

OVERVIEW OF RECEPTIVE OPERATIONS OF A CONVENTION AND VISITOR
BUREAU

by

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A Research Paper
Submitted in Partial Fulfillment of the
Requirement for the Master of Science Degree
With a Major in

Hospitality and Tourism

Approved: 2 Semester Credits

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The Graduate College
University of Wisconsin-Stout
December, 1999

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ABSTRACT

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Overview of Receptive Operations of a Convention and Visitor Bureau

(Title)

Hospitality and Tourism
(Graduate Major)

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(Research Adviser)

December 1999
(Month/Year)

43
(No. of Pages)

American Psychological Association

(Name of style Manual Used in the Study)

The purpose of this study is to determine if the Eau Claire Convention and Visitor Bureau can function as a receptive operator. A receptive operator can be defined as doing the similar duties a tour operator. The Eau Claire Convention and Visitor Bureau wants to offer this service to motor coach tour groups coming into the community.

The one objective is considering what are the funding mechanisms of becoming a receptive operator. The Bureau wants to understand how to receive money that is generated by the receptive operation.

Another objective is to analyze the services that are offered and utilized at the Convention and Visitor Bureau. The Bureau would offer receptive services to a tour operators that are coming into their community to book a motor coach tour. The Bureau wants to provide the function of making the arrangements for the tour operator. The arrangements would consist of hotel rooms, meals or group tours for the motor coaches.

The last objective is to understand the gathering and reviewing of promotional materials. The Eau Claire Convention and Visitor Bureau promotes the area by letting the public know what services they provide. The Eau Claire Bureau will be able to compare how other bureaus market. They will understand what ways are effective for providing a receptive operation.

The research showed many Bureaus might offer only partial services. A Convention and Visitor Bureau that is a full receptive operator may need to be a non-membership bureau. Not being a membership bureau, the Convention and Visitor Bureau can offer the tour group the best hotel, restaurant or attraction that would accommodate them. A membership bureau needs to be fair to all the members without favoring one or the other.

The Eau Claire Convention and Visitor Bureau is striving to become an effective Bureau for the public. The community and its resources is something the Bureau knows more about than a tour operator. The tour operator will come into a community and give the motor coach group tour an excellent excursion with the help of the Bureau.

CHAPTER ONE INTRODUCTION

Introduction

The Eau Claire Convention and Visitor Bureau (CVB) is considering the establishment of a program to become a full service receptive operator. A receptive operator would arrange services for tour group as book the hotel accommodations, motor coach groups, tours, meals and any other destinations the tour group would like. Another name for this could be package tours. More and more people are starting to travel in this capacity, as it is easier than booking each service separately. A package tour can be provided to customers with no surprises or added costs during the trip. (Nelms, 1995). As Nelms explains, a package tour can be a better value than paying for each part of the trip separately.

Overview of Convention and Visitor Bureaus

According to Morrison, Bruen and Anderson (1998), the first CVB started in 1896 in Detroit, Michigan. The primary purpose was to bring conventions into the city. Most CVBs are have been historical been non-profit associations that promote the general business services for the different entities (restaurants, hotels, attractions, etc.) in the surrounding area. The Convention and Visitor Bureaus have also typically been responsible for attracting large, small meeting and pleasure travel groups to the local communities (Morrison, et.al 1998).

Convention and Visitor Bureaus are mostly classified as a non-profit organization that promotes the general business interests of their constituencies (Morrison, et al 1998). “Revenues generated by bureau activities must be primarily expended on bureau programs that demonstrate the basis for its tax-exempt status under the rules and regulations of the Internal Revenue Service” (Morrison, et al 1998, p.3). The primary funding for the CVB is by room (bed) taxes for each hotel that is placed a guest receipt. The Bureau is an information center for visitors to come and view what attractions, hotels, activities and restaurants are in the community. This comes free of charge to the visitor with revenues generated by various different ways, i.e., room tax, sponsorships, etc.

Receptive Operator

A receptive operator would assist with the coordinate of group tour packages. The operator knows which hotels, attractions or restaurants the group may want patronize. With this information, the operator would help plan their itinerary since they are more familiar with the area. The Eau Claire CVB wants to promote this service to the tour operators. There can be different marketing tools that can be used. The Eau Claire CVB wants to develop the receptive operations and use it to create a competitive advantage over different areas to bring more tourists.

Lake County Convention and Visitor Bureau in Lake County, Indiana is performing one aspect of the receptive operations. This CVB acts as a housing authority for tour operators. The operator would let the CVB know how many people would be coming, what location and price range would be the best location to stay. Then the CVB calls the hotels to see who has rooms and who could accommodate the group. Lake

County then gives all the information back to the tour operator to make the decision and to book the tour.

These services are marketed in a variety of ways. An example would be the internet bringing information to a meeting planner or tour operator without a lot of research. The amount of information that can be offered by the internet is now more readily accessible and will continue to grow and improve with the years to come (Russell, 1996). It is a good way to let the meeting planner or tour operator know that the destination is out there and invite them to come for a motor coach tour.

Funding Receptive Operators

The Eau Claire CVB wants to better understand how the funding mechanisms operate with being a receptive operator. Some CVBs do a little of the work and then pass the information on to the tour operator who would receive the commission from the hotel instead of the CVB. The Eau Claire CVB wants to explore receipt of commissions from the different areas they coordinate in the area. Many receptive operators receive commission for coordinating the activity. The Eau Claire Convention and Visitor Bureau wants to investigate if it is possible for them to receive money from the hotels that would normally give to operator as an incentive to book that hotel. Being a membership CVB, it would be hard for the Eau Claire Bureau to be fair to all of their different properties.

Funding for a non-profit agency can be a difficult task. The Bureau wants to make money to cover the costs of operation but can not show a profit. Raleigh Convention and Visitors Bureau was in some trouble because of their spending (Koonce, 1996). The debate was due to money that the Bureau was using for advertising to

promote itself instead of trying to bring visitors into the area. The Raleigh CVB is a publicly funded agency which uses its dollars to draw people into the area. This campaign was thought of as promoting itself to the residents of Raleigh (Koonc, 1996).

Promoting/Marketing of Receptive Operators

Effective marketing is the key to attracting people and having an economic impact on the area. Based on an average of four days in a city, a tourist will spend \$838 where the event is held (Hudson Valley Business Journal, 1995). Thus attracting visitors into the area and increasing spending in the local economy.

Promotion can introduce a visitor to what there is to visit in the area. This may help the visitor decide if the area interests them. Local businesses advertise in the CVB's Visitor Guide to let the tourist understand a little what is there to see and to visit at the destination.

This paper will investigate what can be done to successfully promote successful operations. Different types of promotional materials will attract a certain group of people and bring those tourists into the area. Analysis state promotions and viewing how other CVB's are providing these services can serve as function as an established of receptive operations.

Problem Statement

The Eau Claire CVB would like to expand its services to include that of receptive operator. The Bureau wants to utilize services that are currently provided by member organizations. The problem of this study is to gather information to determine how other

bureaus perform receptive services. A receptive operator would be doing similar services of a tour operator for the Eau Claire Convention and Visitor Bureau. The Bureau would make all of the arrangements for tour operators with motor coach tours coming into the area.

Research Objectives

The following are the research objectives for this study:

1. To assess funding mechanisms utilized by Convention and Visitor Bureaus to run receptive operations.
2. To analyze services offered and systems utilized in Convention and Visitor Bureaus, which run receptive operations.
3. To gather and review promotional materials utilized by receptive operations in a Convention and Visitor Bureau.

Assumptions

The researcher is assuming the CVBs will be honest and truthful with their answers and that the information supplied to the researcher will be complete and accurate. Also, each Bureau will fill-out the survey completely.

Limitations

Some of the limitations of the research are due to not being able to go to the different Convention and Visitors Bureau to watch how the operation is performed. Surveys were administered to Convention and Visitor Bureaus that had a web page and accessible by email. This may hurt the survey results, since some of those Bureaus may offer the service, but are not email accessible. Also, if the researcher does not look past the home page in the web site, some emails could be missed. More hands-on experience would be help to understand the operation.

Definition of terms

Terms that will be used throughout the paper are:

Convention and Visitor Bureau (CVB) – This is an organization that is classified as a non-profit association, which promotes the general business interests of their constituencies. (Morrison, Bruen and Anderson, 1998, p. 3)

Receptive operator – Operators who are local tour companies that specialize in services for incoming visitors, most often for tour travelers arriving as part of a tour operator package (National Tourism Association, 1997).

Non-Profit Organization – The organization does not intend to earn a profit (Webster's Dictionary, 1996). The organization needs to reinvest any money that is made back into themselves.

For-Profit Organization – The organization has financial or monetary gain obtained from the use of capital in a transaction or series of transactions (Wester's Dictionary, 1996). The organization will charge a fee for their services.

Conclusion

The remaining points of this paper are a discussion of the information about receptive operators, group and package tours. Many people now would like to be able to make one call and to have someone else plan their trip or tour for them. The Eau Claire Convention and Visitor Bureau's members could view this process in a positive or negative way, depending on how the members are impacted. This will determine how profitable the Eau Claire CVB will be as a receptive operator. There will be an analysis

of the information gathered as to assist the Eau Claire Convention and Visitor Bureau in understanding the operations of being a receptive operator.

CHAPTER 2

LITERATURE REVIEW

Introduction

A Convention and Visitors Bureau (CVB) can provide a wide range of services for the community. Some of the services would consist of meet and greet tours, promote/marketing for the local business, step-on tour guides, etc. One of the services the Eau Claire Convention and Visitors Bureau is looking into is being a receptive operator, one which would do most of the coordination for a tour operator. The concept being, a tour operator would come to the Convention and Visitors Bureau, inform them of the group they are bringing, what type of tours, hotels, restaurants and leisure activities the group would like to participate in while being at that destination then the CVB would book the group at the desire facility. There is a lot of debate if a Convention and Visitor Bureau should be able to do all of this work for the tour operator. As this paper progresses, there can be conclusions drawn as to the appropriateness of a Convention and Visitor Bureau to be a receptive operator.

This literature review will analyze literature related to receptive operation. It will begin with a review of Convention and Visitor Bureaus, their purposes, structure, services and funding mechanisms. This review will analyze what can environment impacts of tourism, what is a receptive operator, motor coach tours, risk management, promotion and meeting planning. This analysis will bring the reader to an understand the mechanics of receptive operations.

Background on Convention and Visitor Bureaus

First, let's go back to when Convention and Visitors Bureaus (CVB's) were first started and how they began promoting cities and towns. The first CVB was started in 1896 in Detroit, Michigan. (Anderson, Bruen, and Morrison, 1998). The primary attraction was bringing conventions to cities. The International Association of Convention Bureaus (IACB), now the International Association of Convention & Visitor Bureaus (IAVB) was formed in 1920 and had 28 bureau members (Anderson, et al 1998). The Association grew slowly from the 1920's to the 1960's with emphasis on attracting individuals and group pleasure travelers (Anderson et al, 1998). Membership has grown more rapidly from 1966 to the present for Convention and Visitor Bureaus. The older a bureau is, the larger their budget is allocated (Anderson et al, 1998). In 1994, the International Association of Convention and Visitor celebrated its 80th anniversary (Boyers, 1995). CVB's are non-profit associations, which promote the general business interests of their constituencies (Anderson et al, 1998) and whose revenues are generated by hotel taxes and other programs to generate income to pay for expenses of the CVB's.

The purpose of a CVB is to promote a destination and it's members (Lenhart, 1998). The CVB targets meeting planners, travel agents, tour operators and the general public through advertising, direct mail and other media. A person can call a CVB and request general information of a specific area, hotel or attraction (Lenhart, 1998). The CVB has the information there to let the visitor know about all the different sites that they are promoting. This is, of course, at no charge to the visitor and is a helpful way of letting the public know what is in the area, thus bringing more people to visit.

Most CVB's market the community and surrounding areas (such as the attractions, hotels, restaurants, etc.) that belong to the Bureau as a member. The CVB is supposed to be impartial and not recommend one supplier over another (Lenhart, 1998). A CVB can mention other hotels or attractions that are not members, but it is not common practice. A CVB tries to obtain membership and promote the members of the community to tourists and tour operators. The membership dues help maintain the CVB which allows them to promote the members in the surrounding community. A CVB can put the hotel or attraction name out to many different areas, with little cost to them. The CVB promotes the area with visitor and entertainment guides for the general public and includes a guide for a group tour and meeting planners for the area. The Eau Claire Bureau has a phone board in the lobby that visitors can punch a key and contact a hotel on the spot to see if they have rooms available. This is an easy and effective way of promoting the destination. There is also a binder of menus at the visitor center so the tourist can look up a restaurant for an evening. There are also many other services that a Bureau may provide to meeting planners and tour operators. For example, the Bureau will help promote an event that a meeting planner brings into the area. The Bureau will compose and send a press release to local and/or statewide media contacts. This service is free of charge to the meeting planner.

Being a member gives the hotel or attraction the right to be in the visitor guides, as well as providing marketing support and leads about upcoming meetings (Lenhart, 1998). CVB does not rate places as a Better Business Bureau would. There is equality to everyone that is a member and gives each of them the support that is paid for being a member.

Looking at travel, tourism and the convention industry, it is really still in its infancy while glancing at the world market and future economic generators (Boyers, 1995). Many businesses have taken over the world market. The souvenirs that are bought to bring back home is a very big economic generator for tourism. Without souvenirs, tourists may forget many places. Souvenirs provide the opportunity for the tourist to bring something back to remember and show family and friends where they have traveled.

Structure the Eau Claire Convention and Visitor Bureau

Based on the structure of the Convention and Visitor Bureau in the past, here is the current structure of the Eau Claire Convention and Visitor Bureau. The Eau Claire Convention and Visitors Bureau is funded by Eau Claire room tax. They also have contracts for promotion with Menomonie, Chippewa Falls and the Town of Union. They are a membership bureau that charges each business who wants to be their partner, \$100. Being a partner is appearing in the visitor guide, having literature at the visitor center and informing visitors of what the business can provide for the tourists. There are additional services and projects that CVBs can charge for. An example of this is finding available rooms and rates from all different hotel properties for a tour operator. This extra money can enable the Bureau to be able to offer more services to the community and can therefore bring in more tourists to the area. What type of tourists is the Eau Claire CVB targeting? Any type of visitors whether it is families, couples, individuals, groups or corporate travelers. The CVB wants to bring in all different tour operators. With this it brings all different types of tourists and more tourists coming into the area is a greater

benefit to the community. According to Jennifer Church of the Eau Claire Convention and Visitor Bureau, each tour group will contribute an estimated \$5,400 to the local economy for each night they spend in the area. This brings in more revenue for the area and the potential to bring in more tour groups.

Working at the Eau Claire Bureau are nine officers, they are the, Executive Director, Director of Marketing, Director of Sales, Visitor Services Coordinator, Visitor Information Specialist, Convention Sales Manager, Sports Sales Manager Marketing Manager and Office Manager. Each of these officers has a different job and responsibilities to the Bureau. The Executive Director oversees all the areas of the Bureau (i.e., the annual budget, media interviews, many community committees, regional contract and general operation of the bureau). The Director of Sales works to bring in group tours, bank groups, weddings, family reunions and international groups to the area. The Director of Marketing ensures all the marketing deadlines are met, selects publications to advertise the destination and prints the visitor's and entertainment guides. The Visitor Services Coordinator is responsible to assure that the Visitors Center is staffed with volunteers and weekend staff and also services all convention and group tours coming to the area. The Visitor Information Specialist handles all the visitor calls and requests. The Convention Sales Manager brings convention and meeting groups to the area. An example of this would be a market of religious, military associations or corporate travelers. The Sports Sales Manager works to bring sporting events to the area. The Marketing Manager oversees that all publications are produced on time, keeps the calendar of events up to date, plans partnership seminars and an annual party. The Office Manager works on all of the accounting, board member correspondence,

technology issues and administrative support. The Bureau would have one person as a receptive operator.

Receptive Operator

“Receptive operators are local tour companies that specialize in services for incoming visitors, most often for tour travelers arriving as part of a tour operator package” (Kwortinik & Mancini, 1997). The name receptive is used since the operator would receive another tour operator’s customers and takes over the tour until the traveler leaves the receptive’s destination (Kwortinik & Mancini 1997). This service is to help the tour operator coming into the area, who may not know which hotels to use or restaurants to dine. The two key advantages to using a receptive operator are the geographic expertise and influence with area suppliers. A receptive operator could get a price break that a tour operator may not receive not being from the area. It also helps with planning which hotel to stay at in relation to the attraction or tour that is planned for the next day.

Some of the services a receptive operator would perform would consist of the following: a step-on guide service, putting together a package of the local area with hotels, meals and sightseeing, transportation or provide any necessary equipment for the tour. These services would be considered a receptive service to the tour operator coming into the area. A local CVB or operator would be able to supply accurate information to the tour operator for the tour group. This information is easier to obtain for a local operator than a tour operator from outside the area.

Some of the benefits of having a CVB be a receptive operator are: (Kwortink & Mancini, 1997)

- Strong local supplier relationship
- Extensive buying power, expertise in the selection of the best tour elements to meet the operator's specific customer needs and wants
- The opportunity to get better dates and rates than the operator could purchase directly from suppliers
- Time and money saving – the receptive operator has already done the research, supplier negotiation and tour costing for visiting the receptive's location
- Locally-based service – most receptive operators have offices located in the destination area and many offer 24-hour-a-day service

In other words, a receptive operator is a one-stop store. The tour operator or CVB would tell the receptive operator what arrangements to make for the tour group and the receptive would provide all of the services for them. The value of this service is that it saves the tour operator time doing something that could be easily done by the Eau Claire CVB since they know the area. Eau Claire has the information ready and knows the area, where as a tour operator would have to do a lot of research and hope that it is right.

A receptive operator will be doing various duties. Once the research is completed the duties of the receptive operator will be more specific. As of now, the receptive operator would be doing reservations for hotels, restaurants and attractions for the tour operator. As this grows into a profitable business, more than one person may be needed to help the Bureau in the role of a receptive operator.

Convention and Visitor Bureau - Services

Eau Claire CVB submits bids for different events each year. Some can be sporting events or conventions and meetings. This past year the Bureau had hosted the Fall Conference on Tourism for the State of Wisconsin. According to Jennifer Church, the conference was put on by the Wisconsin Association of Convention and Visitors Bureaus and had 180 people in attendance. The Eau Claire Bureau also hosted the group at Fanny Hill for an opening reception to the Conference. One other event hosted this year was the Society of Barber shop Quartets, which brought 1,000 attendees to the area.

A normal bid can include a packet of letters with hotel rates and a summary of what the community has to offer. Others require the bureau to be present at their annual convention. Each bid is different and each promotional item is different depending on what is being bid. Give away items can come from Eau Claire's CVB partners and they can vary from pens to beach balls or mugs. Some come from the Bureau with their logo on the item and are given to tournament directors, convention planners or other different group operators. An example of this can be, travel clocks, coaster or paper clip holders.

CVB's can be the first contact with a destination for a group or tourist. They can start from exhibition space to party favors (Lenheart, 1998). It depends how much a group wants a Convention and Visitors Bureau to be involved. Many tour operators may just want basic information from a CVB, while others may want the most comprehensive information they can get their hands on. CVB's can be a wealth of information if used properly, much like a library. A library has a bundle of information that is just waiting to be accessed. If a person is unfamiliar with how to use a library, there can be a waste of the potential knowledge that can be accessed, as opposed to having knowledge of the

library, where a person can come away with a assortment of information on the subject. That is the same principle of a CVB. If used correctly, a tourist can know more about the area without having to go to numerous different places.

Many cities use direct-mail to let tourists know the new and distinct commodities at their destination (Carey, 1996). They are now becoming new areas of travel for meeting planners. Meetings and Conventions Planners are now including spouses in the planning of meetings. According to Melissa Murphy, Director of Convention Sales at the Buffalo CVB “We have to offer a lot more choices than we used to.” There are programs needed to be geared toward spouse and children participation regardless of gender or age (Jensen, 1996). Activities can range from voodoo museums to dolphin swims for a time-filler while waiting for a spouse to finish with a meeting (Cholewka, 1996). This may be an extreme example, but there are places that can offer these services.

Tour operators can be very busy with booking housing accommodations for the tour group. Many Convention and Visitor Bureaus are now trying to help with providing this service to many tour operators. This can be part of being a receptive operator. In 1996, there was a thought of having standardization for the housing system (Donoho, 1996). A deposit would be collected and then a charge to the hotel of \$9.50 for each room booked would be assessed (Donoho, 1996). It was called the Central Convention Housing Reservation System (CHRS), but the concept never caught on, mainly because it was new and never proven (Donoho, 1996). Some CVB have a dedicated housing staff of a dozen people to find rooms for the tourists coming into the area. CVBs can be reluctant to accept reservations by telephone from meeting attendees since there are not enough people to answer the telephones. Some meeting planners are doing everything

themselves since their membership is important in providing business to the CVB (Donoho, 1996). There needs to be a way that CVB's can do the work for the meeting planners without losing business for the area. The Eau Claire CVB may run into this problem with Country Jam. Country Jam is a music concert that is performed outside for four days and can include up to 20 different groups or individuals performing. Tourists coming into the area and not going to this outdoor concert may have a hard time trying to find a room. With some advance notice, the Eau Claire CVB is willing to help but may not always be successful.

Convention and Visitor Bureaus are now getting into more technology (Donoho, 1996). This helps them keep better records and find information much faster for all of the parties involved. Each CVB can be run differently and have different ways of operations. An example of this is that each computer business may be run differently, but still provides the same service as the competition.

Environment Impacts of Tourism

Along with promotions the CVB has responsible to maintain the nature environment which attractions visitor to the community. Tourists want to remember the area where they have visited. When the Berlin Wall came down, many visitors traveled to Germany to obtain a piece of the wall. This can be a souvenir to the visitor, but the amount of travel to the site can pollute the destination. With this example, areas are now just starting to understand how important and profitable tourism can be. Many areas can grow or be torn apart by tourism. Another example of this would be the destruction of the coral reef in the Caribbean or the disturbance of breeding habits of birds in Antarctica (Sirakaya and McLellan, 1998). Tourist groups need to be aware of what is acceptable to an area. An area needs the help of the local economics to be able to survive with tourism. Responsible travel is preserving the environment and improving the welfare of local people (Higgins, 1996). This can take the threat out of tourists coming to a destination. Some local people may not want travelers to visit, since it may disrupt their daily life. Positive economic, soci-cultural and environmental impacts for the destination will bring more tourists into the area (Carey and Gounta, 1997). Travelers will want to visit a destination that is clean and inhabits

friendly, local people.

Many different impacts (i.e., environment, cleanness, crime, economic, etc.) could effect tourism in an area. A change in temperature can effect a group tour leading them to a different location with milder weather. Too many groups going to the same area can lead to group tours canceling and wanting to go where it is more natural and clean. The image of the area is influenced by tour operators (Carey et al, 1997). A group tour operator can help bring people to a destination or convince them to go elsewhere. A friendly atmosphere and clean destination will keep a tourist coming back to the area. Tourism needs to be managed correctly to be able to bring people into the area and keep them coming back. An example would be a motor coach tour coming into the area and being greeted by friendly people and spotless looking hotel rooms. This would make an impression in the tourist's minds and start them thinking this is a pleasant area even before going on any tours.

Convention and Visitor Bureau – Funding Mechanisms

One issue is how to receive the income generated by providing the service as a receptive operator to the community. A receptive operator may obtain income by booking rooms or restaurants for the tour operators at the destination. This income may not be able to be incorporated back into the Bureau since it could be shown as profit.

CVB's have found that hotel taxes are not able to cover all of their costs for operation (Lenhart, 1998). Many areas are becoming more expensive to run. There needs be to more employees to support all of the different aspects starting to appear in the CVB. Some CVB's are getting involved with seeking more corporate sponsorships to promote cultural tourism (Lenhart, 1998). Being able to get more money from

corporate sponsors will allow them bring more tourism into the area. Everything costs money to produce and with the extra money it can give the community more things to promote and more tourism to bring into the community.

The Eau Claire Convention and Visitor Bureau utilizes sponsors for various events that they host. An example of using sponsors would be the Fall Conference opening reception that the Bureau hosts. This can help the Bureau to cover the costs of the event. In future projects, their Sports Manager will use sponsors to help with the cost of the sporting event. Utilizing sponsors is a great way to let tourists know what different attractions are in the area and bring more people to different parts of the destination.

Convention and Visitors Bureau's are supplying information about their cities' facilities, accommodations and attractions (Boyers 1995). There is a trend in using sporting events to market and promote the cities associated with the Convention and Visitors Bureaus (Carey, 1996). Providing sporting events to different cities brings more tourists to the area. Many cities want to have a professional basketball, football, baseball or hockey team to promote their area, because this can draw more people to the area to see the visiting team play.

The level of sophistication in creating and publicizing events has risen in the past several years (Carey, 1996). Making sweatshirts, T-shirts and other promotional material available is an incentive to many people. It lets people know that the area is there and creates the desire to have the promotional material from there. The Sports Manager of the Eau Claire CVB is trying to get more sporting events into the area. It would not be a major professional team, but draws can come from softball or even professional Golf tournaments.

Motor Coach

One of the lures to the Eau Claire CVB is ability to bring motor coach tours to the destination. This is a profitable area in bringing group tours into the area. The Bureau markets their motor coach tourism in various ways. One of the ways is going to tradeshow where they are able to meet the tour operators and give them information about their area. A few other ways include telemarketing, direct-mail pieces and placing ads in publications that are sent to tour operators. Doing this ensures the tour operators will have the bureau's name and want to bring their group to the area.

For example, according to David Hawley of the Arabia Steamboat Museum, "More people are coming to our destination because of the motor coach" (Linafelt, 1998). A busload can bring about 50 passengers (mainly senior citizens) to the area and that means approximately \$7,850 daily is realized from the motor coach coming into the area (Linafelt, 1998). This is a good boost for the Kansas City destination and therefore, brings more people into the area and more money into the local economy. A tour traveler can spend about twice as much in a community than a traveler who is only at the destination for one day (Hudson Valley Business Journal, 1995). This increases the idea of a community wanting to bring more group travel into the area. The Eau Claire CVB is planning to do the same bring more group tours into the area. Only the Bureau is marketing to each and every person, not just the group of travelers. Money will be spent in the community without worrying what type of traveler is visiting the Eau Claire Bureau. Each tourist will pay for lodging, food, attractions, etc. when visiting the destination.

In Wichita, Kansas, the Wichita Convention and Visitors Bureau has implemented with a low-cost program for tourism. Tour groups visiting the area are able to see business-aviation manufacturers and partake in a driving tour of the Boeing Company facilities (Wichita Business Journal, 1998). In return for this tour, visitors will be required to spend a least one night in the city and eat at least one meal in a local restaurant (Wichita Business Journal, 1998). This is a good way to get people into the area and see the local sites. If the tourist likes the area they, can come back on their own to the destination.

Being able to bring motor coach tours into the area, the Bureau needs to have a self-identity (Boyes, 1995). Bidding on various events coming to the area, the CVB needs to identify itself so others will not get confused with other Bureaus. A good marketing idea or a unique sales idea, is to keep the tour operator or meeting planner remembering the destination. For example, if a CVB in Green Bay was trying to bring in a competition for a national high school football game, they could send each school a piece of the old Lambeau field. This would keep the Bureau in the administrators' mind, creating a desire to come to Green Bay for the national competition. Having a safe community with terrific shopping, entertainment and food will bring people back to that destination (Buchanan, 1995). Give people something to remember and they will tell their friends to come to the area to experience it for themselves.

Motor coach tours are now being viewed as a profitable venue to bring into an area. They can also be considered package tours, since everything starts and ends on the motor coach. A package tour can provide a bundled product where there are no surprises for the traveler (Nelms, 1995). The price of the tour can be at a low cost since the tour

operator is able to purchase the trip for a low price. This can be very convenient, as the traveler need only pay one price for the trip and not have to worry about any thing else. This idea can combine tickets with hotel and rental car bookings or other activities for the same price to bring people to that destination (Burns, 1998). This is a good way to let the traveler experience a little bit of everything the community has to offer.

Convention and Visitor Bureau – Risk Management

There is a risk of liability for the tour operator or a receptive operator. What happens if a tourist is unhappy with the tour or is injured? The travel industry can lure travelers to a destination with brochures that do not match reality of the area (Downes, 1996). This can make the tourist unhappy with the trip and want a refund and may create a negative impression so the tourist will not return to that destination. Brochures can provide ideas for accommodations and tours to let the customer select which one is right for them (Downes, 1996). A brochure needs to be accurate and give the consumer the right information about the area to enable them to make the correct decision. How much insurance should a business have to combat liabilities? Some of Mexico's top hotels now are offering clients financial protection tourists for not enjoying their vacation or injuring themselves (Hotel & Motel Management, 1998). Since the liabilities have been increasing with a small surcharge to the tourists' bill, the hotel will offer the tourists extra insurance to ensure a safe and happy trip. In dealing with motor coach tours with receptive operators in an area the weather could be more dangerous than normal, then extra insurance could be offered increase the satisfaction of the tour.

Convention and Visitor Bureau - Promotion

Many of the marketing decisions can be based on the best return the area will have (Boyes, 1995). A creative marketing program a Boston Convention and Visitor Bureau had was mailing Rockport shoe ads to meeting planners in Chicago and Washington, DC. This way the planners would remember the Bureau and their new slogan “America’s Walking city” (O’Neill, 1998). A creative idea to try and bring more travelers into the area.

The Eau Claire Convention and Visitor Bureau uses their marketing skills for promotion of the motor coach. Visitor guides, information packages, press release or direct-mail pieces are a few items the Eau Claire Convention and Visitor Bureau uses to promote their area. The Bureau will follow-up on leads that come in from the State organization called Circle Wisconsin. One other way is familiarization tours or fam tours. This is a tour for tour operators to become familiar with the area and view the attractions. By doing this, the different tours operators will remember who the Eau Claire Bureau is and bring them back to the destination.

Technology is coming in to play with the growing amount of people and destinations that are on the internet. It is an easy way for visitors to obtain information about different aspects of the area. A person could make reservations or shop for souvenirs on the internet. Many of the sites may only provide the basic level of information (Russell, 1996). This can be telling things just about the hotel, convention center and attraction but not actually being able to interact with each site. Many CVB’s are starting to tailor their web sites to meeting planners (Russell, 1996). The CVBs want to make it quicker and easier for the meeting planner to access the information and be able to bring more tour and motor coach visitors into the area. The Eau Claire CVB uses

the internet as a way to give interested people a first look at the area and is geared toward individual and group travelers. There is a link at the bottom of the page where both group tour and meeting planners can ask about information for the Eau Claire area.

Meeting Planning

Meeting planners need to know what a Convention and Visitor Bureau has to offer. Many services can vary between different bureaus and because of this, CVBs need to have a scope of services and develop a feeling of confidence in relation to meeting planners (Gartrell, 1994). The CVB needs to be a service-oriented business, that will be there for the consumer and be able to answer questions that might arise. The visitor will know that the Bureau is helping them make their stay more enjoyable and will be looking forward seeing them again.

A convention and visitor bureau can be a full-service agency offering services that many meeting planners do for a fee. The Bureau can offer a wealth of information without a fee to the tour operator or any individuals (Ghitelman, 1996). Is this going too far? The Eau Claire Convention and Visitor Bureau can offer receptive services. Is this taking away from other organizations' services? Some meeting planners welcome free help that saves them time and expense of hiring suppliers to do the same work (Ghitelman, 1996). This is a service that can be offered to meeting planners and tour operators to free up their time to do other parts of their job. CVB's can insure the process is going smoothly and that each party is satisfied (Ghitelman, 1996).

Conclusion

This information will help the Eau Claire Convention and Visitor Bureau to be a well-balanced receptive operator, as well as give the Bureau the desired tools to start working as a receptive operator. The next chapter, will discuss of how the information will be collected and obtained from CVB currently involved in receptive operations.

CHAPTER 3

METHODS

Introduction

The Eau Claire Convention and Visitor Bureau is interested in being a receptive operator for the community and feel that this could be a new and interesting service not offered by many other Bureaus. The objectives of this survey were to find out what services, funding mechanisms and marketing/promotion are provided by other Convention and Visitor Bureaus.

Research Design

A descriptive design was selected to obtain the information needed. The sampling method selected for the research was one of convenience. The web site of the International Association of Convention and Visitor Bureaus (IACVB), was used to identify those who would be surveyed.

The research investigated services offered, funding mechanisms and promotional/marketing tools of receptive operators. The research was designed to assist the Eau Claire Convention and Visitor Bureau in determining if they wanted to pursue receptive operations.

The study was conducted by sending a survey out over the internet to the Bureaus that were email accessible. Follow-up to the survey was not done, since the researcher was able to gather enough data from the ones that were returned.

Population

The population for the survey was all the CVBs in the United States. The Eau Claire Convention and Visitor Bureau wanted to find out what other Bureaus were doing and if they were receptive operators. If other Bureaus were receptive operators, the Eau Claire CVB was inquiring how they perform these services in the community.

Sample

The sample was one of convenience for the researcher. The sample of the survey was all of the IACVB membership that had email addresses. This reduces the amount of Bureaus across the country but gives a big enough sample to be able to understand how receptive services are operated. Using email may bring a better response rate since it is something people type quickly and do not have to send back. It will not get lost in the mail or on someone's desk.

Instrumentation

The data that was to be obtained in the survey was to identify who offered the service of a receptive operator, how it was funded and the promotions/marketing to bring the tour groups into the area. The questions asked were all open-ended to find out if it was possible to start to offer the service; if the service was not offered, why. The first question was if a Bureau offered the service and if they did, what services were offered.

The next question was "Does the Bureau offer both information and booking services?" The information services included tour operator information about the area

and diverse services that were offered. The booking services referred to lodging, food service and attraction reservations that typically need to be made.

The Eau Claire Convention and Visitor Bureau was concerned if they could be paid for services rendered by the tour operator. If the Bureau was not paid, then the Bureau would need to account for the extra time needed to perform the service. The survey addressed this concern to understand how other Bureaus deal with this issue.

Extra insurance was an issue for the Eau Claire Convention and Visitor Bureau to ensure tourists safety in their community. Bringing in bigger groups raises the potential that something could happen to someone. The Eau Claire CVB needed to be covered if someone got hurt or was unsatisfied with the quality of service. Thus, a question was probed to utilized the perceived liability issues with different Convention and Visitor Bureaus.

Putting the company's name out in the public and learning how to market effectively to bring in more business to the area was a important concept for the Eau Claire Convention and Visitor Bureau. There were many different strategies to promote and market how to bring more tourists to the area. Respondents were asked to discuss their marketing strategies.

Survey Administration

The data was collected over a three week time frame from March 21 to April 8, 1999 via email. Respondents were able to fax or send the survey back by mail if they choose. There was no follow-up done by the administrator. Due to the number of responds to the survey.

Data Analysis

The researcher was investigating the receptive services offered to the community. The researcher asked open-ended questions to obtain the correct information from each individual Bureau. Each objective was addressed with the following themes emerging from the data. The major themes with the respondents were categorized by the following:

- Complete Services
- Partial Services
- Few Services
- Services not offered

If the bureau did not offer the service, the Eau Claire Bureau wanted to inquire the different types of services that the Bureau does offer. Types of service offered by different bureaus were complete, partial or little to none of receptive services. This can show how much a bureau is a receptive operator. Some bureaus would offer all receptive services or not much at all.

Each objective was broken down by the above themes. Topics were analyzed basic on the level of services provided. Funding, promotions and strategies were analyzed in broad terms as the functions did not vary basic on the level of services.

Conclusion

The survey was designed to get as much information as possible from the Convention and Visitor Bureaus. Methods were used to obtain the most accurate and up-to-date information from the Bureaus. The next chapter will go into detail on services, funding mechanisms and marketing/promotion materials utilized by receptive operators.

CHAPTER 4

RESULTS

Introduction

The objectives for the study were to find which services, funding mechanisms and promotion/marketing pieces were used by receptive operator. The Eau Claire Convention and Visitor Bureau (CVB) wanted to establish this service to tour operators coming into the area which would bring more people to the community and added revenue for the CVB.

This chapter investigated how different services were used by Bureaus around the United States. Many Bureaus offered complete, partial, little or no receptive services. These level of services can depend on how the Bureau is viewed and what role that Bureau plays in the community. Funding mechanisms, promotion and strategies do not vary much from those who offer complete services to those who offer no services. The following paragraphs will discuss how Bureaus around the United States act or do not act as a receptive operator.

Response Rate

Two hundred - nine surveys were sent via email to Convention and Visitor Bureaus who are members of the International Association of Convention and Visitor Bureaus (IACVB), of which 90 (43%) surveys were returned. Fifty of the surveys returned said that those Convention and Visitor Bureau did not offer the services and 40 of the surveys did offer the services in some capacity.

Background of Respondents

The respondents were from many different types of Convention and Visitor Bureaus. Some came from large Bureaus, while others were from small Bureaus. They were from around the country and not in a certain area. Some of the Bureaus were membership Bureaus, while others were non-membership bureaus.

Receptive services would be viewed in different ways depending if the Bureau is a membership or non-membership Bureau. A membership bureau would need to promote their members with bringing business just to their area. A non-membership bureau would be able to promote to everyone in the community.

Receptive Services

Many of the Bureaus, did offer this service. There were different degrees of what services were offered by the Bureaus. Some Bureaus referred tour operators to the local receptive operator in the community when they inquired about the service. Others offered partial receptive services to tour operators. These services could consist of promotional materials, brochures about the area or maps. Some Bureaus would just offer basic information to the tour group. There was no booking or handling of money by most of the Bureaus. Instead it would be mostly performed by the local receptive operators in the community.

Complete Receptive Services.

These services can come in a variety of forms. The following data came from different bureaus, but most of them offered some or all of these services. For example, Bureaus provided themed itineraries, a list of step-on-guides or a list of the receptive operators that belong to the NTA (National Tourism Association) or ABA (American Bus Association). In helping the planner, a bureau booked small attractions with little or no fee. The Bureau serviced as a liaison between hotels, attractions, restaurant and the tour operator or any FAM (familiarization) tour opportunities. For example, one Bureau acted as a housing agent by providing tour operators with information and acting as a resource center.

Bringing in motor coach tours into the area, can provide an opportunity for a “meet and greet” service. This means a staff member from the local CVB would board the motor coach when it arrived in the area. The staff member would then give a small chat about the local area and possibly accompany the group during part of the itinerary.

One Bureau does offer the above services through their office with one staff member. They arrange special tours, send hotel/motel and restaurant listings, provide a welcome banner and discount coupons. When a Bureau is contacted, an information packet is sent to the tour operator and if the group decides to come into the area, the Bureau then sets up tours, nametags and works with different hotels. Included with the information, is a function sheet to fill out to help determine what the group would like, i.e., hotels rooms, restaurants and tours.

Partial Receptive Services.

The Bureaus that were surveyed mostly offered partial receptive services. These services can provide a variety of different duties. Many Bureaus act as a representative for the tour operator when the tour group arrives to the destination. For example, if a tour operator coming into the area needs a receptive operator, they are given the name and number of the local Convention and Visitor Bureau. If a CVB does not offer this service, then the tour operator will receive a name of the local receptive operator in the area. Another CVB that was surveyed, supplies both tour operators and inbound receptive operators with itinerary ideas and itinerary planning services. This bureau sets-up the itinerary and goes with the group as a step-on guide if required by the group. These are some of the ways a Bureau can act as a receptive operator.

Few Receptive Services

Many of the bureaus surveyed just provided information to the tour operators and let the receptive operators in the area handle the leads. A Bureau can do the leg work for the receptive operator by setting-up reservations or identifying services, meal functions and other requested services. These can be basic services that are provided to the tour operator who are coming into town.

No Services offered

CVB's that did not offer the service said the reason was it was not fair to the surrounding business. Many of the cities had receptive operators in their town or surrounding area and felt this would take away from their business. Also, a Convention

and Visitor Bureau is a non-profit organization, where as, most receptive operators are a for-profit business. Many bureaus that were surveyed, however, would offer a referral to the appropriate tourism professional who provided this service. One Bureau felt it is unfair to the competition to have a public entity pursue business of a private enterprise. A non-profit organization can not offer receptive services, according to one Bureau; they have constituents that are for-profit that do offer this service.

Offering this service can be a lot of work, thus one bureau suggests that if there is a local receptive operator in the area, they should do the work. Each hotel/motel tax can be restricted on the type of programs and services that is budgeted for their use, therefore, many budgets may not allow for this type of service. Others feel just to let the for-profit business continue using the receptive operations, if it is their business and find no reason to interfere if it something that they are doing well.

Funding Mechanisms

The Convention and Visitor Bureaus are a non-profit organization and for that reason some bureaus that were surveyed felt they could not be a receptive operator and take money for this service. Financial arrangements can be made between the property and the group, according to one CVB that offers receptive services. Arrangements can be made by the Convention and Visitor Bureau, but the tour operator will pay for the deposits and the cost of the tour, room or restaurant. Many bureaus act as a liaison for the final arrangement between the tour operator and the services needed. Most tour operators pay for everything directly by attribute to the hotel, attraction, restaurant, etc.

Many Bureaus surveyed would like to keep the income from receptive services separate from their own account. The tour operator will pay for the services that were rendered and not involve the CVB. One bureau that was surveyed is a full receptive operator who deals with contracts, payments, receivables, bookings, negotiation and commission, but obtains a separate department in the Bureau for these transitions. This department has its own finance operation and staff to handle the business that is coming into the office.

Having income generated by room tax and memberships of local business, can make it difficult to run a true receptive operation, according to many of the Bureaus surveyed. The Bureaus cannot be held responsible for the group tour contracts, since they are supported by the members of the community. Another reason why the Bureaus do not take money is that tours incur a high cancellation rate and liability issues that can put the organization in jeopardy. Bureaus do not want to worry about people not showing up or getting hurt.

One Bureau explains no money is paid directly out to them. All checks are made out to the facility or attraction and although the tour operator may send the checks to the Bureau they are distributed to the appropriate areas, thus no money is deposited in the Bureau's account.

Liability Issues

Extra insurance is covered for the tour operator and group only. Mostly extra insurance is handled by the tour operator that is conducting the tour. Group tours will normally have their own insurance and not need the Bureau to carry any extra. If there is not adequate amount of coverage for insurance, then the CVB will not be able to continue

operations. CVB's may want to make sure there is enough coverage in case something does happen.

Promotion/Marketing

Group tour guides are provided to show what services, facilities and attractions are in the area for group tours and what is offered by the Bureau. If there are any requests by phone or mail, then information is sent to that organization. Since promotion is important in getting a Bureau's name out for the tour operators, attending shows such as NTA, ABA, Roundup or the European Travel Show is a good way to let tour operators know that the Bureau is proactive in providing different services. One example of promoting CVBs is having someone on the phone trying to get the word out about the Bureau with the services that they offer (telemarketing sales).

One Bureau surveyed suggests developing an inventory of area attractions into one brochure. Also, design a hotel guide for all properties interested in the bus market, include amenities, rate, comps and special services. This will give the tour operator an idea what is available to them for the area.

Membership Bureau

Many membership bureaus that were surveyed said they are not allowed to run a receptive operation, due to the inequity to their members. A receptive operation does not by not represent all of their membership, in a fair manner. Many of bureaus that were surveyed offer some or little receptive services were not a membership bureau.

Non-Membership Bureau

Non-Membership Bureaus that were surveyed do not have to consider other organizations in the area. The Bureaus can promote any organization they feel will accommodate and be best suited for the tour group. One Bureau that was surveyed who offers receptive services, (but is not a membership bureau), sends out a checklist to the tour operator to allow them to choose the services that are desired. The CVB then assists the tour operator with booking the tours and other attractions/restaurants. According to one CVB, the Service Manager is the one who coordinates the transaction of the receptive operation. Although the fee still is not paid by the CVB, the tour operator would be responsible for paying for all of the services that have been rendered.

Strategies

When starting to be a receptive operator, it is recommended by the Bureaus that were surveyed, to contact an organization that provides the service and ask about their operation; making sure to remain outside the region of competition of the area. An example would be a Bureau may want to go to trade shows, do product inventory and/or tour development for the community. Networking with other bureaus that are not from the immediate region, would give the Bureau great ideas on how to get started with this business. Since customer service is number one, it is imperative to be able to provide a good receptive operator.

Joining ABA, NTA, local AAA office or a state/regional association was a suggestion by many of the Bureaus surveyed. Also, the National Tour Association may be helpful in finding information regarding members who are receptive operators in close proximity.

Conclusion

Many Bureaus that were surveyed offer this service of a receptive operator with little or no compensation. A true receptive operator needs to be a for-profit business according to many of the Bureaus that were surveyed. Also, most of the CVBs that do offer services as a receptive operator are not membership bureaus. This can mean they did not have to be considered about competing with their members.

CHAPTER 5

RECOMMENDATIONS

Introduction

A study was conducted to investigate three different objectives. The objectives were services, funding mechanisms and promotion/marketing tools for a receptive operator working in a Convention and Visitor Bureau (CVB). The Eau Claire CVB was looking into starting to provide the service of being a receptive operator. Research was done to understand what a receptive operator is and what functions they perform.

Summary

The research showed many bureaus might offer part of the receptive service. Since, each situation is different and unique not all Bureaus can offer the same services (Suggs, 1997). There are many for-hire receptive operators in the community that offer this service to tour operator coming into the area. According to a few articles, bureaus did not want to over step their bounds of service to the community. Successful Meetings of February of 1996 ran some articles about the Convention and Visitor Bureaus. These articles talked about housing, spouse tours and gamble activities that could be considered receptive services. Bureaus were looking into offering this to their own communities to be more helpful to the tour operator. This way tour operators could go to one place to receive all of their information.

Next the researcher provided a survey to different Bureaus around the United States to understand how they operator a receptive service. The survey found that there are many different services that a CVB could perform and how each different bureau interpreted what a receptive operator's responsibilities are to the community. There is not a precise way of predicting human behavior (Faulkner, 1997). Due to this, each Bureau has there own way of interpreting what a tourist wants to gain out of the tour.

Most of the Convention and Visitor Bureaus' that were surveyed offered some type of service to the community. Some Bureaus may have offered just step-on tours or their information about the area. Others would make hotel and restaurant reservations or schedule tours. This could be considered more of a complete receptive operation.

Many Convention and Visitor Bureaus did not receive compensation as receptive operator. One Bureau that was surveyed suggested having a separate department with an established finance department. This way the receptive operations and the CVB could run together but keep their finances separate of each other.

The survey found most promotional/marketing material was generated by visitor guides, tradeshows and telemarketing. These materials were the most popular way to let the public know the CVB was available free of charge. Without promotional/marketing pieces the public may not know how much the community has to offer.

Recommendations

The researcher would recommend the Eau Claire Convention and Visitor Bureau be able to offer some services. The Bureau may find it is hard to become a full service operator since it is non-profit. Most receptive operators are for-profit and have their own

finance department. If the Bureau decided to become a full-receptive operator, a separate department should exist to able to provide this service. Without having a separate department, the Bureau should be able to offer some services and let the tour operator pay the hotel or attraction the amount that is owed.

Services that the Bureaus offer are mostly the same as other areas in the country. Many services would go into more detail if the bureau were a receptive operator. Most Bureaus only offer information to a tour operator. Receptive work can be time consuming due to the abundance of details. These details can include, how big the group is, where they would like to stay, preference on tours or attractions. This can be more than just offering information to the tour operator. The receptive operator would have to book the group, collect the money and pay the facility.

Conclusion

Convention and Visitor Bureaus want to provide as much information as possible to the tour operator. Receptive operation reduces work for the tour operator. The drawback of receptive services is there needs to be a financial department to run the operations, if this could happen the Eau Claire Convention and Visitor Bureau could be a true receptive operator.

Many Convention and Visitor Bureaus can have limited amount of receptive services, which range from offering visitor guides, to looking for different hotels for tour operators. If the Bureau is a membership Bureau, it can be difficult to remain fair to each member. Offering receptive services, a bureau may need to be a non-membership bureau to even offer the service.

Convention and Visitor Bureau is in essence, design to supply information for tourists, tour operators and anyone coming into the area. A receptive service would make the Bureau supply more information and be convenient for the tour operators. Instead of going to many different areas, the tour operator can go to one area and receive all the information. This would be very helpful and the job made easier for the tour operator. They then would remember the area and want to come back, since there was fewer hassles. Thus, Eau Claire Convention and Visitor Bureau had the ability to make their group tour run smoothly.

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APPENDIX I
SURVEY QUESTIONNAIRE

I understand that by returning this questionnaire, I am giving my informed consent as a participating volunteer in this study. I understand the basic nature of the study and agree that any potential risks are exceedingly small. I also understand the potential benefits that might be realized from the successful completion of this study. I am aware that the information is being sought in a specific manner so that no identifiers are needed and so that confidentiality is guaranteed. I realize that I have the right to refuse to participate and that my right to withdraw from participation at any time during the study will be respected with no coercion or prejudice.

Note: Questions or concerns about participation in the research or subsequent complaints should be addressed first to the researcher or research advisor and second to Dr. Ted Knous, Chair, UW-Stout Institutional Review Board for the Protection of Human Subjects in Research, 11 HH, UW-Stout, Menomonie, WI, 54751, phone (715) 232-1126.

A receptive operator is a meeting planner who works for the convention and visitors bureau and is doing the duties of a meeting planner without a charge to tour groups.

Receptive services are services provided by the receptive operator without a charge that normally a tour operator would charge a tour group.

1. Do you offer any receptive services to group tours that are coming into the area? If yes, what services do you offer? What market segments?

2. Do you provide both information and booking services?

3. How do you coordinate these services?

4. Would you make all of the arrangements for the tour operator and then make the payment for them? Would this take place after the tour operator pays the Convention and Visitor Bureau? Please explain.

5. How are you paid for your services?
6. If no compensation, how does your budget allow extra people to handle this service without having to charge a tour operator for this service?

7. Is it necessary to carry extra insurance when you are delivering the service of being a receptive operator?

8. Do facilities (i.e., hotels, restaurants and attractions) pay you for your services similar to a receptive operator?

9. If you are a membership bureau how can you represent all of your members hotels/attractions/etc. equally when offering these as receptive services?

10. What type of marketing/promotion pieces do you use to let tour operators know you offer these services?

11. What strategies or systems would you recommend to someone just starting to provide these services?