared to support increased service requirements of conventions.

Promotion. The convention bureau also engaged in personal selling and advertising. Two forms of personal selling are usually used by the convention bureaus. One is to contact convention officials by telephone or telephone selling.

The other is to call on the convention officials personally or sales visits. Advertising usually consists of (1) general tourist and/or convention copy placed in a variety of media, and (2) the distribution of advertising specialties. Sometimes advertising is also done cooperatively with transportation or other companies.

All bureaus included in the survey used some form of personal selling. Thirteen of the bureaus used a combination of telephone and travel. The remaining five bureaus used the telephone exclusively. (See Appendix V). One of the five bureaus that used telephone selling ranked relatively high in respect to the total number of conventions held annually, but these bureaus also stated that sales personnel from hotels in their cities traveled extensively. The remaining three bureaus that used telephone selling exclusively were in cities, O, P, and K. Cities O and P rank lowest in total conventions held. City K had a sizable decrease in both national conventions and total conventions. (See Table 11).

All nine of the above convention bureaus were in cities where (1) large numbers of conventions are held, (2) a major portion of the total conventions are national or regional, and (3) gains in the total number of conventions held annually have been made. Therefore, the leading convention cities deviate more resources to personal

selling and rely heavier on sales travel and visits to convention executives.

As a further indication of the importance of personal selling through sales visits, Mr. George Sanderson of the Chicago Convention Bureau makes the following statement. ²⁵

"In order to realistically maintain the large number of convention groups that Chicago has enjoyed for so many years, the Convention Bureau is confronted with the steadily increasing requirement to keep salesmen on the road."

Several differences in the types of media used and the amount of advertising expenditures were also observed between the Tucson Bureau and the bureaus in other cities. The Tucson Convention Bureau spent approximately \$6000 for advertising in 1961. Nine bureaus reported their advertising expenditures for 1961 and five of these bureaus had larger expenditures than the Tucson Bureau. In one case an expenditure of \$48,000 was made. The Tucson Convention Bureau uses a large variety of media which includes direct mail, trade and business publications, newspapers, radio and television, and national publications. Fifteen of the bureaus answered the section on media and nine of these bureaus stated that direct mail was used exclusively. Only

one bureau used as large a variety of media as the Tucson Bureau.

Two additional advertising differences were found between the Tucson Convention Bureau and the bureaus in other cities. Tucson has had a cooperative advertising campaign with a major airline. Only one other convention bureau reported a similar campaign. Another difference was that the Tucson Convention Bureau distributes advertising specialties such as note pads and pens to convention delegates. Only four other convention bureaus reported the use of advertising specialties.

Advertising plays an important role in the marketing strategy of the majority of convention bureaus. Also many of the bureaus make sizable advertising expenditures annually.

Research and planning. Marketing data is always necessary to plan marketing strategy. In the absence of data, the possibilities of mistakes in marketing increase greatly. The lack of marketing data is the primary reason this study was made.

The Tucson Convention Bureau makes informal studies from time to time but does not have a marketing research function. This particular characteristic was not uncommon for the majority of bureaus in other cities. However,

as competition increases, the value of research as a convention bureau function will also increase and those bureaus with research staffs will command a competitive advantage.

Summary. The Tucson Convention Bureau differs most significantly from the other bureaus in the following respects. First the Tucson Bureau has a smaller operating budget than most other bureaus and is also faced with the situation of rising costs with no increases in revenue. The other bureaus do not have this problem at present.

Secondly, the general relationship between the Convention Bureau and hotels appears to be somewhat weaker in Tucson than in most other cities. Tucson hotels are reluctant to make long run room commitments and hotel management turns over frequently.

Thirdly, the level of the Bureau's personal selling activities does not appear to be as competitive as many of the other convention bureaus.

Fourth, the advertising mix does not appear to be as competitive as many other bureaus. Other bureaus appear to concentrate their advertising in few selected media. Also the leading convention cities have bureaus with advertising budgets which are larger than Tucson.

Finally, the Tucson Convention Bureau does not have a formalized research function whereas the most competitive convention bureaus do.

Hotel Marketing Strategy

The hotel's marketing policies on pricing and promotion can also have some impact on the competitive ability of a city because the hotels are a primary supplier of convention services. Therefore, some general comparisons between the marketing policies of Tucson's hotels and the hotels of other cities are made in this section. The data in this section was taken from the responses to the survey of convention bureaus.

Pricing policies. In Tucson the rates charged conventions by hotels have remained stable over the past few years. Only five other bureaus reported that hotel rates had remained stable in their cities. Two reported rate increases and nine reported rate decreases. No significant relationship between the volume of conventions and pricing trends could be found. Those cities where hotel rates had increased were generally the cities with the most conventions. The cities where hotel rates had decreased showed no significant increases in conventions. Therefore, price competition in the form of rate cutting does not appear to presently exist to any great extent among the cities included in the survey.

Free meeting rooms and in some cases free exhibit space is provided and seems to be a common policy among

convention hotels. Hotels in Tucson do not generally charge for either meeting rooms or exhibit space. (See Appendix V) Hotels in other cities do not generally charge for meeting rooms, but the majority of the bureaus stated a charge was generally made for exhibit space by the hotels.

A form of quantity discount such as the granting of one free room for every one hundred delegates was a policy of hotels in the majority of cities. The Tucson Convention Bureau reported that hotels in the city grant complimentary rooms sometimes. City O in Table 11 which has the least number of conventions, stated that the granting of complimentary rooms was not a common policy of hotels in the city.

Based on this evidence it appears that rate cutting is not a frequent means of price competition practiced by hotels, because competition has increased substantially in recent years and hotel rates have tended to increase in many of the most competitive cities. However, practices such as the granting of complimentary rooms and providing free meeting facilities appears to be quite common.

Promotion. In a survey made in the spring of 1962 by a University of Arizona marketing class the following was found in respect to the promotion policies of Tucson hotels:

- (1) Two hotels employ the services of convention

sales agencies.

(2) One hotel has its own sales staff which also works for a hotel of the same chain in Phoenix.

(3) Many Tucson hotels do some direct mail advertising and two of these hotels advertise in trade publications and convention journals.

(4) The majority of hotels rely on the Convention Bureau's promotional activities to bring conventions to the city.

In the majority of cities the scope of the promotional activities of hotels is greater than it is in Tucson. Three convention bureaus stated on the questionnaire that hotels in their respective cities assumed the major responsibility for personal selling. Also, the majority of cities have large hotels that employ their own sales staff or in some cases are represented by convention sales agencies. Therefore it appears that hotel promotional policies can be important competitive factor and at present hotel promotion in Tucson is less extensive than in the majority of other cities.

Summary

Tucson appears to be as competitive as other Arizona cities for state conventions because of such facilities as

the University of Arizona campus. However, Tucson is not as competitive as most other resort cities for national and regional conventions. Several factors were brought out in Chapter III that seem to indicate that Tucson is in a weaker competitive position relative to many other cities. Such things as fewer total conventions, fewer national and regional conventions, and smaller conventions in Tucson relative to other cities are indicative.

There are several differences between the convention marketing strategy in Tucson and other cities which appear to be contributing to Tucson's weaker position.

First the lodging, meeting, and banquet facilities are not as large or extensive in Tucson as they are in most other cities. Therefore, is less likely to be considered as a convention site by many national and regional conventions.

Secondly, the financial support of and cooperation with the Tucson Convention Bureau by local business generally appears to be less extensive than in most other cities. This factor handicaps the bureaus' operations which in turn can contribute to a weakening of the Bureaus competitive ability.

Third, some of the marketing policies of Tucson hotels are not as competitive as hotels in other convention cities. For instance, hotels in many cities have extensive

personal selling activities to meet the demands of increasing competition.

Finally, the marketing mixes of the Tucson Convention Bureau does not appear optimum relative to other bureaus. For instance sizable advertising expenditures are made annually but they are spent in a larger variety of media which have much waste coverage. Also, the majority of emphasis is placed on telephone selling whereas many other bureau sales visits or travel receives the majority of emphasis.

...and

Chapter V

CONCLUSIONS AND RECOMMENDATIONS

Convention delegates presently bring approximately two million dollars to the Tucson economy each year. This revenue results in over a million dollars in hotel sales and slightly under one million in sales for other Tucson businesses. Conventions also contribute to employment and can provide additional markets for Tucson's industries. Therefore, it is in the interest of nearly every Tucson citizen to work towards attracting conventions to the community.

The national and regional conventions presently result in the majority of the total delegate expenditures. However, there are relatively few national and regional conventions held in the city. Also, those national and regional conventions that are now held in the community are generally much smaller than the conventions held in other cities. The majority of conventions held in Tucson are state conventions and are the conventions for which the city is most competitive. Thus, the Convention Bureau and hotels should concentrate more on the national and regional convention markets because (1) the expenditures that result

are greater than for state conventions, and (2) is presently very competitive for state conventions.

Also by concentrating on securing national and regional conventions greater advantage could be taken of Tucson's tourist attributes. National and regional delegates are interested in resort areas as evidenced by recent trends and the characteristics of national and regional delegates who have attended past conventions in Tucson.

However, before Tucson can become as competitive for national and regional conventions as other convention cities changes in marketing strategy are needed. As evidence that Tucson is not as competitive as other cities the following points are made. First, Tucson is not benefiting from the trend for national conventions to locate in resort areas whereas other resort cities are. Secondly, conventions in Tucson are generally small particularly the national and regional conventions. In other cities the number of delegates per convention is much larger. Lastly, Tucson ranks low relative to other cities in respect total conventions and total regional and national conventions. In order to be more competitive, marketing strategy in Tucson will require the following changes:

- (1) A larger hotel with a greater number of rooms.
- (2) A convention hall
- (3) More personal selling and sales trips by the

Convention Bureau and among convention hotels.

(4) More efficient use of advertising allocations.

One change in marketing strategy which would contribute to Tucson's competitive position would be to build more adequately facilities. The two most needed facility changes are (1) more rooms per hotel and (2) a convention auditorium. If these changes were made (1) Tucson could compete for larger national and regional conventions, (2) Tucson's facilities would be comparable to the facilities in other resort cities, and (3) Tucson's facilities could more closely match the requirements of a greater number of conventions.

In addition, a civic center or convention hall could be used for other functions by the community, such as for sports and entertainment. The revenue which results from conventions could help pay for the cost of the center.

Changes in the marketing mixes of Tucson hotels and the Convention Bureau could also help to make Tucson more competitive. For instance more personal selling and sales trips to persuade convention officials to locate their conventions in Tucson. Also, the advertising budget could be spent more optimally by utilizing less media and concentrating effort on the national and regional conventions. Tucson's resort attributes could be incorporated into the copy as a major selling point.

Once the convention has come to Tucson, local businesses could direct some marketing efforts towards delegates. This can help to increase sales because delegates are interested in shopping and entertainment and many delegates have not been in Tucson previously so that they are not familiar with the city.

Since everybody can benefit economically, both businessmen and other citizens should help support and contribute to the Convention Bureau's operations. Presently, the Tucson Bureau has less operating funds than most other bureaus. A larger operating budget could help to make the Tucson Convention Bureaus activities more competitive with burueaus in other cities. Also greater cooperation from hotels would give the Tucson Bureau more flexibility when negotiating with conventions.

All the above changes can help to make Tucson more competitive with other convention cities.

Areas for Additional Study

A deeper analysis of the convention market is required. This could include a study of the organizations that hold national and regional conventions. The data which would result from such a study would be of value in optimizing the types and sizes of convention facilities required. Also such data could help determine the optimum marketing

mixes for hotels and the convention bureau. For instance the exact level of personal selling activities which should be maintained.

APPENDIX I

LETTER TO CONVENTION OFFICIALS

Dr. T. C. Tucker
University of Arizona
Tucson, Arizona

Dear Doctor Tucker:

Would you be good enough to help me?

I have undertaken a study of convention visitors in Tucson as part of my thesis research at the University of Arizona.

You can appreciate, I am sure, that the collection of information about the merchandise and services important to convention visitors, their spending patterns, and related matters will be of future value to both delegates and to the community.

In order to obtain the necessary data for this study I need a list of all persons attending conventions in Tucson during the past year. The Tucson Convention Bureau tells me that you were in charge of arrangements for the 5th Annual Arizona Fertilizer Conference held on January 30, 1962.

Would you therefore send me a list of names and addresses of delegates who registered at your convention. This may be sent to Terry Davis, Department of Marketing, College of Business and Public Administration, University of Arizona, Tucson, Arizona.

Your assistance will be greatly appreciated. It is understood, of course, that all data furnished by you and members of your organization will be considered strictly confidential. I will also return the list of names you send after a sample of delegates has been selected.

I am looking forward to hearing from you.

Cordially yours,

Terry Davis
Graduate Student in Marketing

APPENDIX II

COVER LETTER FOR DELEGATE QUESTIONNAIRE

November 14, 1962

Dear Convention Delegates:

We hope you enjoyed your stay in Tucson as a convention delegate.

Because thousands of people, such as yourself, come to Tucson every year, I am undertaking, as part of my graduate research at the University of Arizona, a study to learn about the merchandise and services that are important to you, the convention visitor.

Would you, therefore, kindly complete and return, at your earliest convenience, the enclosed questionnaire. As you can see, no postage or further address is necessary. It is understood that this information will be considered confidential. Only summarized data are being published, and your responses will be completely anonymous.

Since you were selected as part of an important sample from all those who attended conventions in Tucson during 1961-62, your answers are very necessary for the success of this study. I will be most grateful for your cooperation.

Cordially yours,

Terry Davis
Graduate Student in Marketing

APPENDIX III
 TABULATED DELEGATE QUESTIONNAIRE
 CONVENTION VISITOR QUESTIONNAIRE

Part I. CLASSIFICATION DATA

1. What was the source of funds you used to attend the convention in Tucson? CHECK MORE THAN ONE IF APPLICABLE.

	<u>State</u>	<u>Regional</u>	<u>National</u>
Total replies	39	30	40
Personal	26	2	2
Government	0	4	7
Company	0	22	29
Association or other organization whole convention you attended	13	2	2

2. What mode of transportation did you use? CHECK MORE THAN ONE IF APPLICABLE.

Total replies	39	32	41
Airplane	0	13	27
Train	0	0	4
Automobile	39	19	8
Bus	0	0	2

3. Did any guests or members of your family come with you?

Total replies	39	32	43
Yes	16	14	24
No	24	18	19

4. Had you ever been in Tucson before?

Total replies	39	32	43
Yes	39	25	19
No	0	7	24

Part II. ACTIVITIES WHILE IN TUCSON

1. How long did you stay in Tucson?

Total replies	38	32	41
Days	2.1	3.8	5.1

2. If you stayed overnight in Tucson, where did you stay?
CHECK MORE THAN ONE IF APPLICABLE.

	<u>State</u>	<u>Regional</u>	<u>National</u>
Total replies	30	32	43
Hotel	5	29	24
Motel	8	3	17
With friends or relatives	17	0	2

3. Please check all of the following places you or your family visited, if any, during your stay in Tucson.

Total replies	39	32	43
Old Tucson	6	6	14
Arizona Desert Museum	3	6	24
Dog or Horse Races	0	12	14
University of Arizona	30	3	37
San Xavier del Bac	3	0	12
Mt. Lemmon	0	0	3
Night Club	0	25	27
Mexico	3	12	21
Phoenix or other Arizona cities	35	12	11
Other	10	0	18

4. Please check all of the following recreational activities, if any, in which you or your family participated.

Total replies	39	32	43
Horseback riding	0	0	1
Golf	0	0	4
Swimming	0	9	15
Hiking or Mountain climbing	0	0	3
Shopping	13	20	22
General sightseeing	2	3	22
Soaking up the sun	0	9	13
Picnicking	0	0	1
Other	6	3	7

5. Please approximate to the best of your recollection your expenditures; or, if you brought your family, your combined expenditures while in Tucson.

Total replies	36	30	41
Registration fees for conventions and other assessments	\$5.00	\$20.00	\$48.00
Lodging - rooms and tips	\$5.50	\$45.00	\$62.00

5. (continued)	<u>State</u>	<u>Regional</u>	<u>National</u>
Food and Beverages (alcoholic and non-alcoholic)			
Hotel & Motel Restaurants	\$4.00	\$41.00	\$63.00
Other Restaurants	\$3.00	\$10.50	\$17.00
Night Clubs or Cocktail Bars	\$.50	\$18.00	\$21.50
Grocery stores and other retailers	\$1.50	\$ 2.50	\$ 1.00
Entertainment			
Movies or Plays	0	\$.50	\$.50
Sporting events, rodeos, races, etc.	0	\$ 1.50	\$ 2.00
Sightseeing	\$.50	\$ 3.00	\$ 5.00
Other entertainment,	\$ 0	0	\$ 1.00
Shopping			
Souvenirs and Gift items	\$2.50	\$ 6.50	\$17.00
Clothing	\$3.00	\$ 4.50	\$12.00
Other items	0	\$ 1.00	\$.50
Miscellaneous			
Local transportation other than sightseeing	0	\$10.50	\$ 9.00
Gas, oil, and car service	\$8.50	\$ 8.50	\$ 7.50

I shall be glad to see all of these items on your program.

These items are all very important to the success of the study in that they are all items which are of interest to the general public and which are of interest to the study.

and will be glad to see all of these items on your program.

I shall be glad to see all of these items on your program.

Sincerely yours,

Harry A. Lewis
Member's Council in Charge

APPENDIX IV

COVER LETTER FOR CONVENTION BUREAU QUESTIONNAIRE

Mr. Clarence N. Hockom, Secretary
Denver Convention & Visitors Bureau, Inc.
225 West Colfax Avenue
Denver 2, Colorado

Dear Mr. Hockom:

How do your convention marketing problems and activities differ from those of other convention bureaus in the United States?

I have undertaken a study of convention marketing as part of my graduate research at the University of Arizona in order to uncover answers to questions like this which can be of value to people engaged in convention work. I therefore, will be very happy to make the results of this study available to you at your request.

Enclosed is a questionnaire which asks for your experiences and opinions on a number of convention bureau activities and related matters. Would you fill this out please? Would you also enclose copies of the following materials:

1. A promotional brochure for the city.
2. Lists of conventions held in the city during 1961 and 1962.
3. Literature which is sent to local businessmen and professional people.
4. Brochure describing the convention facilities of your city.

I will return any or all of these materials at your request.

These data are of real importance to the success of the study so that your cooperation is important. It is understood, of course, that this information will be considered strictly confidential. All data will appear in summary form only.

Any additional comments or questions you may have are welcomed. Once again--remember you're off the records.

I look forward to hearing from you.

Cordially yours,

Terry L. Davis
Graduate Student in Marketing

APPENDIX V

TABULATED CONVENTION BUREAU QUESTIONNAIRE

The cities included in this survey were:

Tucson	Jacksonville
Phoenix	Tampa
Long Beach	Billings
Palm Springs	Las Vegas
San Diego	Albuquerque
Santa Barbara	Portland
Colorado Springs	El Paso
Denver	Houston
	Salt Lake City

CONVENTION BUREAU QUESTIONNAIRE

Please complete questions which apply to the operations of your convention bureau. Where numerical answers are called for, please approximate if more accurate data is not easily obtainable.

PART I. Convention Bureau Background

- Do you offer services or aid to the conventions of meetings or private business firms? 17 Yes 0 No 17 Total
- Which of the following applies to your convention bureau?
 - 5 We are an independent organization.
 - 1 We are a department of the city or county government.
 - 11 We are part of the Chamber of Commerce.
 - Other, please specify _____
 - 17 Total
- How is your bureau financed? CHECK MORE THAN ONE IF APPLICABLE.

<u>6</u> Membership dues or subscriptions	<u>6</u> City, county, or other public funds.
<u>9</u> Chamber of Commerce funds	Other, please specify _____
<u>17</u> Total	
- Has the income of your bureau during the past two years:
 - 14 Increased 0 Decreased 3 Remained the same.
 - 17 Total.

5. Have operating costs during the past two years: 0 Decreased 15 Increased 2 Remained the same 17 Total.

PART II. Sales Activities

1. Is all personal selling to organizations done by telephone? 2 Yes 15 No 17 Total

IF NO, please complete the following:

- A. Approximately how many sales visits were made to organization meetings or to convention executives during 1961? _____
- B. How many sales trips were made outside the state? _____
- C. Approximately what was the cost of travel during 1961?
- | | | |
|--------|----------|--------|
| \$550 | \$2000 | \$2000 |
| \$5000 | \$2500 | \$2000 |
| \$300 | \$6000 | \$ 900 |
| \$8500 | \$6000 | |
| \$200 | \$15,000 | |
- D. Have the number of sales trips during 1962: 10 Increased 1 Decreased 4 Remained the same. 15 Total.

2. Is all personal selling done by the convention bureau manager? 4 Yes 9 No. 13 Total.
3. Is initial contact with organizations for promoting or servicing conventions nearly always made through local members of these groups? 13 Yes 4 No. 17 Total.

PART III. Advertising and Promotion

1. Do you send pre-convention letters or materials to the number of organizations to promote their attendance at the convention? 15 Yes 2 No. 17 Total.
2. Do you distribute pens, hats, or other promotional materials to delegates at registration? 5 Yes 12 No 17 Total.
3. Is all promotion or advertising done by direct mail? 9 Yes 8 No 17 Total.
IF No, which of the following media are used?

PART V. Public Relations

1. Which of the following materials, if any, are sent to local businessmen or general public?

<u>10</u> Annual summary of bureau activities	<u>5</u> Convention listings for the city.
<u>8</u> Convention Newsletters	<u> </u> Month report of activities and expenditures.

PART VI. Personnel

1. How many full time people are employed for convention registration?

None	None	3
None	1	None
None	None	None
2	None	None
3	None	1
None	1	

How many part time?		
2	8	2
5	30	25
10	6	1
None	5	None
10	6	6
3	15	

2. How many people are employed full time by the convention bureau?

2	2	2	4	4	2
2	23	8	10	None	
7	2	4	3	3	

PART VII. Convention Bureau Services

1. Please check the following services that you offer to conventions.

<u>15</u> Housing bureau	<u>14</u> Arrange convention publicity
<u>14</u> Arrange sightseeing tours or other entertainment.	<u>12</u> Provide reservation application forms
<u>17</u> Secure room commitments from hotels	<u>15</u> Aid in securing office equipment, and/or

- 9 Furnish office equipment free for registration 3 secretarial service.
2. If you operate a housing bureau, have the number of reservations made for conventions over the past two years; 2 Increased, 3 Decreased, 11 Stayed the same. 16 Total.
3. Has there been a tendency on the part of association executives to make increased demands on the Bureau for services? 15 Yes 1 No 16 Total.

PART VIII. Hotels, Motor Motels, and Other Facilities

1. In the past two years have hotel rates: 8 Increased, 2 Decreased, 6 Stayed the same. 16 Total.
2. Are hotels working local contacts in your city to originate invitations? 17 Yes 0 No 17 Total
3. Are hotels generally willing to make long run commitments? 17 Yes 0 No
 Total

IF YES,		approximately how far in advance:		Years
1 - 1½	4	Unlimited	1 - 5	5
3 - 5	10	3	1	5
3 - 4	2-4	Unlimited	5	3-5
4		2		

4. Do hotels in your city ever grant complimentary rooms or other concessions in their effort to get convention business?
13 Yes 1 No 2 Sometimes 16 Total
5. Generally, does the management of the major convention hotels turnover; 3 Frequently, 4 Approximately every two or three years, 10 Seldom 17 Total
6. Are meeting rooms provided free to convention as a matter of general practice by hotels in your city?
16 Yes 0 No 16 Total
 As a matter of general practice do they charge for commercial exhibit space? 13 Yes 3 No 16 Total

PART IX. Conventions and Competition for Conventions

1. What is/are the peak season/s for conventions? Months:

January	7
February	88
March	14
April	16
May	15
June	7
July	3
August	3
September	9
October	14
November	9
December	5

2. Approximately how many cities in your state have convention bureaus?

2	2	2
2	2	1
26	7	1
26	12	1
26	1	

3. Does the greatest degree of competition for conventions in your city come from: 7 In-state, 9 Out-state 0 International cities. 16 Total

4. Approximately how many conventions were in your city during 1961?

<u>1961</u>	<u>1962</u>
90	97
323	331
300	300
288	320
278	282
275	295
259	235
250	279
200	220
190	200
185	250
182	134
167	218

4. continued

<u>1961</u>	<u>1962</u>
154	139
125	120
81	84
46	47

5. Generally, what is the major source of conventions in your city? 10 State, 4 Regional, 6 National
20 Total

6. What is the usual size of the majority of conventions held in your city?
DELEGATES

175	275	250
450	200	250
500	300	300
600	350	200
300	275	200

7. During the past two years has the number of National and International conventions in your city:
1 Increased, 6 Stayed the same, 10 Increased
17 Total.

APPENDIX VI
 SIZE CHARACTERISTICS OF ALL CONVENTIONS IN TUCSON
 DURING 1961 and 1962^a

Size	State	Regional	National	Total
50 or under	11%	28%	7%	15%
51 - 100	18%	14%	14%	15%
101- 150	24%	17%	10%	17%
151 - 200	17%	11%	25%	18%
201 - 250	5%	9%	7%	7%
251 - 300	4%	9%	21%	11%
301 - 400	13%	3%	3%	6%
401 - 600	4%	9%	3%	5%
601 - 900	2%	--	3%	2%
900 -1000	--	--	7%	3%
1000 or over	2%	--	---	1%

^a
 Taken from records provided by the Tucson
 Convention Bureau.

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